

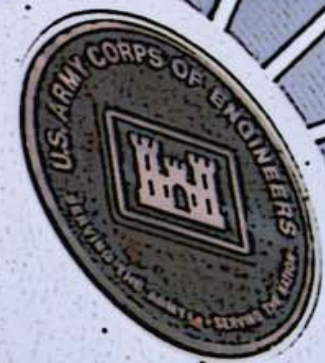


US Army Corps
of Engineers®
New Orleans District

Riverside

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September 2003



Back-to-school issue:

All about training



Carrollton Gage



Lane Lefort

Col. Peter J. Rowan

I've asked the Public Affairs team to work with various folks throughout the district to put together an issue on training. This issue highlights some of the new and some of the existing programs. So, take some time to look through this issue and provide feedback to the team.

Mission Essential Task List

First, I want to get as much information as possible out to the organization as we get ready to begin the new fiscal year. We recently briefed Brig. Gen. Don Riley on changes to our district mission and the resulting Mission Essential Task List (METL) as part of the FY 04 Training Brief. Everything starts with the district mission:

District Mission: *The New Orleans District, through partnering, provides for navigation, flood and hurricane protection, disaster response and recovery, environmental stewardship and other water resource needs to benefit the people of southern Louisiana and the nation.*

From that, we derived the tasks essential to the success of our mission. They are:

- Provide operational command, control, communications and computer information*
- Provide uninterrupted navigation of the Inland Waterway System*
- Provide district direct support services*
- Provide regulatory, permitting and compliance enforcement activities*
- Provide Emergency Operations Support to southern Louisiana, the nation and world-wide*
- Provide flood control and hurricane protection to southern Louisiana*
- Provide environmental restoration and enhancement services for southern Louisiana*

From the METL, each division and separate staff section identifies their supporting tasks. This process is repeated at succeeding levels, trickling down the organization until it finally reaches the individual employee. When properly performed, this analysis sets the stage for determining the individual training that needs to be documented in your Individual Development Program (IDP). Every employee ought to be able to see a reflection of the mission and METL in their own IDP.

New training programs

Second, we wanted to communicate some of the new training opportunities that are becoming available. We have recently revamped the leadership development training. This offers opportunities for

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Riverside

*The fast fruit snack!**

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Riverside



L. L.

The Corps castle is the centerpiece of the glass paddlewheel canopy that graces the front of the building.

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

By Eric Lincoln

METL

Mission Essential Task List

The district implemented its new Mission Essential Task List (METL) in August. We asked the district's program coordinator, Maj. (P) Jeselink, to provide us with some insight into what METL means for employees.

Q What's the driving force behind METL?

Although required by regulation, the real reason for developing an organization's Mission Essential Task List either at MVD, MVN or division-level is to allow the organization the ability to concentrate on the things that the organization has to do to accomplish its mission. Regardless of what many may think, everything everyone does individually everyday is not required for the district to accomplish its mission. The same holds true for each organization within the district. By developing your mission essential tasks, you are really just prioritizing your most important activities.

Q What is the "new METL" and how does it improve on the earlier versions?

The new district METL better defines who we are and what we do.

Four of our old mission essential tasks (MET) essentially stayed the same, with a little "word-smithing." Two old METs were deleted, and one old MET was further defined by writing three



Maj. (P) Steve Jeselink, deputy commander

different METs instead. The improvement is in our ability to link our Individual Development Plans (IDP) to a defined task that is truly nested in our mission.

Q What should managers be getting from METL?

Managers should be seeing the direct link between what they and their subordinates do on a

daily basis and how that contributes to our congressionally mandated mission.

Q What should your average employee gain from the METL process?

Many times employees are expected to execute just because they are told to. This new METL should provide them with an understanding of the very diverse and meaningful tasks our district performs everyday. Additionally, as each employee sits down and discusses his or her IDP with their supervisor, it should give them both a common ground to start from.

