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Crosscurrents

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Nearly 300 attend district awards picnic June 24



Photos by Peter Verstegen

Ann Banitt and Bonnie Greenleaf, top photo, were the masters of ceremonies for the St. Paul District awards day at Long Lake Regional Park (above). The park's facilities appealed to Kayla Sentz (top right), daughter of Jim Sentz. At right, Craig Evans, Aaron Buesing and Scott Goodfellow stocked pop and snacks. More on page 5.





“...personnel is policy and it is wrong to trust subordinates who do not fully share a leader’s vision.”

Strategic Vision: Reshape Culture

Leaders, subordinates win with perseverance, shared vision

By Col. Kenneth Kasprisin
St. Paul District Commander

This article is about leadership. It has many characteristic traits and attributes but there are several with significant relevance for us.

There was a seven-year old boy whose family was forced out of their home on a legal technicality and he had to work to help support them. At age 9, his mother died. At age 22, he lost his job as a store clerk. He wanted to go to law school but his education wasn’t good enough. At 23, he went into debt to become a partner in a small store. At 26, his business partner died, leaving him a huge debt that took years to repay. At 28, after courting a girl for four years, he asked her to marry him. She said no. At 37, on his third try, he was elected to Congress, but two years later he failed to be re-elected. At 41, his four-year old son died. At 45, he ran for the senate and lost. At 47, he failed as the vice-presidential candidate. At 49, he ran for the senate again and lost. At 51, he was elected President of the United States. His name was Abraham Lincoln. His **perseverance won out!**

There is an important lesson here: “Defeat never comes to any man until he admits it.”

We have several individuals in the district that epitomize this philosophy. They are facing or have faced serious challenges, both on and off the job, but they haven’t quit! They continue to perform superbly everyday and set a remarkable example for all of us. Every time my frustration level starts to peak or I feel all the effort in the world is not going to change an outdated process or fix an inefficient system, I think of these

folks. I couldn’t possibly name them all, but I’m sure we all recognize who they are. They are truly remarkable. Thank you for all you do for the district, the region and the U.S. Army Corps of Engineers! Your **selfless-service, perseverance and dedication** serve as a tremendous leadership example for all of us.

The epic battle and turning point of the Civil War, Gettysburg, was critically influenced by another district employee (before we were a district!) – our first District Engineer, Gouverneur K. Warren. As an aside, many were convinced that Warren could out-swear anyone in the Army! As the engineering officer on General Meade’s staff, he was the one who discovered that the most significant terrain on the battlefield, Little Round Top and Big Round Top, were undefended. His actions to move Union troops into place helped ensure the federal lines would not be outflanked. This **initiative**, combined with slow Confederate execution, doomed the Army of Northern Virginia. The Confederacy was slow because of one of Lee’s key subordinates, Longstreet. He continually delayed carrying out Lee’s orders, hoping the plans he disagreed with would be cancelled. Unfortunately, his delays resulted only in the plans being executed in the worst possible way. Lee, a tremendous leader, did not achieve his goals. Instead, an important organizational “truth” was highlighted:

“In any organization, personnel is policy, and it is wrong to trust subordinates who do not fully share a leader’s vision. The result will nearly always be half-hearted, faulty execution and even subversion – however well-

