



US Army Corps
of Engineers®
New Orleans District

Riverside

www.mvn.usace.army.mil

November - December 2003

Change

**Lt. Gen. Bob Flowers: the largest
civil works district can make it happen**

**Deployed members
and their jobs in Iraq**





Lane Lefort

Col. Peter J. Rowan

A Learning Organization

“If it ain’t broke, don’t fix it.” How many times have we all heard that expression? “Why should I change? I don’t have a problem. I’m doing just fine.”

Lt. Gen. Flowers, chief of engineers, used to start off some of his town hall talks with the story of the Civil Aeronautics Board. That was his example of an organization that didn’t change and is no longer around. There are others—probably too many. The railroads used to be the corporate giants of their time. Not too many of them left. Look at what’s happening in the airline industry. Who ever heard of Southwest even 10 years ago? They figured out what

people wanted most in an airline and are constantly seeking the best way to provide that service. Those who don’t – well, they’ll soon be joining Eastern and TWA, and ... the list goes on.

I’ve asked that this edition of Riverside focus on a dialog on Change. Not just with 2012, or PMBP or P2, but on all the facets of change in our organization. Environmental Operating Principles ... Communications Principles ... Outsourcing ... all of these are spinning both on their own and within a larger orbit of similar imperatives of larger organizational change. At a meeting, one of the other DEs said, we’re not just juggling the glass balls anymore. We’re juggling the jugglers.

Maintaining the Vision

In a world of change, how do we maintain our orientation? Values are one way. Our true, core values remain constant. They are the touchstones. They prevent us from lurching into organizational vertigo. The Vision is another – it should transcend the means and the method used to achieve it. It doesn’t matter what the HQs looks like or whether or not we’re part of a Regional Integration Team or a Community of Practice or an Regional Support Center as long as we maintain our “Loyalty” and “Integrity” and the rest of our values, while focused on examining the “world’s premier engineering organization...” That is how we remain on track.

So, we’ll use this issue to further the dialog, even as we continue to change. Engage, participate, or you could become part of the past. We remain in the business of providing service to the Army and the nation. Processes change with the times. Value and vision do not. Read the first part of the Corps’ 2012 document, the introduction entitled “The Change Imperative.” It’s only four pages long, and it is central to the issue of change. It’s located on the Web at www.hq.usace.army.mil/stakeholders/Final.htm

I look forward to our journey.

Riverside

Helps prevent doggie breath!

November - December 2003

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Commander

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Lane Lefort

Lt. Gen. Robert Flowers hosts a session of Corps Jeopardy at his town hall meeting Dec. 4.

*The first reader to identify the food product on which this phrase appears wins a free candy bar from the PIE Snak Shak!

Frederick promoted to chief of Counsel

By Angela Johnson

Former deputy district counsel Denise Frederick was promoted to district counsel in September. She replaces Gwenn Nachman who retired in January 2003.

Frederick is from New Orleans and has been in federal service for 27 years, with the last 13 at the district. Before becoming an attorney, she worked as an employee relations specialist for the Minerals Management Service, occasionally finding herself preparing case backgrounds for off-site attorneys.

“Law has always been in my family,” she said. “Doing all those case backgrounds, I thought I could probably be an attorney myself. I started attending law school in the evenings and after graduation became a trial attorney for the National Labor Relations Board.

“That experience helped me land a job with the district, which was lucky, because I didn’t want to leave New Orleans.”

Frederick became the district’s first full-time labor counselor in 1990.

Office of Counsel provides legal services in areas such as contracts, environmental and admiralty law, and actually represents the Department of the Army.

“Through that, we represent the Corps and the district, and defend the district during lawsuits,” Frederick explained.

“Preventive law is what we like to practice. If we are involved or consulted early on, before problems occur, we can help prevent them. Many difficult legal situations arise simply because people aren’t aware of certain aspects of



Denise Frederick says implementing USACE 2012 is the biggest immediate challenge as new chief of Office of Counsel.

the law. We’re here to provide sound legal advice during those times.”

The many claims, civil actions, administrative hearings, environmental and personnel cases that the office handles can be daunting. “Last weekend, we had a staff of people, including students from other divisions and offices, going through boxes of documents and exhibits to prepare an index of an administrative record ... one case can sometimes consume you,” she said.

The way legal services are managed is going to change under USACE 2012.

“It’s the biggest immediate challenge—implementing the changes to the advantage of the district. We want to improve our

processes and this is the place to start.”

Frederick explained that, specifically, USACE 2012 will make Counsel more like a “national law firm,” to be operated out of the regional business center of each division. Attorneys may be called on to help in another districts, depending on their areas of expertise. “The goal is better efficiency,” she added.

She said she is looking forward to the plan to bring the Real Estate attorneys under the Office of Counsel umbrella. “They’ll still do Real Estate legal services, but they will be integrated and realigned as part of the national law firm concept. The move recognizes the growing interdependency of Real Estate attorneys with attorneys in Counsel and will be good for career development and recruitment under USACE 2012.”

In her spare time, Frederick likes to travel with her husband. They recently took a fall foliage tour from Boston to Maine. “It was beautiful. The colors were out, and we even had time to do some whale watching. We’re planning a trip to Italy next year. My husband is a wine connoisseur, so that’s the perfect place,” she said.





Miles retires, reflects on training program

Jim Miles has been chief of Construction Division since 1999. He retires in January. We asked him a few questions about the Rotational Training Program and his advice for young engineers.

❑ What has the Rotational Training Program meant to the New Orleans District?

It affects young engineers, young engineers and scientists ... it gives them a better knowledge of the district, the big picture. They get an idea of the people they'll be working with, and how their work fits with the rest of the district. It helps individuals and helps the district perform its mission better.

❑ What is the legacy you leave from your years as chief of Construction?

The Rotational Training Pro-

gram, the people I've helped mentor and guide through the years. I worked in an area office before this with a lot of young army officers. Two of the young officers I helped mentor have since become district engineers. Work on the locks and dams, and the Red River Waterway—now it's the J. Bennett Johnston Waterway—was especially important to me, too.

❑ What has been the biggest challenge in the Rotational Training Program?

Making sure young people get meaningful work. We don't want them just sitting in an office. It's got to be some type of work they can use and gain good experience from. Another



Jim Miles

Lane Lefort

challenge is scheduling everyone, especially during holidays.

❑ Has anyone or a group of people impressed you while you served as construction chief?

A lot of people do an outstanding job performing for our customers and partners. We have a good

See MILES, page 18

Hunter new chief of area office

By Angela Johnson

Alan Hunter became the new chief of the New Orleans Area Office in September.

He has been with the Corps since 1974, with the exception of four years mid-career when he went to work in the private sector.