By our ability to "make things happen," I am convinced the district's employees are doing the right things at the right time. We hope this new METL allows us to capture the "purpose" of doing these things. Remember, there are hundreds of "near essential" tasks that we do everyday. Do these tasks have to be done? Yes. What we have to ask ourselves is, "are they essential to the execution of our mission?"

GAGE, from page 2

employees to learn and improve valuable leadership skills. We are also beginning a university-level training program in partnership with Tulane University that will offer a challenging course of study in water resources planning and management. Also, we are now in the second year of our rotational training program, giving new employees exposure to the broad range of activities throughout the district. These programs are just a start. We will adjust and adapt them to best suit our needs. I encourage all employees to take advantage of these programs, and at the same time provide feedback to supervisors so we can continue to improve our offerings.

Making the commitment

Finally, remember that all training is really a contract. It is a contract that benefits both sides of the deal. The district invests time, resources and commitment in each individual who goes through training. In return, we expect the individual to learn, engage in making the training better, and then apply what they learn to make the district better. A trained team member provides better leadership and job skills to their co-workers on a daily basis. This is a real win-win situation. The Corps has more than a few challenges ahead of it. But with people who are trained and ready, we really can continue to be the "world's premier public engineering organization."

Developing leaders gets top priority

By Eric Lincoln

There are so many types of leadership training available at the district, it's easy to get them confused. There is the Emerging Leader Program, the Long-Term Training Program, the Intern Leadership Development Course and the Manager Development Course, to name a few.

But there's one program in the works that might be just right for you. It's the Leadership Development Program (LDP), and if you've attended a few Employee Enrichment Series events and completed the CorpsPath, you're already halfway through Phase One of three.

District Training Coordinator and LDP Program Administrator June Holley Murphree, Resource Management, said, "The LDP development team worked really hard to make sure this program would be available to all employees, from all divisions, from any discipline, GS-12 and below."

The LDP was created on a directive from MVD to establish a leadership development program at each district. Additionally, two years ago, said Murphree, the

"The LTP team worked really hard to make sure this program would be available to all employees."



Michael Maples

June Holley Murphree, district training coordinator

from for the Emerging Leader Program (ELP).

"Previously, he had to go out and ask each division and office who they nominated for the ELP. He wanted a more efficient way choose candidates, to funnel the top potential leaders into one area and pick from there. Since MVD had asked us to create a leadership development program anyway, it worked for us to make the Emerging Leader Program the final phase of our LDP."

district commander wanted a pool of applicants to pull

The New Orleans District LDP development team was made up of Emerging Leaders that included Judi Gutierrez (RE), Kevin Wagner (PM), Tom Tobin (ED), Jim St. Germain (PM), Mike Stout (OD) and June Murphree (RM). This team spent nearly two years researching established Corps programs and private industry to create a program that would provide leadership development for all employees.

"It's primarily designed to take a GS-5, for example, up through the levels and to develop him or her into a high-performance leader," explained Tom Podany, deputy chief, Project Management.

"There's a vision coming from the top, and the senior and emerging leaders are tasked with finding a way to enable that vision. It's time for leadership to focus and bring home the concepts explained in the Project Management Business Process and P2. The LDP will help do that at all levels in the organization."

The big picture

"It's a total leadership development program," agrees Maj. (P) Steve Jeselink, deputy commander.

"If you're a GS-5, 7, 11 ... as you progress through those levels, you continue to build your experience. The LDP gives you tools so that when you become a GS-12, you're ready to fill the position and have the experience and knowledge necessary to be effective there.

Though the program is open to employees as high as GS-12, "we're targeting lower-grade employees, GS-7 and below, to develop them into leaders," says Jeselink.

"There are other leader development programs—MVD has one, headquarters has one—but we saw a need to have one at the district level.

"We didn't have a formal, all encompassing program like this before. It was all informal. We didn't have specifics about how to select our leaders or how leaders should perform.

"The next step will be to put this into the hands of chiefs so they can put it into action," said Jeselink.

