



US Army Corps  
of Engineers  
St. Paul District

# Crosscurrents

Vol. 6

No. 7

March 1983

## Maureen Sullivan is new FWP manager

Maureen Sullivan was recently selected as the St. Paul District's new Federal Women's Program Manager (FWPM) and equal employment opportunity (EEO) specialist.

In the past, the FWPM was a 25-percent collateral position. It is now a permanent part-time dual position in the Equal Employment Opportunity Office.

As the FWPM/EEO specialist, Sullivan will be focusing her attention on developmental programs and activities that will benefit all employees.

According to Sullivan, one example of a program she plans to develop would be to incorporate FWP classes, seminars and workshops into the annual St. Paul District's training and development program.

"This would enable supervisors to plan and budget FWP classes into their fiscal year training programs for their employees," says Sullivan.

Prior to her new assignment, Sullivan was an environmental protection specialist in the Regulatory Functions Branch.



Maureen Sullivan  
(Photo by Lyle  
Nicklay, AS-P)

She succeeds Vera Golenzer-Miller, a management analyst with the Office of the Comptroller, who served as collateral FWPM for more than 14 months.

### In this issue:

- \* Corps headquarters is unhappy about fraud, abuse and mismanagement. See page three.
- \* Lt. Gen. J.K. Bratton joins St. Paul Winter Carnival parade. See page eight.
- \* Richard Howard tops stairwell climb. See page 11.

### FWP highlights

THE NINTH ANNUAL Federal Women's Day will be on March 19 at 8:30 a.m. to 2:45 p.m. at Normandale Community College in Bloomington, Minn. Federal employees may attend two of the following six workshops offered: assessing your skills; nondefensive communication; dealing with anger; wellness lifestyle; women and the law; and valuing yourself as a woman. For more information and to register, contact Maureen Sullivan, EE, in Room 1528 at 725-7481.

## Why do we need COOP planning?

*General policy guidance from the Office of the Chief of Engineers in Washington, D.C., makes the following statements on Continuity of Operations (COOP) planning:*

"Planning for continuity of operations in any national emergency situation is to assure that the performance of essential Corps of Engineers functions and operations can continue without unacceptable degradation or interruption.

"COOP planning is one phase of mobilization planning.

"It does not lessen the need for phased mobilization planning for periods of hostilities or national emergencies that may not involve enemy attack on U.S. territory or otherwise pose a threat to the continuity of operations....

"The nature of the environment under which COOP plans are executed requires that these plans must stand alone and enable a rapid transition from either mobilization or peacetime situations.

"The responsibility for COOP planning and readiness testing is a continuing requirement of the Corps and each subordinate commander.

"This responsibility includes: (1) planning and establishing the organization structure best suited to provide continuity of operations; (2) determining the functions that are essential to the conduct of operations; (3) developing readiness tests that provide for the periodic examination of plans and procedures and the training of Corps employees; and (4) preparing and publishing plans for continuity of operations.

"The relocation of personnel under all conditions may not be possible.

"Primary reliance shall be on movement to emergency relocation sites unless obviated by the situation in which case alternate headquarters and existing facilities will be used.

"Provisions shall be made for the pre-delegation of responsibilities and authorities to these alternate headquarters.

"Continuity of operations will be achieved by either transferring the authority and functions to alternate headquarters or by relocating essential personnel to prepared sites prior to the expected attack."

*(Furnished by the St. Paul District Emergency Management Office)*

**The next deadline to submit all materials to Crosscurrents is March 24.**

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*Commander  
Public Affairs Officer  
Editor*

*Col. Edward G. Rapp  
James E. Braatz  
Blanche H. Fong*

# Lack of integrity by individuals can hurt Corps

by Lt. Gen. J.K. Bratton,  
Chief of Engineers

As you know, we have for some time emphasized the highest standards of professionalism and integrity as hallmarks of the U.S. Army Corps of Engineers.

We have applied these qualities to the Corps as a whole and to its people as individuals. We are proud of our record and reputation in both areas.

Integrity is fundamental to all the Corps does.

Ethics and integrity are crucial to public sector management and are at the heart of our public trust and stewardship.

Institutional integrity is intangible and is based on the integrity of individuals. It cannot be monitored or directed in the conventional sense.

It stems from behavior patterns established by many influences and is responsive to good leadership.

Recently, I have been concerned by a number of instances, collectively involving only a very small number of people, in which the lack of personal integrity on the parts of individuals became apparent.

Generally, the incidents have been isolated and reveal no discernible pattern. Sometimes, faulty judgement has been involved.

Cumulatively, the incidents are cause to review our operations, leadership and control procedures to identify and eliminate potential problem areas.

These areas frequently have involved travel claims, use of government property, personnel and pay actions, and the conflict of interest situations.

I ask that every commander and supervisor renew the vigilance necessary to assure that policies, procedures, controls and working conditions are conducive to the highest order of integrity throughout the organization.

Through the Command Management Program, EIG inspections and the Corps' Security and Law Enforcement Program, the Corps' headquarters staff will be addressing this issue and will attempt to detect trends and recommend actions where there are indications of difficulty.

The issue of integrity is one which should be faced squarely and addressed candidly by all members of the Corps.

Preserving and nurturing the Corps' reputation in this regard is one of our most

important and compelling responsibilities.

Our prestige, status and success as the nation's premier engineering organization have been built on integrity as much as on professional work.

I cannot emphasize too much how strongly I am committed to the integrity of the Corps. I am certain you are similarly committed.

