



US Army Corps
of Engineers
St. Paul District

Crosscurrents

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May 1994

District brings exhibit to downtown St. Paul for Earth Day

The district brought its traveling exhibit to Mears Park in downtown St. Paul for Earth Day, April 22. The exhibit introduced the public to basic Corps missions. The event was part of Earth Week, sponsored by the Downtown Development Council. In the top photo, Paul Machajewski and Rosemarie Braatz of Construction-Operations set up table-top displays early in the day. At right, St. Paul District retiree, John W. Larson of Taylors Falls, Wis., visited the exhibit. Far right, Braatz answers questions from one of over 1,500 people who toured the exhibit on Friday and Saturday. The district office is located at the southwest corner of the park.



St. Paul District photos



Bits and Pieces

Zirschky commends districts on '93 flood

John H. Zirschky, acting assistant secretary of the Army (Civil Works), commended the districts for their efforts during the Flood of 1993. "I recently had the pleasure of visiting the Kansas City District to discuss the 1993 flood," he said in a letter to Col. Scott on March 28. "It came to my attention that no one from this office has ever thanked you or your staff for all of their efforts during the 1993 flood. Please accept this belated thank you for all of your efforts during both the flood and this ongoing recovery phase."

Seven recognized for EEO efforts

District Commander Col. James Scott recognized seven district employees in an EEO Honorary Awards Program on May 2. Scott presented the Commander's Award for Outstanding Achievement in EEO to Jane Carroll, Planning Branch; Joyce Johaneck, Design Branch; John Miller, Logistics Management (LM); and Olivia Vavreck, LM. Also, LM as an office received the Commander's Trophy Award for 1993. Scott also commended William Hutchinson, Information Management; John Blackstone, Engineering Management Branch; and Kris Fairbanks, Planning Branch, for their work as EEO counselors. The district retained the North Central Division (NCD) honors for the sixth consecutive year for the most outstanding program in NCD.

Seemon authors book

Dan Seemon, Regulatory Branch, co-authored *Minimum Impact Camping*, a basic guide on how to camp with the least possible impact on the environment. "From the novice canoeist, to the Airstream mobile home, it will give you insight into having very little impact on the environment," said Seemon.

He wrote the book with Curt Schatz, a professor of Recreation and Leisure studies at New York University. The book provides tips on planning a trip, on equipment, clothes, food, trail behavior, trip and canoe camping, plus hiking and backpacking. Adventure Publications in Cambridge, Minn., is the publisher. Phone 1-800-678-7006.

Mena honored

LM's John Mena received the 1994 David Sons Humanitarian Award from the West Seventh Community Center. The center presents the award each year to recognize "outstanding contributions of personal time, energy and spirit." Mena developed a wrestling program for young people at the Salvation Army. His goal is to build the program into a national training center for women's wrestling.

Miller receives masters

Rick Miller, engineer manager in Engineering Management, received his Master of Science in Engineering from the University of Minnesota on March 30, 1994. His studies concentrated on remediation of petroleum contaminated soil.

Sigstad makes news

The *Austin Daily Herald* highlighted the contributions of George Sigstad, LM, and other health care volunteers on behalf of the residents at an Austin, Minn., residential care facility. Sigstad frequently helps with games and conducts a program on current events. His program is one of the most popular at the residential care facility.

NCD honors Planning

The late Damian Yerbich, a regional economist in Planning Branch, recently received a posthumous honor when NCD granted him the Planning Excellence Award. Yerbich was also part of the team that won the NCD Outstanding Planning Achievement Award for 1993. Team members from Engineering and Planning (PE) Division are Stan Kummer, Ann Schaefer, Rich Pomerleau, Dennis Holme, Jim Sentz, Dan Wilcox, Terry Birkenstock, Keith LeClaire, Lisa Hedin, and Richard Carlson.

Exhibit moves on

With Earth Day done, the St. Paul District's traveling trailer exhibit visited Concord and Robert Streets in St. Paul on May 7 for "Cinco de Mayo 94." The exhibit also represents the Army Corps of Engineers at La Crosse, Wis. on May 14 for War Eagle Day and at the Armed Forces Day 1994 Open House at Ft. McCoy, Wisconsin, on May 21. The Armed Forces Day Open House is from 9 a.m. to 4 p.m. at Constitution Park and Parade Field #1 at Fort McCoy.

Civil Servants of the Year represent teamwork and moxie



Clarkson



Price



Osterby

The St. Paul District's Civil Servants of the Year are Mary Clarkson of Resource Management, Mike Osterby of Cost Engineering Branch, and Marianne Price of EEO. They were among 100 outstanding federal employees who were honored at the Civil Servant of the Year Awards Program on May 6 in Minneapolis.