How it works

The LDP uses a three-phase approach to leadership development. In addition to incorporating other leadership courses within itself, this program has a separate curriculum that requires you to complete reading assignments, field site visits, "shadowing" with management, and team projects, among other tasks.

Progress depends on your personal interest and leadership potential.

Continued, next page

□ Participation in Phase One, “Institutional Awareness,” may begin anytime. It includes study of the history of the Corps, its mission and values, and business processes, through books, motivational speeches and CDs. “This is the ‘no-sweat’ phase, because it checks off established requirements such as CorpsPath, PMBP and EOP,” says Murphree.

If you wish to continue, you notify the program administrator.

□ Applications for Phase Two, “Corporate Professionalism and Teamwork,” are accepted only the first two weeks of January each year. This phase augments employee skills through activities such as self-study, “shadowing” and volunteering on the district outreach program. Emphasis is placed on teamwork and support of Army goals. It should take

an average of 190 on-duty hours plus 100 non-duty hours to complete.

□ Once Phase Two is completed, you are eligible for nomination to Phase Three: the Emerging Leader Program. This phase further enhances the skills of employees who have proven to be exceptional leaders. It is open to selected GS-9 through GS-12 employees. The intent is to use their talents to carry out special projects and programs. Selection to this program is competitive, and completion of Phase Two does not guarantee participation in the Emerging Leader Program, which is a separate program that does not require LDP as a prerequisite. Participants form an independent, self-directed team, and are required to complete all requirements of the Emerging Leader Program as well as additional requirements for the LDP,

which may include working with mentors, oral presentations, field trips and personal time spent writing reports or volunteering in community service.

LDP applications should be available next fiscal year, said Jeselink, provided the commander approves the program as written.

Strategic Goal People

Be recognized for the technical and professional excellence of our world-class workforce, functioning as teams delivering projects and services.

Continuing Training Requirements

Real Estate

Appraisers

At least 42 hours of continuing education every three years

At least six hours in Appraisal Standards and Ethics

Attorney Advisors

15 hours per year of continuing legal education

At least two hours of courses in Ethics and Professional Responsibility

Office of Counsel

Attorneys

12.5 hours of continuing legal education per year

Courses must deal primarily with matters related to the practice of law, ethical obligations or professionalism by attorneys

Internal Review

Auditors

80 hours of continuing professional education every two years

No less than 24 hours in subjects related to government auditing, the government environment, or the specific or unique environment in which the audited entity operates

Equal Employment Opportunity

Specialists

At least eight hours of continuing counselor training per year

Courses must deal with developments in EEO practice, law and guidance

Construction

Engineers

30 hours, twice per year

Land Surveyors

15 hours in land surveying related activities, twice per year. Dual licensees must complete 30 hours

Contracting

80 hours over two years, plus refresher courses every three years for those who are Level 111 certified

Safety Office

All GS-11s and above, 4-8 continuing education hours per year

Security Personnel

Annual training to remain proficient and knowledgeable in latest requirements and procedures

Clinic Personnel

Annual training to fulfill Registered Nurse and Occupational Health Nurse requirements

P2 gearing up to change how we manage projects

By Eric Lincoln

The district is in phase one right now of implementing a new software system that will change the way we communicate and function on a daily basis.

"It's more than a business process system," said Lt. Gen. Robert Flowers, chief of engineers, at a recent town hall meeting. "It's a knowledge management system [that] will allow us to capture the lessons we learn and preserve them."

This system will be the single Project Management Automated Information System (P2) for the Corps, and will replace or integrate in one swoop virtually all other project management software currently in use, such as PROMIS, PRISM, ABS and CEFMS.

The system can scope, develop and track critical path networks, assign resource estimates, compare estimated costs to actual costs, perform earned value analysis and maintain a historical record of a project.

P2 is, at its most basic definition, a suite of automated software that will be fully implemented into the Corps business process by 2005, taking the doctrine of PMBP and putting it to work in an everyday setting.

