



US Army Corps
of Engineers®
St. Paul District

Crosscurrents

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Corps traveling exhibit visits Rondo Days



Photo by Joanne Meier

As part of the St. Paul District's outreach program, the Equal Employment Opportunity Office sponsored the district's traveling exhibit at two community events this summer—Rondo Days (above photo) and Cinco de Mayo, the Mexican independence day celebration. Russ

Williams (left), chief of Resources Management, and Sandra Hendrickson welcomed visitors to the district's exhibit trailer during Rondo Days. The event honors the predominately African-American neighborhood that was destroyed in 1956 to make way for I-94 in St. Paul.

Strategic Plan provides direction for the future

by COL J.M. Wonsik
St. Paul District Commander

There are a lot of exciting challenges facing the St. Paul district these days: division restructuring, the upcoming switch to the new financial management system (CEFMS), our new district Strategic Plan and a visit later this month to Devils Lake by the Assistant Secretary of the Army for Civil Works and the director of Civil Works.

With so much going on, it is easy to get totally submerged in today's priorities. The demands of the "here and now" diminish our ability to look seriously at the future. And, like any organization, failure to look at and plan for the future can result in lack of direction, wasted resources, frustrated people or even stagnation.

That's where our Strategic Plan comes in. When completed, the Strategic Plan will articulate our corporate philosophy and provide direction for the St. Paul District. In other words — a vision of what we want the St. Paul District to be in the future.

The district staff met this spring to start the process of formulating a Strategic Plan. But before an organization can look at its future, it has to agree on some basic concepts—things like district goals and mission. These are key building blocks that support a Strategic Plan.

Formulating and agreeing on these elements may sound like a simple task. In reality, it required thoughtful analysis, extensive discussion and consensus building by the district staff.

From that planning and goal-setting session, emerged a set of statements about the St. Paul District. Some of the statements addressed the basic mission of the district; others outlined goals, values and beliefs. We continue to fine-tune and re-examine these statements as we move forward with the Strategic Plan itself.

Remember, the journey toward quality and excellence is never-ending.

I would like to use this space to share with you some of these statements about our organization. First, our mission:

"The mission of the St. Paul District is to provide high quality, cost-effective engineering services and products, and management of water-related resources to promote the well-being of the American public."

This mission statement is supported by 10 accomplishment statements which focus on key programs

and products — like navigation, permits, and support for others, to name three of the accomplishment areas.

A mission statement describes what we believe we do; goals begin to outline how we reach that purpose.

Here are our district goals as we see them now:

"Create a customer driven organization"

The Corps has always produced quality products and services. We have not always given proper consideration to the needs of the customer. Like any business, the needs of the customer have to be a high priority.

"Improve our human resource base"

If customers are the external key to success, then our employees are the keys to success internally. We need to make a concerted effort to take care of our people by encouraging teamwork, coaching and mentoring; by training to meet mission requirements; and by providing development opportunities.

"Create a workplace of choice"

This is important. The St. Paul District should be the kind of place that attracts new employees and retains quality employees. Achieving this involves both physical facilities and attitudes. We have a good facility; but it can be better. Building on good attitudes while trying to change the few negatives is a worthwhile endeavor.

"Promote innovation and creativity"

The innovativeness and creativity of an organization says a lot about its operational philosophy and health. There is little room in a quality organization for people who stifle innovation and creativity.

The solutions to tomorrow's water-related problems will be based on solid engineering and science applied through new and creative solutions.

This has been a quick preview of several key parts of our new Strategic Plan. Continued pursuit of excellence (quality) will enable us to achieve our goals and meet our mission.

On another topic, I want to acknowledge more honors earned by St. Paul people. Rochester continues to be in the spotlight after receiving the Chief's Award of Excellence. Earlier this year, Rochester project manager, Deb Foley, was selected as the Corps' first Project Manager of the Year. Now, George Fortune, who was instrumental in the Rochester design effort, has been named the Corps' first Design Engineer of the Year. Congratulations and keep up the good work!

