



US Army Corps  
of Engineers  
St. Paul District

# Crosscurrents

Vol. 17, No. 4

April 1994

## Brown bag lunch brings big turnout

"We will see further reductions of FTEs in the next fiscal years. Our workload is going down and our large projects have peaked," said District Deputy Commander Maj. Chuck Rogers to a crowd of over 55 people who packed the executive conference room. Rogers and district office employees gathered on March 9 for one of his periodic brown bag lunch sessions. Rogers estimated the district was preparing for a cut of over two percent, or about 18 spaces. "Our goal would be to meet our FTE allocation by finding new jobs at the same grade level and by being creative," he said. Rogers also highlighted district efforts on the Army Communities of Excellence program, the Cost of Doing Business program, the status of the fitness center, and voice mail improvements. Questions and answers followed about Corps reorganization, VSIP (Voluntary Separation Incentive Program), eligibility criteria for the Alternate Form of Annuities (AFA) program and the seasonal potential for flooding. (For additional information on Corps reorganization, see page 8.)



St. Paul District photos

## From Lt. Gen. Arthur E. Williams Corps celebrates service to nation with Earth Day

*"The Corps is also building for the future in ...  
the Upper Mississippi River System  
Environmental Management Program..."*

In the Corps of Engineers, we are fortunate to have numerous opportunities to celebrate our service to the nation. One such opportunity is Earth Day on April 22.

During this Earth Day, we can reflect on what our command is doing to support the Army's environmental vision: "The Army will be a national leader in protecting our environment and conserving natural resources for present and future generations as an integral part of our mission."

It is a big mission. The Army is responsible for the stewardship of 24 million acres of land, an area the size of Indiana. As we celebrate Earth Day, the Army can point to a good record in protecting those lands, a record which steadily improves as we learn more about caring for the environment.

The Corps has always played a vital role in the Army's environmental mission. We can be proud of our past, which includes the exploration and preservation of Yellowstone and other natural treasures, our role as pioneers in environmental assessment during project development, our stewardship of the nation's wetlands and our technical skill in cleaning up hazardous wastes.

The Corps is also building for the future in the Kissimmee River and the Everglades in Florida, in fish runs in the Columbia River Basin in the Northwest, in the Upper Mississippi River System Environmental Management Program, and in hundreds of other places.

I urge all members of the Corps to take part in Earth Day activities. It is another way to increase our environmental awareness and to do our part to embrace the four pillars of the Army's environmental ethic: compliance with environmental laws, restoration of damaged environments, prevention of pollution, and conservation of our natural resources for future generations.

Happy Earth Day!

Arthur E. Williams  
Lieutenant General, USA  
Commanding

## How ACOE works

Department of Army Pamphlet 600-45 states the purpose of the Army Communities of Excellence (ACOE) program is to provide, in a quality environment, excellent facilities and services, everywhere, always. In essence, it is a way of continually improving our working conditions, services and facilities. People, pride, facilities and services, and readiness are central to the program.

The Department of Army selects the winner, who receives \$80,000, and four runners up, who receive \$50,000 each. An honorable mention receives \$25,000. The awards are presented in the spring of the following year. The money can be spent on employees and how the employees wish.

Each year, Corps of Engineers Headquarters (HQ) nominates six districts to Department of Army Headquarters (DA) for competition in the ACOE program "special" category. The process begins in April each year when the format for the submissions is published. Completed submissions from each of the competing districts are then sent to their respective divisions in July, and are then forwarded to HQ in August. HQ reviews the submissions, then sends an inspection team out to verify the accuracy of the data in the top submissions, and to measure the attitude, morale, and awareness of the ACOE program within each district.

The districts nominated for the competition are then sent to DA for review. Another inspection team, similar to the HQ inspection, then visits the district.

The St. Paul District has not entered the competition for several years due to the fact that in the past the program was essentially a facilities-driven program. Given the condition of the Post Office building, the district simply could not compete.