There are 340 people scheduled for P2 training in 2004 at a cost to the district of \$750,000. "It will take the bulk of the district's training budget next year," says Program Coordinator Rodney Greenup, Programs Management. Additionally, \$250,000 will go towards facilitator training and classroom preparation.

"This is Lt. Gen. Flowers' brainchild, and he wants to see it implemented before he leaves next year,"

explained Greenup. "That's why there's such a push right now."

"Lots of offices will see P2 in 2004. All of the PMs and FTLs for Engineering, Construction, Operations and Project Management will be heavily involved. Everyone will still charge time in CEFMS, but they will be preparing for a

"The multitude of systems we have now will all be replaced ... by P2."

transition.

"In 2005, P2 will be fully-functional in the district," said Greenup.

In addition to its other benefits, the new software will allow users to input data into one area and share it across the entire Corps network. Also, it will allow users from MVN, for example, to use the same data entry system if they go to a different district, avoiding the inefficiency of re-learning a new system every time.

P2 is built from proven, commercially-available software configured to the Corps need, and weaved into the PMBP curriculum in such a way that PMBP relies on it to make PMBP successful, Greenup said.

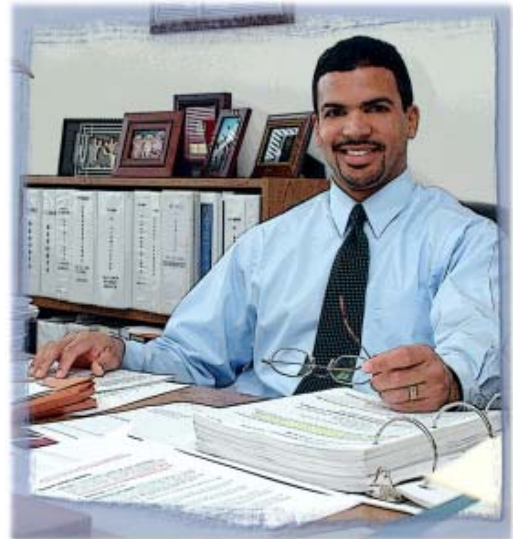
"Without P2, some of the regional measures discussed in PMBP—increasing efficiencies across the district, for instance—won't work."

Budgeting systems such as PROMIS, PRISM and ABS can't talk to each other, he explained, requiring additional entries for one report. P2 will eliminate these additional steps by putting everything into one system that can talk to

CEFMS.

"The bottom line is that CEFMS is our financial software, and P2 will be our scheduling and budgeting software. The multitude of systems we have now will all be replaced, for the most part, by P2.

"In the future, you won't be able to approve purchase requests in CEFMS without a link to P2. Training will be scheduled in P2. Over-



Rodney Greenup, program coordinator

Lane Lefort

head costs will be scheduled in P2 so that we can predict all of the district's resources by month for the fiscal year.

"Right now, only the main civil works appropriations such as operations and maintenance, construction general and general investigations projects are seeing any use of the software. Support functions are waiting until phase two," said Greenup.

"Some good ideas and concerns have come up, but we won't be able to see the real results until the system is fully functional across the Corps."

See the headquarters Web site for more information:

www.hq.usace.army.mil/pmbp2/P2.html.

Corps-funded graduate program sends employees back to school

By Eric Lincoln

Two district candidates for the headquarters-sponsored Long-Term Training Program were accepted in August. Rich Varuso, Engineering, and June Holley Murphree, Resource Management, began pursuing graduate degrees from LSU and UNO, respectively.

The program offers qualified employees the chance to seek an advanced degree and attend school full-time while the Corps foots the bill. Up to \$35,000 for tuition, books, travel, per diem and miscellaneous expenses can be offered, though participants are expected to plan their program to minimize costs.

Applying for the program is not

difficult, Murphree said, but it does require some diligence. Nine sets each of a resume, endorsements through the applicant's chain of command, the last two performance appraisals and a letter of acceptance from the school are among the elements that must be presented.

Applicants must also be GS-11 or above and have a minimum of three years federal service plus one year of Corps experience, as well as specialized experience in their chosen field of training, in addition to other requirements.