Mary Clarkson

"My mother insisted that I take typing to have a skill for a job," said Mary Clarkson, a secretary in Resource Management (RM). That was in high school back in Mobile, Ala. Through college and later work, she added people skills, patience, punctuality, and a cheerful temperament.

From that modest start, Clarkson achieved her recent honors.

The five people who nominated her praised Clarkson's temperament and personality. Their consensus was that "she is always pleasant, kind, courteous and cheerful even when

Continued on page 7, column 3

Mike Osterby

"I like the idea of building things and working with tangibles like concrete, steel, and dirt," said Mike Osterby, a civil engineer in Cost Engineering Branch.

In his day-to-day work, Osterby builds with numbers. He and team of four estimate construction costs on flood control projects in places like Rochester, Minn. and on North Dakota's Souris River.

He works equally well with the intangibles of personal relationships as well. "Mike served as a mentor and coach for his co-workers," said Al Geisen, acting assistant chief of Engineering and Planning Division. "He's willing to support the work of

Continued on page 7, column 2

Marianne Price

"It's unheard of for someone to get where I am today without a college degree," said Marianne Price, Equal Employment Opportunity (EEO) program manager. The inflection in her voice, the movement of her hands, and sparkle in her eyes confess surprise. She had just learned of her commendation.

Her contributions to EEO earned recognition for the district throughout the Corps of Engineers. In addition to her daily management of EEO, she organizes and directs an annual week-long event that highlights cultural diversity—a program that is a model for other federal agencies and throughout the Corps.

Her federal employment began in 1968 when she grabbed a half-day break from studies at St. Paul's Central High School for a civil service clerical exam. She passed. Shortly after graduating, she started federal employment as a clerk-stenographer.

She attributes her success to a committed management and native moxie. "I've been lucky to work for bosses who demanded excellence," she said. "Also, my family has a strong work ethic. 'I'll show you I can be better than...' is what drove me. I didn't feel I was owed anything. I started with that as a base."

Price promotes equal opportunity wherever its needed. "I believe there is a glass ceiling. For older white males.

Continued on page 7, column 3

ACOE prompts suggestions for improvements

From bicycle racks to building security cards, district employees suggested a number of improvements of district operations for the Army Communities of Excellence competition (ACOE). By late April, the committee had received over 30 forms from employees outlining what the district does well, citing district improvements from September '93 to August '94, and prompting "ideas for further improvement." Suggested improvements include:

- A district employee bicycle rack;
- Work-schedule options:
 - Add a fourth option to district office work schedule (Regulation CENCS-M 690-1-11, June 5, 1992) to provide four 10-hour work days, with work to start at 6:30 a.m. in June, July and August only;
 - Expand current work schedule to include select field sites (consistent with applicable union contracts and

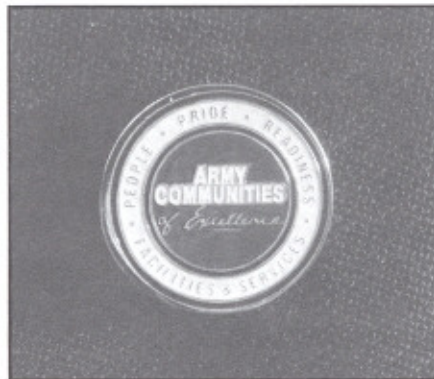


Photo by Peter Versteegen

- with all options subject to supervisor approval);
- A shelf in the rest rooms on which to put planners and papers;
- One building security card for each field site;
- Government vehicle parking: a dedicated area in the district office building garage for vehicles from field offices or parking spaces at the KTCA building;

- Additional direction signs on first and second floors;
- Telephone flip charts that indicate who has voice mail;
- Voice mail and CC mail improvements: communicate improvements, coming improvements and their time frame.

ACOE's objective is to improve the quality of the working environment in the district. To promote the program, the Army holds a competition each year. The first place winner receives an award of \$80,000, which employees decide how to spend.

This year's competition emphasizes servicing our internal customers—our employees.

Districts are also judged on awareness of the ACOE program, ACOE education, and services and facilities guidelines.

ACOE measures excellence in the processes, the programs, and results. Key ingredients for services are customer service; a commitment to courtesy; and promptness of delivery.

