



Sierra Army Depot, Herlong California
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The **CHALLENGE**



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Commander's View

The greatest asset in the U.S. Army is our people. At Sierra Army Depot that is you, our workforce.

We are making a concerted effort to increase our investment in our people. We will do this through first class Leader Development – for supervisors, work leaders, and aspiring supervisors.

We plan to invest more in training, of all types, for our workforce. We believe that an investment in training and development always pays dividends in the long run.

If you have been watching the news recently you've likely run across a story about Sierra Army Depot. We've made an effort to reach out to the community, raise awareness about the Depot, and to ultimately improve our recruiting and retention to sustain our high-quality workforce.

In early September we delivered a presentation to the Washoe County Board of Commissioners in Reno on Sierra and our



Lt. Col. Benjamin G. Johnson

mission. September 11th we hosted our first annual Media Day. Attendees to Media Day included two Reno News Stations (ABC and

CBS affiliates) and the Lassen County Times.

The visits produced several stories on the nightly news, and several print media stories highlighting the great work our employees do.

As I write this we are in the midst of semi-annual Town Hall meetings. I have enjoyed hearing, first-hand, about the issues that concern you the most. I have also welcomed the opportunity to clarify our upcoming organizational changes and planned kickoff of our Leader Development Program (both begin on October 1st, 2018). I plan to report out to you my top five take-aways from town hall sessions in the next issue of "The Challenge."

I am very proud to be a member of the Sierra Team. You all amaze me every day in your teamwork and proficiency, and the phenomenal support you provide to the Joint Force, the Army, and our Soldiers.

Pride in Excellence! Army Strong!

Civilian workforce bolstered by leader development training

Training Division

Staff report

The Leadership Development Program is an emerging leadership development plan that is designed to enhance the skills and competencies of our supervisors.

The LDP was uniquely designed with our local supervisors and leadership in mind; thus was created for professional development that will enhance and support the sustainability of Sierra Army Depot.

The current guide outlines seven components of the LDP—The Supervisor Development Course, the Action Officer Development Course, the Manager Development Course, the Leadership Academy, Soft Skills for Supervisors, Human Resources for Supervisors and Civilian Education System courses (Foundation, Basic, Intermediate, and Advanced levels).

Once the LDP is fully implemented, supervisors will have two

years to complete the components. Employees in these leadership assignments who successfully meet all of the components and requirements will join the ranks of certified Sierra Army Depot leaders.

The intent of the program, per the LDP Guide "is to introduce the core concept of leadership and to provide standardized foundational training to new and current leaders."

The Sierra Army Depot Commander, Lt. Col. Benjamin Johnson is in full support of the program and is dedicated to developing leaders at SIAD. For more information regarding the program or any of its components, please contact the Training Division.

Leadership Academy

July 30 marked the first day of a six month journey in Leadership Academy XIV for 18 depot employees. Armed with pens and notebooks, students came prepared to learn new tricks of the

trade in leadership development. The introductory week featured guest speakers, emotional intelligence coaching and the start of individual project planning meetings. Student feedback was mixed, but was largely comprised of gratitude for the opportunity to progress and excel in their leadership abilities. One student went as far as to say, "I knew this would be a learning experience, but within one week it has turned out to be more than I had ever expected."

Guest Speaker Mark Scureman, West Point graduate and retired Army colonel, spent a majority of the week sharing his knowledge of leadership through lectures, anecdotal stories, team building and critical thinking exercises. He has been a part of the Sierra Army Depot Leadership Academy since its inception, helping the Sierra Army Depot Training Division build the program from the ground up. Scureman is proud of the fact that this program was

developed by the Depot, for the Depot, and says Sierra Army Depot is the only organization he works with that has such a high level of commitment to professional development. He said he was encouraged and optimistic about Leadership Academy's future after attending a recent strategic planning meeting with Depot Senior Staff.