## Five ex-Corps employees sentenced

by the Public Affairs Office,  
Office of the Chief of Engineers

Recently, federal judges sentenced five former Corps of Engineers employees for filing fraudulent travel claims against the U.S. government.

All five were terminated from federal service. (Their names and place of duty were not released.)

One person was sentenced to five years in prison (suspended sentence), three years on probation and 50 hours of community service work.

Three others were sentenced to three years in prison (60 days in a federal prison and the remaining time to be served on probation) and 50 days of community service work.

These sentences reflect the increased efforts by the Corps to eliminate kickbacks, fraud, bribery and conflict of interest, according to Col. Dana S. Kierstead, chief of headquarter's Security and Law Enforcement Office.

"Our ongoing investigations are beginning to pay dividends," says Kierstead.

Kierstead also applauded Corps division and district commanders for making security and law enforcement an integral part of their management effort and for getting personally involved in the Corps' crime prevention campaign.

The U.S. Army Criminal Investigation Command is also working closely with the Corps to ensure alleged or actual crimes are investigated.

# No civilian and military pay increase in FY 84

*The following message was received from Caspar W. Weinberger, Secretary of Defense. His proposal will be subject to approval by Congress.*

Recently, you may have read about the overwhelming budget deficits facing the government this year and next, and the president's decision that there will be no annual cost-of-living pay raise for all military and federal civilian employees in Fiscal Year (FY) 1984.

The deficits have made it necessary not only for all government employees, including everyone in the Department of Defense, but all beneficiaries of the federal programs, including Social Security recipients, to give up some or all of the planned pay increases for next year.

This is necessary to help reduce the deficit in an effort to restore our nation's economy to long-term real growth.

Difficult decisions had to be made to achieve an \$11-billion reduction in the defense budget without severe adverse impacts on our programs to restore the combat strength of the U.S. military forces.

This decision was made very reluctantly by the president, and we all share his disappointment because this administration came into office committed to making military pay competitive with private sector pay.

The Uniformed Services Pay Act of 1981, signed by President Reagan increasing military pay by 14.3 percent, carried out that promise.

For the first time in a decade, military

pay was again competitive.

Since then, the combination of greatly reduced inflation rates, the FY 1983 pay raise and income tax reductions have halted erosion to the value of military pay.

The president and I have expressed particular regret that the government-wide pay cap for next year had to apply to the military too.

The president and I are well aware and deeply appreciative of your dedication and commitment to the defense of our nation.

The overwhelming Soviet threat does not permit us to slow the momentum in our effort to provide you the necessary modern equipment, training and sustainability to be a viable, deterrent military force, no matter how many others may insist that the "defense budget must be cut regardless of the results."

Our goal is to do everything we can to ensure that no American must make the ultimate sacrifice in the defense of our nation.

In my two years as secretary of defense, I have continuously admired the outstanding efforts you are making in the interest of national security.

Your professionalism and dedication are exemplary. You are essential to the protection of this nation's freedoms and the security of the free world.

You can be assured that I will continue to press for appropriate financial and moral recognition of your efforts, and that I will strongly urge that the 1983 budget provide for the full recovery of the pay cap in 1984.

## Crime prevention highlights

THE NATIONAL CRIME and Violence Tests, a crime prevention program produced for national television, was viewed by 222 district employees on Feb. 7-11. The two films, "What Would You Do If a Robber Stuck a Gun In Your Ribs?" and "What Would You Really Do If Accosted By A Rapist?," tested the audience on what they should do in a crime and violence situation.

IF YOU SEE OR ARE confronted by a burglar, take note of everything you see.....the suspect's size, weight, build, dress, speech,

abnormalities and method and direction of escape. Also note the hair color and cut; height; complexion; eyes and eyeglasses; beard, moustache, sideburns; visible scars, marks and tattoos; shirt, coat or jacket; weapon and which hand it was held in; age; nationality, if known; trousers, skirt, socks, shoes; vehicle color, year, make; and vehicle license number.

TO OBTAIN MORE INFORMATION on crime prevention, contact the district security office at 725-7608 in Room 1515.

# Managing land is important Corps mission

by Edith M. Boldan,  
Office of the Chief of  
Engineers

From Engineer Update, Vol. 6, No. 12, December 1982; Office of the Chief of Engineers, Washington, D.C.

The first physical evidence that a Corps of Engineers project has begun is the groundbreaking, the beginning of the construction phase.

But the project begins long before that.

Following authorization and appropriation of funds for the project, several other important activities must happen before the first shovelful of earth is turned.

## ACQUIRING LAND

In support of the civil works mission, the Corps' real estate function is to acquire land on which Corps projects are to be built, projects such as dams and reservoirs as well as other water resource development projects.

"About 80 to 85 percent of the property we acquire is by purchase," says Dave Cohen, chief of the Real Estate Acquisition Division at Corps headquarters.

"Almost all the rest is acquired by condemnation proceedings."

Condemnation proceedings are used to acquire lands or interests in lands when the government and property owner cannot agree on a price after negotiations, or when there are title problems.

Cohen points out that no land is actually "owned" by the Corps or any other individual federal agency, but is acquired in the name of the United States of America.

"Occasionally, lands for the government are also acquired by lease, donation, or by license or permit from another federal agency," says Cohen.

The Corps can even exchange government-owned land for nongovernment-owned land of equal value needed for a project.

The government-owned land may or may not be located near the project.