CEFMS is Coming! CEFMS is Coming!

by Peter Verstegen
Public Affairs specialist

A "significant emotional experience" is how an official at Ft. Worth District described their recent conversion to the new Corps of Engineers Financial Management System (CEFMS). St. Paul District is scheduled to convert to the new system in April 1997.

According to those familiar with the conversion process, the key to avoiding a "significant emotional experience" during conversion is planning, preparation and training. And when you think you have planned, prepared and trained enough, do some more!

CEFMS is more than just a finance system. It integrates every system even remotely related to financial matters. Activities like travel orders and vouchers, property accounts, purchasing, real estate, budget, project funds, manpower and time-keeping will all be impacted by

conversion to the new system. CEFMS will also replace COEMIS, the Corps' accounting system.

CEFMS generated intense emotions in the Fort Worth District, which was a test site for CEFMS implementation. Their frustration with the application increased the farther people and field offices were from the district office.

The first lesson learned by test sites was: "Start Early." Their last lesson was: "If you think you've trained enough, you haven't."

The significant emotional experience also translates to a significant investment. The St. Paul District has budgeted more than \$1 million to field CEFMS.

CEFMS addresses reductions in funds and increases in workloads. It is designed to provide accurate and timely information to program and project managers. Users will access CEFMS through personal computers at their desks. Users may need a computer upgrade and improvements in data communications lines to use this coming application.

The application saves time and money with single source data entry and by conducting business electronically rather than by paper.

Data entry at the source will serve as the basis for future data entry. This means that people in one division won't have to manually re-enter the data they got from people in another division because the computer applications will be able to talk to each other.

CEFMS also allows

authorized users to "sign" a document electronically. This electronic signature is not a pictorial, or graphic representation of a paper signature. An electronic signature tags data with a message authentication code (MAC). The signature card — called a smart card — is similar in size, shape and substance to an ordinary credit card.

The approving official will query the system to call up your travel orders, for instance, for computer signature. No more running around with a fist full of paper with signature tags attached.

The district is preparing for a four-week black-out period from late April to mid-May—a period to go through year-end close out and to enter data into the new system. The black out means that financial transactions will be frozen until the new system is operational. No payments, except payroll, will be made. Old systems will be closed out. Data will be manually entered into the new system.

As part of the district's early start, four people visited Tulsa District, where the system is operational. LTC Breyfogle, deputy district engineer; Brent Johnson, Programs and Project Management; John Welch, Information Management (IM); and Russ Williams, RM, visited their counterparts in Tulsa to learn first-hand what to expect during the change over.

After a learning curve, new users noticed no process improvements for the short term. Longer term, CEFMS provided greater control of resources and funds, reduced finance and accounting costs, and facilitated paperless travel orders and CETAL transactions. CETAL is the Corps' time keeping, attendance, and payroll



Photo by Angie Short, Tulsa District

Lt. Col. Thomas Frendak of Tulsa District (left), demonstrates a CEFMS "smart card" for Lt. Col. William Breyfogle, St. Paul deputy.

CEFMS, continued on page 8

'Equal Employment Opportunity is for *all* employees'

Q&A with EEO's Marianne Price

by Kelly Cahalan, Public Affairs volunteer

Q. What is the purpose of EEO?

A. The objective of EEO is to eradicate the effects of past discrimination and to ensure that the workplace is free from discrimination and reprisal on the basis of race, color, sex, religion, national origin, age, physical or mental disability.

Q. How does EEO achieve this objective?

A. The program is structured into three components—the Affirmative Action Program, the Special Emphasis Programs and the EEO Complaints Processing Program.