Hunter began his career as a structural engineer designing recreation areas in the Vicksburg District. He has worked as a project engineer for Felsenthal Lock and Dam and as chief of office engineering at the Vidalia Area Office. He was area engineer in the St. Louis District before moving to New Orleans in late 2002. His main reason for returning to



Alan Hunter

Lane Lefort

and Tropical Storm Isidore soon after moving to the area, but I enjoyed having the opportunity to show the people here in Construction Division that I could do the job.”

Hunter says his biggest challenge will be getting his staff to accept PMBP and the reorganization of the Corps.

A Mississippi native, Hunter received his

Louisiana was to be closer to relatives and in-laws.

In February, he was provided an unexpected opportunity. “The New Orleans area engineer retired, and I became the acting area engineer,” he said. “I went through Hurricane Lily

bachelor's in civil engineering from Mississippi State University in 1974 and his master's from MSU 22 years later. In his spare time, Hunter enjoys working outdoors, gardening and spending time with his 14-year-old son.



Iraq

A military and civilian war story



Capt. Dan Hibner, 29, 11th Engineer Battalion, leads a rubber boat across the Euphrates River to inspect an explosive-rigged bridge while under fire.

AP photo

Capt. Daniel Hibner, Construction, and Ken Ashworth, Regulatory Branch, Operations, returned from deployment in Iraq recently. They recounted their experiences for the Riverside.

By Eric Lincoln

Hibner spent two months in Kuwait and four months in Iraq, and at times found himself leading the 3rd Infantry Division on the road to central Baghdad.

“Assured mobility” is the engineer’s goal during a war, says Hibner. “We keep everybody fighting and moving, and whenever necessary, we fight, too.”

In Iraq, it was about 50/50 of each, he said.

But before the assault elements could even begin operations in Iraq, they had to breach a massive obstacle complex—charged electrical fences and tank hulls—at the Kuwait border, set up by Kuwait to keep out Iraqis.

Luckily, it was made easier by a lack of significant Iraqi resistance and work done by the Kuwaiti government before the war.

“There and most everywhere else there was a coherent, but no deliberate, Iraqi defense,” Hibner said. “They seemed to take all these guys who are trained to fight in armored vehicles, give them rifles and say, ‘you’re infantry.’ So they’d run at a tank with an AK-47. It was illogical.

“The Iraqis were like that. They fought hard, but they were infantry fighting armored vehicles. You can’t effectively do that unless you’re trained and equipped right.”

Such blind fervor proved vexing to American soldiers, Hibner says.

“You didn’t know whether to respect them or hate them. They’ll fight to the death. It’s a hard thing to witness, to see someone, knowing that they’re going to die, but they’re willing

to do what it takes just to kill one American ... Then again, we captured or killed a lot of officers, and some of them would have bags of money on them. It appeared they may have been bribed to stay with their units.”

The morning after crossing the border, on March 22, the first operation was clearing Jalibah airfield, which was bombed during the 1991 Persian Gulf War.

“We needed to seize the airfield and clear all the unexploded ordnance from the Gulf War so aviation could project themselves out of Kuwait and further into Iraq,” said Hibner. “We were under deadline from the moment we left Kuwait ... It took six hours to clear, and the first helicopter came in five minutes later.”

To clear the airfield, Hibner had about 60 Marines and six Marine and Army explosive ordnance disposal teams work the area, while two remote control M1 tanks with mine rollers, called “Panthers,” rolled over unexploded ordnance. The

Panthers are manually driven for speed and have thick plates that roll in front to protect them, but the plates have a limit.

“We found one 500-pound bomb there

that we couldn’t safely dispose of, so we completely marked off the area. Anybody coming up to it would have to be crazy anyway. It’s probably still there,” he said.

Ultimately, the mission came off without a hitch, and after that it was “Blitzkrieg-fast-forward,” Hibner says. “The only time we stopped was to refuel. That’s when we slept. We pushed to keep Iraqis on their heels and to get to the heart of the problem at Baghdad.”

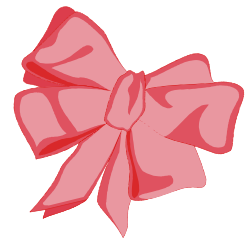
A logistical nightmare

They were almost moving too fast, Hibner said.

“We would outrun our logistics trains, and they keep us

“It’s a hard thing to witness, to see someone, knowing that they’re going to die, but they’re willing to do what it takes just to kill one American ...”

See IRAQ, page 14



Lt. Gen. Robert Flowers' video transcript

USACE 2012: the way ahead

I want to tell you about USACE 2012—an exciting opportunity we have in the Corps right now. But first, think about the concepts we have been talking about for the past three years: the lessons learned of the learning organization, working in teams with the Project Management Business Process, P2—our new AIS system that will be on line soon, the environmental operating principles, the communication principles and the capable work force initiatives.

The tools are all out there, you have been practicing, and we are going to pull them all together through USACE 2012.

So what's USACE 2012 all about? USACE 2012 builds on these key operational concepts: One Corps, Regional Integration Teams in Washington, Communities of Practice and the Regional Business Center.

What do we mean by One Corps?

If we are to become more efficient and provide better quality products, we must eliminate redundancies.

Mutual Interdependence

By embracing the concept of one Corps we are organizing ourselves so that each level will have discrete responsibilities.

The Washington level will take care of the strategic plans, national relationships and policy development. The regional level will focus on building and promoting the Regional Business Center. At the local or district level, the Corps will shine. The district offices will focus, as they do today, on the execution of the work. They will focus on quality projects and work in co-production with their customers and partners.

It is extremely important that we assign responsibility and authority and

then have accountability. If we are really to be responsive, we need to drive this to the lowest level possible.

One of the principles here will be mutual interdependence—we have to get used to trusting each other and depending on each other to complete our missions at all levels.

We are establishing Regional Integration Teams—one for each of the divisions. These teams will be made up of individuals from Operations, Engineering, Planning, Military Programs, other areas of Civil Works, Counsel, Human Resources, Resource Management and other professionals. The leader of each of these Regional Integration Teams will be a Senior Executive Service member who will also be dual-hatted as the leader of a community of practice.

What are the Regional Integration Teams going to do? They are empowered to work with any level of the USACE organization and with external stakeholders to build relationships and to resolve regional issues in an expeditious manner. The relationship with the region will be so connected that the Regional Business Center will have a presence here in Washington. The Regional Integration Team will expedite work products through the processes and mobilize the vertical team to address issues as they arise. They will work

closely with those in the Administration and the Congress on regional issues.

At the Washington level, we will also have offices for policy development and program integration working for the directors of Military Programs and Civil Works. These teams will have small staffs and use members of the RITs and from other areas as they work together.

