

The

# Challenge



Sierra Army Depot, Herlong, Calif.

December 2011

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Happy  
Holidays

From the Dexter  
Family



# Commander's View

I hope each of you enjoyed the Thanksgiving holiday and had an opportunity to thank a veteran on Veterans Day.

The upcoming holiday season is a time to reflect on the successes of the past year, a time to spend with family and friends, and a time to be thankful for all the blessings each of us have.

I would ask each of you to take a moment to reflect on all of the blessings we enjoy as Americans. The work we do here on Sierra contributes directly to our great Nation and her continued success into an uncertain future.

Let us not forget, while we spend the holidays with friends and families, there are many fellow Americans that cannot do the same. Please take a moment to remember all the Soldiers, Sailors, Airmen, Marines, Coast Guardsmen and Department of the Army Civilians that are away from home during the holidays. We are thankful for their willingness to answer our Nation's call and serve far from home protecting our freedom and liberty.

Thank you for all the hard work and dedication that you demonstrate on a daily basis. Your commitment to excellence allowed the Depot to end the fiscal



Lt. Col. Christopher E. Dexter

and calendar year on a positive note. I am proud of the teamwork and dependability you exhibit every day to ensure our Soldiers have the means available to them to successfully carry out their missions.

Whatever your plans are for the holidays ensure you incorporate safety. Many of you will travel during the holidays, this coupled with inclement weather leads to increased risks. Wear your seatbelts, don't drink and drive, and ensure your vehicles

are in good working order. I want to see each of you, safe and sound, after the holiday period; our Soldiers are relying on you to come back and do your job.

The joyfulness of the holiday season is all around us. In whatever way you choose to observe the holidays and the New Year, I hope they are safe, mirthful, and enjoyable.

On behalf of the depot leadership and my family, I wish you a safe and joyous holiday season and a Happy New Year. May your homes be filled with the joy of family and friends this holiday season.

**Pride in Excellence!**

**Army Strong!**

LTC Christopher E. Dexter

#38



## THE UNION'S POSITION- AFGE LOCAL 1808

### We are all equal in dignity

We all have an equal claim to the gift of life, and we deserve the same respect and the same level of care as everyone else.

On Oct. 18, 2011, I attended the Strategic planning meeting in Reno, Nev. Together we developed a plan for the present and future of Sierra Army Depot and its work force. All the planning in the world will not help if we do not have an Understanding Heart. We must work together to ensure the future of Sierra Army Depot. We can do this by deciding each day to try to help just one person who seems to be in need. Perhaps it is a coworker whose job is on the line and who needs words of encouragement.

Perhaps it is a loved one, friend, or a neighbor who is struggling with long-term illness and needs someone to lend a helping hand. Treat other people with dignity. "Do nothing out of selfishness or out of vain or glory; rather, humbly regard others as more important than yourselves."

As Leaders/Managers, examine your thoughts and behavior. Are there groups of people whom you look down upon? Perhaps People from a different social or economic background. Maybe we look suspiciously at people who follow a different religion or who have different political convictions.

Of course we should hold on to the truth, treat everyone with the utmost respect. After all, if Jesus valued them enough to die for them, shouldn't we treat them-and everyone we meet-with honor?

No matter where we find ourselves in life—no matter what stage our faith is at, no matter if we are in comfortable or dire circumstances—we all stand in need of God's mercy for all.

In order for Sierra Army Depot to survive,

we must discover the Issues, Strengths, Weaknesses, Opportunities, and Threats. Investigate the problem areas (if there are any) and how to truthfully and responsively answer any questions. Sierra has expanded in many ways compared to the last 15 years or more.

Leaders/Managers must be true observer of human behavior and eager to catch any missteps. Leaders/Managers have to reach out to help the subordinates that work under their leadership.

Understanding this truth can be life-changing.

Imagine how liberating it is to know that we don't have to be perfect! All our efforts to win other people's approval, all our attempts at convincing ourselves that we are "good enough"

During my years at Sierra I have noticed all the hostility and hatred toward people from different social or economic background.

See UNION on Page 3



**The Challenge**

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**UNION** (From Page 2)

According to the Pledge of Allegiance "With Liberty and Justice for All."

Wake up people, we are in a Dog-Fight. Politicians are taking away our rights to cost of living raises, our benefits, retirement, pensions, medical care, social security, and jobs.

Leaders/Managers instead of jockeying for position, choosing places of honor at the table.

Reach out to the people working under your leadership show them that together you can make a difference, no matter how obscure or insignificant he or she may appear to be.

You cannot avoid all conflicts, but there are things that you have control over, and the main one is how you deal with workplace issues. Although you may feel uncomfortable, it is how you deal with conflict that defines your success.

Reviewing and increasing your communication skills is another way to reduce problems in the workplace. (Together We Stand Divided We Fall).

AFGE, Local 1808 monthly meeting are held on the first Tuesday of each month at 5:15 p.m. unless it's an Election Day. The meeting will be held on the following Tuesday. All members are invited to attend and voice their concerns.

Union office telephone number is (530) 827-5375.

**Commander addresses various topics during recent Town Hall**

Three months after assuming command, Lt. Col. Christopher Dexter held his first Town Hall.

Lt. Col. Dexter held four separate sessions to accommodate the entire workforce. During each session Dexter began with brief explanation of his military background, his command philosophy, what he likes and dislikes are, the Army Values and how they are connected to the Army Civilian Corps Creed and then some of the areas he will be concentrating on within the next couple of months.

Other topics addressed during the Town Hall were Safety, GAP Award and upcoming events around the Depot. After each session Dexter opened up the discussion for any questions. The following questions were asked at the four sessions.

**0630 Meeting****1. When will the paving of the parking lot by Pass & ID be done?**

There are no current plans to pave that parking area.

**2. What is being done to fix the large "pot-holes" in the ground level warehouses?**

The pot holes are utility cuts from the water valve Contractor and will be paved within the next couple of weeks. The road running north to south between buildings needs paving, estimated cost is \$1.5 million. We will include this in our future facility planning. When a problem has been identified in your area and needs DPW assistance, a work order must be called in to the Work Order Desk at 4448.

**3. When are they bonuses going to be paid out?**

The policy states 2 months to pay out.