Each program plays a part in completing our objective. For example, the purpose for the Special Emphasis Program is to make recommendations and to address concerns of certain advocacy groups that have been historically barred from the workplace, such as women, people with disabilities and minorities. Here in the St. Paul District, we have a Black Employment Program, a Federal Women's Employment Program, a Hispanic Employment Program and a People with Disabilities Employment Program.

Q. Tell us about the district's Diversity Program.

A. Each Special Emphasis Program has an educational piece tied to it that requires the EEO program to educate

Corps program helps resolve disputes early

by Kelly Cahalan
Public Affairs volunteer

A promising Alternative Disputes Resolutions (ADR) program introduced into the St. Paul District last year aims to settle Equal Employment Opportunity (EEO) complaints from the source of the problem rather than taking the issue into a courtroom.

What's promising is that the district has used the Corps of Engineers Early Resolution Program (CEERP) twice this year and both cases were 100% resolved. CEERP is part of the ADR program.

CEERP offers both conciliation and mediation to resolve disputes between parties before a formal complaint is filed.

Conciliation brings the two parties together in the first stages of a dispute, before formal processes are begun.

Mediation occurs after an individual has filed a complaint.

Either way, CEERP gives individuals who feel they have been discriminated against a means of resolving the dispute as active

participants, rather than from the sidelines.

As one of the program's designers, EEO Officer Marianne Price has intimate knowledge of the program's benefits.

"People don't know how to communicate anymore. Many of the complaints we deal with are the result of a lack, or breakdown, of communication," said Price. "Once an investigation by an EEO counselor has begun, the communication breakdown is heightened, eliminating any chance for the parties to talk it over."

CEERP attempts to keep these lines of communication open. After an individual has come to EEO with a complaint, a counselor must investigate the situation and write a report within 30 days.

Conciliation is an option before the investigation begins. The EEO officer offers to accompany the individual to confront the alleged EEO offender and discuss the problem.

If it is too late for conciliation, the report is submitted to an ADR team, which includes the EEO officer, a

labor counselor and a human resources representative. At this point, if the case is suitable for mediation, the ADR team offers the program to the individuals involved.

CEERP is a voluntary program for the complaining party. If the individual agrees to mediation through CEERP, an outside mediator is brought in to sit down in private with the disputants and facilitate a mutually-developed resolution.

Price has gone to other districts to mediate for CEERP. She has witnessed first hand how the process works. "It's amazing how people will open up when they sit down to talk honestly, without name-calling, without having every word documented and when everything is confidential," she said.

CEERP designers met over the span of a year in 1993. The team conducted a pilot test in eight districts before CEERP was approved and implemented Corps-wide last year. The program is a working example of how people can come together and settle their differences when they sit down and talk.

the work force about the history and culture of those particular groups. Consequently, we have Black History Month, Women's History Month, etc. I have separate national observances that we are required to recognize in some form. A few years ago, the district decided it would be more efficient to combine all the educational pieces into a Diversity Appreciation Week. It's been a successful, efficient use of our resources. The programs are not spread out throughout the year, it's not uneven and everyone gets their place and time in the program.

Q. What can employees expect from EEO in the upcoming year?

A. Although I haven't made a formal presentation of this yet, I am preparing to recommend combining all the Special Emphasis Programs under one umbrella program, much like Diversity Week.

Q. What do you consider the most serious challenge

facing EEO today?

A. The polarization of interests. What I mean by that is that when times get hard, when there's downsizing and people are watching out for their own necks, tolerating other interests becomes an even greater challenge. I can see it in our communities, in our schools and churches, and also in our workplace. I find it very distressing. We seem to be turning the curve on equal opportunity across the board—in housing, in education, and in employment.

Our challenge is to educate our work force about the myths and the facts of EEO. The myth is that affirmative action and the complaint process are exclusive to women and minorities. The fact is that Equal Employment Opportunity is for *all* employees. When we do Affirmative Action planning, we are looking to correct under-representation wherever it may occur.