Leadership, cont. on page 7

Strategic Vision: *Serve the Army*

Kent Hokens supports operations in Macedonia

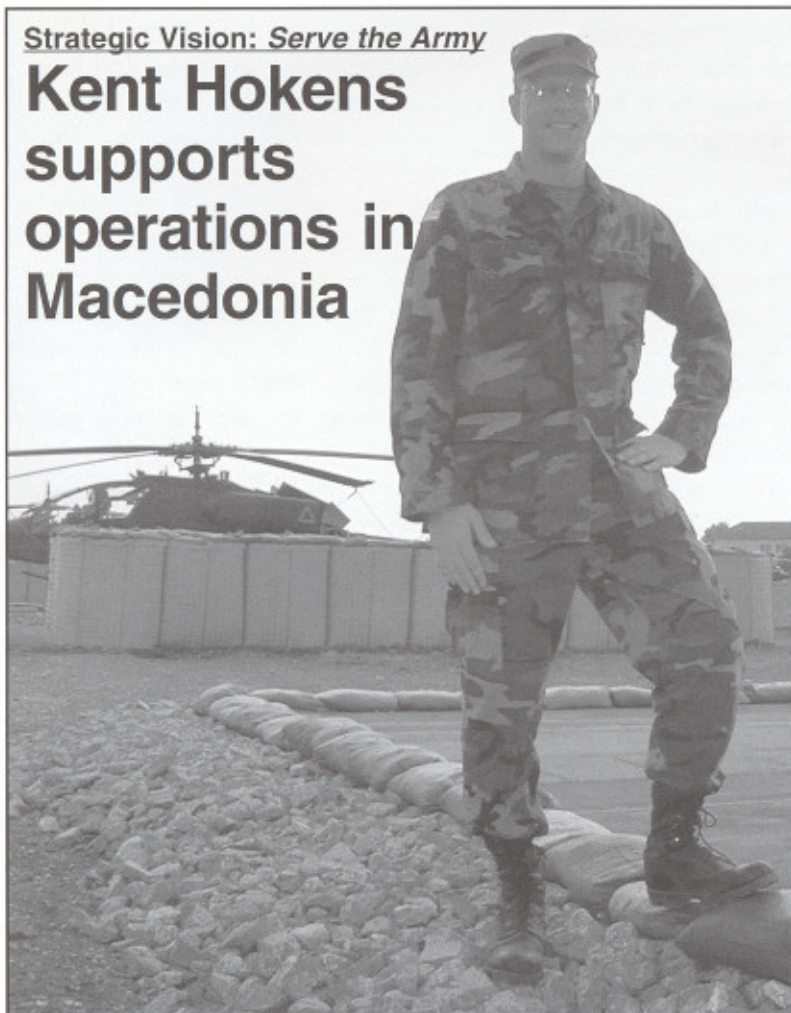


Photo by Dana Finney

Kent Hokens, St. Paul District Design Branch, stands by a new helipad constructed at Camp Able Sentry, Macedonia. He oversaw construction for several of these structures as part of the Corps team deployed for Operation Joint Guard.

By Dana Finney, USACE PAO, Kosovo

CAMP ABLE SENTRY, MACEDONIA – Force protection at Camp Able Sentry was improved with upgrades to security at the front gate and new perimeter lighting. Kent Hokens, structural engineer with St. Paul District, played a key role in the design and contract specifications for this work. Hokens has been deployed at the Camp, near Skopje, Macedonia, since early

July as part of the Corps of Engineers support to Operation Joint Guard.

“The front gate design includes an improved vehicle search point,” Hokens said. “It will be a better secured area that also makes traffic flow more efficient and will provide additional protection for U.S. soldiers manning the search point.”

The camp serves as an intermediate staging area for all military forces deploying to the forward area of Task Force Falcon

in Kosovo. Although conditions in Macedonia are currently much more peaceful than nearby Kosovo, the upgrades are needed to ensure safe and efficient operations with the influx of U.S. forces to the Balkans under the NATO peace-keeping mission. Like all supporting structures at Camp Able Sentry, the gate improvements are intended to be temporary.

Hokens said shelters are planned for queuing areas for local workers entering the camp each day. Macedonians bolster the labor pool for companies contracted by DoD to provide services onsite. Most work for Brown and Root, Inc., which is the service provider for food, sanitation, temporary structures, power generation, and other sustainment needs.

“The local workers arrive on buses and wait in line to go through security,” he said. “It hasn’t been bad standing outside in the summer, but when it starts to rain more this fall, it could get pretty miserable. We’ll provide a canopy over the waiting area to give them some protection from the elements.”

Hokens works with a cell of military and civilian employees assigned to the Base Camp Construction Agency (BCCA). The Corps of Engineers is the designated Contract Construction Agent (CCA) for DoD in the Balkans. To serve this mission, the BCCA coordinates the Army’s identified requirements directly with Defense Contract Management Command to expedite the work. The group also writes statements of work,

Hokens, cont. on page 7

**Strategic Vision:
Reshape Culture**

Top 10 safety mishaps

By Dana Werner, Safety Office

As Fiscal Year 1999 draws to a close, this is a prime opportunity to look back and review the types and numbers of mishaps that have happened within the St. Paul District. Many of these mishaps could have been avoided by use of common sense and compliance with the Corps' Safety Manual, EM 385-1-1. Others were unavoidable due to uncontrolled circumstances.

This past year district employees were involved in 27 reported mishaps. Among them were 19 non lost-time mishaps; six lost-time mishaps; and two vehicle accidents exceeding \$2,000 in damages.

Contractor employees only experienced two reported mishaps.

Why was there a disparity in the number of mishaps between the district and our contractors' employees? Is it because this district's employees work more man-hours than contractor employees? Do our employees disregard safety while on the job? Could it be our aging work force? Are this district's employees being held accountable for their actions? Maybe there is no incentive for district employees to think safety? Whatever the reason, many of these mishaps should not have happened.

In the following paragraphs I will describe a few of the mishaps that have occurred this past year and let you make your own judgement if

the mishap could have been avoided and what safety precautions could have been taken to prevent the mishap from happening.

1) An employee assisting a welder failed to put on a welding mask and burned both of his eyes.

2) While overseeing the installation of a pump, a district employee looked up to watch the pump being lowered from an overhead hoist when an undetermined piece of debris from the hoist chain lodged in his left eye. What should the employee have been wearing to avoid this mishap?