Communities of Practice

Lets talk a few minutes about Communities of Practice. I've been talking to you about Communities of Practice for awhile now. This is the way we are going to maintain and sharpen our technical expertise in the Corps. Communities of practice are made up of people who practice and share an interest in a major function or business line. The members come from not only the Corps but similar experts in academia, in private practice or in other agencies. By organizing into Communities of Practice, this group—that was informally organized before—will have increased visibility and accessibility. Among other purposes, the Communities of Practice will develop and maintain policy and doctrine and facilitate the transfer of lessons learned. They will ensure that we continue to have a capable work force in a given area of technical expertise. These offices will be relatively small, but when they need to develop new policy or work on a special initiative about their expertise, they will form a team from the best expertise available.

Recently we have had some success with using these multi-functional teams on our headquarters Battle Staff to work the issues arising from our support to Iraq. With regular meetings and assigned personnel, the Battle Staff has been able to quickly resolve funding and policy issues collaboratively.

There are more changes in the headquarters. Some of the smaller offices will adopt a regional or national model of operating. We will "call out"

Meet the Press

See Lt. Gen. Flowers' Oct. 3 press conference transcript, on the Web at www.hq.usace.army.mil/cepa/releases/2012/presscon.htm. Included are questions and comments from members of the National Waterways Conference, Journal of Commerce, National Wildlife Foundation and Nature Conservancy.

our Homeland Security function and a Corporate Integration Division. I won't go into the details on those changes in this video, but I urge you to study about those in the report.

Business Centers

Now what is going to happen at the region? For some years, we have been developing the Regional Business Center.

The Regional Business Center is an operational concept that envisions the division office and the districts acting together as a regional business entity. The essence of the concept is a full integration of capabilities—sharing resources and technical expertise. This will broaden and enhance the range of services and quality within a region. I believe it will mean we can provide better products at a considerable savings. We have already seen this happening. By concentrating an expertise in one district, rather than having limited expertise in all districts across the region, we will become more adept, more tuned into lessons learned from previous similar projects and more integrated into the outside technical expertise on these issues. The American people will get a better product.

Of course the Regional Business Centers will be in close coordination with their Regional Integration Team.

But how is the division office organized?

The existing directorates at the region will be shifting their focus. Of course there will be modifications given the unique characteristics of each region, but in general, this is the way the region will be organized. We will now have a Regional Business Directorate and a Program Directorate.

The Regional Business Directorate will have three divisions. The Business Technical Division will have the lead for quality assurance and promoting the

technical expertise in the division. The Business Management Division will focus on relationships and business practices. The Business Resources Division will provide financial oversight and manage the regional financial and manpower resources.

The Programs Directorate will have divisions that integrate Civil Works and Military Programs (if appropriate) and will have integrated district support teams, much like the Regional Integra-



Lt. Gen. Flowers addresses a wide range of issues during a town hall in the DARM on Dec. 4.

tion Teams at the Washington level. There will also be a Program Support Division that will assist in implementing Regional Technical Centers and supporting the Communities of Practice.

Why 2012?

As I said, it is an exciting time in the Army Corps of Engineers. We have been talking about many of these practices for a number of years and now we have an organizational concept to pull them all together. We are also seeing many of the enablers that we need to realize these concepts very close to reality. P2 will come on line soon and give us a new information system. The

knowledge portal will assist us in capturing lessons learned.

Many people have asked me, why we have to do this? We have heard from our customers and our partners. We must change or be changed. We have to reduce the time it takes for our internal processes, and we have to treat our partners as partners. We must open our processes. We need to make these changes visible. Here in Washington, on the third floor of the GAO building,

there will be a lot of people changing seats and gaining new teammates and having new environments in which to work with new responsibilities. That will be one way we will begin implementation.

But I'm turning to you now—the smart folks—to help make this a reality. I believe in your technical expertise, your leadership and your ingenuity. I believe in the power of teams. I've seen you work in teams to get planning studies done, to manage complex projects, to respond to disasters at home and abroad.

The world is changing and the Corps must change as well. Years ago the Corps was the expert—the only expert in some areas. Now we are one of many experts. We must move toward the vision of “one team, operating virtually in a learning organi-

zation.” Members of our great organization are working today around the world to serve people here and abroad. We are building navigation systems to move commerce in the U.S. We are building facilities for our armed services. We are helping the Iraqi people to turn their nation around. The nation—and in some instances the world—is counting on us to be ready for the next challenge. I know you are up to it. I believe USACE 2012 will mean that the organization will be ready as well. I'm counting on you to help me make this a reality.

Essays!

Employees speak out on change

What do you think about

TALKBACK, from page 20

present, the Corps has always spoken of the importance of good communications but in my over 30 years of experience at the Corps I have never seen communications being any worse. We need to listen more, consider opinions that we may not agree with and work towards consensus.

Carl R. Guggenheimer
Engineering

The plan is being reviewed, with changes daily. It is premature to commit in writing how the organization will change. It is natural that it will. We could expect changes to our business “style.” Increased emphasis should be on the Project Management Business Process. I strongly believe that processes will drive the organization.

Brenda Weber
Engineering

I suppose I have an advantage over many of the folks here. The last four years I was with Navy, I worked on the Navy’s “Re-invention Plan.” At various times, I was assigned to work on “Process Action Teams” with the Navy inspector general as well as at the Headquarters (Ech 2) level. I was also on an audit team that went out to review the processes to determine the level of achievement. Unfortunately, the Navy chose to implement portions of the re-invention plan before they were fully researched and there were some major “Process” problems, as a result. I believe the way the Corps is attacking the 2012 plan is the way to attain the best results. I am on two of the process teams for the division and I look forward to providing as much to this process as I can. I’m sure the implementation will bring some growing pains with it, but I sincerely hope the overall results will achieve the chief’s vision.

Gene Taylor
Chief, Safety & Occupational Health

There was a time not long ago when IBM ruled the corporate world. They called it “Big Blue” and nothing seemed to get in it’s way, so it just got larger and larger, and also slower and slower. Then suddenly one day it awoke and realized that most of the world now considered Big Blue a big failure. Opinion polls spelled it out: when

people thought of IBM, words like bureaucratic, insular, entitlement, paternalistic, and passionless came to mind.

Sound familiar? It’s illegal for us to survey the public, but if we could, you think we might hear the same things about us?

IBM changed its culture and turned its fortune around. A few of the things it did were to reduce complexity, integrate its core processes and share knowledge. Not an easy task for a company of 300,000 located all around the world. Today, 40 percent of IBMers work at home.

I think the chief understands what happened to IBM and other giants of the corporate world, and is hell-bent to keep it from happening to us. Regrettably, HQ has failed to communicate the problem and the plan in simple terms that might leave no doubt. So, naturally, we tend to lump the new strategy with all the rest that never amounted to squat. If nothing else, this chief has vision. Maybe his plan does, too.

Jim Addison
Chief, Public Affairs

You can’t be better unless you’re different.