Marianne Price is the EEO officer for the St. Paul District

District realigns to new division this October

by Kelly Cahalan
Public Affairs volunteer

St. Paul is among five districts that are scheduled to form into the new Upper Mississippi and Missouri Valley Division (UM&MVD).

Under the division restructuring process, St. Paul, St. Louis, Rock Island, Kansas City, and Omaha Districts will combine into one division.

Corps-wide, North Central Division in Chicago and the division office in Honolulu are scheduled to close. The division office in Waltham, Mass., will be converted to a district reporting to North Atlantic Division. Districts affected by the division closures will realign under remaining divisions.

According to Assistant Secretary of the Army (Civil Works) H. Martin Lancaster, about 175 positions corps-wide will be eliminated. The restructuring plan is expected to save the federal government between \$4 and \$6 million per year beginning in

October 1997.

Division restructuring, mandated by Public Law 104-46 and the 1996 Energy and Water Development Appropriations Act, was approved on June 6 by Secretary of the Army Togo D. West, Jr.

Recommended measures and requirements to ease the five districts into the new division are outlined in an Implementation Plan. Included in the plan is a timetable for executing the reorganization. The new division is targeting October 1 as its "stand-up" date—or, the day it will be operational. The first quarter of 1997 (FY97) will be a transitional period in which both NCD and the new division office in Omaha will be open to facilitate a smooth transfer of information and operations. By January 1, the transfer of all operations from NCD to the new division office in Omaha are expected to be complete.

A Restructuring Team for UM&MVD formed in June. The

team's main purpose is to coordinate information and communication, review operations in departments and branches at each district and address any issues or questions that may surface once the restructuring has begun.

To understand the various regional differences and identify any program overlaps, the team is currently exchanging information on projects and programs within the affected districts. After August 15, UM&MVD will actively begin attending regional meetings with the current divisions.

Most functional areas in the five affected districts will not notice any change in organizational structure. However, the Upper Mississippi River-Illinois Waterway Navigation Study (UMR-IWW-NS) and the Environmental Management Program (EMP) are two areas that can expect to receive additional attention from Omaha as officials learn more about them, the Implementation Plan indicated.

Bits and Pieces

Taggatz on team that receives Hammer Award

Harold Taggatz, assistant chief of Construction-Operations for the St. Paul District, was on the team honored with the Hammer Award at a ceremony in Washington, D.C., in July.

H. Martin Lancaster, Assistant Secretary of the Army (Civil Works), presented the Hammer Award for improving government operations to the team and Maj. Gen. Stanley G. Genega, Director of Civil Works, who led the effort.

The award is for work on the National Operation and Maintenance Program Plan of Improvement. The plan focused on four program goals:

- Program development and budget execution;
- Standardized organizational structure;
- Standardized operating procedure;
- Performance measurement and data management.

The team's mission was to streamline the Corps' processes, regulations and management of the operations and maintenance of Corps reservoirs, dams and recreation areas.

Taggatz chaired the performance measurement and data management task force from 1993-96. "Our objective was to come up with a method of measuring performance to improve efficiency and customer satisfaction," said Taggatz. "The task force established an overall management system for all

operations and maintenance (O&M) data being collected."

The taskforce reduced the number of regulations for operation and maintenance of Corps facilities and processes from 89 to 7. The effort also cut the total number of pages of regulations from 1,596 to 212. The taskforce established a more efficient O&M budget process, reduced the number of supervisors and involved employees at all levels in development of meaningful performance measures.

Hammer Awards are presented by the National Performance Review (NPR) office, chaired by Vice President Gore, to federal agencies achieving outstanding successes in customer service. The Hammer Award recognizes "teams who work together to accomplish the principles championed by the NPR effort to reinvent government. The principles include building a better government that costs less by putting customers first, cutting red tape, getting back to basics and empowering employees."

Taggatz received the Superior Civilian Service Award in June 1994 for his exceptional performance and leadership of the taskforce.