**4. On the drug testing, why don't we drug test from the top down?**

Management can require UA testing on any employee on Depot so long as there is a "reasonable suspicion" that the employee (supervisor or otherwise) is under the influence of alcohol or drugs. Beyond that, AR 600-85, the Union Contract, and the US Constitution, dictate when and how Depot employees are tested (i.e., dictated largely by position and job duties.)

**5. Is the cell phone policy going to change? There are a lot of phones being used.**

There is a policy in place for management to enforce. As of this time there is no change to the cell phone policy.

**6. What is being done to fix the parking lot at 106? The number of trucks arriving are increasing.**

The Depot just talked to AMC G-8 and addressed this as a safety concern and hope to receive additional funding to expand the parking lot and add some lighting.

**7. What is being done so the ground level warehouse can get heat?**

Sierra is currently removing all asbestos and installing insulation and heating under the Energy Savings Program. Being identified as a NetZero installation, raises a few of our projects on the

priority level.

**8. Until all this is done, what can be done to get some type of heat in the warehouses?**

Portable (approved) heaters are available and being used. Speak to your supervisor to get this done.

**9. Since the only way to access to EBIS is by using a CAC, what is being done to get extra computers to the employees?**

Currently there are several kiosks placed at various locations and with this new requirement, DOIM will coordinate with Mission to install additional kiosks in dedicated locations. The additional kiosks workstations are ordered and awaiting arrival.

**10. Veteran Preference – still an ongoing issue with everything.**

There were two separate issues that were individual specific. Each individual is a separate case and the determination is made based on the individual's specific situation. If employees want more information they may make an appointment to see a CPAC staff member.

**11. Since the Fire Department response time to LTS is about 15 minutes, what can be done to relocate a team closer?**

The Fire Department is working a proposal to establish procedures whereby various employees will be trained and certified in CPR and first aid.

**12. Air shipments, when can they resume?**

This is driven by the customer requirements, location and how quick the assets are needed.

**13. We currently load trucks of the armor upgrade kits and ship to Charleston to be put on a plane.**

Again, this is customer driven and the Air Force only allows their trained personnel to load their planes.

**14. Why was the decision made to move lumber from the current location to another, when**

**See TOWN HALL on Page 6**



**Lt. Col. Christopher Dexter, depot commander, began the Town Hall by talking about topics that have been brought to his attention since assuming command.**

## New Hires at SIAD

As you go about your day to day operations, in some type of fashion you have probably come in contact with one or several new employees. Take a few minutes to welcome these individuals to the Depot. Here are a few more names to be added to the welcome list.

Jeffrey Barlow  
Bryan Boulanger  
Cody Britt  
Derek Bruening  
Arian Dworzecki  
Cheri Lorenz  
David McCue

Maclyn Merritt  
Jeffrey Moorhead  
David Morris  
Craig Romig  
Stephen Schobinger  
Tina Severance  
Brett Vegeto

## Newsham retires after 30 years



After 30 years of continued federal service, Ms. Linda Newsham (seated) retired. She was honored with a luncheon from her peers and was also presented her retirement certificate and a flag from her supervisor Jane Papodopolous (standing).

## Production Dedication

Sierra Army Depot's production for the month of December is dedicated to U.S. Army Sergeant 1st Class Ernest Theodore Gorbet of Susanville, Calif.

Gorbet is a 1993 graduate of Lassen High School in Susanville. In 1997, he joined the Army and left his hometown to start basic training in South Carolina. After completing basic and AIT, Gorbet's first duty station was at Fort Richardson, Ala. In addition to his many duty stations, Gorbet has completed four tours totaling 35 months in support of OIF.

Gorbet is married to his wife Kristine, of nine years. He is the son of Ernie and Linda Gorbet of Susanville.

He has eight siblings: Don Gorbet, Pete Gorbet, Joanie Gorbet, Carolyn Gorbet, Mandey McFarland, Tina Celis, Dee Dee Prosis and Charlene Norvell. Both Pete and Charlene are employed at Sierra Army Depot.

For the past 14 months, Gorbet has been serving as a Drill Sergeant back in South Carolina. His love and passion for the Army came about because he wanted to follow in the footsteps of his hero: his father who was in the Army. Gorbet was like every other young boy growing up, he wanted to be a hero and that was his dream. Gorbet is a man living a young boys dream serving this great nation as a United States Soldier.

Gorbet is pleased to be carrying on the family tradition of serving this great nation. He could not have accomplished what he has done without the love and support from his wife Kristine and the guidance and protection of the lord. After his love for the Army, there is always room for his passion for all sports - mainly Nascar and football (49ers) being his favorites.

Sierra Army Depot continues to acknowledge local service members each month who are serving in the military by dedicating the monthly Depot production to them. This is just one way team Sierra can show their appreciation and express their gratitude to the men and women who generously have volunteered to step forward to defend our country. We thank you Sgt. 1st Class Gorbet for your selfless service to our nation.

If you have a loved one or know of someone that is in the military, and would like to have him or her recognized, contact the Public Affairs Office at (530) 827-4343.



## Work site walks - Part I

By Dylan Hamilton  
Lean Office

### Go See, Ask Why, Show Respect

Go see, ask why, and show respect is the way we turn lean thinking into actual behavior. We go observe what is really happening (where the work takes place), while showing respect to the people involved, especially the people who do the real value-creating work of the Depot. This is part I of a three part series. So now let's do a job breakdown.

### Go See

It starts with "go see," so how do you go see? What do you look for?

We want to understand every

work site from the standpoints of Purpose, Process, and People. Asked most simply and directly: is management working to align people and process to achieve purpose? Are processes designed to enable people to work toward achieving organizational purpose? Here are some questions to dig deeper into this:

1. What is the purpose of this work site and of the broader organization? Are they aligned? Can you see that alignment in the process and the people?

2. Are processes designed consistently to achieve the purpose?

3. Are people engaged in working to achieve the purpose, and are

they supported in this work by the processes?

Although purpose comes first, we usually focus first on process when walking a work site. We often begin by asking just a few simple, direct questions about purpose. What is the organization or individual trying to accomplish - objectives and problems - in general, and/or today? After this we immediately begin our walk, observing and asking questions focusing on the process. Later, we should always circle back to deeper questions of purpose, objectives, and problems.