3) While attempting to loosen the wrench that was lodged on a large bolt, an employee exerted such a force on the wrench that he strained a muscle in his back. The lost time injury was five days. Note that this worker was doing a task that called for two workers.

4) Failing to properly tie off the end of a scaffolding plank, a contractor-employee stepped near the end of the plank. It tipped up and sent both the plank and worker to ground. The lost time injury was three days. Should the employee have checked to see if the plank was tied off before walking on it?

5) While performing an oxygen-acetylene gas torch-cutting operation on a windy day, an employee faced into the wind and burned his eye and ear when a piece of slag blew under his safety glasses. Did safety glasses provide enough protection or should a full face mask have been worn? Should the employee account for the wind factor?

6) When drilling a hole in a steel

pipe, an employee clamped the pipe into the vise on the drill press table, but failed to check if the vise was secured to the tabletop. The drill bit caught in the pipe and spun the vise, which hit the employee in the arm. What precautions should have been taken?

7) Two employees lifted a 200-foot hydraulics hose onto the back of a pickup truck when one of the employees strained his back while twisting to toss the hose. The lost-time injury was two days. How should have the employees been loading the hose?

8) Two employees loaded tree cuttings by tossing them to each other. One of the employees missed the log being tossed to him and strained his elbow. How should these tree cuttings be loaded?

9) While drilling holes in the ground with a power auger to plant trees, the auger bit caught a buried object which caused the auger to spin. It hit the employee in the forearm. Was this avoidable?

10) An employee was mowing grass with a lawn tractor along a riprapped bank when he stopped to back up. With his head turned to look back, he mistakenly pressed the wrong pedal with his foot. The lawn tractor lurched forward and bounced down the riprapped slope. The driver hit his head on an exposed bolt on the tractor canopy. The result was a large cut. Should the driver have been wearing a hard hat? Should the driver consider himself lucky?

Please reflect on why each of these mishaps occurred and how they could have been avoided.

Until next time "THINK SAFETY!"

Strategic Vision: *Build Team*

Awards picnic offers games, camaraderie and recognition for outstanding service, longevity



Photo by Anna Wetterling

From the left, Jeff Stanek, Kari Layman, Jodi Kormanik of Engineering Division play bocce ball. Not pictured is Angie Stanek, Jeff's spouse, who played on the team.



Photo by Anna Wetterling

Engaged in a game of bocce ball, left to right, are Doug Hoy, Mike Osterby, Bob Dempsey, and Joe Dvorak. All work in Engineering Division except Dvorak, who works in Construction-Operations Division.



Photo by Peter Versteegen

DeLisa Kviz and her daughter, Sara, age seven, sign "Hi." Kviz works in Resource Management. She previously worked at Fort Worth District.

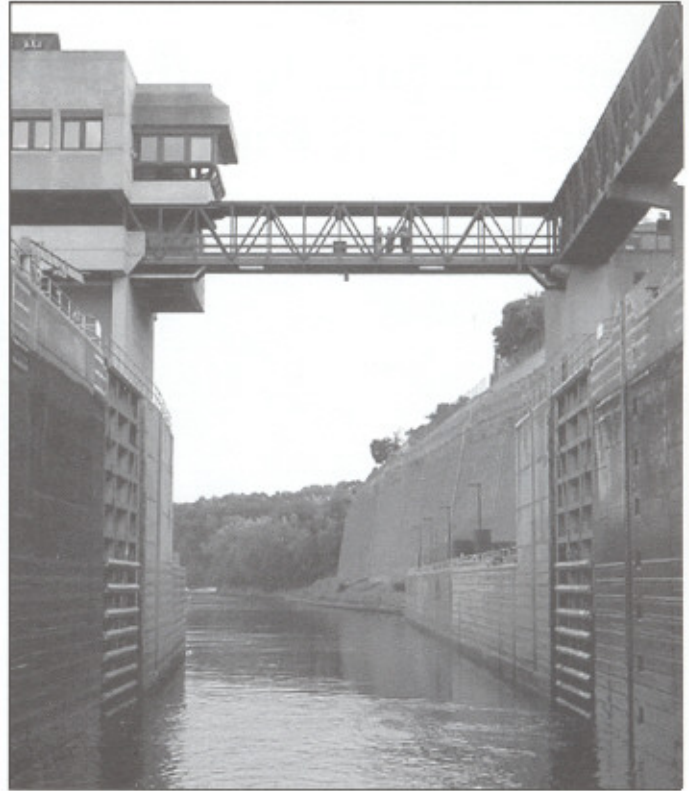


Photo by Peter Versteegen

John Welch, chief of Information Management, pitches a softball to his daughter, Michelle Welch.