The current program, while including facilities, places more emphasis on how well the district services its internal customers. More information will be available this April. The final submission is due at North Central Division (NCD) in July.

Initial committee members for the district's ACOE effort are Dave DePoint, Emergency Management; Marilyn Kruchten, Planning Branch; Linda Krueger, Resource and Development Branch; Jim Mosner, Design Branch; Olivia Vavreck, Logistics Management; Peter Verstegen, Public Affairs; and Maj. Bill Waugh, Western Area Office.

To ensure that the program represents the broad diversity of the district, the committee is seeking additional members to help shape the process and prepare the ACOE submission this year. Please contact any of the committee members for more information.

## District prepares for Army Communities of Excellence

In the coming months, you'll be hearing a lot about a highly competitive program called the Army Communities of Excellence (ACOE). A committee, chaired by Maj. Bill Waugh, met in March to start the process of preparing for the competition. (See "How ACOE works.") The district plans to enter the program this coming year, and it will need your help.

ACOE is an Army program that focuses on improvements in facilities, our services, and what makes this a great place to work. People, pride, facilities and services, and readiness are at the heart of the program. ACOE looks at programs already in place and at community resources.

An Army community, in our case the district, is the people, facilities, and services working together to support its civilian employees, families, retirees, and the active duty military. ACOE efforts focus on what the district does to help its people, to renew pride, and to develop a sense of accomplishment in every member who works here.

Our new district office is one example of excellence in facilities. The degree of facility excellence carries a strong statement about the care expressed for civilian employees, family members, and the active duty military engineers here.

Excellence in services that the district offers range from district-wide programs like the employee assistance program to District Office events like the brown bag lunches with the district deputy, the Fitness Center, the Employee Benefit Fund (EBF), Engineers Week and Diversity Week.

Instances of excellence in field activities that build camaraderie, morale and teamwork might be the off-site holiday dinner at a lock and dam site, such as the one Lock and Dam No. 7 holds with its retirees each December. Another example is area office employees meeting each spring for training and resource planning. Finally, there's the district - field golf tournament and a bowling tournament.

Environmental awareness encompasses everything from the mandated programs like the Environmental Management Program (EMP) to individual efforts in recycling pop cans and paper.

Our district is also judged on its awareness of ACOE program, ACOE education, and services and facilities guidelines. Excellence is measured in the processes as well as the programs and results we achieve. Key ingredients for services are a concept of customer service; a commitment to courtesy; and promptness of delivery.

Be prepared. A successful entry merits a visit by an inspection team. They visit district and its field offices to confirm that we are what we say we are.

This highly competitive program generously rewards successful programs with honors, a trophy, and cash to spend on behalf of district employees. Last year, first place winners received \$80,000 and second place winners received \$50,000. Honorable mentions received \$25,000. The U.S. Army Personnel Records Reserve Center in St.

Louis earned first place during Fiscal Year 92-93. Galveston, St. Louis, and Sacramento districts each earned places as runner-ups.

In fact, over the past few years St. Louis District has earned \$125,000 through ACOE. They have used their earnings to buy exercise equipment and gas grills for all field offices, VCR's for their dredge, ice machines for the district office and a gift for each employee (from a gift list).

"Our new District Office, our state-of-the art programs and high-tech information systems give us the opportunity to show what we have achieved during the past year," said District Commander Col. James Scott, "but we still need more of your ideas." Added Scott, "This program is for all of us, being run by the employee for the employees."

A friend or supervisor may ask you to participate, or you may feel you have something to offer. Please do. Either way, you'll learn that the program's success is our collective success.



# The Corps of Engineers lead in construction quality

By Dean Peterson, area engineer,  
Eastern Area Office, Winona

*Editor's note: the following article is based on Dean Peterson's Engineers Week presentation.*

Quality is not one of those overused buzz words that will be discarded in favor of a new trend in the future. As one of the leading construction management organizations in the world, quality has been vital in the Corps of Engineers for over 30 years—ever since the innovative concept of contractor quality control was formally implemented.