The truth of this statement is so obvious that it seems almost pointless to make it, but there are times when it doesn’t hurt to keep the idea in mind. Change is hard and often painful, and we humans seem to have a programmed resistance to influences that threaten the stability of the existence with which we’ve become comfortable. However, improvement doesn’t happen without change, and the benefits of some changes are so readily apparent that we accept them without hesitation; we take for granted, for instance, the changes that gave us running water in our homes, so that it’s no longer necessary to make a trip to the river or draw water from a well (excepting, I suppose, my oldest daughter, who’s chosen to reside in a plumbing-free log cabin in Alaska).

Sometimes, the benefits of change are less apparent. A wholesale re-ordering of the organizational structure on which hang all our livelihoods (USACE 2012) is such a change. A supposed revamping of the way the Corps does business (PMBP) is another such change. Significant lifestyle changes are known to induce stress, and I think fundamental changes in our work lives can hardly fail to fit into that category.

it all?



Few would argue that the Corps couldn't stand to have a few changes made; certainly, I would not. We are not perfect. On the other hand, the Corps has done some pretty damned good work for the past couple of hundred years, in both military and civil works construction. I would suggest that attempts to improve an unquestionably successful organization ought to proceed with diligence and caution. It would be useful to identify exactly where the problems lie, then develop and prosecute strategies that one could reasonably expect to address those specific problems.

Many have noted that the Corps is slow and expensive; I'm afraid those characteristics are a natural consequence of thoroughness (a decidedly worthwhile characteristic) and endless regulations (apparently a necessary burden, although eliminating regulations might be an interesting exercise). From my perspective, the most serious problem that has faced the Corps in the last 20 or so years has been the debacle of the Upper Mississippi River and Illinois Waterway System Navigation study, during the conduct of which the Corps was found to be not technically incompetent, but unduly responsive to political pressure. I would appreciate knowing exactly how the PMBP and USACE 2012 will prevent a recurrence of that kind of transgression.

Undirected change, change for its own sake, is the stuff of the natural world; it's the force that drives natural

selection. Mountains erode, sea beds are uplifted, continents collide, ice caps grow and recede. These changes are without purpose, and life responds to them as best it can, with some species failing to compete and others thriving. For whatever reason, humans have been granted the gifts of uncommon intellect and self-awareness. We understand that there is a tomorrow, and a day after that,

and a virtually endless string of days to follow. So we plan. We try to foresee our future needs and adjust our behavior so as to prepare for those needs. We lay in supplies for the winter and plant fields of grain and squirrel

“These are good concepts. We *must* embrace them and make them work or someone other than the Corps will decide our fate.”

Beth Cottone

Chief, Project Management East

away hard-earned cash in retirement accounts. We do not adjust our behavior at random; otherwise, we might find ourselves trying to finance our children's college educations with, say, a collection of beer bottle caps that we've happened to accumulate over the years. Moreover, when we recognize that a course of action has the potential for serious consequences, we don't choose it lightly, whether we're a tribe of *Homo habilis* trying to decide whether to pursue a particular herd of antelope or a pair of *Homo sapiens* agonizing over whether they can handle the mortgage on that cottage in Lakeview.

The statement with which this letter begins is one I made quite a few years ago, while riding home on a NOPSI bus (remember NOPSI?); a young lady wondered why my high school seemingly found it necessary to do things differently from other schools, and that statement was my response. It's important to recognize that improvement requires change; it's equally important to realize that change does not necessarily bring improvement.

I have two questions to which I would very much like answers (and I'd appreciate it if “synergy” did not appear in either one). What problems within the Corps are we attempting to correct with these initiatives? How will these initiatives correct those problems? I trust that good answers to those questions exist (although faithful perusals of the PMBP disks have not revealed them). I believe we ought to have heard those answers a long time ago.

Stan Green

Project Management



Caernarvon dewatered

By Ed Russo



Hired Labor crews at Caernarvon with floating heavy-lift derrick *Brownlee* and push boat *Bienville*.



With the Mississippi River in its lazy phase this low water season, it allowed the district time to perform inspection and maintenance on the first major river diversion in coastal Louisiana. The dewatering came as a scheduled event – the first one on the structure to date.

Operations worked with the Louisiana Department of Natural Resources (DNR), the project’s non-federal cost share sponsor, to do the work. The dewatering served a dual purpose: to complete known required repairs, and to inspect the structure’s interior for further maintenance needs.

Operations Manager Edmond Russo led district crews from Physical and Technical Support branches. Allen Matherne, Technical Support Branch, gave advice on dewatering activities, addressing maintenance and replacement of gate operating machinery.

Under the direction of Carl Robinson, chief, Facilities Management Section, Hired Labor crews employed the heavy-lift derrick Brownlee and push boat Bienville.

Tim Hart and Herbie Petit, Operations, supervised district field crews in dewatering the gate bays and replacing of damaged and worn components. “We flush each gate bay for at least an hour before closing its tunnel for dewatering,” Petit explained. “There’s alligators and other critters down there, which we want out before we go in.”

Each gate bay was dewatered, requiring the placement of steel bulkheads, girders and needles at both ends. Divers cleaned out the gate recesses for setting the needles and bulkheads, then corked the joints once those components were placed.

Frank Vojkovich and Shung Chiu, Geotechnical Branch, specified the allowable dewatering rates. Tommy Bacon, Survey Branch, and Jack Rouquette, Facilities Management, monitored progress and surveyed the structure’s lift.



Chris Accardo, chief, Physical Support Branch, descends into a gate bay with Tim Hart, Operations, for an inspection.



Operations Manager Edmond Russo discusses progress with Chief of Operations Greg Breerwood.

Gate machinery at each of the structure’s five valves was inspected. Machinery of Gate Bay No. 2 was disassembled for maintenance and repair. Anthony Gallodoro, Engineering, said, “The gate seals needed replacement and other minor repairs were needed, but overall, the structure is in very good condition.”

Caernarvon is part of the Mississippi Delta Region (MDR) Project, which also includes Davis

Pond. Operations began in 1991 and 2002, respectively. Caernarvon diverts the fresh water into the Breton Basin, and Davis Pond diverts into the Barataria Basin. Both restore ecological conditions of these estuaries by controlling salinity and supplementing nutrients and sediments. The restored conditions enhance fisheries production, which is the purpose of the MDR project.

State and local partners involve the public to guide decisions in managing operations, maintenance and monitoring of the MDR project. Tom Bernard, DNR, said, “We recognize the unique skills and value in the district’s Hired Labor Crew [and] we attribute a great deal of this project’s success to the partnering that we both enjoyed throughout the dewatering event.”

As recipient in September 2003 of the Gulf of Mexico Program’s Gulf Guardian Award, Partnerships Category, the MDR project exemplifies excellence in a communal effort to restore our coast.