Sometimes the Corps acquires an "easement" on a landowner's property, Cohen says.

An easement gives the government the right to use all or part of the property for a specified purpose such as access to construct, operate and maintain roads, utili-

ties, railroads and pipelines, or to flood the land or restrict its use.

Easements may be permanent or temporary.

## DESIGN MEMORANDUMS

After Congress authorizes a project, the Corps prepares a General Design Memorandum (GDM) which establishes the technical design criteria.

Following approval of the GDM, a Real Estate Design Memorandum (REDM) is prepared which includes estimated total acreage and gross appraisal estimates.

After approval of the REDM at Corps headquarters, property ownership information is obtained from local tax sources; the property is surveyed and mapped; appraisals are prepared; and preliminary title evidence is obtained from a title company.

## PUBLIC MEETINGS

Within six months after the initial authorization of a water resource project, the Corps holds real estate public meetings.

At these meetings, which are open to the general public, Corps representatives discuss various aspects of the future land acquisition program.

After the first appropriations for the project, the Corps holds additional real estate public meetings to further define the land acquisition requirements of the project and to discuss the landowner's benefits and rights.

## NEGOTIATIONS

Negotiations for the acquisition of property are conducted in accordance with federal law.

"During preparation of the appraisal, property owners are given an opportunity to point out to the appraiser features of their property they feel may be relevant in developing its market value," says Barry Frankel, deputy director for the headquarters' Directorate of Real Estate.

Landowners are also entitled to relocation assistance benefits in addition to payment for their land.

Relocation benefits may include moving expenses for homeowners, additional payments

(See page six)

## Managing land

(From page five)

toward purchase of replacement homes, compensation for displaced farmers and businesses, and assistance to tenants for increased rental costs or to contribute to a down payment on a home.

"Currently, the two largest projects for which we are acquiring civil works land are the Harry Truman multipurpose reservoir project by the Kansas City District and the huge Tennessee-Tombigbee navigation project by the Nashville and Mobile Districts," Cohen says.

Acquisitions for these projects are almost complete, he points out.

### DISPOSING OF LAND

Real estate activities also include management and disposal of government-owned land and buildings on civil works (and military) construction projects.

The Property Review Board, recently established by an executive order, has approved the sale of some 33,500 acres of civil works property the Corps listed as excess.

"This is in accordance with the Reagan administration's big thrust on making the maximum amount of land available for sale to help pay off the national debt," says Bill Lockwood, chief of the Corps headquarters' Management and Disposal Division.

The General Services Administration will sell the excess federal property.

"We also emphasize utilization inspections of our civil works controlled property to ensure that leased lands are being maintained properly," Lockwood says.

**ITEMIZING  
CASUALTY &  
THEFT LOSSES**

Casualty and theft losses can be deductible when figuring your federal income tax. For details check the instructions in your tax package.

A public service message from the Internal Revenue Service

## Engineering society wants articles

From *Engineer Update*, Vol. 7, No. 1, January 1983; Office of the Chief of Engineers, Washington, D.C.

The Military Engineer, a bimonthly publication of the Society of American Military Engineers (SAME), welcomes articles from Corps of Engineers employees.

Proposed articles should be doublespaced and less than 2,000 words. Photographs and artwork should accompany the article.

Authors should submit a head and shoulders photograph of themselves and a 50-word biographical sketch.

Authors should clear their articles for public release and submit to: John J. Kern, Editor; The Military Engineer; SAME, P.O. Box 180; 607 Prince St.; Alexandria, VA 22313.

Proposed articles can be on any subject relevant to SAME, but chances of publication increases when articles are related to the editorial emphasis of a particular issue.

The publication schedule is: the May-June 1983 issue has an editorial emphasis on the state of the economy with the deadline of March 1, 1983; July-August issue on restoring America's infrastructure with a deadline of May 1; September-October issue on product quality (design and construction) with a deadline of July 1; November-December issue on defense preparedness with a deadline of Sept. 1.

The January-February 1984 issue will have an editorial emphasis on productivity in military engineering programs with a deadline of Nov. 1, 1983; March issue on the Third Annual Gold Book Directory of Sustaining Members with a deadline of Jan. 1, 1984; April issue on technology transfer with a deadline of Feb. 1; May-June issue on conservation and use of the nation's water and soil resources with a deadline of March 1; July-August issue on engineering manpower with a deadline of May 1; September-October issue on energy with a deadline of July 1; November-December issue on readiness--defense construction mobilization with a deadline of Sept. 1.

# People

CONGRATULATIONS go to Lee and James Diedrick PD-ES, on the birth of daughter Laura Elizabeth on Feb. 4 at 8 lb., 4 oz.

GET-WELL WISHES go to Roy Jetter, L&D 10, who is home convalescing after emergency surgery at Mayo Clinic in Rochester, Minn., on Jan. 9.

GET-WELL WISHES go to Jon Andregg, L&D 10, who is home convalescing after treatment for a back problem at Mercy Medical Center in Dubuque, Iowa.

GET-WELL WISHES go to the wife of Harry Novak, ED-GH, who was hospitalized.

CONDOLENCES are extended to Anthony Chelmowski, L&D 5, whose father died.

CONDOLENCES are extended to Al Forsberg, PD-FS, whose father died.

FOND FAREWELL and best wishes go to Jean E. Thurmer, an illustrator with the Design Branch, who retired on Jan. 28 after approximately 33 years of federal service.