Construction Quality Management (CQM) is one of the innovations developed by the Corps of Engineers. The Corps of Engineers CQM system evolved along with Dr. Deming's (and others) Total Quality Management (TQM) processes. (See "Comparing key points of Total Quality Management," next page.) They share the basic underlying premises of quality, responsibility with authority, and worker empowerment.

The goal of the CQM process is to provide a quality product, completed on time, at the most reasonable price.

CQM starts with the contract. CQM is a systems approach to contract administration where the contractor is solely responsible for controlling the quality of the work performed. Every Corps of Engineers construction contract contains the Federal Acquisition Regulation clause stating that "the contractor shall maintain an adequate inspection system and perform inspections."

Additionally, Corps of Engineers construction contracts include a second clause on "Contractor Quality Control." This explains the contractor's obligations to establish an effective

CQM system. These procedures were developed from learning what our exceptional contractors did to manage their contracts, and then translating those physical procedures into written requirements.

While contracts provide the framework for CQM, the success of CQM rests on the relationship that develops between the contractor and the Corps of Engineers representatives on the job site. The secret of success here is communication.

At the start of a new contract, a mutual understanding conference is held to discuss the contractor's proposed quality control system. The Corps reviews the contractor's proposals in detail to insure that both the contractor and the Corps of Engineers share the same understanding of what each will do to make the CQM system succeed.

At the job site, the CQM system provides three distinct phases to communicate and clarify contract requirements.

The first discussion is the preparatory phase meeting. Each major item of work (for example, concrete placement) will have its own preparatory meeting. The contractor's quality control personnel will sit down with the Corps of Engineers project engineer and construction representatives to discuss, step by step, the details of how the contractor intends to accomplish the work required for each item. If the work is of a complex nature, the designers will be asked to attend the meeting to answer questions.

If the contractor retains a subcontractor, representatives from the sub will be present. Ideally, the preparatory phase meeting is held several weeks before the work begins. This allows the contractor sufficient time to adjust the original procedures.

The contractor also provides a job safety hazard analysis (JSHA) for each specific item of work. The JSHA is discussed in detail to insure that the contractor is aware of all potential safety hazards.

The Corps and the contractor also discuss contract requirements when work on each individual item begins—called the initial phase meeting. In addition to the contractor quality control personnel and the Corps quality assurance personnel, the foreman and some of the lead journeymen will attend.

The initial phase meeting is the critical point where quality is actually inserted into construction management. The expectations are communicated to the craftworkers who will do the work, and they provide feedback on process improvements. The safety standards are clarified and the craftworkers explain how they will comply with the safety requirements.

When the first day is over, a constructive critique is held to fine-tune the work process. It is at this time the individual workers are empowered to control the quality of the product that they are creating.

Follow up is the final stage of the CQM process. Construction work is a dynamic, continually changing process. Minor adjustments are constantly incorporated into the project. Corps personnel monitor the work and safety procedures in progress, and provide feedback to the contractor's quality control personnel. This communication assists problem resolution throughout the life of the contract.

By working together and sharing knowledge, the CQM team anticipates problems and minimizes their impacts. The CQM process is not restricted to just the job site.

Throughout the life of any contract, the designers, material suppliers, and the users and operators of the finished product constantly interact.

Two final CQM tools are the Biddability, Constructibility, and Operability (BCO) review and the Lessons Learned. Prior to putting plans and specifications out for bids, Operations personnel for Corps O&M jobs and the local project sponsor for flood control projects conduct a detailed review to discuss and resolve differences in a face-to-face meeting. This gives the user a chance to know what the finished product looks like before construction starts. When the project is done, the resident engineer office provides feedback ("Lessons Learned") to designers, which prevents a repeat of problems.

## Comparing key points of Total Quality Management

*Reprinted with permission of the LRDispatch, Little Rock District*

Here's a comparison of key points of quality management philosophies.

**W. Edwards Deming:** Quality is a predictable degree of uniformity and dependability, at least cost and suited to the market.