Observing for process and people dimensions means seeking to understand the work site (whether the specific work site being visited

or the broader organization) as a socio-technical system. We should try to understand the technical side first. Though we could observe both dimensions in parallel, if we can first understand what this work site is trying to accomplish technically or mechanically - grasping the technical side of their problem - then we can easily conceive the best questions to ask to help them better understand where their real problems are and what they need to do next.

So, based on the current situation of your work site, we can begin to consider exactly what this work site and these people need to learn. Then, we can think of how we can help them learn it.

## Depot working toward VPP star status

### What is OSHA and why do we have it?

OSHA was created in 1971 due to public outcry against rising fatalities and injuries on the job. The public work force demanded employee rights to a safe and healthful workplace and a significant reduction in workplace fatalities and work related illnesses.

Though OSHA regulations are called “standards”, they are mandatory requirements and are not optional for employers or employees.

### What is OSHA Voluntary Protection Program (VPP)?

In an effort to improve employee safety, OSHA is enlisting employers to work with them cooperatively, instead of through compliance and enforcement programs. VPP is a cooperative partnership program with OSHA.

To participate in VPP, employers must submit an application to OSHA and undergo a rigorous on site evaluation by a team of safety and health professionals.

### Why do we want VPP Star status?

Recognition for employers and employees who demonstrate exemplary achievement in the prevention and control of work safety and health hazards, and the development, implementation and continuous improvement of their safety and health management system. And...

- VPP Recognition aligns with DoD’s values & philosophy
- Increases SOH awareness, ownership & accountability
- Decreases injuries & illnesses
- Improves employee morale

### Where are we?

Sierra Army Depot (SIAD) adopted the OSHA VPP in 2008 and is working towards achieving Voluntary Protection Program (VPP) Star status. To achieve this, we need to complete three stages:

Stage 1 – develop a plan to address all OSHA VPP program requirements;

Stage 2 – implement the plan; and

Stage 3 – successfully sustain the plan.

After a few tentative steps, we are finally approaching our deadline of December 31, 2011 for Stage 1 completion. The Stage 1 audit may be scheduled around the week of January 16, 2012.

### What each of us can do to get us there?

Everybody has a right to a safe and healthful work environment. Responsibility for safety and health should be shared. Each person needs to accept personal responsibility for ensuring their own safety and health and has a duty to protect the safety and health of our fellow co-workers.

Every employee has the ability to positively or negatively affect the safety and health of others every day.

No double standards. Management, employees, temporary and contract workers must all be held to the same standards for safety and health. Every effort needs to be made to instill trust and a cooperative spirit among all parties. There can be no reprisal for identifying and reporting unsafe work conditions, injuries, accidents or near-misses.

Regardless of job title or position, the people performing the work are the ones who hold the keys to continuous improvement and hazard resolution. Until we face the reality that we need to change how we think and feel about safety, we cannot begin to change or improve.

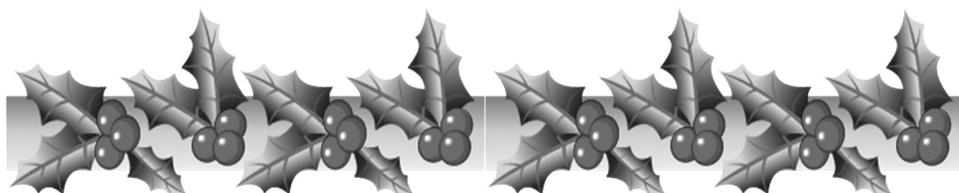
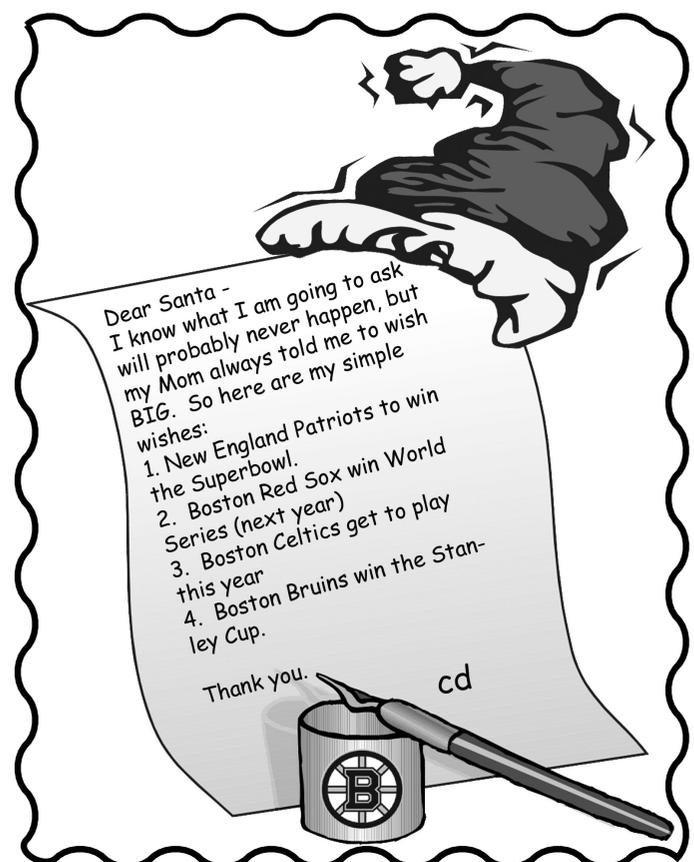
### Get involved!

To attain Star status we need to change how we think and feel about job safety. Job safety is OUR safety. Our safety is OSHA’s safety programs and regulations. OSHA is here to protect us so at the end of the day we go home to our families with our toes, fingers, and bodies intact. Wear your PPE, follow SIAD, OSHA and Army regulations! Report hazards, injuries, accidents and near-misses so we can improve our processes! For more information on VPP, contact the Safety Office at extension 4474 or 4431.

## The “Big” fish story



Well this is “Big One” that did not get away. On Nov. 13, Lynn Goddard, right, along with her husband Blake Marsters, set out for a guided fishing trip along the Chetco River in Brookings, Ore., in hopes of catching some good size salmon. Lynn hooked this 47 pound salmon, but after 20 minutes she turned the fight over to her husband to reel it in. It took a total of 40 minutes to bring in the Big One. Great fish story Lynn and Blake!!