Committee members are Maj. Bill Waugh, Western Area Office; Olivia Vavreck, LM; Linda Krueger, HR; David DePoint, CO; Jim Mosner, PE; Tim Bertschi, Fargo; Marilyn Krutchen, PE; John Bohler, St. Anthony Falls lock and dam; Susan Quinn, IM; Jeffrey Kleinert, Pokegama; Christine Schmitz, PE; Shelly Shafer, Eau Galle; Bob Stone, Lock and Dam No. 3; and Peter Versteegen, Public Affairs.

The ACOE committee will now pursue and refer employee suggestions for evaluation.

District beats safety standard, so far

By Ron Scott, safety officer

As you all recall, in "Safety in Numbers" (Crosscurrents, March 1994), we discussed safety statistics and how they relate to our workplace. We've recently sailed past the second quarter of FY94, so let's take a look at how the district is doing so far this year.

The good news is that our district's mishap (accident) rate is nearly 50 percent of the level set by Headquarters. We're at 0.79 versus

the tolerance set by headquarters of 1.55.

The bad news is that the opening of navigation and start of construction make the coming season prone to mishaps.

While these numbers indicate that we are doing well at this time, it is important not to become overconfident in regard to our safety program. In view of this, everyone needs to keep safety first and foremost as we enter the summer season.

Education and planning build durable foundation for quality

Last month, Dean Peterson from the Western Area office said that "Quality is not one of those overused buzz words that will be discarded in favor of a new trend in the future."

This issue gives you a peek at where other divisions and districts stand with Total Army Quality or Total Quality Management (TAQ/TQM). You'll see that other districts and divisions start with education and planning to build a durable foundation for their quality processes. Partnering, streamlined purchase methods, and reduced paperwork are producing program savings and more competitive districts.

In the next issue, *Crosscurrents* returns to review where St. Paul stands with TAQ/TQM. (For the full text of the following items, please contact Public Affairs.)

TAQ pace quickens at Transatlantic Division

A mission development conference in June 1993 first introduced the Army quality concepts to the Transatlantic Division (TAD) and Europe District staffs. TAD has been deliberate in taking its first steps to implement TAQ, but in recent months the pace has picked up considerably. So far, TAD has:

- Appointed a Quality Council;
- Drafted a transition plan.

TAD plans to:

- Conduct a climate survey;
- Finalize the vision statement;
- Develop a strategic plan;
- Identify core processes.

Transatlantic Division, *Transatlantic News*, January 1994

Middle managers at TAD learn about quality

"Quality as a system involves a lot of interdependent things—leadership commitment, quality assurance, a focus on processes and customer relationships, process action teams and the involvement of people," said Bill Kirby of the Office of Personnel Management's Federal Quality Institute in Washington, D.C.

Kirby addressed almost two dozen middle managers from TAD at a day-long workshop in January to start their training in TAQ. The workshops focused on the role of the leader in quality management, the role of culture in organizational performance, customer focus and satisfaction, and managing process quality. The workshop helped participants to understand how quality management can transform government, to learn quality principles as applied to government, and to understand how to apply those principles.

Transatlantic News, February 1994

TQM begins at the top at Pacific Ocean Division

The Pacific Ocean Division (POD) unfurled its TQM sails recently when Brig. Gen. Ralph Locurcio, POD Commander, and his executive staff endorsed a TQM implementation plan for all division employees. They said that "TQM will be a long-term effort, and we are committed to providing the leadership and support required to make TQM a reality in POD."

In March, POD employees attended organization-wide awareness and lead

team training. In April, additional personnel attended team member and facilitator training.

POD initiated a pilot program to explore improvements in work areas. The POD Programs and Project Management (PPM) Directorate is exploring using TQM systems to improve "the performance of studies, planning, design and construction for all customer programs and projects."

Pacific Ocean Division, *The Pacific Connection*, March 1994

POD asks "Just what are TQM teams? And who's on them?"

It's confusing, isn't it? You've heard about several different TQM teams. There's the "POD lead," "the process," and then just plain "lead teams." What does all of this mean? Who's on these teams and what is their function? Les Hokyo, POD TQM coordinator, explains:

1. **POD Lead Team:** This team consists of all those who attend POD staff call on Friday mornings. They're responsible for empowering the work force, publicizing TQM, recognizing people, providing advice and monitoring the TQM process.
2. **Lead Teams:** The next lower level is a lead team primarily comprised of a directorate's or office's supervisory personnel. This team assists in allocating resources, TQM implementation, selection of team members and facilitators, and encourages a quality enhancement atmosphere. It advises and coaches

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team members and meets on an ad hoc basis.

3. Process Action Teams (PATs):

These are the teams who actually do process reviews. PATs consist of five to eight members. (Each team has a team leader and a facilitator. They are POD employees who have attended special training.)