1. Emphasizes management's commitment;
2. Participative Management style;
3. Continuous improvement.

**Joseph M. Juran:** Quality is fitness for use.

1. Breakthrough in attitude;
2. Project-by-project implementation;
3. Most useful to middle manager;
4. Journey from symptom to cause to remedy.

**Philip B. Crosby:** Quality is conformance to requirements.

1. Transform quality culture;
2. New management philosophy;
3. Top-down approach;
4. Zero defects.

## Boring crew moves machine and earth to explore subsurface soil conditions



St. Paul District photo

**Bob Rieck, at right, brings to the table a sample of subsurface soil from the Badger Army Ammunition Plant at Baraboo, Wisconsin. At left is Al Seipel, with the drilling rig in the background.**

By Grant Riddick, geologist

During the boring crew's 30-plus years of operation, they have performed tough and demanding subsurface exploration projects throughout the district and the division.

Much of their work requires moving their drilling equipment into remote places. They've moved their drill rigs and equipment by crane, by barge, by hand, by tractor, by all-terrain vehicle, by winch and by snowmobile to get to drilling sites on dams, spillways, swamps, rivers, lakes and islands. The crew travels nearly continuously.

The four-person crew typically performs soil and rock drilling and sampling, but also works on jobs ranging from installation of geotechnical instrumentation to hazardous and toxic waste site evaluation for other Corps districts, including Buffalo, St. Louis and Chicago. The St. Paul District has the only drilling crew in the North Central Division (NCD).

The crew's three drillers are Al Seipel, Bob Rieck, and Guy Paquette; the field geologist is Kevin Nelson. Together, they have over 25 years of experience. Their ongoing mission is to obtain detailed subsurface soil, rock, groundwater, and contaminant information. Their work allows Geology and Geotechnical Design sections to develop quality, cost-efficient foundation designs for district projects. Occasionally, Planning Branch retains the crew to search for archeological or environmental information.

The boring crew, also known as the drilling crew, is assigned to the Geology and Surveys Section, PE-GH Branch. Geology has overall responsibility for boring crew schedule, budget, scope of activity, and quality assurance.

Often, the public's first or only face-to-face contact with our district is through the drilling crew. Frequently, the first time someone realizes that a project may directly impact them is when the drill rig arrives on the scene.

## Bits and Pieces

### District names Civil Servants of the Year

Mary Clarkson, Resource Management; Mike Osterby, Engineering and Planning Division; and Marianne Price, EEO Office, were selected as the St. Paul District's Civil Servants of the Year. The annual Civil Servant of the Year Awards Program will honor over 100 outstanding Federal employees in all. The awards luncheon will be held on Friday, May 6, 1994, at the Radisson South Hotel in Bloomington. Call Mary Street, personnel assistant, at -5492 in Human Resources for information on time and tickets.

### Photo contest now underway

The first District Photo Contest is officially underway. There are five categories, with first, second, and third place winners. First place in each category receives a \$150 award. In addition, a \$250 grand prize will be awarded to the overall best photo. Depending on the quality of the photos, some categories may remain without an award. The contest is open to all District Office and field staff. A committee of five will judge the entries. Contact Ken Gardner at -5201 or Paul Machajewski at -5676 for rules and an entry form.

### Johannessen edits book on archaeology

Sissel Johannessen, an archeologist in Planning Branch, is an editor of the recently published "Corn and Culture in the Prehistoric New World." The book is a collection of papers from an international conference on the prehistory of corn in the Americas.

"It is essentially an archaeology book," said Johannessen, "and covers methods of studying prehistoric corn, aspects of its evolution, the evidence for its spread across the Americas, and the important role it has had in native American cultures." Johannessen co-edited the book with Christine Hastorf.

### Carlson and Palesh publish Bussey Lake study

Bruce Carlson, an economist, and Gary Palesh, a biologist and study manager, collaborated on "Bussey Lake: Demonstration Study of Incremental Analysis in Environmental Planning," published by the Corps' Institute for Water Resources (IWR), December 1993.