*this is not a climatized warehouse? The lumber is too cold to work with.*

The lumber was moved because this is an AMD storage function. There is no requirement for climate control for this wood. When there is a need for the wood, it is then moved to warehouse where it is needed.

15. **Why is the Wooden Coin Program not reimplemented?**

The Safety Incentive Program (Wooden Nickel) is an active program. The program was established to encourage participation in the SIAD Safety Program and recognize employees who make an extra-ordinary impact in safety performance. For additional information, please review SIAD Policy 690-7, Sierra Army Depot (SIAD) Awards Program Policy dated 1 October 2010 located on the SIAD Intranet under SIAD Policies.

16. **Is there a way to look at the process we currently use for reporting accidents? The number of steps could possibly be reduced or Leaned.**

The Depot is trying to achieve VPP and there are steps that need to be taken regarding reporting. Also, we have OSHA requirements that must be adhered to. We are not trying to discourage employees from reporting, because we need to still have that done. Reporting accidents are there to protect the employee.

17. **Awards – Can we get some that are not made in China or are cheap?**

Our basic requirement is that items must be Trade Agreements Act (TAA) compliant which means they can be manufactured in any of the designated countries listed on the GSA Schedule. China is not one of those. As a rule, Contracting tries to be diligent about this but on some items we can only go by the vendors word which isn't always reliable. For a complete listing of "designated countries" go to [gsa.federalschedules.com/Resource.aspx](http://gsa.federalschedules.com/Resource.aspx).

18. **Bootmobile – They do not carry a good selection. Can we go to another source? We are having to put out a cost of our own pocket to get good boots.**

On Oct. 18, 2011, Safety conducted an evaluation of the styles and prices of boots at the two Bootmobiles on Depot. Red Wing had 10 – 15 pairs under \$100 and 10 – 15 pairs were higher end brand name boots for up to \$200. The Le-High bootmobile carried a wide variety of boots, including styles not authorized for purchase by SIAD employees. We reiterated our request the vendor not display these shoes, as our employees are required to wear at least 6" leather; hopefully this will be rectified by the next visit. Of the boots displayed on the LeHigh bootmobile, many styles were within the \$100 limit. Safety called a number of outside companies for comparables – RR Donnelly Printing Plant in Stead authorizes their employees \$75 - \$100 depending on the area they are working. A number of blogs on the internet, amounts ranged from \$50 to \$100, and one company only reimbursed \$100 every two years. Red River Army Depot provide employees a voucher for \$85.

19. **Can employees receive a reimbursement portion of personal boot selection?**

No, as a cost and time savings for all con-

cerned, the Bootmobiles are contracted to visit the Depot, arriving on the third Tuesday of each month. The SIAD 918 Form is filled out and signed by the Supervisor and Director. The Safety Office tracks the frequency of issue, signs the paperwork and it is returned to the employee to visit the Bootmobile. The employee chooses his boots (all of which are steel toe, ANSI approved) and proceeds back to work. The salesperson processes the paperwork and interfaces with the Contracting representative for payment. This process was studied and found to be the most efficient method and a convenience to the employee. Below is the OSHA standard on foot protection:

OSHA's foot protection standard 29 FR 1910.136 which requires that the American National Standard Institute (ANSI) standard for Safety-Toe Footwear, Z41.1-1967 be met. This ANSI standard requires that the safety shoes meet a compression test and an impact test. The best way to determine if the ANSI standard requirement has been met by the shoe manufacture is to look for the "ANSI Z41.1" marking in the shoe. If SIAD were to allow employees to purchase their own boots, there would be a process, whereby, SIAD would incur costs for allowing the employee time and transportation for acquiring and reimbursement. In addition, SIAD would be required to continually process requests, make payments and inspect boots to ensure they met OSHA standards.

### 1000 Meeting

1. **Other installations along with the Military offer a Physical Fitness Program. Can you look into the Depot having one start up?**

The Employee Wellness and Civilian Fitness Program is a one-time only, 6 month, 3 hour over week arranged physical fitness program under the supervision of the SIAD Fitness Center. The

## TOWN HALL

program will consist warm-up exercises, walking, strengthening exercise, limited weight training exercises and health & wellness lectures. CSD is awaiting command support before implementing the program in February 2012.

2. **Can the Depot look into opening the back gate for employees in the morning and at night?**

The Commander has the option to change the status of the back gate from limited use to a secondary Access Control Point. The back gate has been used in the past due to the closure of the highway going to Susanville. There are no plans at this time to use this gate as an alternate Access Control Point.

3. **At times when the threat on the Depot is raised, what is being done to protect the children at the CYS?**

Procedures to control entry into this facility are in place. CYS employees will enforce and maintain these safeguards. There are additional procedures that may be activated if the FPCON is elevated (specific procedural information is considered sensitive, so it is not openly discussed).

4. **New Workload on Depot. Eventually the workload for all the stuff coming back from theater will slow down. What type of new workload can we possibly see coming our way?**

Talked about the MRAP mission looking good coming to the Depot. The R&R workload is good for the next 5-7 years. We are currently looking for additional workload and having the AMC G-8 here this week has been great.

5. **We have pilot programs on-going and that will high visibility visitors. How can we get them to see this is the place to do the work?**



**Lt. Col. Christopher Dexter, depot commander, talks to employees about his philosophy, likes and dislikes during a recent Town Hall.**

# (FROM PAGE 3)

After the visit from the AMC G-8 - keep being a professional, articulate the way you do your job, keep showing your dedication to producing the best product.

6. *Are there any courses being offered for employees looking to be in a potential leadership position?*

The Training Division is your point of information for all your training requirements. Training conducts a Leadership Academy twice per year for potential leaders. Each academy is six months in length. Also, the Army offers the Civilian Leader Development Program consisting of wide range of courses for GS-05 -15 and NAF equivalents. For more information, contact the Training Office at (530) 827-5334.

7. *What is the possibility of the GWOTs transitioning into a permanent position when the timeframe is up?*

The GWOTs have to compete for a position just like anyone else. They legally cannot be rolled over into permanent positions.

8. *There has been talk about a possibility of a cafeteria opening up here?*

Community Support Directorate is not sponsoring a cafeteria. There are no plans in the future. Community Support Directorate (CSD) is researching the feasibility of purchasing with two mobile food trucks (recycling funds) or contract the services. A survey will be sent out December 1-15, 2011 on the type of food products and services employees are interested.