Photos by Scott Riecke

Deployed persons missions in Iraq



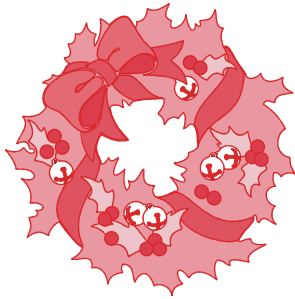
I served as a project/mechanical engineer reassigned to the Trans-Atlantic Command for the Iraq Reconstruction Organization (IRO-Basrah) in Southern Iraq. My job was to provide quality supervision of the Bechtel National Inc. (BNI) in conjunction with BNI's humanitarian and infrastructure relief effort.

Serving in this capacity, I administrated six different projects in the Basrah Governate, totalling more than \$30 million of humanitarian and infrastructure efforts from June 22 to Dec. 12.

Humanitarian relief efforts include: providing the 40,000- plus residents potable water by rehabilitating the Safwan water treatment and the emergency startup of the Umm Qasr grain facility.

Iraqi infrastructure and reconstruction efforts include: the generator rentals and purchase for the ports of Umm Qasr, reconstruction of the Iraqi railroad and the refurbishment of heat exchangers at Khob Zubair, Najibyah, Shoubah, and Hartha power generation stations.

Michael Zumstein
Engineering

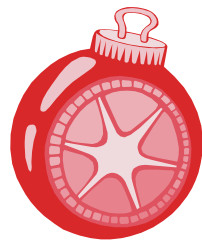


I was attached to the GRE (Gulf Regional Engineer) office working with RSOI (Reception, Staging, Onward-Movement & Integration) at Camp Doha, Kuwait, consisting of six personnel. My job as team leader consisted of taking care of personnel coming into the county and re-deploying back to the states. I would meet in-coming personnel at the point of entry into Kuwait and make sure they were properly in-processed and had all the necessary equipment, then send them to their final destination in Kuwait or Iraq. I would make sure that out-going personnel had lodging while waiting for a return flight, a return flight reservation and then would take them to the point of departure on their departure date. My job also consisted of taking care of 86 NTVs (non-tactical vehicles) in Kuwait and Iraq and making sure that supplies and vehicles that were needed in Iraq were either sent by aircraft or taken up by convoy, which were taken to Iraq by myself and other personnel in my group.

Ronald Lee
Logistics Management

During my deployment for Operation Iraqi Freedom June through October, I served as the communications manager and database manager for the Iraq Reconstruction Office (IRO). As database manager, I supported the initial development, design and maintenance of the USAID/USACE Iraqi Job Order Tracking System which was responsible for tracking \$680 million of USAID reconstruction contracts. I supported all communication requirements of the USACE/USAID Coalition Provisional Authority-Iraq Reconstruction Office, which consisted of Baghdad IRO Hqs, Basrah, Mosul and Al Hillah area offices. Responsibilities consisted of installing, configuring and commissioning the channel master VSAT (Very Small Aperture Terminal) satellite communications and Cisco IP telephony solutions for the USAID/IRO teams.

Gary Lowe
Information Management



I was a staff engineer for the Iraq Reconstruction Office (IRO), involved in identifying/locating and conducting pre-construction assessments of 111 buildings (schools, clinics and government buildings) and conducting pre-construction assessments of three water/wastewater treatment plants. I provided construction oversight/surveillance for the rehabilitation of 40 schools from June through October.

Chad Rachel
Engineering

onnel aq



Gayle Boone, Logistics Management (center), with deployed co-workers in Iraq.

Courtesy photo

Project manager for: construction of runway for 101st Airborne, Kuwait; theater distribution center at Doha, Kuwait; convoy support center on main supply route, Iraqi border; life support area (base camp) at Talil airfield, Iraq; troop bed-down construction at Kuwaiti 35th Brigade base camp; environmental baseline study at EPW camp at Umqasar, Iraq; cultural resource management plan for UR site, Tallil, Iraq; field survey and assessment of Iraqi concrete plants and gravel quarries in south Iraq; inspection of Iraqi water treatment plant northeast of Safwan, Iraq.

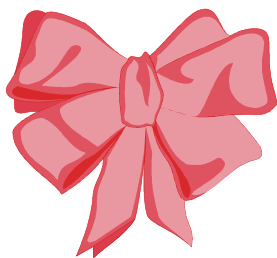
Other projects: technical advisor to U.S. ambassador Jones to develop protocols for excavation of mass grave sites in Iraq (meetings held in Baghdad at the ICRC headquarters); provided technical field assistance to Kuwaiti Ministry of Interior for excavations at Samawah, Iraq mass grave site.

Provided the 101st Airborne Division construction inspection and project engineering support at Camp Udari, Kuwait, immediately prior to their liberation of Iraq. Provided project management support for a Joint Military Mail Terminal (JMMT) and a Theater Distribution Center (TDC). From February to May.

Kenneth Ashworth
Operations

As buildings sector manager, I am the eyes and ears of USAID for all work concerning the repair/rehabilitation of schools, clinics and fire stations. I am directly responsible for the Baghdad area and serve as sector manager for similar type work in the area offices. We are responsible for 1140 total schools, 65 clinics and 10 fire stations. We verify that Bechtel has a quality assurance/quality control plan established and try to make sure it's followed. In cases where they are not, then we are responsible for reconnaissance and recovery. We also check on and sign off on their invoices. I'm sharing the same responsibilities for repairing the telecommunications network, subscriber and fiber optic for 240,000 lines. I also share management of the database created by CRREL for us to handle the incredible amount of data that is generated through all the projects, so that it's available to everyone that is working on these projects, no matter where they are.

Amena Henville
Engineering



From June to December, I was assigned to the Transatlantic Command for deployment into Iraq as the project manager of the Iraq Reconstruction Office in Basrah. I had a staff of five Corps employees. Our job was to provide construction surveillance of the Bechtel contract. We managed this for a wide variety of project whose costs totaled over \$150 million. The projects ranged from the rehabilitation of 252 schools and 30 clinics to the re-establishment of a working port. We managed items as diverse as dredging to the building of new rail lines. Projects included water treatment facility repairs to the airport and repairs in Basrah to the construction of municipal water pumping stations.

Howard Bush
Project Management



Ken Ashworth, second from right, with the 416th team at the Iraq/Kuwait border in April, taking a break while conducting reconnaissance of abandoned gravel and gypsum quarries for repairs of supply routes near Tallil, Iraq.

Courtesy photo

Securing Baghdad, building base camps and dodging SCUDs



supplied with bullets, fuel, food, parts ... you can't do that. Our biggest problem was repair parts. We'd lose vehicles just because we couldn't tow them forever. So we'd just strip them and move on."

There were about 1,000 people in the task force column. Hibner's 100-man unit was second in line.

"We swept northwest hard and fast, took over the fight and never stopped until we reached the An Najaf escarpment."

There, slowed by the difficult landscape, they fought with Iraqi infantry for two days.

"The escarpment is an engineering, tactical and strategic nightmare," says Hibner. "It's a sheer cliff face. You can't go

around for 20 miles on each side. There's only one route, an old pipeline maintenance road.