"There seemed to be a positive outlook on the quality content of the program and the support from leadership is at the highest it has ever been," said Training Director Richard Martinez.

In looking back at all that was accomplished during the first week, Scureman said he was, "... excited to see where this class will go, as there is a lot of potential in this group."

He challenged the latest Leadership Academy as they moved forward: "You have agreed to continuous learning, and to actually apply what you have learned."

The Challenge

Cover Photo by Lloyd Gubler

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Commander says mission reorganization mostly administrative, few physical moves

By Laurence Rose
Strategic Planning

October 1 will mark the beginning of fiscal year 2019, as well as the implementation of a new organizational structure in the Mission area. The intent is to take better care of the workforce. Under the current layout, seven directorates fall under the mission manager's responsibility.

Because of our expansive growth in the past 13 years, the depot's workforce increased from 500 to 1,300 employees. This means that the mission manager now oversees more than 830 employees. The manager's administrative workload is such that it has lengthened the amount of time necessary to review personnel actions, and reduced the manager's ability to be fully engaged in the operations and leader development. To mitigate these issues, he command has decided to split the mission structure in two parts: the Production Operations group which is the industrial side of the

Depot's Mission operations, and the Reutilization Operations group, which is the services side. An organizational chart reflecting these changes is in the center of this issue.

- Production Operations will include four directorates: Asset Management, Containerization and Assembly, Maintenance, and Transportation – approximately 460 employees.

- Reutilization Operations will include three directorates: Retrograde and Redistribution (R2), Retrograde, Redistribution and Reutilization (R3), and Quality Management – nearly 370 employees. No physical relocations are planned.

Since Deb Browy left the Depot in July, the acting Mission Manager is Bill Deming. Recruiting actions for a Production Operations Manager (GS-14), and a Reutilization Operations Manager (GS-14) are ongoing.

Realigning the Mission area will reduce the amount of administrative duties facing the managers. Leaders will be able to take



Laurence Rose

better care of the workforce by: reviewing personnel actions quicker; increasing their presence in the work areas and getting to know the employees; increasing their involvement in day-to-day operations; and improving leader development. This, in turn, will allow them to better shape operations now and into the future.

"The ability to further develop our leaders is the cornerstone of our strategy for the future of the Depot, said Lt. Col. Benjamin Johnson, SIAD commander. The SIAD Training Division will launch the

Supervisor Development Program at the beginning of FY19.

Simultaneously, the Industrial Base of Operations directorate will be realigned under Resource Management. This move will increase RM's staff from 22 to 102 employees. The combination of the RM and IBO functions had long been advocated by previous resource managers, and Johnson thinks now is the right time to realign the IBO. Resource Management and IBO are planning organizations, and they already have a strong working relationship. IBO develops the workload forecast, which impacts the revenue and expenses projections made by the budget division, as well as the number of depot employees needed.

Industrial Base Operations will have a new reporting chain, but its role and responsibilities will not change. It will keep interacting with customers and supporting mission and other organizations across the depot.

Robert Beach, the IBO

director, wants to "keep doing good things for the Depot," and is not expecting any impact on his staff's day-to-day activities. The directorate will remain in building 201.

This mission reorganization will mainly be administrative. Employees will not be relocated, their duties will not change, and their leads, supervisors and directors will remain the same. There will only be minor movement in upper management. The new organizational structure may create career opportunities for middle management.

A simultaneous effort by the Civilian Personnel Advisory Center and depot leadership has been ongoing for several months. They have been reviewing and standardizing Positions Descriptions and leader-to-led ratios throughout the depot.