FOND FARWELL and best wishes go to Delores D. Sudeith, support supervisor and chief of the Office of Administrative Services, who retired on Jan. 28 after approximately 36 years of federal service.

FOND FARWELL and best wishes go to Edward J. Roscoe, financial manager and chief of the Office of the Comptroller, who retired on Jan. 28 after approximately 35 years of federal service.

FOND FAREWELL and best wishes go to Robert E. Peltier, a maintenance worker at Pokegama Dam, who retired on Jan. 31 after approximately 22 years of federal service.

FOND FAREWELL and best wishes go to Margaret D. Kincaid, a computer clerk in the Computer Operations Branch, who retired on Jan. 28 after approximately 31 years of federal service.

FOND FAREWELL and good luck go to the following who recently left the Corps: Clark E. Mosner, L&D 10; Debra D. Vandriel, PD-ES; and Louis A. Garcia, Hired Labor Forces.

# Incentive awards

## Exceptional Performance Ratings:

Edward Renoux, DO  
Clinton Skoog, Gull Lake  
Neil Schwanz, ED-GH

## Sustained Superior Performance Awards:

Thomas Clay, Message Center  
Kent Pederson, ED-GH  
Irvin Diamond, L&D 6  
Richard Otto, Mississippi River Project Office  
Clinton Skoog, Gull Lake

## Special Act Awards:

Jeanette Pream, CO  
Richard Lindberg, SP  
Larry Larrivy, DC  
Lee Berget, ED-GH  
Thomas Montgomery, ED-GH  
Dale Brintnall, ED-GH  
Peter Casillas, ED-D

## Suggestion Awards:

Valorie Burlingame, CO-PO  
Annabelle Allen, DC  
Marilyn Campbell, DC  
Billie Kimler, EM  
Burton Morris, L&D 7

## **FWP sponsors workshop**

*by Maureen Sullivan, EE*

The Federal Women's Program (FWP) Committee sponsored a 16-hour workshop in January on how to give effective presentations.

The workshop resulted from St. Paul District Commander Col. Edward Rapp's strong interest in the development of employees in skills that would help them achieve their goals.

What better way of doing that than through learning effective communications?

The workshop focused on giving informational and decision-making presentations.

Twenty women from the district participated.

The workshop also provided several women with the opportunity to gain experience by preparing a workshop.

Jane Anton, personnel management specialist, was the primary instructor. Assisting her were Sharon Brown from the Equal Employment Opportunity Office; Suzanne Gaines and Jody Rooney from Planning Division; and Jean Schmidt, librarian.

# Lt. Gen. Bratton is military

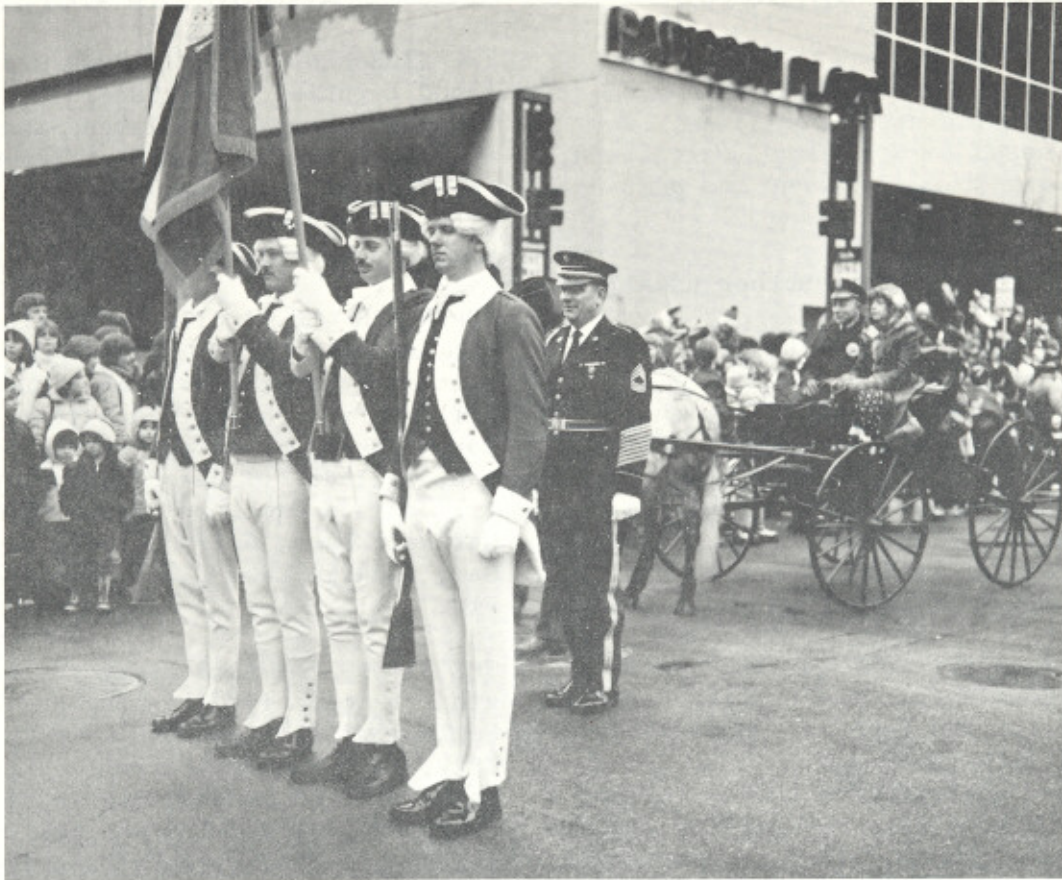
Chief of Engineers Lt. Gen. Joseph K. Bratton was the military grand marshal in the annual St. Paul Winter Carnival King Boreas Grande Parade on Jan. 29 in St. Paul, Minn.