Blegen publishes 'Spring Valley the Early Days'

Doug Blegen, a maintenance worker at the Eau Galle Lake Project in Spring Valley, Wis., recently published "Spring Valley the Early Days."

"The book is for anyone with

Spring Valley 'roots' or an interest in history," said Blegen. The hardbound, 570 page book, contains 19 chapters and is available for \$47.20 from Blegen Books, Box 175, Spring Valley, Wis. 54767. Phone 715-778-5706. To date, Blegen has sold 730 books.

Christenson article in DNR's Water Talk

Dave Christenson, Readiness Branch, wrote "Emergency Levees in Minnesota" for the Winter/Spring 1996 issue of "Water Talk," a newsletter published by the Minnesota Department of Natural Resources. Christenson reviewed the Corps' emergency levee inventory, the obligations of local communities which have emergency levees, and the Corps' non-federal levee inspection program.

Stevens named acting commander of Corps

Maj. Gen. Pat M. Stevens IV assumed acting command of the U.S. Army Corps of Engineers in June following the retirement of Lt. Gen. Arthur E. Williams. Stevens serves until the President nominates and the Senate confirms a new chief.

Stevens has served as the deputy chief of engineers since June 1995. He graduated from the U.S. Military Academy at West Point, N.Y. and holds a master's degree in engineering astrodynamics from UCLA.

Student Recognition Day held Aug. 22

The Federal Womens' Program committee is sponsoring Student Recognition Day on August 22. Activities include a display showing students at their work stations and a recognition ceremony at 2 p.m. on

the second floor of the Army Corps of Engineers Centre.

"This year, every student will receive a certificate," said Marinanne Price, EEO officer.

Refreshments will be served following the awards celebration. Interested persons are invited.

Retiree Luncheon Tickets

Tickets are still available for the 21st Annual Retiree Reunion to be held on Sept. 5 in St. Paul. District historian, Dr. John Anfinson, will talk about the Henry Bosse photos. For details, contact Peggy Peterson at 776-8740 or Jim Kursu at 224-0053.

Welcome

Construction-Operations Division

Jeffrey J. Bignell, laborer
Jon P. Borreson, deckhand
Chad A. Brooks, laborer
William C. Burrows, lock and dam operator
Victor Callahan, welder
Wayne J. Carrels, park ranger
Chad J. Caya, laborer
James C. Crosby, lock and dam operator
Shane D. Delaney, forestry technician
Clifford A. Doman, laborer
Kristina L. Dunder, student trainee
Michael G. Evenson, civil engineer
David E. Harris, deckhand
Milton J. Hauptert, laborer
James H. Henderson, laborer
Kenneth L. Hovell, lock and dam operator
Bruce R. Hudson, laborer
Larry D. Johnson, lock and dam operator
Sten M. Johnson, laborer
Jeffrey A. Just, laborer
Laverne G. Keezer, laborer
Keith L. Lewis, welder
Robert A. Kohner, deckhand
Raymond T. Larson, laborer
Thomas P. Mikrut, lock and dam operator
Jason E. Niemann, student trainee
Meggin L. Oleson, office automation clerk
Christopher R. Olson, deckhand
Jeffrey D. Olson, student trainee
Gerald E. Orlikowski, laborer

Joseph G. Piranio, deckhand
Norman R. Rubin, surveying technician
Earl E. Scherlin, surveying technician
Rickey Scott, laborer
Gary J. Staigl, student trainee
Robert D. Torkildson, laborer
John M. Welch, lock and dam operator
Kim A. Wenger, welder
Aaron F. Wilson, laborer
Darwin B. Wilson, laborer

Engineering and Planning Division

Virginia F. Davis, geologist
Bradley A. Johnson, archaeologist
Tania M. McLain, student trainee

Human Resources Division

Rosalind Bakion, personnel clerk
Kelli R. Beard, office automation clerk

Information Management Office

Catherine M. Bernhardt, computer clerk
Kathleen M. Freese, computer clerk
Christopher R. Koehnen, computer clerk

