



The Tools for Her Job

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Those of the building trades, such as plumbers, often takes home the tools of their respective trade, as also do carpenters, masons or electricians. So then, why should not Kim Campbell be allowed to do the same?

After all, Kim is a builder. In fact, she is arduously laboring to help re-build the very infrastructure of entire country of Iraq! However, she is not allowed to lug home the instruments with which works. With a twinkle in her eye and a barely suppressed grin, she strives to keep a straight face as she says, "I can't see any reason why I'm not allowed to 'take my tools home' with me each night!"

Maybe - just maybe – one reason might be that some of those "implements of her work" are several hundred million dollars of money seized from Saddam Hussein and his Baathist cronies by the Coalition Forces!

Effectively using this money, hoarded by the former despotic regime, is Campbell's job. Her position is that of Program Manager for the Planning and Design Program for Military Construction with the U.S. Army Corps of Engineers, Gulf Region Division (USACE-GRD) headquartered in Baghdad. As such she handles the not insignificant amount of monies – now spent down to a mere "several hundred million" – that comprise the Development Fund for Iraq (DFI).

As if that weren't challenging enough, she also is tasked with management of the GRD portion of Iraqi Relief Reconstruction Fund (IRRF).

Both are being effectively directed to a wide array of Iraq Reconstruction projects. But a few of the DFI projects range from desperately needed sewer systems, schools, health care clinics, electricity line expansions, road paving work, renovation of antiquated waterworks systems and water treatment plants to bridge building, train station renovation and the creation of dorms and a university laboratory.

GRD's portion of the IRRF money is directed to similar infrastructure project work but, among other things, also includes such work as courthouses, teaching hospitals, fire stations, post offices, army barracks and electrical sub-stations.

This lady has a serious management chore before her!

Her easy smile notwithstanding, Campbell is a serious, focused sort of professional. And, with 23 years of experience at the headquarters of the U.S. Army Corps of Engineers in Washington, D.C., she is well familiar with her organization and its mission. In that stateside capacity she is a program analyst working for GRD's Deputy Director for Business Management, Howard Stickleby – with whom she came to Iraq – who, there, is the USACE Deputy Chief of the Program Integrated division.

Smiling, she says, "No one in my office believed that I'd come over here as I'd never had an overseas assignment and," she grins at the self deprecation, "I don't like dirt and am sort of fastidious. But, they believe it now!"

Nearing the end of a year in-country, she is returning home on R&R soon but even then will still be working. She has been asked to make a presentation at the Program and Project Management Community of Practice Conference. But, shortly thereafter she will "come back to the dirt, dust and sand" in returning to her duties in Iraq - she has extended her tour by another five months.

"By the time I go home," she says, "hopefully all of my 'tools' here will have been effectively employed in helping the Iraqis build the sort of country that is both good for them and the world community."