Murphree is the training administrator for the district, and heavily involved with the development of business practices and recommendations that affect employee

training and leadership development. "The coursework at UNO is expanding my ability to develop and implement management improvement initiatives to positively influence the performance and competitiveness of our organization," she said.

Four separate programs are offered: Mission Related Graduate Program, Water Resources Planners and Project Managers, Water Resources & Environmental Law (George Washington University), and Coastal Engineering Education (Texas A&M University).

For more information, contact June Holley Murphree, x1042, or Eric Hughes, x1394.

District and Tulane linking up for higher degrees

By Eric Lincoln

The district is scheduled to begin a graduate program next year through Tulane University that will allow employees the chance to obtain a Water Resources Planning and Management graduate degree at reduced fees.

Employees would be granted reduced tuition in engineering, arts and sciences. Official courses should start in Spring 2004, pending full approval for the program from the Tulane graduate council.

The district, which has a major water resources management

mission through its Civil Works program, expects to lose a significant number of its experienced water resources planners over the next several years through resignations and retirements, says Program Coordinator Ed Lyon, Project Management.

"Project management is more complex than it used to be," he said.

"We need employees with a different type of educational background than previously was the case," says Program Coordinator Ed Lyon.

"We need employees with a different type of educational background than previously was the case. Through our agreement with Tulane, we can help employees gain new knowledge so the

district can stay competitive, safe and up-to-date."

In addition, he said, demands of homeland security may require academic attention both in design and management of projects.

The finalized curriculum may include courses from Tulane's Department of Earth and Environmental Studies, School of Business, School of Engineering, departments of Political Science, Economics, History and others.

The master's program requires 30 hours of classes, and the doctorate 48 hours, plus a dissertation and oral examination.

To avoid the parking problem on the Tulane campus, a shuttle bus is available at Uptown Square for enrolled students.

For more information, call Program Coordinator Ed Lyon, x2038.

Around the District



Riley visits

After lunch with division chiefs, Brig. Gen. Riley, on Aug. 26, held a town hall in the DARM and then visited with employees in various offices. Above: Riley gives special awards at the town hall to Quynh Dang (IR) and Michael Zack (OC). He also recognized: James Moss (OD), Mark Nettles, Ken Broussard (OD), Deanna Walker (RE), Clint Padgett (PM), Greg Miller (PM), Eileen Darby (CT) and Lynn Tinto (OD).



Lane Lefort

A doggone lucky break — Ezra Batte (CD) adopted this stray dog, found at the district front entrance last month. The dog had apparently been hit by a car. He was treated for multiple injuries at the veterinarian during the adoption process. Then on the way home, he jumped out of the back of Batte's pickup and ran away. Posters were put up, and he was found and returned to Batte. Batte named his new pet "Lucky Dog," who has changed his ways and now enjoys the luxuries of home life.



Ezra Batte

Did you know

Hurricane disaster information, including parish phone numbers and levee maps, is available on our Web site: www.mvn.usace.army.mil/pao/response/index.asp.

Crewman of the Year

The Wheeler Crewman of the Year is Richard Voss. Voss began working with the Corps in 1981 as third mate aboard the Dredge *Langfitt*, and transferred to the *Wheeler* a year later. He was promoted to second mate in 1987. Voss played a major role in bringing the HyPac/DredgePac GPS positioning system on-line and design and test the new-generation Drag Arm Monitoring System and Valve Interface. He spends off-time as a private pilot, and is building a two-seat, all-aluminum Zenith airplane.



Lane Lefort

Congratulations

to Denise Frederick (OC), on her promotion to chief of Office of Counsel.

to Troy Constance (PM), on his promotion to chief of Coastal Restoration Branch.

to Robert Chartier (OD), whose son, Staff Sgt. David Chartier just returned from an eight-month tour of duty in Baghdad, serving with the 3rd Infantry.

Condolences

to Shirleymae Hanson (PM), whose husband, Raymond, passed away on Aug. 21.

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