*(Photos by Lyle Nicklay, AS-P)*





# grand marshal in St. Paul parade



## Appreciation is expressed

*The following letter was written by former co-worker, Margaret Kincaid, who retired in late January from the district office. The letter is addressed to Col. Rapp, Dale Lynch, Leonard Gloeb and to all present and past co-workers:*

"As one door closes, another usually opens."

"I am now experiencing the true significance of that saying.

"Even though very belated, I wish to express my gratitude to all of the district office for sharing in the harmony with which the door closed on my 30 years of service.

"Many thanks to the Office of Administrative Services for having taught me the ropes--Corps policy and other valuable training for life.

"A very fond farewell to the Design Branch whom I consider as the Cadillac of the Corps. Thanks for the happiest years of my working career with the Corps.

"I am very appreciative to the Personnel Office for having been the guiding light at the end of the tunnel. (For me, there have been numerous tunnels.)

"Automatic Data Processing Center for having taught me that it isn't so important what happens to us in life, but rather how we react to what happens.

"Also, 'tough times don't last, tough people do.'

"The door that has opened for me is that of retirement, which entails a regrouping of my priorities, such as putting first things first--accelerate my contact with the Supreme Being.

"On occasion, stop and smell the roses; enjoy the home we have been so very well blessed to acquire. Enjoy my friends and that does include all of you. Hopefully, continue to grow. (I abhor stagnation!)

"I wish to thank all of you for your support, guidance and love.

"Remember, love is a two-way street. God bless."

**Create cleanliness.  
A litter bit  
at a time.**



WOODSY OWL



## Around the Corps

THE SACRAMENTO DISTRICT was under emergency flood fighting operation in late January when storms weakened levees and threatened developed areas. The district also assisted the Federal Emergency Management Agency with surveys on the extent of damage in northern California.


MORE THAN 480 MILLION recreation visits were made at 442 Corps of Engineers lakeside recreation areas in 1982, an increase of 11 million from the previous year. The top Corps lakes, based on recreation days of use, include (1) Lake Sidney Lanier, Ga.; (2) Denison Dam-Lake Texoma, Texas; (3) Hartwell Lake, Ga./N.C.; (4) Allatoona Lake, Ga.; and (5) Lake Okeechobee and Waterway, Fla.

THE SECOND ANNUAL Society of Logistics Engineers Logistics Planning and Management Seminar will be on April 5-7 in Crystal City, Va. The seminar will bring together Department of Defense and industry guest lecturers and faculty who will discuss the latest practices, techniques and technologies for logistics planning and management. For more information and to register, contact the society in Huntsville, Ala., at (205) 539-3800.

### ITEMIZING CHARITABLE CONTRIBUTIONS

You may deduct charitable contributions as an itemized deduction. Starting this year you may be able to deduct charitable contributions even if you do not itemize deductions. For details check the instructions in your tax package.

A public service message from the Internal Revenue Service



# Co-workers step into stairwell exercise

by Jon Niehaus, CO-RF

Thanks go to all participants of Stairwell Week, Feb. 7-11. The names of participants who submitted their score cards are listed below.

Stairwell Week was a health and fitness exercise aimed at getting people to use the stairs rather than the elevators more often.

The comments I have received from the participants are positive and many have expressed intentions of continuing the stairwell habit.

More and different types of exercise opportunities will be offered by the St. Paul District Health and Fitness Committee in the near future. Hopefully, more people will become "doers."

The names of the Stairwell Week participants are listed below in the order from the most number of flights climbed to the fewest.

Richard Howard was the leader in the men's category with 1,111 flights and Debra Drobac lead in the women's category with 471.

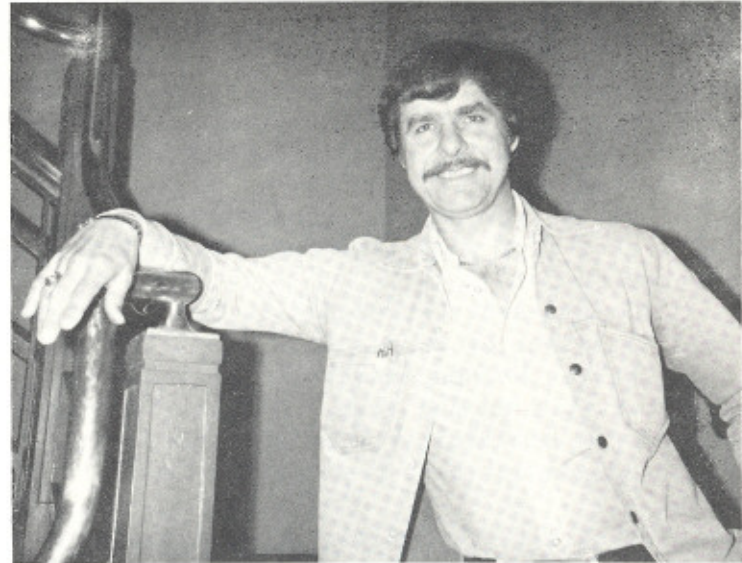
Congratulations go to both Richard and Debra and to all of the "doers" who participated!