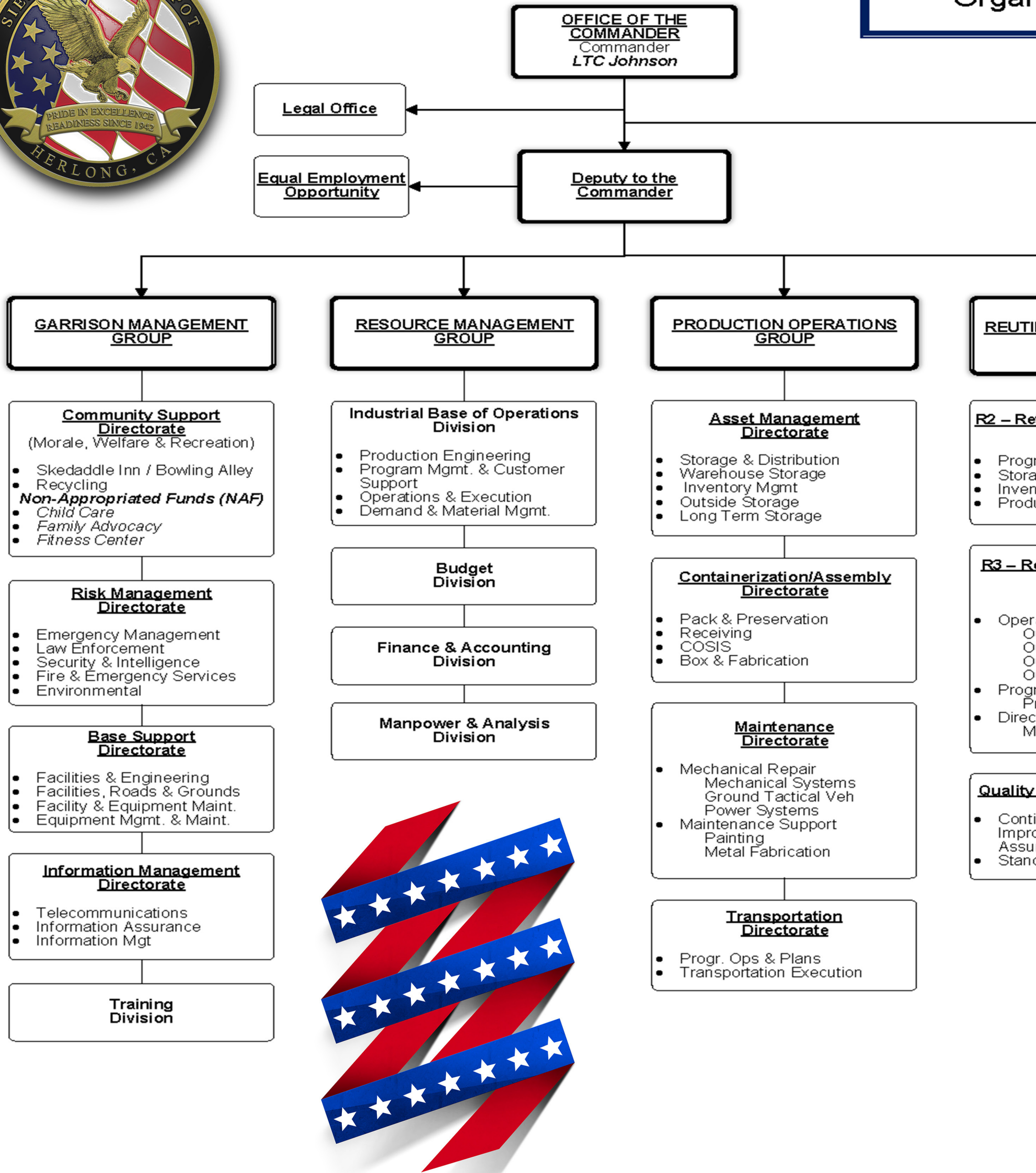
This initiative, combined with the mission reorganization, could create potential for career growth at junior levels as well, and permanent job opportunities for term employees. Deming said, "The future looks as bright as I've ever seen it."