"We checked satellite imagery and Special Forces went in to see if we could get the convoy through. There

captured the Iraqi lieutenant colonel, and swept out onto the desert plateau.

"Then we were going to take a rest, get ourselves together, but that was the morning the big sandstorm blew in. It ended up lasting a few days."

"We were heading back to our assembly area to get out of a fight for Objective Jenkins, a bridge to the east. But the sandstorm got worse. At all costs, I didn't want to stop. We were in a bad area. But vehicles were straying, no one could see, the electronics were going haywire from the sand's static electricity. It turned black. I finally told everyone to stop. The only way I could see my vehicles was by the bright electrical arcs going from antennas to the roofs of vehicles."

Raining Mud

"It got so dark, we thought it was midnight. Then it started to rain and the sandstorm cleared a little. When the sun came out some soldiers didn't know what it was because they were convinced it was night. It was raining mud, but we were able to move on and get to the assembly area safely."

Hibner says that the speed of this war distinguished it. "We wouldn't stop and wait for a fight to finish," he said. "Momentum was everything. We'd be fighting and sending brigades farther ahead at the same time.

"We were moving so fast, we didn't even have time to collect POWs. Iraqi soldiers would surrender, and we'd pass them up with their hands in the air. They'd just watch us go by. We had a unit designated to pick them up though."

"We were moving so fast, we didn't even have time to collect POWs. Iraqi soldiers would surrender, and we'd pass them up with their hands in the air."

Capt. Daniel Hibner, Construction

was water on each side. It was the Causeway Bridge with rush-hour traffic, and the perfect place for Iraqi defense ... there were a bunch of enemy up there, too.

"We had to do traffic control through indirect fire, enemies popping up everywhere. They were shooting at us and we had Iraqi POWs next to us. They didn't care about their own men. One tank unit went out to locate an enemy mortar team; they pointed the turret at them, and they just looked at the tank and kept pumping rounds into the mortar. That's when you're supposed to surrender, but they didn't, so the tank fired and blew them to bits. These Iraqis ... just didn't know when to quit."

The unit finally made it to the top of the escarpment,

Another time, remembers Hibner, his unit did something that hasn't been done for decades.

"We had to take a bridge without it getting destroyed. So we did an assault river boat crossing. The last time that was done was maybe the Korean War. We pushed across, under fire, cut the cords to the explosives, and held the far shore bank while under direct and indirect fire. We were able to save one side of the bridge and get our forces across."

Finally, the units came at Baghdad from the south and west, at Baghdad International Airport. Hibner's company cleared about 42 buildings at the airport and hundreds of foxholes.

"We were pinching Baghdad. Iraqi defense was large but sloppy. We went along Highway Eight and met a 1,200-meter minefield. That stopped us for a while. We came under fire while we were breaching that, but the next day we linked up



with 2nd Brigade at the heart of Baghdad.”

Coincidentally, Hibner’s identical twin brother, Capt. David Hibner, was leading the 2nd Brigade from the west, also breaching a minefield. “We were pretty happy to see each other,” Hibner says.

After the city was captured, peace enforcement and infrastructure repair began, and soon Hibner was back home with his wife, Teresa, and two sons, Grant and Evan.

Hibner was commissioned in 1993 and spent three years in the reserves before moving to active duty. He made captain in 1998.

Braving the SCUDs

Ken Ashworth spent most of his time from January to June preparing for the push into Iraq, assigned as a project manager to an engineering command.

“We provided engineering support to the warfighter - constructing base camps, heliports, airfields, transport routes, etcetera. Once the war began, we did environmental baseline surveys and established EPW (enemy prisoner of war) camps.

“One of our main missions was maintaining supply routes. Roads deteriorated

rapidly. There were a lot of abandoned gypsum and gravel stockpiles. We would use the materials for roads and base camps.”

Meanwhile, Iraq was launching SCUDs at them, says Ashworth.

“For the first few days, every few hours a missile alarm would go off and we’d have to put on chemical protection suits. Luckily, Patriot defense missiles shot down most of the SCUDs,” he said.

Ashworth said it was disheartening to see some newspapers “lie about what Americans were doing in Iraq.”

“One British newspaper wrote that soldiers were vandalizing the temple at Ur. In fact, our soldiers secured the site, brought food and water to the curator, and helped the curator set up tours and develop a site management program that was better than what they had prior to the start of the war ... That’s just one example.”

Ashworth and his team made numerous trips to project locations in Iraq during the war, including convoy support areas, EPW camps and water-treatment facilities.

He extended his stay for two months when he was asked to assist in the protection of cultural resource sites that were being looted, and to help with civil affairs and police units for site management and security.

Since he had worked at the Army Central Identification Lab in Hawaii in 1997 and 1998, where all remains of U.S. servicemen are processed, he was unexpectedly called late in his tour to help locate Kuwaiti mass grave sites and assist the U.S. State Department in developing protocols for dealing with such sites throughout Iraq.

For that project, he worked with Richard Jones, the U.S. ambassador to Kuwait, and met with officials from Iraq, the Red Cross, Saudi and French governments and the British ambassador in Baghdad.

Saddam maintained power by killing off large numbers of Kurds, Shiites and political foes for over 30 years, Ashworth explained.

“Over 70 mass grave clusters— numerous mass graves in a close area—had been located by the



“For the first few days, every few hours a missile alarm would go off and we’d have to put on chemical protection suits.”

Ken Ashworth, Operations

time we arrived. There were over 300,000 human remains, mostly from the mid-1980s on, following Desert Storm when the Shiites revolted and Kurds were gassed.”

Along with the Kuwait Ministry of the Interior, Ashworth helped locate Kuwait POW/MIAs at gravesites, and also helped establish how graves would be excavated, who would do it, how the identification would be done and how bodies would be treated.

The last week he was there, he assisted a Kuwaiti excavation team at a site near Samawah, Iraq.

“I worked mostly on the diplomatic and political side of it until that last week. Working at the gravesite isn’t something I’d want to do on a regular basis. I was glad be able to help—and also to get back home,” he said. “Six months was enough.”

Satellite phones and email helped him keep in touch with his wife, Nancy, and two teenage children, Jonathon and Jamie.

“More than anything, I appreciated the camaraderie in the 416th Engineering Command Unit, an Army reserve unit based from Chicago. I made quite a few life-long friends,” he added.



The Office Party



Subject: The Office Party
FROM: Pat Lewis, Human Resources Director
TO: Everyone
RE: Christmas Party
DATE: December 1

I'm happy to inform you that the company Christmas Party will take place on December 23, starting at noon in the banquet room at Luigi's Open Pit Barbecue. No-host bar, but plenty of eggnog! We'll have a small band playing traditional carols...feel free to sing along. And don't be surprised if our CEO shows up dressed as Santa Claus!