The "1,100 club" (1,100 to 1,300 flights) include Richard Howard.

The "700 club" (700 to 900 flights) include Bruce Brand and David Dralle.

The "500 club" (500 to 700 flights) include Don Kohler, Jon Niehaus, Lt. Frank Grass, James Stadelman and Maj. Leslie Sweigart.

The "300 club" (300 to 500 flights) include George Kletzke, Debra Drobac, Joseph



Richard Howard with 1,111 flights.

Yanta, Donald Powell, Dennis Holme, Franklin Star, Teri Alberico and Justine Kelly.

The "100 club" (100 to 300 flights) include Wayne Koerner, Ruth Hagemen, Joel Face, Daniel Krumholz, Mary Muraski, Lt. Col. Archie Doering, Marc Krumholz, Robert Post, James Muegge, Marilyn Campbell, Clifford Schlueter, Edward McNally, Maureen Sullivan, Robbin Blackman and Jean Schmidt.

Honorable mention go to Loretta Lipke, Sharon Sloan, James Adams, Therese Jaszczak, Fred Vogele, Marianne Hagemen, Robert Anfang, Mary Rivett, Bonnie Pepin, Denise Blackwell-Kraft and Dan Hartmann.

## Health and fitness highlights


THE HEALTH AND FITNESS Program Committee sponsored a guest speaker on March 2, Room 629, 10 a.m., on the topic of nutrition. The committee will also sponsor a guest speaker on March 23, same room and time, on the topic of exercise.

PRESENTLY, the Health and Fitness Program Committee is surveying district office employees to determine the interests and needs of fitness activities, health seminars and health risk assessments. If you have not received your questionnaire, contact Jon Niehaus, CO-RF, at 725-7772.

### **ITEMIZING MEDICAL EXPENSE DEDUCTIONS**

Fees for doctors, hospital services, transportation for medical treatment, and medicines and drugs are deductible if you itemize your deductions. Obtain free IRS Publication 502 for details by using the handy order form in your tax package.

A public service message from the Internal Revenue Service



# Society of American Military Engineers highlights

by David Christenson, EM

Members of the Society of American Military Engineers (SAME) toured the new Civil Mineral Engineering Building on Feb. 17 at the University of Minnesota.

Over 80 members and guests descended below a 40-foot wide limestone strata into the new building.

The two-story structure is built in an area mined out of sandstone.

Charles Nelson, underground consulting engineer, guided the tour. He later discussed the new mining techniques used in construction during dinner at the Campus Club.

Being 110 feet below the ground did not bother any of the tour participants. The climb back to the surface, however, was a challenge.

## JOINT MEETING HELD

SAME members joined with the American Society of Civil Engineers (ASCE) members on March 9 during a joint meeting.

Ray Merritt presented the keynote speech at the dinner held in the Thunderbird Motel, Bloomington, Minn.

Merritt, author of the St. Paul District's history, talked on water resource development, especially on the changes in water regulation from the federal to state level.

He used a study of the St. Paul District, analyzing the administrative terms of former district commanders Col. Forrest T. Gay III (1976-1979) and Col. William W. Badger (1979-1982), as background for his talk.

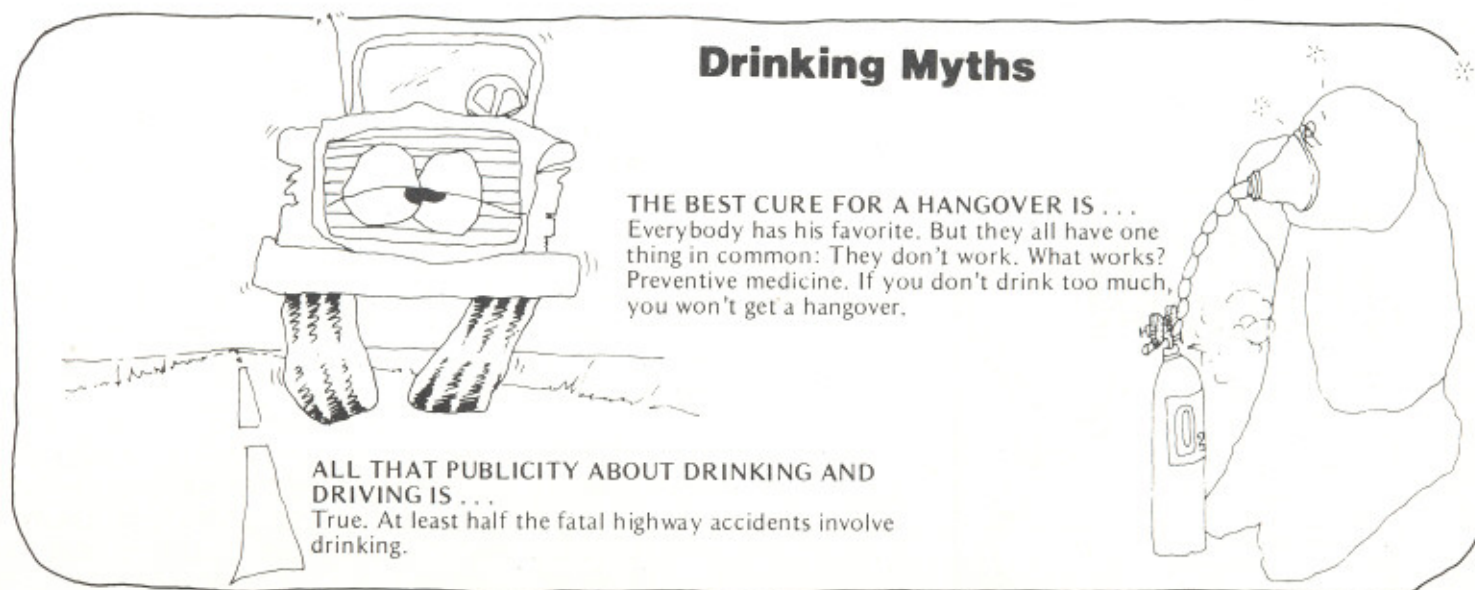
Currently with the Minneapolis College of Art Design, Merritt has written several articles for engineering journals and magazines.