Black Belt Certified

Sierra Army Depot Commander, Lt. Col. Benjamin Johnson, presented three employees with their Lean Six Sigma Black Belt certification. From left, Mike Collins, power systems supervisor, Jennifer Howard, management analyst, Dave Wilson, and Jessica Everett, logistics management specialists.

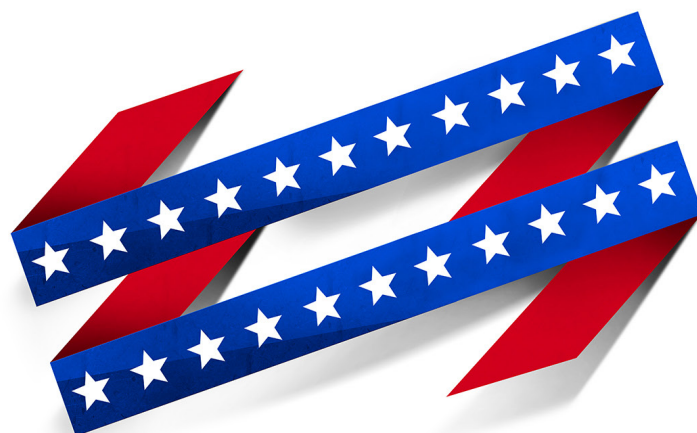
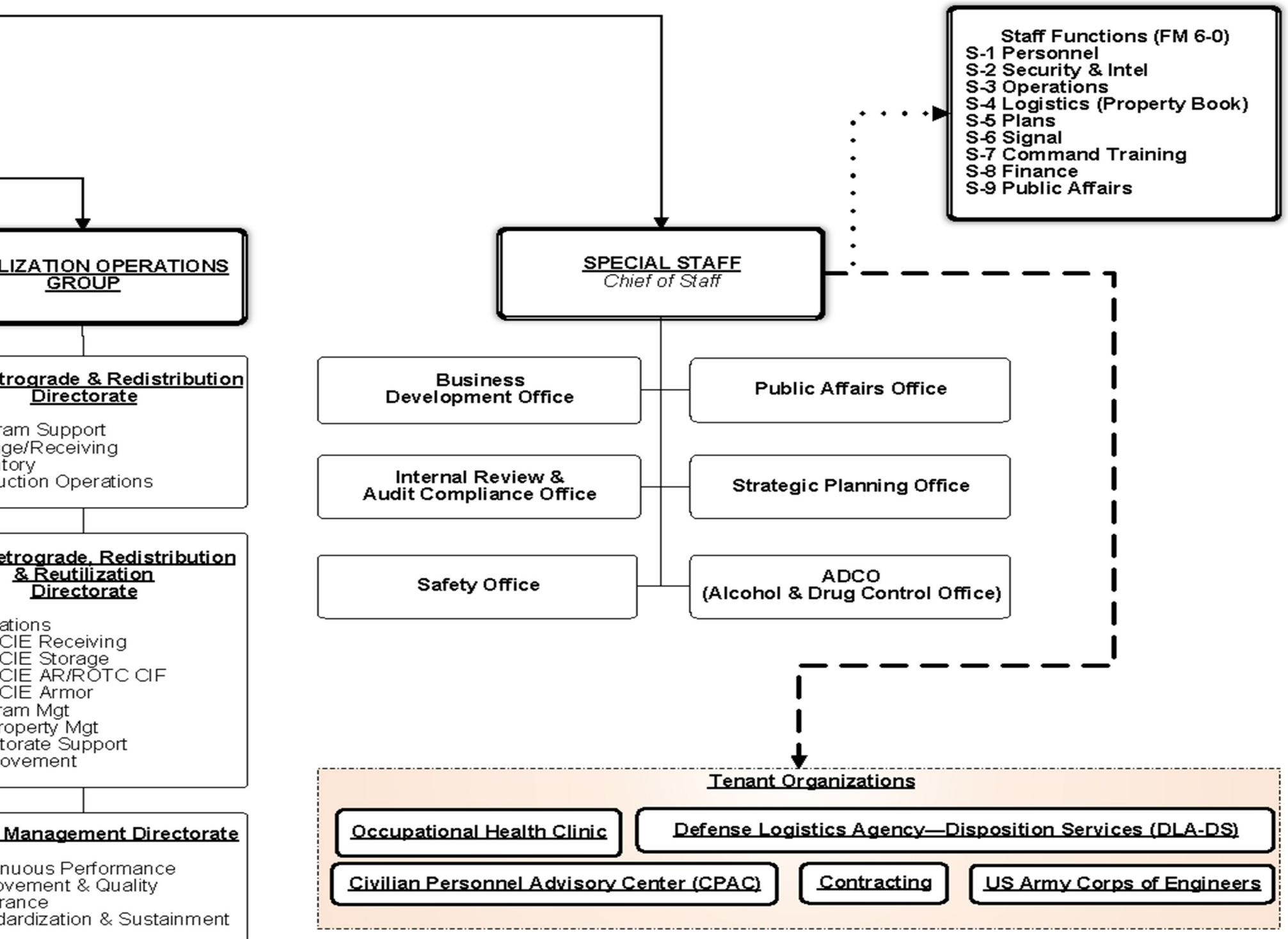