Logistics Management Office

Matthew E. Sanchez, supply clerk

Office of Counsel

Ray A. Marshall, real estate attorney

Real Estate Division

Gordon W. Chinander, realty clerk
Gary M. Crook, realty clerk
Laura H. Jung, realty clerk

Farewell

Construction-Operations Division

Norman R. Boeman, civil engineer
Jason A. Hauser, student trainee
Jay H. Johnson, student trainee
George S. Kletzke, channel maintenance coordinator (retired)
Clifford G. Ramsey, laborer
Brenda M. Tonn, student trainee
Brad W. Underhill, deckhand
Kristin J. Wagner, office automation clerk

Engineering and Planning Division

April M. Pream, economist
Jody L. Rooney, regional economist
Edmond C. Williamson III, computer assistant

Information Management Office

Jerome P. Drexler, computer assistant

Stephen Tysowsky

Stephen Tysowsky, 90, died on June 18. He retired from the Corps of Engineers at age 72 and had worked in the Hydraulics Section. He contributed to flood plain management, flood insurance studies, and projects involving Gilmore Creek and Winona harbor in Winona, Minn.

CEFMS, cont. from page 3
application.

CEFMS automates functions to save time, reduces paperwork, and allows the user to enter data once at the source. It provides real-time editing and funds control, and timely cost data. Once data is in the system,

other offices will have access.

Eventually, CEFMS will allow separate computer applications to talk to each other. CEFMS will eventually share data with other systems—becoming the hub for applications in Real Estate (REMIS), Human Resources (ACPERs),

FPMA team receives Planning Achievement Award

The Floodplain Management Assessment (FPMA) team members were notified in June that they were awarded the 1994 Outstanding Planning Achievement Award for their assessment of 1993 flood and floodplain activities along the Upper Mississippi and Lower Missouri Rivers and tributaries.

This challenging, complex study of the Great Midwest Flood of 1993 was conducted over an 18-month period and completed in June 1995, on schedule and within the \$4.3 million budget.

The FPMA was a collaborative effort involving five Corps of

Engineers districts, three division offices, and Corps headquarters; several federal agencies; and seven states. St. Paul was the lead district coordinating the assessment.

The FPMA team advanced the technical state of the art for large-scale basin analysis and evaluation with the development and application of systemic hydraulic model and the analysis of non-structural and structural approaches to avoid the devastating consequences of large floods in the future. The outcome of the assessment received favorable review as a high quality product with useful tools and concepts to improve the nation's use and management of its floodplains.

Contracting (SAACONS), Programs and Project Management (PROMIS), Logistics Management (APPMS).

To help the district start early, Resource Management (RM) has provided CEFMS training files on the CEFMS network server. Access the files by entering the login name: CEFMS\CEFMS. Thirty two separate icons will appear. Double click on the icon you want. The first page of the slide will appear. Click on the mouse, press enter key, or press the space bar key to continue onto next slide. Press escape key to exit from the module.

The videos are here! The videos are here!

If you haven't looked at CEFMS video tapes (available through RM), make some popcorn, invite your co-workers and view the following videos. They will make CEFMS less of a significant emotional experience and give you a heads up on the Corps' coming cultural change.

1. CEFMS Questions and Answers (105 min.)
2. Introduction to CEFMS (55 min.)
3. Briefing by FAO (55 min.)
4. Construction Division (13 min.)
5. Contracting Division (5 min.)
6. Engineering Division (6 min.)
7. Information Management Office (16 min.)
8. Logistics Management Office (10 min.)
9. Planning Division (12 min.)
10. Programs and Project Management Division (19 min.)
11. Briefing by Assistant Chief of PP (20 min.)
12. Operations Division (16 min.)
13. Real Estate Division (7 min.)
14. Resource Management Office (23 min.)



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