These teams review the architect-engineer contracting process; environmental issues in Engineering; execution of civil works operation and maintenance programs in Construction-Operations; actual versus projected workload; cost documentation in Resource Management; and the award process in Contracting.

The Pacific Connection, March 1994

Process Action Teams cut red tape, litigation in Seattle District

A Process Action Team (PAT) working on Federal Information Processing Resources in Seattle District reduced the preparation time on a Determination and Findings memo (regarding the contract process to purchase data processing equipment) from 16 hours to four hours. The team cut approval time from four months to a one- to two-day turn around.

A PAT working on payables saved \$39,400 through process changes and elimination of paperwork. A separate team cut as much as four days off the reimbursable design process.

Partnering with construction, architect-engineer firms, and service providers reduced paperwork from 20 to 80 percent and cut litigation and claims to zero.

Seattle District, *Flagship*, April 1994

TQM teams save \$70,000 at Fort Worth

The Fort Worth District created TQM teams a year ago and saved nearly \$70,000 as a result. Here's how.

A PRIP (Plant Replacement and Improvement Program) team reduced the cost of doing business by enhancing the PRIP process. "The original concern was to develop a process to ensure that PRIP items are removed from inventory when worn out, excessed or replaced, and to ensure the district no longer paid for these items," said Steve Bartlett, a team leader and Information Management specialist.

In partnership with other offices, the PRIP team identified \$465,000 in PRIP equipment not accounted for in the most recent Resource Management/Logistics Office inventory. This represented five percent of the total PRIP items, for excess payments of \$70,000 annually.

In a formal presentation, the TQM team presented a mock check to Col. Joseph G. Graf for \$69,847, representing potential annual savings achieved by process changes.

Fort Worth District, *Dispatch*, January/February 1994

TQM moves on the slow track in Baltimore

"We're on a slow track implementation process by choice," said Lisa Anderson, Baltimore District TQM coordinator. "We want to educate people and get them used to the philosophy of total quality management."

So far, the district has tasked nine teams to define business systems in flood control, project design and construction, environmental remediation, emergency response, real estate, contracting, administrative support and water supply. The findings will help identify areas for improvement. Said Anderson, "It's not a program but a process." Anderson works as a management analyst in Management Analysis Branch.

Baltimore District, *Constellation*, March 1994

Huntington implements TQM step-by-step

A Huntington District TQM working group met in late March to study possible implementation of an eight-step TQM plan in the Huntington District. After visiting four districts with active TQM programs, the group called for a "deliberate and well-planned" approach to TQM. The plan calls for:

1. Evaluating the district leadership's attitude toward TQM;
2. Educating senior leadership about TQM and fostering a commitment to TQM;
3. Developing a statement of the district's vision, mission, and goals supporting principles of TQM;
4. Educating mid-level and first-line supervisors about TQM;

5. Establishing a TQM structure;
6. Establishing specific mechanisms to institute TQM;
7. Communicating TQM to all employees;
8. Evaluating the successes of the process and adjusting as necessary.

In addition to the plan, the working group recommended that both management and presidents of union locals participate in a Quality Steering Committee (QSC). The QSC will conduct oversight and select a full-time TQM coordinator.

Huntington District, *Castle Comments*, January/February 1994

Pittsburgh endorses TAQ

The Pittsburgh District is committed "to make quality the primary goal of all employees and continuous improvement a routine way of conducting business."

Earlier this year, District Commander Col. Richard Polin began the TAQ process with organizational steps which could be initiated with only minor workplace disruption. These include:

- Changing the name of the Corporate Management Team to the District Quality Council;
- Selecting an Army captain as interim quality coordinator;
- Selecting a fact-finding committee to brainstorm issues appropriate for process action teams (PAT);
- Selecting a contractor to assist the district in preparing an action/implementation plan to include TQM training for all levels of employees; preparing and distributing a vision statement to all district team members.

Pittsburgh District, *Headwaters Highlights*, April 1994

Portland honors quality

Another group of awards Portland District Commander Col. Hines "loves to give" is the annual quality awards, tools for recognizing efforts in the quality improvement process.

Portland District, *Corps'pondent*, April 1994

Little Rock District plans TAQ training

The Little Rock District leadership plans to increase TAQ training to ensure every employee has taken a minimum awareness training course.

Little Rock District, *LRDispatch*, December 1993

Osterby, continued from page 3

his team even if it means staying late or working weekends to do his own work."