Photo by Lloyd Gubler



erra Army Depot nizational Structure

Effective 1 Oct 18



ACRONYMS

COSIS: Care Of Supplies In Storage
OCIE: Organizational Clothing & Individual Equipment
R2: Retrograde & Redistribution
R3: Retrograde, Reutilization & Redistribution

Performance improvement achieved through workforce empowerment

By Jonathan Lontoc
Quality Management Directorate

Facilitators at a recent New Employee Orientation class at Sierra Army Depot asked participants, “Has anyone here heard of CPI?”

It was clear from the responses that they hadn’t despite the positive impact that CPI, also called Continuous Process Improvement, has on the productivity and the quality of products and services of businesses at large.

The effects of CPI are lowered costs, improved quality, and decreased delivery times for AMC’s customers. At Sierra Army Depot, the improvements amount to a savings of \$64.8 million between fiscal years 2003 to 2017. If the 2018 progress report delivered at the depot’s recent quarterly CPI Steering Committee Meeting is any indication, the momentum created by CPI successes shows no signs of slowing down.

Steve Balmer, director of the Quality Management Directorate and CPI deployment director, said employees’ suggestions saved \$11.8 million through the third quarter of Fiscal Year 2018, exceeding AMC’s mandated goal of \$10 million for the fiscal year. Of the 51 suggestions submitted so far, 20 have resulted in monetary awards, while others are still being considered.

So what is the depot’s not-so-secret CPI weapon of choice? — Lean Six Sigma, the logistics industry’s widely used approach to eliminating



Photo by Jonathan Lontoc

Dylan Romero (at right) joins employees attending Leadership Academy at Sierra Army Depot watch a project management presentation, given by Michael Mohr (standing).

process waste and variation. With the help of Quality Management Directorate’s CPI division, Sierra is using a number of ways to encourage the use of Lean Six Sigma throughout the organization.

At Leadership Academy XIV, improvement projects have been a required part of the curriculum. Now, there is a renewed focus on leading projects while mentoring candidates on leadership in project management. Jessica Everett, production controller and a participant in Leadership Academy, expressed her excitement for what Lean Six Sigma is bringing to the organization.

“I think it is great that the CPI portion is included as part of the Leadership Academy,” said Everett. “This gives students a chance to implement

some of the skills we are learning in the Leadership Academy, and it offers an opportunity for us to work with different areas of the base that we don’t normally get to.” Senior leadership will also support efforts by placing greater emphasis on process improvement initiatives and attending regular CPI training sessions.