9. *When an employee does not have a decal on their vehicle, they have to get a temporary*

*pass. That pass displays the employees name and that violates PII?*

This is not a violation of PII.

## 1215 Meeting

1. *Are we dropping the MEO and if so, what is being done to get our grades back? Are we going into another contract?*

There has been talk about portions of the Depot going under another command, IMCOM. If that happens, the MEO will go away and there will not be another contract. However, IMCOM will have their own structure on the organization so we can't tell you about the grades. There are four installations that are currently under a Pilot Program for transitioning to the IMCOM. We are looking down the road for that to occur.

2. *With the downsizing in Iraq, are we receiving the equipment from there?*

Yes we are. In fact, there are about 500 containers that are slotted to come back to Sierra. We are talking with AMC and TACOM about our workload once that starts to slow down.

3. *Is there a plan to do a mass hiring again?*

The current plan is to hire about 50 GWOT employees by December timeframe.

## 1600 Meeting

1. *Is there a possibility that employees working outside 50 percent of the time can be issued cold/wet weather gear?*

Employees will use PPE in accordance with 29 CFR 1910.132 through 29 CFR 1910.138, Subpart I, as required. 29 CFR 1910.132 – PPE is outlined as follows: Protective equipment, including personal protective equipment for eyes, face, head, and extremities, protective clothing, respiratory devices, and protective shields and

barriers, shall be provided, used, and maintained in a sanitary and reliable condition wherever it is necessary by reason of hazards of processes or environment, chemical hazards, radiological hazards, or mechanical irritants encountered in a manner capable of causing injury or impairment in the function of any part of the body through absorption, inhalation or physical contact. Personal protective equipment and training will be provided at no cost to the employee.

Management cannot unilaterally spend government funds on cold/wet weather gear for some employees who work outside 50% of the time. If enough employees show interest in this issue, they need to bring it to the attention of the Union, and the Union can consider whether or not this is an issue they want to put on the bargaining table – to negotiate -- as part of the collective bargaining agreement.

2. *When will there be heat in warehouses?*

The heat will be turned on October 15. There are portable heaters available to be checked out through DPW.

3. *What can be done to get better lighting in the warehouses?*

The Depot has an ESP that was moved from FY13 to FY12 to install solar lighting in 27 warehouses.

4. *Is there something being done to get more power outlets in the warehouses?*

We are currently working with Plumas-Sierra Rural Electric to upgrade the power to the Depot. Once all the details are worked out with the power lines, the Depot will end up with a 2.5MW or a 3MW generators for the entire Depot. This will help with the power surges/outages. Without the increase in voltage/power, PW is unable to add additional outlets to the warehouses/office spaces.



Lt. Col. Christopher Dexter, depot commander, talks about the Army Civilian Creed and how it embraces the Army Values.



During the largest gathering of the Town Hall, Lt. Col. Dexter answers questions from employees in the Retrograde and Redistribution directorate. Questions and answers from the Town Hall begin on Page 3.

# Santa's little helper was busy asking ... What are you thankful for this holiday season?



**Matthew Davis**  
IT Specialist (Network)

"My family and my upcoming weight loss surgery."



**Darlene Dwenger**  
Budget Analyst

"Family, friends and holidays."



**Rodney Rohrbacher**  
IT Specialist (Systems Admin)

"Family gatherings!"



**Misty Rice**  
Program Assistant

"I am most thankful for the influences my friends (work & home) and family have in my life. We live at work almost as much as home and in both environments feel love, support and guidance to push forward and succeed."



## Legally Speaking: "In my official capacity..."

What or who can I endorse as an employee at Sierra Army Depot?

### The Law:

5 C.F.R. § 2640.103 Prohibition.

Title 5 - Administrative Personnel

§ 2640.103 Prohibition.

(a) Statutory prohibition. Employees are prohibited by 18 U.S.C. 208(a) from participating personally and substantially in an official capacity in any particular matter in which, to his knowledge, he or any other person specified in the statute has a financial interest, if the particular matter will have a direct and predictable effect on that interest.

(1) Particular matter. The term "particular matter" includes only matters that involve deliberation, decision, or action that is focused upon the interests of specific persons, or a discrete and identifiable class of persons. The term may include matters which do not involve formal parties and may extend to legislation or policy making that is narrowly focused on the interests of a discrete and identifiable class of persons. It does not, however, cover consideration or adoption of broad policy options directed to the interests of a large and diverse group of persons. The particular matters covered by this part include a judicial or other proceeding, application or request for a ruling or other determination,

contract, claim, controversy, charge, accusation or arrest.

Translation – no Depot employee should endorse any matter in their official capacity if they (or someone with imputed interests – see below) stand to gain from it financially.

Imputed Interests – are those interests that really belong to:

- Your spouse;
- Your minor child(ren);
- Your general partner; or

- Any organization in which you serve as an officer, director, trustee, general partner or employee; or any person or organization with whom you are negotiating or have any arrangement concerning prospective employment.

If one of these previously listed relationships have an interest in a particular matter – their interests are imputed to you as a government employee, and you cannot participate in the activity, in your official capacity, if you (or those with an imputed interest) stand to gain financially from the participation in the activity.

There are other restrictions – for example you may not use your DoD position for personal gain or for the benefit of others (this includes family, friends, neighbors and individuals that you are affiliated with outside the government, to include non-profit organizations in which you are an officer or member). 5 C.F.R. § 2635.702(b) prohibits Government Employees from using

their Government position or title or any authority associated with their work in a manner that could reasonably be construed to imply that the Army or the Government sanctions or endorses the employee's personal activities or those of another. More simply put – you may not use or permit the use of your Government

position or title or any authority associated with your public office to endorse any product, service or enterprise.

### Legally Speaking:

Bottom line – be very careful about what you endorse and how

you endorse it. Many senior DoD employees have stumbled in this area by sending letters on Army letterhead – telling certain groups or contractors how much they love their product. That letter ends up on a website – and suddenly the Army is endorsing cookies and cream. A safe rule here is to NOT take any official action on anything outside the confines of the Depot – in your official capacity in whatever position you serve in. (Put another way – if you are a mechanic – you cannot endorse a local garage in your official capacity as a SIAD mechanic.) Also understand there are really two base restrictions – if your participation in the activity could lead to your financial interests being increased; or if your participation can lead one to reasonably believe the Army is endorsing your activity.