Carlson and Palesh used the Bussey Lake project to demonstrate IWR's improved methods of analyzing cost efficiency in environmental mitigation, restoration and planning efforts. The effort is part of the Corps' expanding environmental mission. Bussey Lake will serve as a case study for economists and planners throughout the Corps.

Bussey Lake, a habitat rehabilitation and enhancement project, is near Guttenberg, Iowa. The IWR is part of the Water Resources Support Center, Fort Belvoir, Virginia.

### District prepares for summer barrel search

Officials from the district and the Minnesota Pollution Control Agency (PCA) met in February to discuss the scope of a remedial investigation to recover a sampling of barrels that

contain classified munitions dumped by the Army from 1959-62 into Lake Superior off Duluth. The district is seeking an underwater visual inspection and radiologic scan of the known sites and the recovery of at least two barrels from each site. "We hope to allow for recovery of additional barrels as time and resources permit," said Bob Dempsey, Management Branch. Dempsey said that the Navy has been asked to assist in the recovery effort.

### New provider named for Employee Assistance

Family Service Employee Resources (FSER) is the new Employee Assistance Program (EAP) provider. FSER has professional and confidential counseling services to offer the district's employees and their families. Contact Linda Krueger at 290-5254 or Mary Hendrickson at -5492 for more information.

### Anfinson gives talk about river history

Historian John Anfinson, Planning Branch, gave a presentation about the history of navigation improvements on the Upper Mississippi River to the Upper Mississippi River Conservation Committee in La Crosse, Wisconsin. Anfinson spoke to nearly 200 people at the committee's 50th Anniversary meeting, March 15-17.

### Meyers to receive Ph.D. in engineering

Mark Meyers, a senior engineering specialist in the Geotechnical Design Section, successfully defended his Ph.D. dissertation research on March 16,

1994. The title of his dissertation is "An Objective Criteria for Terminating Permeability Tests," which utilizes a conventional two-step statistical test to determine if a permeability test should be terminated at a level of risk selected by the user.

Meyers is obtaining his Ph.D. through the Department of Civil and Environmental Engineering at the University of Cincinnati. He formally graduates this June. He is a registered professional engineer in Wisconsin.

## First commercial tow arrives

The towboat Mary H. Morrison locked through Lock and Dam No. 2 at Hastings on Friday, March 25 at 1:20 p.m., indicating the opening of the 1994 commercial navigation season. (Earlier in the week, the Wells, one of the district's tenders based at the Fountain City Boatyard, was the first boat to break through the ice at Lake Pepin.) The Morrison pushed six barges loaded with fertilizer. In an average year, some 1,300 tows will enter or leave St. Paul through Lock and Dam No. 2. Last year, because of the 1993 flood, only 870 tows locked through.

## Hello

### Human Resources

Jeffrey M. Demay, personnel staffing & classification specialist  
Selena M. Hotchkiss, office automation clerk

### Information Management

James P. Honkomp, computer clerk

### Construction-Operations

Daniel A. Eklund, general biologist

## Good-bye

### Construction-Operations Division

Michael A. Emmons, sandblaster  
Dennis J. Kupietz, sandblaster

### Real Estate Division

Elwin A. Yoder, realty officer

# Honors and Awards

## Achievement Medal For Civilian Service

### Planning Branch

Robert W. Stenfors

## On-the-Spot Awards

### Construction-Operations Division

#### Navigation Branch

Richard G. Baures  
Pat Florin  
James E. Greene  
Thomas R. Hemstreet  
Ronald L. O'Brien  
Randall J. Piel  
Kenneth P. Schroeder  
Robert W. Sikkila  
Edward C. Strand  
William R. Wolfe

#### Regulatory Branch

James B. Knowles  
Marita T. Roherty  
Janet M. Schwalbe  
**Western Area Office**  
Jeffrey D. Love  
Loren B. Nishek