FROM: Pat Lewis, Human Resources Director
DATE: December 2
RE: Christmas Party

In no way was yesterday's memo intended to exclude our Jewish employees. We recognize that Hanukkah is an important holiday which often coincides with Christmas, though unfortunately not this year. However, from now on we're calling it our "Holiday Party." The same policy applies to employees who are celebrating Kwanzaa at this time.

Happy now?

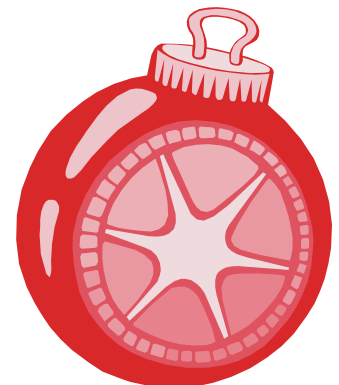
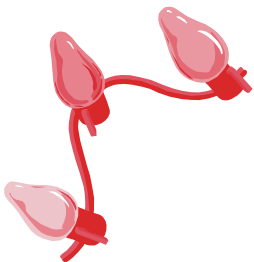
FROM: Pat Lewis, Human Resources Director
DATE: December 3
RE: Holiday Party

Regarding the note I received from a member of Alcoholics Anonymous requesting a non-drinking table ... you didn't sign your name. I'm happy to accommodate this request, but if I put a sign on a table that reads "AA Only" you wouldn't be anonymous anymore. How am I supposed to handle this? Somebody?

FROM: Pat Lewis, Human Resources Director
DATE: December 7
RE: Holiday Party

What a diverse company we are! I had no idea that December 2 begins the Muslim holy month of Ramadan, which forbids eating, drinking and sex during daylight hours. There goes the party! Seriously, we can appreciate how a luncheon this time of year does not accommodate our Muslim employees' beliefs. Perhaps Luigi's can hold off on serving your meal until the end of the party - the days are so short this time of year - or else package everything for take-home in little foil swans. Will that work?

Meanwhile, I've arranged for members of Overeaters Anonymous to sit farthest from the dessert buffet and pregnant women will get the table closest to the restrooms. Did I miss anything?



FROM: Pat Lewis, Human Resources Director
Date: December 9
RE: Holiday Party

People, people, nothing sinister was intended by having our CEO dress up like Santa Claus! Even if the anagram of "Santa" does happen to be "Satan," there is no evil connotation to our own "little man in a red suit." It's a tradition, folks, like sugar shock at Halloween or family feuds over the Thanksgiving turkey or broken hearts on Valentine's Day. Could we lighten up?



FROM: Pat Lewis, Human Resources Director
DATE: December 10
RE: Holiday Party

So December 22 marks the Winter Solstice...what do you expect me to do, a tap-dance on your heads? Fire regulations at Luigi's prohibit the burning of sage by our "earth-based Goddess-worshipping" employees, but we'll try to accommodate your shamanic drumming circle during the band's breaks. Okay???

FROM: Pat Lewis, Human Resources Director
DATE: December 11
RE: Holiday Party

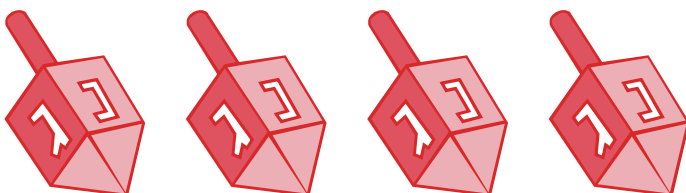
Vegetarians!?!?!? I've had it with you people!!! We're going to keep this party at Luigi's Open Pit Barbecue whether you like it or not, so you can sit quietly at the table furthest from the "grill of death," as you so quaintly put it, and you'll get your freaking salad bar, including hydroponic tomatoes. But you know, they have feelings too. Tomatoes scream when you slice them. I've heard them scream. I'm hearing them scream right now!

FROM: Teri Bishops, Acting Human Resources Director
DATE: December 14
RE: Pat Lewis and Holiday Party

I'm sure I speak for all of us in wishing Pat Lewis a speedy recovery from her stress-related illness and I'll continue to forward your cards to her at the sanatorium.

In the meantime, management has decided to cancel our Holiday Party and give everyone the afternoon of the 23rd off with full pay.

We hope that this change does not offend anyone.



relationship with them in South Louisiana. South Louisiana wouldn't be the same without the Corps and the flood control, navigation and environmental stewardship we provide.

❑ How long in your opinion will the new way of doing business (PMBP) take before it becomes routine for us to do it that way?

Two years. One to get used to it, and another to make it part of our everyday routine. There's a long history of doing things the "old way." Once people see the benefits of the new way, I think it will take hold.

❑ How is this Rotational Training Program different from the one you went on years ago? Is that difference better or not?

Before, you came here without a job. You worked wherever you were assigned for two years, then signed on to work where there was an opening with work you liked doing. If they didn't have an opening, you didn't necessarily get the job you'd like to do. Now, you're hired into a specific job. You work in your home division for six months, then go out on rotational training. I think this is a better way to do rotational training since you first get a good idea of what your job is, then you get to go out and see how your work fits into the "big picture." One of the reasons that the old program failed was because trainees were not given meaningful work while

on rotation. My job as the CP-18 programs manager is to make sure that this doesn't happen again.

❑ When did you know you wanted to be an engineer?

At about 12 years old. I passed some guys working on a construction site building an overpass, and I knew that's what I wanted to do. I had an erector set when I was young, and when I saw the real thing, I knew I wanted to do it.

❑ If you could, what would you change about your career with the Corps?

I would have moved into Construction Division in 1976. I got my master's in environmental engineering from Tulane in 1975. Construction is my niche, but I stayed in Engineering Division for 10 years.

❑ Where do you see the Corps' coastal work in 20 years?

It's vital to New Orleans and the world. The wetlands are very productive. Oil, gas, seafood ... we're just becoming aware of what they mean to the nation. We can reverse the degradation process of the last 100 years ... and it will provide a hurricane buffer as well.

❑ What advice would you give a young engineer just staring out at the Corps who really wanted to advance to be the chief of a division?

Get a master's degree, get into a field related to engineering, get as much training as you can. The first thing is to establish a niche. Do what

you do well. Be happy with what you do. Find your niche and you'll do better. You never see Tiger Woods dribbling a basketball. He works on golf and leaves everything else alone. Find what you like to do and do that. Whether you get to be chief or not, you'll be happy and productive in your work.

❑ As a manager of many years, what has been the greatest challenge you faced?

There hasn't been that many. There were some challenging people. But basically it's been good. I've been happy.

❑ What can you say about being a grandparent?

I love my grandchild. It's fun being a grandparent because you can spoil the kids and let the parents deal with most of the big problems.

Miles has been married to his wife, Jeanette, for 35 years. They have a daughter, 32, and a son, 26. He plans on moving back to his hometown of Shreveport, where he will work on his golf game. "And it needs work, believe me," he adds. "I won't be getting up at 5 a.m. anymore, either."