Another safe rule – if you find yourself wanting to endorse or support a local issue or side of a controversy – get an ethics opinion from our office. This is a very complicated area of the law with a ton of hidden traps – and in special cases criminal implications. A lot of angst can be avoided with a simple phone call to the Legal Office before you commit yourself to a potentially huge headache.



# MRAP All-Terrain Vehicle (M-ATV) Underbody Improvement Kit (UIK) Forward Operating Base (FOB) Fenty

By **Bruce Hamilton**  
Mission Manager

I was notified by the Joint Program Office- MRAP that I had been chosen for a 6 month Deployment to be the Government Site Lead for JPO-MRAP in Jalalabad, Afghanistan at FOB Fenty commonly called JBAD. It had always sound as a simple process to get deployed but once you have been accepted the painful process starts with paperwork, dental review, health review, blood tests, and finally the dreaded shots.

Right before I departed Don Olson sat me down and gave me some good advice. He said to keep my eye on the ball, that the Mission that I was headed off to was a very important one and that it was going to have high visibility. As always to was spot on.

Although JPO-MRAP is responsible for all MRAP fielding, sustainment and retrofit in the Regional Command - East – FOB Fenty area of operation our major mission at the present time is the MATV-UIK Retrofits which are needed for thousands of vehicles in theater in order to provide additional survivability protection against Improved Explosive Device (IED) blast for the soldiers. This is just one of about six Retrofits ranging from simple door handle additions to the long and complex installation of the Underbody Improvement Kit.

Having almost 200 staff and Contractor Team members JBAD supports not only FOB Fenty but also all of the surrounding Forward Operating Bases. Besides the Contractor's that are on-site who provide subject matter expert support on all variants of MRAP vehicles my staff also includes contractor support personnel who are tasked as the Joint Logistics Integrator (JLI) for the operation headed up by my Deputy Site Lead, Tony Campbell.

This specific UIK production process is part of an original equipment manufacturer (OEM) contract that is responsible for the work content. Just this one UIK retrofit requires the collaborative effort of over 48 personnel on a 2 shift operation/ 24 hour operation. There are well over 1,000 parts that are removed and replaced. The process is built on the Lean Six Sigma approach. We do not have facilities large enough

for a production line so the vehicles are stationary in each of the 8 work bays. Each bay is staffed by several mechanics and their tools/benches which was designed for a certain portion of the work and are moved from bay to bay. They all work to a standard 6 hour TACT time. Once the bays are in full operation and all of the Teams have moved thru the bays at end of the TACT time a truck rolls out. So if all goes properly in one 24 hour day it is possible to get 4 vehicles completed. This is a mighty task for all concerned as most trucks are outside the wire from FOB Fenty and there is a coordinated and a daily effort it get the vehicles cleaned, all communications gear removed, the majority of the RPG Nets removed even before the UIK can be started.

This is a GO influenced, planned and controlled operation even here at FOB Fenty.

An example of a simple but a complex dilemma was like trying to get simple consumables like Loctite 242 in the necessary quantities into JBAD. The comments of Just in Time planning are just too late here at JBAD. Even though we have our own airfield and everything is flown in, it is a herculean effort to say the least to get even simple items here. The other difficult item is the purchase of simple items like impact tools and or impact sockets. If you cannot obtain the items thru the SAMS-E box it will take weeks/months to get something ordered/ approve/delivered. At Sierra Army Depot (SIAD) if we needed simple things they are normally available at several different suppliers but here at JBAD it is difficult.

We operate by a flagging system in that each bay has different colored flags. The one you do not want to

see is the "red" flag which denotes a problem has arisen which the Team cannot solve.

If the "RED" flag stays up more than about 30 minutes then the entire UIK process grinds to a halt.

I mean the "ENTIRE" process. All mechanics stop their work and wait until the "RED" flag is changed to "GREEN". Remember 1 MATV UIK is completed every 6 hours day in and day out. All of this time the "beat of the production drum" must continue

From that perspective the added difficulty at least here at JBAD is the heat and humidity. The Army has what is called the Heat Index scale of 1 thru 5. It is a calculated measurement with a wet/dry bulb and in the sunlight bulb. If you would have told me that it could get to 145 degrees, I would not have believed it. Well

**See M-ATV on Page 12**



**Pictured above is a pre-engineered building used for the M-ATV production line consisting of eight work bays. Each bay, pictured at right, is staffed by several mechanics and their tools/benches which was designed for a certain portion of the work and are moved from bay to bay.**



## Army Child Care fees increase for the 2011-2012 school year

By Karla A. Seijas  
Installation Management Command Public Affairs

SAN ANTONIO - Fees for Army child care and related child and youth programs increase between now and Dec. 1 as part of a phased program designed to reduce the impact of a changed Department of Defense policy.

The second step in a three-year program to align Army fees to the 2010 DoD fee policy, the Army child care fee policy for school year 2011-2012 increases most fees by \$4 to \$8 per week.

Despite the increase, Child, Youth and School Services "continue to be a great value for Army Families because of the quality of the programs, the support they provide for a military lifestyle and the fee assistance provided by the Army for all patrons in every income category," said Mary Nelsen, of Parent and Outreach Services, with the Installation Management Command's Family and MWR Programs.

Each year, DoD reviews fee ranges in all categories of child and

youth service programs.

In 2010, the Army analyzed that year's DoD fee policy and worked to mitigate the financial impact on Army Families through an exception to policy. The DoD exception to policy established an Army-specific transitional fee structure for installations that would otherwise have significant fee increases. As a result, the DoD fee increase is being phased in over the next two to three years.

Depending on total family income, most fees for a full day of child care will increase by \$4 to \$8 per week in school year 2011-2012. Families with multiple children using child and youth services programs will receive a 15 percent discount for the second and each subsequent child enrolled.

Child care fees remain based on the total family income, not the military rank or civilian grade. Child care fees may differ from one installation to the next until the beginning of school year 2013-2014, when the phase-in process is complete.