Osterby grew up in Crystal Falls, Mich. After spending two years in the Army, he graduated from Michigan Technological University in 1969 with a degree in civil engineering. After college, he managed his family's grocery business for six years, sold it and worked as a stockbroker. He worked at a private engineering firm in Anoka for a year, and began work with the Corps of Engineers in 1978.

"It's great to see a job start and at some time go out and stand on top of something you've helped build. I can do that with a sense of pride and accomplishment," he concluded.

Price, continued from page 3

For people with disabilities. This is not unique to women or minorities."

When Price retires from federal service, she sees herself as "my son, Nathan's, worst nightmare and myself fulfilling a decade of dreams—sitting next to him in a college classroom as a 50-year-old woman striving for a degree. I don't see anything as limiting as long as you work to get what you can out of life," she concluded.

Clarkson, continued from page 3

rushed or asked to do tasks that are above and beyond what is expected."

The lessons of her education and family stayed with her from Santiago, Chile, where she applied her high school Spanish, to St. Paul, where she adapted her basic secretarial skills to the computer.

She began work with the Corps in St. Paul in 1985. "I hadn't worked in nine years when the Corps hired me," the former homemaker said. "The Corps paid for my computer and word processing training," she said as her hands gestured expressively.

As her skills increased, so have her duties. Clarkson successfully managed a recent U.S. Savings Bond promotion and a Combined Federal Campaign. She routinely supports the head of RMO and three branches within the office.

Mary Clarkson's presence in the Corps continues a family tradition. Although she successfully followed her mother's job advice, she applied it in a somewhat familiar environment. Her father worked as a successful hydraulic engineer in Mobile, Alabama for the Corps of Engineers.

Engineers' Day Awards Ceremony and Picnic scheduled for June 24

The 1994 Engineers' Day Awards Ceremony and Picnic is scheduled for June 24, with rain date of July 8. Fort Snelling State Park, located at Highway 5 and Post Road on the first exit west of the Minneapolis-St. Paul airport, is the event site.

Scheduled activities include children's games, golf, volleyball, balloon toss, wheelbarrow races and a dunk tank. The park prohibits the use of horseshoes.

Participants should bring sporting and beach supplies. A fishing license is required for those who plan to fish. The park offers handicap parking, public rest rooms, changing rooms, swimming beach, and outdoor showers. Activities will begin at 10 a.m. Lunch is from noon to 2 p.m. and awards begin at 2:30 p.m.

The menu includes roast pork sandwiches, hamburgers, hot dogs, condiments, potato salad and chips, baked beans and pop. Families cooking their own food should bring their own supplies and utensils.

Tickets will be available from Joyce Johaneck, Design Branch, ext. 5508; Jan Graham, Engineering and Planning, ext. 5305; and Mary Clarkson, Resource Management, ext. 5235. Graham is also taking reservations for retirees. Her full number is 612-290-5305.

Ann Marie Scheie in Resource Management is event coordinator. Her extension is 5237. Contact Lisa Hedin in Engineering Management at ext. 5431 to sign up for volleyball; Wayne Koerner in Hydraulics Section at ext. 5318 for golf; and George McAlister in Resource Management at ext. 5460 for the fishing contest.

The park charges a \$2 per car entry fee for cars without state park permits. The awards committee encourages car-pooling.

An agenda with ceremony times, names of additional ticket sellers and ticket prices will be posted and routed at the district office and to field sites the week of May 9.

Hello

Construction-Operations Division
Christopher K. Knotts, general biologist

William P. Long, maintenance worker

Bonnie J. Lovelace, student trainee

Richard W. Mattson, lock and dam operator

Robert A. Silvagni, environmental engineer

Gregory L. Yale, lock and dam operator

Judith M. Zimmerman, trainee

Engineering and Planning Division

Jeffrey S. Morris, regional economist

Lorine L. Williams, office automation clerk

Information Management Office

Sean M. Burton, office automation clerk

Timothy F. Roberts, office automation clerk

Logistics Management Office

Jodi D. Gurnoe, student trainee

Real Estate Division

Melanie K. Gezel, realty clerk

Good-bye

Construction-Operations Division

Jay D. Arnold, small craft operator

Kristina E. Block, student trainee

Jeffrey D. Love, civil engineer

Thomas W. Mattis, student trainee

Brian P. Toenges, student trainee

Engineering and Planning Division

Claire S. Freilinger, civil engineer

Robert W. Stenfors, civil engineer

Information Management Office

Theresa L. Demby, office automation clerk

Carmen M. Mundale, management assistant

Resource Management Office

Tashawnda J. Phillips, office automation clerk



**US Army Corps
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St. Paul District

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