## FUTURE MEETINGS

The successful mobilization of an Eau Claire, Wis., National Guard Unit and its participation in Reforger 82 in Germany, will be the main topic on April 21.

The 264th Engineer Group organized its personnel, flew to Germany and took command of several active-duty military engineer units as part of Reforger 82.

Maj. Andrew Schuster, administrative officer of the 264th, will discuss their efforts during the luncheon meeting at the St. Paul Athletic Club.



# Making the decision to join Toastmasters club

by John Blackstone, ED-GH

A big event took place in the St. Paul District office during the last week of January. Five people retired, each with over 30 years of distinguished federal service.

I know all of these people, so I went to a coffee party held in their honor because I wanted to wish each "Good luck!" and I was interested in hearing their plans.

While speaking to each individual, I confirmed something that I had suspected. Each person had made specific plans about when to retire and what they were going to do afterwards.

It seemed to me that no one felt that this was the end. Quite the reverse was true; each felt that this was a positive step forward. The beginning of a new way of life.

I spoke to one of the retirees last week who said, "It's wonderful! I'm having a marvelous time!"

There is a psychology concept that assigns points to stress factors, such as divorce, a new job or serious illness.

Retirement is given enough points to make it a very important stress factor.

Also, life expectancy today is between age 75 and 80, which means that a person who retires between age 55 and 60 has a significant portion of their life to live after retirement.

So, why did these five people take this important step?

I suspect that they each looked at their overall situation and made a decision.

Whether or not it is easy or hard, it is one of the most important decisions each of us must make.

I've made some important decisions (e.g., to get married, to go to school, to have children) and some small ones (e.g., to write a letter, to tell my dad that I love him or to take my kids fishing).

Some of the big decisions were easy and some of the small ones have been hard. Before making each decision, I didn't know what the future held but I had hopes.

After carrying out the decision, sometimes I was satisfied, sometimes disappointed; yet, I am always amazed.

One of the small but difficult decisions that I pondered over was the decision to explore a Toastmasters Club. I was like everyone who had decided to go to a meeting--scared silly.

I don't think that going to the first Toastmasters meeting is as serious as deciding to retire, but I do know surveys have shown that speaking in public is listed as the single greatest fear.

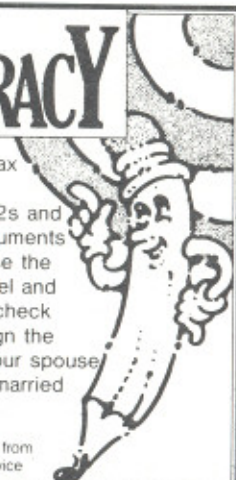
So, I was anxious about that first meeting.

However, like the people who decided to retire, I am pleased with the results. I'm glad I made the choice and took the plunge.

I have been amazed at the people I've met and the things I've learned.

In retrospect, that little decision was a big one. It has had a profound effect on my life and has added a new diversity to it.


We, of Heritage Toastmasters Club, would like to share this with you at our next meeting on Thursday, at noon, in the sixth-floor PEDC rooms.



## ACCURACY

When filing your tax return be sure to:  
attach all your W-2s and all supporting documents and schedules, use the pre-addressed label and coded envelope, check your math, and sign the return (you and your spouse must both sign if married and filing jointly)

A public service message from the Internal Revenue Service



## HIRING A TAX RETURN PREPARER

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## Stress and burnout:

by Patricia Kukoski  
Walter Reed Army Medical Center

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Write these words and remember them-- stress and burnout.

They are the new "code words" for the 80s and subjects that you will be reading and hearing increasingly more about.

Phrases such as "stress management" and "job burnout" frequently pepper the covers of many magazines--McCalls, Runner's World, U.S. News and World Report and the Farmer Journal --to name a few.

While seemingly unrelated, these magazines offer the same advice to their readers: no matter what kind of work you do, business executive, homemaker or farmer, your job can be hazardous to your health.

### DEFINITION OF STRESS

There is a dilemma in defining stress.

Since the work was first popularized in 1946, it has been used medically to describe predictable responses of the human body to a physical threat--increased heart rate, soaring blood pressure, rapid breathing and increased muscle tension.

It has been called the "fight or flight" response.

More recently, stress has been used to define a whole spectrum of social and psychological situations which trigger many of the same physical reactions, but for which no appropriate release can be found.

You can neither fight nor flee.

Stress has also become synonymous with less precise terms, such as anxiety and tension. It has taken on a negative connotation in today's world.

### FIGHT OR FLEE

By current definition, stress is what you experience when, for example, the nasty office memo or a fight with a parent or child arouses in you a state of smoldering frustration that ends up as a headache, upset stomach or stiff neck.