The National Association of Child Care Resource & Referral  
**See CHILD on Page 11**

## Metering the STORM

By Steven Johnson  
Energy Awareness Coordinator

When you know a STORM is coming, you want a weather report; a measure of what's coming, so you will know how to manage it. You also need to know your situation, so you can take any necessary actions. You can't manage what you don't measure, and at Sierra Army Depot we don't have a clear measure of our energy consumption. You measure energy consumption by metering it, and the closer you measure it - the better you can manage it. At Sierra, we need to meter down to at least the building level and cover all energy commodities.

The Army metering plan covers electricity, natural gas, water, and steam, and allows for the metering of different energy types to kick in over time. Army Metering directives require that by Oct. 1, 2012, we have advanced electric meters installed on certain buildings.

Over time, the other meter types (Natural Gas, water, etc.) will piggyback onto the electric meter to deliver their data. Electric meters are first because they have the developed technology to meet the advanced metering requirements. The concept is simple; Individual meter data is remotely read - Data reports are posted to Army hosted website - Data is monitored by Command/ Region Energy Managers - Data is consolidated at HQDA Central Database - Reports and data are accessible to installation energy managers.

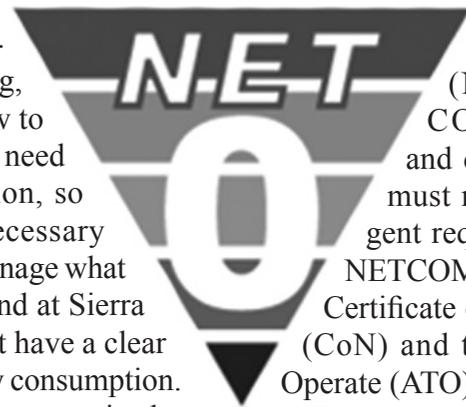
Deployment of that concept is not simple, and very involved. A major component of "advanced" metering is the ability to provide data remotely. Delivering data remotely requires a metering/software and delivery system. Software and delivery

systems put you in the Information Technology part of the house, so you must get the approval of the Army Network Engineering Command (NEC) or NETCOM. Software and delivery systems must meet some stringent requirements to get NETCOM approval, like a Certificate of Networkiness (CoN) and the Authority to Operate (ATO).

These are obtained through the DoD Information Assurance Certification and Accreditation Process (DIACAP). The Army Corps of Engineers has sent six different meter systems and connectivity software(s) to NETCOM for testing. The systems/software(s) that are approved will be added to the NETCOM-approved Meter Data Management System (MDMS) Authority to Operate (ATO)/Certificate of Networkiness (CON)/DOD Information Assurance Certification and Accreditation Program (DIACAP).

Advanced electric meters must be installed by Oct. 1, 2012, and metering/software and delivery systems will come later. We have "advanced" electric meters installed on several of the required buildings at Sierra. Three types in fact, and they are on the testing list.

Sierra is also part of an ongoing metering audit. The audit will determine not only what and where we need to install meters, but also any infrastructure upgrades that are required to support the metering/software and delivery systems. So the audit will give us a report of what to do to get a better measure of our energy consumption. A clearer picture of where we are consuming energy will allow us to zero in on where we can conserve energy.



Kevin Pasley was presented his 25 year length of service award from Lt. Col. Christopher Dexter during a Primary Team meeting. Kevin began his career at Savanna Army Depot in 1986 as a QASAS, but came to SIAD in 1996 where he accepted a position in the Safety Office, and later transferred to the QEO. In 2005, Kevin finally transitioned into the resource Management Office where he could put his college degree to work. Congratulations Kevin.



Have a very safe and happy holiday season!

## Employee career milestones



Three employees (above) with a combined total of 70 years of continued federal service were recognized for their length of service during a command staff meeting. Pictured left to right, Joseph Bailey (20 years), Wayne Plaster (25 years), depot commander Lt. Col. Christopher Dexter, and David Brickner (25 years).



Five employees, pictured above, with a combined total of 135 years of continued federal service were recognized for their length of service during a command staff meeting. Pictured left to right, John Schuster (35 years), Larry Friend (20 years), Kitty Halstead (25 years), depot commander Lt. Col. Christopher Dexter, David Huhtala (25 years), and David Mosher (30 years).

## LEAN into my CORNER



William Deming  
QEO Chief

Process. That single word is really the key to everything we do in the Lean arena. In reality, it's the key to everything we do on this installation. As a depot, we have a huge number of different activities that are aimed at getting something accomplished, such as producing a BII kit for an armored personnel carrier or constructing a set of travel orders. For each of these activities, we follow a series of steps to achieve the desired goal. These steps constitute a process.

This appears to be a fundamental concept but it's one that a lot of people don't seem to be able to get their heads around. Worse, a lot of people don't see why it even matters. Here's why. If we don't pay attention to our processes, they tend to get out of control. We don't work consistently, we commit errors, and we take more time to get our work done than is necessary.

Let's imagine a process that involves shipping a variety of widgets of different sizes and weights. We have a range of boxes to ship these widgets in that vary in size and weight capacity. For every shipment, the worker has to match the widget to the box. If we haven't examined our process in detail, the worker is probably going to decide which box to use through trial and error. After a lot of trials (and some errors) the worker will probably get pretty good at matching item to box, based on experience. But if we examine the process set it up so that we can determine the correct box by conducting a few quick tests, we can ensure that we get it right every time. The savings in time and the increase in quality are not hard to see. This will also make it a lot easier for someone who is

not familiar with the operation to step in and get the job done if the experienced worker is sick or there is a surge in orders.

If I can step out of my "Lean" shoes for a moment, this is also really important from an ISO perspective. To most people, I suspect that ISO means occasional audits for reasons that are not always clear with a requirement to answer write-ups from time to time. There is a reason for all this, though. The ISO 9001 program gives us a framework to make sure our processes are well defined and consistently applied. This helps us to avoid the trial-and-error approach, enabling us to work more efficiently while committing fewer errors. It's a way of holding ourselves to a higher standard than "good enough."

My point through all of this is to try to get people to think about how they can do their jobs better and more consistently. It matters that we have clear, defined processes so that we can produce the best commodities or services at the lowest cost. And from a Lean standpoint, without a well-defined process, there is nothing to improve. We have to know where we are starting from before we can figure how to get to our destination.

## CHILD (From Page 10)

Agencies (NACCRA) -- billed as the nation's leading voice in child care -- assists in ensuring families have access to high-quality, affordable child care. In 2009 NACCRA reported, "DoD ranks No. 1 on standards and oversight criteria. DoD stands alone as a model."