### Contracting Division

Marilyn M. Aird

### Human Resources Division

Raegan E. Pederson  
Sarah E. Super

### Information Management Office

Jon R. Lyman  
Georgia L. Stanonik

## Special Acts

### Engineering and Planning Division

Daniel B. Wilcox  
Edward L. McNally

### Programs and Project Management

William W. Spychalla

### Engineering and Planning Division

Harold P. Aebly  
Fred J. Bischoff  
Steven J. Brossart  
Karen M. Cassidy  
Ferris W. Chamberlin  
Judith L.A. Desharnais  
Randal D. Devendorf  
Gerry D. Enger  
Michael Evenson  
Vicki J. Fetterly  
George V. Fortune  
Claire S. Freilinger  
Bonnie K. Green leaf  
Timothy M. Grundhoffer  
Elaine M. Hill  
David A. Himmerich  
Douglas R. Hoy  
Mark S. Klika  
Mark S. Meyers  
Ann M. Midje  
Darrell W. Morey  
Byron D. Nelson  
W. Michael Osterby  
Daniel A. Oswald  
Edith P.K. Pang  
Bryan G. Radtke  
Grant A. Riddick  
Leslie A. Rzeszut  
Teri A. Sardinas  
Phillip W. Sauser  
Bruno G. Schiller  
Christine A. Schmitz  
Neil T. Schwanz  
Doris M. Sullivan  
Lorilee K. Taylor  
Terry L. Williams  
Annette M. Wolf  
Timothy K. Yager  
Joseph J. Zajonckowski

## Zirschky hears from employees on Corps reorganization

*Editor's note: the following comments are taken from a March 21 memorandum by John H. Zirschky, acting assistant secretary of the Army (Civil Works). Zirschky had invited Corps of Engineers employees to directly call his office the previous two Sundays.*

Thank you for your comments on reorganization these past two Sundays. Thank you also for your letters. I have learned a lot from listening to you. Also, for those of you who could not call in, thank you for your letters expressing your thoughts on reorganization.

Most of you believe reorganization is important and that the status quo is harmful to the Corps. Most of you believe it is important that the next effort not fail. All but one individual appreciated the opportunity to speak directly with me as much as I did with you.

I would like to start this process by examining how the Civil Works program accomplishes its mission. Many callers said we have lost our "can do" attitude. "We have review of review of review," as one caller noted, which bogs down the process. For example, my office has been criticized for micromanagement. Well, we are getting out of the micromanagement business. Decisions which do not have to be made in this office, won't be.

This "powering down" will not happen overnight—largely because of a comment made by several callers: "We are so used to being second-guessed that we do not take our review functions as seriously as we should." Fair enough. We will set up a transition period to shift power back down the chain of command.

I am hopeful this powering down will begin soon. Until then, thank you very much for your insights and time.

## Human Resources offers information on scholarships and student loans

It's not too early to start thinking about next year's tuition, and how to pay for it. Federal employees and their dependents can apply for scholarships through the eighth annual Federal Employee Education & Assistance Fund (FEEA) scholarship competition.

Scholarship awards are based on merit and range from \$300 to \$1200 per student. Applicants may be high school seniors or students continuing their college education. Applicants (or their federal employee sponsor) must have completed three years of federal service and have earned at least a 3.0 grade point average. Selection criteria include academic achievement, community service, a recommendation and a two-page essay. This year's essay topic is, "If I were the President of the United States for a day I would ...".

Applications must be postmarked by June 3, 1994. In the past seven years, FEEA has given more than \$590,000 in scholarships, awarding \$145,050 in 1993. In 1994, FEEA hopes to award at least \$200,000.

FEEA also offers low interest rate student loans. There is no minimum grade point average, length of Federal service or dependency requirement for student loans. To obtain a copy of the scholarship application or for more information on the FEEA Student Loan Program, please contact Mary Street in the Employee Relations and Development Branch at 290-5492.



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# Crosscurrents

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