Black History Month

The Equal Employment Opportunity Office reminds you that February is Black History Month. The national theme is, "Brown v. Board of Education (50th Anniversary)." Employees who attended schools during the period when schools were first integrated are encouraged to share their experiences in a panel discussion. Contact Joyce Saulny, x2238, or Carol Burke, x1920. Also, an observance in honor of Dr. Martin Luther King Jr. will be held on Jan. 15, with guest speaker Reverend Samuel "Billy" Kyles, who was with King when he was assassinated and is the only person still living to have spent the last hour with him.



FY03 retirement and telework stats

Average ages

wage grade employees: 50

general schedule employees: 45

Brain drain

26 total retirees in FY03

25 committed to retire in the 1st quarter of FY04

226 employees eligible to retire

57 more in 1 year

47 more in 2 years

43 more in 3 years

61 more in 4 years

54 more in 5 years

Total in 5 years = 488

Army says the average retirement eligible retires within three years of reaching eligibility.

Teleworking

102 telework arrangements (81 ad hoc, 21 regular)



Veteran's Day ceremony – Ernie Pitts (LM) addresses a gathering of civilian employee veterans, reservists and military on Veterans Day.



Lane Lefort

Award from their co-workers at Waterborne Commerce Statistics Center.

to **Fred Schilling** (ED), who was selected to be new chief of Technical Support Branch in OD.

to **Alvin LeBlanc** (OD), whose son, James, graduated in December from Army Basic Training at Fort Jackson, S.C.

Kudos

to **Tommy Lee**, a worker at Harvey Lock, who helped rescue an 8-year-old Harvey girl, Amy Aguilar, from the Mississippi River on Sept. 1.

Aguilar was wading in the

water by the locks with her 7-year-old sister and 18-year-old cousin when she got caught in the current. **Ralph Guy** at the lock gave an emergency call over the marine radio, alerting the nearby tugboat *Custom*. When it arrived, Lee swam into the swift-moving river and showed crewmembers where Aguilar was. Crewmember Andrew Frazier jumped in and pulled the girl to safety.

Farewell

to **Jim Miles**, chief of Construction, retiring on Jan. 3 after 35 years of service.

to **Al Ramirez**, chief of Construction Service Section, Construction, retiring on Jan. 3 after 42 years of service.

to **Bob Fairless**, assistant chief of Engineering, retiring on Jan. 3 after nearly

40 years of service.

to **Jay Combe**, chief of Coastal Engineering Section, retiring Jan. 3 after nearly 37 years of service.

to Algiers Lock employees retiring Jan. 3: **Matthew Stewart** (lockmaster), after 35 years of service; **Benjamin Stewart** (lock and dam equipment worker), with 37 years of service; and **Merrill Salvaggio** (lock and dam operator), with 26 years of service.

Condolences

To **Gonzales "G" and Ann Gomez** (WCSC), whose father and father-in-law, Gonzalo Gomez Sr., passed away on Dec. 2.

to **Mark Hintz** (CD), whose father, Henry James Hintz Sr., passed away on Nov. 3.

to the family of **Eugene Dugas**, who passed away Dec. 5. Dugas was brother of Marie Chaisson, retired, and uncle of Brenda Chaisson Jones, employee of SELA Jefferson. He retired in 1998 as a riverboat pilot on the Alexander.

to **Falcolm Hull** (PM), whose mother, Laura Hull, passed away on Dec. 2.

to **Cary McNamara** (Old River Control Structure), whose mother, Florence, passed away Dec 9.

Thanks

from **Bo Marcotte**, construction representative from the Lafayette Area Office: "My deep appreciation to all of those who donated leave to help with financial concerns during the period until my retirement is approved. I feel very grateful to be a part of an organization with so many caring and thoughtful people."

Congratulations

to **Steve Ayres** (ED) and his wife, Aniko, on the birth of their first child, a son, Kyle, born Oct. 17.

to **Lauren Hatten** (ED) and her husband, Jeff, on the birth of their second child, a son, Britt Everett Hatten, born July 16.

to Johlee Schinetsky, 11-year-old daughter of **Steven A. Schinetsky** (OD), who was the first runner-up in the Junior Miss Dance of Louisiana competition in November. Johlee also won the acrobatic portion of the competition for the fourth year in a row.

Gonzales "G" Gomez and Anna Mikulak (both WCSC) for receiving the third quarter 2003 Peer Recognition

DILBERT® by Scott Adams



We have been working many of these [USACE 2012] principles for some time. Now it is time to integrate these concepts into the organization and align ourselves for a new way of doing business. We're moving from a hierarchical government agency with a wiring diagram to a matrixed, more business-line approach. This will streamline our internal processes and reduce the delivery time when compared to our past business practices. Organizing into teams provides the opportunity to offer more robust, efficient services and products to the American people and the Armed Forces.

Lt. Gen. Robert B. Flowers
Chief of Engineers

Talkback

What do you think about organizational change?



As far as "organizational change" is concerned, for just a second I'd like to disavow the fact that I was born and raised in New Orleans and pretend that I'm from Missouri and ask someone to "show me."

George Popovich
Construction

"Team operating virtually in a Learning Organization." This is an excellent statement of how I envision USACE 2012 to be. Those that try to protect their turf or engage in power struggles may resist the team aspect of working across district boundaries. Those that resist change and learning may be negative toward the entire 2012 strategy. As for those of us who have been waiting for the Corps to

change, we embrace USACE 2012 and are proud to be a part of the Corps during this exciting time of change.

Sharon Richarme
Project Management

Corps 2012 is a misnomer. Everyone needs to understand that it isn't a vision of the Corps in the year 2012. *It's here ...* and the message is clear - change or be changed. These are good concepts. We *must* embrace them and make them work or someone other than the Corps will decide our fate. I don't intend to work for or retire from anywhere but the U.S. Army Corps of Engineers.

Beth Cottone
Chief, Project Management East

Virtual teams will allow reaction to worldwide request for Corps expertise. With modern technology we can "be" in more than one place and "everywhere" at one time. The digital age allows us to "be" close to projects while using our teams throughout the Corps. For example, virtual teams could design and manage rebuilding the electrical distribution system of a foreign town, using the team in the U.S.

Bill Rester
Engineering

A big concern with PMBP is based on empowerment. Everyone is doing his or her own thing. Some who are assuming they are empowered to make certain decisions are making bad decisions. If they choose to avoid management, management only finds out much later. Management must be involved more in certain decisions to assure consistency, quality and public safety.

Communications has always been important but it is even more important in a team setting. Teams will need to come to a consensus on issues that do not conflict with laws and required engineering criteria. Communications with customers will become more important because our one Corps policy may result in their speaking with Corps officials who are hundreds of miles away rather than being across town. In the past and

See TALKBACK, page 8

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