A U.S. Senate report in 2002, also noted that the Military Child Development Program is a model for the nation for providing high-quality affordable child care.

Civilian child care facilities charge a flat rate per child, while the Department of the Army subsidizes the cost military families pay. Parent fees cover less than half of the cost of child care and the Army pays the remainder.

"The military's systemic approach to child care continues to serve as a model for our nation's civilian child care needs. The military's child care improvements over the past 15 years offer significant lessons for the civilian child care sector," according to a 2004 National

Women's Law Center report.

The Army maintains its commitment to provide quality affordable child care and youth programs by providing fee assistance to maintain prices that are lower than comparable non-Department of Defense child care facilities for all Army families using child care services.

The fee increase impacts all services associated with the installation child development center, school age care, part day preschool programs, hourly child care, CYS Services outreach programs, youth sports and

Army community based child care programs.

Wounded Warriors, Warriors in Transition and Families of fallen Soldiers pay the lowest fee category available, and a 20 percent fee reduction is available for qualified Families while a Soldier or Department of the Army civilian parent is deployed.

For specific information regarding installation fees, parents should contact their local CYS Services program offices.

## M-ATV (From Page 9)

I'm here to tell you that during the months of July and August at least 85% of the time the heat index was at five for the peak of the day.

Then you have the ever present danger of mortar attacks and the dreaded "DELTA" calls, run to the bunkers. Recently one of our sister organizations at another Forwarding Operating Base (FOB) was mortar attacked which left a hole in their facility with numerous workers injured. Luckily all of the people recovered. But that afternoon after the area was cleaned up; they were back at it again, turning out the MATV UIK in order to provide that added protection to the soldiers in the vehicle.

My organization is headed up by COL Ronnie Akers with a Theater Lead by Lt. Col. Benjamin Hull, USMC. Both Akers and Hull are mentors of men and women; oh yes, we also have women mechanics turning those wrenches and women who keep us in constant supply of parts. Akers lives by one saying and that is "the purpose of this UIK Mission is to install the Underbody

Improvement kit to the vehicle so that the soldier can go outside the wire to fight the bad guys, and that the vehicle will protect them so that they return from the mission unharmed so that they can return home to their family and loved ones" It's that simple!!

I have also had a lot of help and assistance from numerous SIAD people when I have needed it, like the Non-Standard Equipment Team. At one point there was a need for communications and the Team at Bagram decided that they were going to order hand held radios. I remembered that the NSE Team had received several hundred radios. One simple telephone call to our Riley Junk and Team and the radios were in route. That one simple arranged shipment solved several communication issues for theater needs. Sierra Army Depot has supported me well over here. But not just SIAD in Herlong but also Jason Tong in Kuwait at the R2TF. I was in need for replacement bed mattresses. You see all of the mechanics live in tents which are

## Lean success stories - Part IV

By Ben Lindblom  
Lean Facilitator

It is already time to recap the Fourth Quarter Fiscal Year 2011 Lean Success Stories. These are the Lean events we have closed out in the July-September 2011 time frame, picking up where we left off in the last issue of The Challenge.

- In July we executed but did not conclude any process improvement events.

- In August we completed three Lean events, starting with the TPO Plate event at OCIE Reset. This event was to improve on the process of marking body armor plates designated for training purposes. Good job by Kenny Berry and crew! Next, we were able to improve on both the incoming and the outgoing material processes for the R&R Bulk Storage Warehouse. Although these events did not yield cost avoidance, they were successful due to the streamlining of the processes, allowing for increased

operational readiness. Excellent work by the team at Bulk Storage!

- In September we closed a single process improvement event, with the primary focus on acquisition of parts and rebuilding of the Raw Water Pumps for the 3K ROWPU System. This part has a long lead time to acquire, and rebuilding them on Depot saves a significant amount time waiting for parts, allowing for better adherence to production schedules. Great job by the crew at Mechanical Repair!

The savings and/or cost avoidance from these events and others previously outlined in Lean Success Stories were responsible for the Depot exceeding our Lean financial goals by over 3.5 million dollars! Through the hard work of the Depot employees dedicating their time and expertise to process improvements, we can enjoy the full amount of the Lean portion of our GAP award. Fiscal Year 2011 was undoubtedly successful from a Lean standpoint!



Pictured above Mr. Tony Campbell (left) and Mr. Bruce Hamilton stand next to a completed MATV-UIX. Pictured below are MATC's awaiting induction into the process.



arranged in a bunk bed fashion. The mattresses were sub-par at best and really needed to be replaced. They are like gold over here and in short supply. Found out through Jason that hundreds of new mattresses were going thru their DRMO operation. He quickly rounded up over 200 and arranged for the shipment to JBAD. This is what I call TEAM work. Then there was a frantic telephone call I put in to Don Olson and Dave Foxworthy to talk to them and the Production Support Team on an issue with our air compressor. They were there when I needed them.

Oh by now you must be wondering what is a MATV. The following is taken from the Oshkosh brochure. "The Oshkosh® MRAP All-Terrain Vehicle (M-ATV) and it is a high-mobility, high-protection medium tactical vehicle specifically engineered for treacherous environments. It is derived from the Medium Tactical Vehicle Replacement (MTVR) platform, the M-ATV is a Mine Resistant Ambush Protected (MRAP) vehicle that incorporates the TAK-4® independent suspension system to provide proven, durable, best-in-class mobility. It has a battle-proven armor configuration which provides survivable crew protection

as the M-ATV maneuvers over the most grueling terrain."

"Each Oshkosh M-ATV variant provides the wheel travel, payload capacity, side slope stability, vehicle durability, extreme mobility and necessary protection needed in an armored fighting vehicle. It's proven for harsh terrains, proven to save lives, proven to accomplish missions and is supported by Oshkosh throughout its entire life-cycle.

This deployment has already taught me some valuable lessons about needing to always follow up and to push information forward to the soldier or civilian in the field. The applications in Logistics Information Warehouse (LIW) like Parts Tracker, ABF by NIIN and RIC Search along with the RF-ITV Tracking Portal are used extensively to get up-to-date information on shipments.

Since the Production Drum never sleeps I must say Good Bye for now. I am hoping to be home for Christmas.