It is the physical translation of mental suffering.

Stress is the body's non-specific response to any demand made upon it.

When some incident or event occurs

which causes an emotional reaction, the body gets ready to "do" something. Fight or Flee.

When there is nothing specific to be done, no appropriate "do" to meet the demand (you can't flee from the memo or fight with the boss), the body still makes some sort of response.

That response is stress.

(Many doctors and psychologists are not totally in agreement as to the definition of stress. The definition used here is the one used at Walter Reed Army Medical Center's Wellness Center.)

### NOT ALL STRESS IS BAD

"Not all stress is bad for you," said Chaplin (Lt. Col.) Tracy Maness, holistic health care educator and director of the wellness center.

"Positive stress or eustress is the thing that gets you up and out of bed in the morning and off to work, when you would rather stay home. It moves some to the heights of inspiration, love and devotion. It wins prizes. It can even save lives."

"Distress is the negative side of the coin," he continued.

"It can cause disruptions in bodily functions, bring about physical and/or emotional illness and lead to death, if nothing is done to eliminate it."

Of the 12 major causes of human death, 11 are related to stress and life-style, according to Maness.

"Only pneumonia is caused directly by outside infection," he explained.

"The others, heart attack, cancer, stroke, diabetes, cirrhosis (liver disease), infancy disease, arteriosclerosis (hardening of the arteries), emphysema, suicide, accidents and murder, are all things that can be controlled or prevented by changes in life-style. Reducing stress is one of those necessary changes."

### NO ONE IS IMMUNE TO STRESS

No one is immune to stressful events. They can come at any time on any day.

You might get a calling-down from the boss when you were expecting a pat-on-the-back or a raise. Your spouse may forget to do something that you consider important or resurrect some hurt that you thought was forgiven. You might experience a near miss by a careless driver.

# stalling out in the fast lane

Causes of stress (stressors) are not always sudden, unexpected or unusual, either. For a majority of people, a frustrating or unsatisfying job can be a source of unrelenting stress.

## BURNING OUT

Everyone experiences a bad day on the job.

However, when that "bad day" turns into bad weeks and months of continual dissatisfaction and frustration, you become a candidate for what is currently being termed "job burnout."

Burnout has been defined by several authorities as a "debilitating physical and psychological condition brought about by unrelieved stress on the job."

Also, these authorities warn that everyone is a potential victim.

More and more businesses, including the federal government, are acknowledging the fact that stress and burnout can be as disruptive to a company workforce as job-related accidents.

They recognize that these factors have a strong influence on production, productivity and profits.

## JOB BURNOUT

Job burnout is often the cause for poor attendance, excessive drinking, increased use of both legal and illegal drugs, irritability, poor work performance and increased turnover, according to officials of the Office of Personnel Management.

In a published survey of office workers conducted in Cleveland, Ohio, in early 1981, the most frequently cited sources of stress were ranked as:

(a) Lack of promotions or raises; (b) low pay; (c) monotonous, repetitive work; (d) no participation in decision making; (e) supervision problems; (f) heavy workload and overtime; (g) unsupportive boss; (h) unclear job description, (i) production quotas; (j) inability or reluctance to express frustration or anger; (k) difficulty juggling home and family responsibilities; (l) inadequate breaks and (m) sexual harassment.

Not everyone agrees with this ranking and that is important. What is stress producing for John may be of little or no concern for Ted.

Both of these men work under the same

stressful job conditions, yet one will experience burnout and the other will not.

## RISK FACTORS

In the Work-Stress Connection, authors Robert Veninga and James Spradley list five primary risk factors which increase an individual's chances of burning out.

These factors, according to the authors, work in combination with each other and no single one can lead to burnout by itself.

\* Individual perception of stress--how each person sees the world through "stress-colored glasses." What one person will take in a relaxed stride may drive another person right up the wall.

\* Family pressures--the support given and the demands made by family members. This inevitably affects how people feel about their jobs. It is often difficult to determine what happens first, work stress or family pressure.

\* Environmental demands--the wider social and physical environment. These include taxes, elections, the price of oil and global politics, to name a few.

\* Work problems--small but continuous frustrations. These have more power to cause burnout than the dramatic, short-term stresses.

\* Faulty stress safety valves--non-operational outlets for decreasing or relieving stress. Included are holding in anger, not having somebody to complain to, lack of physical exercise and no outside interests.

## STRESS MANAGEMENT

How you respond to all of these factors and what you do to reduce stress in your life is called stress management.

A quick check of the shelves in your favorite bookstore and a glance at the "best-sellers" book list is proof that helping people learn how to deal with stress is almost as profitable as helping them to lose weight or learn how to cook.

Stress management classes and seminars are being taught through universities, local recreation centers and health spas all over the country.

It doesn't matter which stress management program you choose for yourself. The important thing is to recognize how stress is affecting you, and to do something about it.



It's one thing to sit around and dream of faraway places. But when you decide to go, you've got to come up with a ticket. Wishing won't make it so. Saving will get you there.

One of the easiest, safest ways to save is to buy U.S. Savings Bonds through the Payroll Savings Plan. A little is taken out of each paycheck automatically. And the Bonds will eventually grow into a first-class ticket to anywhere.

Nothing is too far. Tahiti, London, Paris, Rome, Egypt. Even a trip around the world. Or just a long vacation on a Caribbean island. Anywhere.

So go ahead, take a flight of fancy. Then start buying Bonds so you can take a fancy flight.