In order to achieve the organization’s strategic goals, SIAD is developing its own team of Lean Six Sigma experts, producing its first Black Belt in 10 years. Michael Mohr, Management Analyst in QMD’s CPI division, earned his black belt certification last July. “Because more depot employees are seeing firsthand and realizing the benefits of what a CPI project can and will do for their work area,” Mohr said about SIAD’s CPI program, “I only

see the program growing and continuing to help keep and bring work to the depot.”

To further promote process improvement, the CPI division will roll out a plan to recruit prospective team members from the workforce to take part in the depot’s first CPI Rotation Program.

Under the provisions of the new program, motivated employees will have a chance to manage improvement projects while on a 120-day assignment to QMD. There they will build critical skills and gain valuable experience that will empower them to be catalysts for change when they return to their work areas.

Finally, a central piece to the success of the Lean Six Sigma program are the projects’ core teams, assembled to identify problems, collect and interpret the data, make improvements, and establish controls. These teams help to ensure that improved processes are sustained and have a lasting influence on the organization’s mission to “enhance Readiness for the Total Army and Joint Force.”

Ultimately, the success of the Lean Six Sigma depends on the keen awareness and ingenuity of SIAD’s most valuable resource: its people. With opportunity, expert training, and a solid CPI support structure, any person can make a difference. The goal is that Continuous Process Improvement won’t just become a household word on Sierra Army Depot, it will be the standard by which all work processes are measured.

Farewell and thanks



Deputy to the Commander, Don Olson, presents Bob Weis with his retirement certificate. Weis worked for the federal government since 1988.



Lt. Col. Benjamin Johnson presents Bart Marsters his Length of Service certificate for 35 years’ work for the federal government.

National Guard unit conducts real world training at SIAD



Artwork by Lloyd Gubler

By Staff Sgt. Jonathan Brookfield
SIAD Military Training Liaison

Soldiers of the 1109th TASMG Connecticut National Guard received Annual Training at Sierra Army Depot that is otherwise difficult to get at their home station. The hands-on training included pulling the main deck from M1A1 Abrams tank, disconnecting final drives, removing Nuclear Biological Chemical tubing, pulling parts from Bradley Fighting Vehicles and other highly technical duties.

The 1109th also delved into the ever impor-

tant administrative duties of inputting data for time cards and 2404's, tracking data on parts pulls, building spread sheets for new asset induction and other data management.

The 103rd troop Command from Honolulu joined the Annual Training to support their Soldiers with food and meal support. The 103rd used the Skedaddle Inn to set up their Dining Facility and provide Soldiers hot meals and Meals Ready to Eat while training at this remote location.

The 1109th command team completed a Unit Visit assessment to ensure their Soldiers were in

good hands while training at Sierra. The team met with Garrison Manager Patrick Rothbauer to better understand SAID's mission and to maintain solid relationships for future training. As the saying goes, "Train like you fight" the visiting Soldiers understood the importance of training. The 1109th considers the training conducted at SIAD to be an asset to the unit's readiness as they prepare for their OCONUS deployment in 2019. Their leadership is looking forward to a continued and sustained training relationship with Sierra Army Depot and has plans to return in 2020 for Annual training.



Thanks for your service!



Photos by Lloyd Gubler

Pamela Eckhardt received her certificate of retirement Sept. 17 from Sierra Army Depot Commander Lt. Col. Benjamin Johnson. Eckhardt served the federal government for 23 years.

Nora Chamberlain received her certificate of retirement August 15. She had served the federal government for 28 years.

Pride in Excellence ...

The employees below received awards for participation in KPMG International's audit of Property Plant and Equipment as part of the financial statement audit.



Arian Dworzecki, Certificate of Achievement



Brian Brown, Special Act



Carol Gordon, Special Act



Heather Cowley, On-the-Spot Award



Jason Howard, On-the-Spot Award



Jill Crinklaw, Special Act



Melissa Phelps, On-the-Spot Award



Merle Cardona, Special Act



Rhonda Brantley, Special Act