**Strategic Vision:
Enhance Capabilities
Project Delivery
Team Conference
locks through**

The St. Paul District hosted the Corps-wide Project Delivery Team (PDT) conference July 12-16. The conference agenda provided an opportunity to inform and educate the conference participants about the lock and dam system on the Mississippi River. This photo and the one at right show what the PDT members saw when they locked through Lock and Dam No. 1 in Minneapolis.



Photos by Anna Wetterling

Conference theme focused on Construction and Operations

Following the inaugural Project Delivery Team conference of 1998, this year's conference and subsequent conferences will focus on a different phase of the project delivery process. The focus of the July 1999 conference hosted by the St. Paul District was on construction and operations, with planning and engineering in alternating years.

More than 280 Corps team members from around the world came to St. Paul to participate in the conference. The conference opened with a keynote address by Deputy Commanding General for Military Programs Major General Milton Hunter. The three- and a half-day conference featured 16 break-out sessions.

Many of the presentations can be viewed on-line or downloaded as PowerPoint 97 files from the district's web site at <http://www.mvp.usace.army.mil>.

Northwestern Division will host next year's conference in Seattle. The agenda will be on the planning and design process of project delivery.

— *Compiled in part from the district's web site.*



St. Paul District Commander Col. Kenneth Kasprisin, left, visits with Ken Buck, chief of Construction-Operations Division, on board an excursion boat.

Hokens, cont. from page 3

prepares independent government estimates, and has oversight for quality assurance.

The BCCA's major emphasis currently is on base camp construction and master planning at CAS and support to the USACE contingent located at Camps Bondsteel and Monteith in Kosovo. Top priorities are force protection and facilities that improve the quality of life for soldiers. Troops at Bondsteel are living in Tier 2 tents, with an Army goal to have them all in SEAhuts by October 1. A SEAhut – or South East Asia hut – is DoD's standard temporary wooden housing unit for this climate. Rooms sleep six to eight people and provide heat and electricity, with a latrine for each complex. When the mission ends, they will be dismantled and the building materials recycled.

Hokens expected his tour of duty in Macedonia to extend into



Photo by Dana Finney

Hokens stands at the front entrance to Camp Able Sentry, which underwent enhancements to improve security and traffic flow.

September, in part depending on the BCCA's staffing needs. "This has really been a unique opportunity," he said. "It's been a

privilege to be part of the engineer team supporting troops in the Balkan theater."

Leadership, cont. from page 2

intentioned – of one's plans."

The lesson here must not be lost on us – especially in this time of change. Although Longstreet disagreed with Lee's plans, had he vigorously executed them, the results at Gettysburg would have been drastically different and the outcome of the Civil War significantly altered. Similarly, we must aggressively execute the plans and intents of our leaders in order to win the battle for our organization's survival.

Lee's writings and teachings reveal several tremendous leadership lessons:

- "A leader, in delegating authority, should never trust to the

discretion of a subordinate who does not share his vision."

- "Shake off those gloomy feelings. Drive them away. Fix your mind and pleasures upon what is before you ... All is bright if you will think it so. All is happy if you will make it so. Do not *dream*. It is too ideal, too imaginary. Dreaming by day, I mean. Live in the world you inhabit. Look upon things as they are. Take them as you find them. Make the best of them. Turn them to your advantage."

- "Be indefatigable. A leader must have the endurance to out-think and out-last his opponents, and to take the hard road when it is the right road."

- "A leader has the integrity to

face facts – and the courage not to be intimidated by them."

- "A leader's one unalterable rule: assess circumstances and make the best of them."

- "Subordinates who cannot be trusted should not be employed."

In these few examples, several key leadership characteristics are apparent: **perseverance**, **initiative**, **loyalty**, **dedication**, **selfless-service**, and **integrity**. As I strive to mold the district and set the conditions for future success, I constantly reflect on these and many more. My THANKS to those of you who epitomize these key traits and constantly work at improving the district!

Crump recognized for considering others

District Commander Col. Kenneth Kasprisin (photo at right) presented Tom Crump the Considering Others Award in June. Crump was instrumental in the successful transition of a co-worker to become a project manager. He was sensitive to and aware of the assistance that his co-worker needed and became his mentor. This personal effort was beyond that expected of his position. It showed consideration to his co-worker and assisted in affirmative action.



Photo by Peter Verstegen

T.E.A.M. offers short-term counseling

"Personal problems can complicate our lives at home and on the job," said District Commander Col. Kenneth Kasprisin. "The EAP (Employee Assistance Program) is here to help."

T.E.A.M. (Total Employee Assistance Management) is the district's EAP provider. Employee assistance is at no charge to employees and immediate family. It provides employees and family

members with confidential appointments and counseling sessions designed to help with a wide range of personal or work issues.

"The Corps of Engineers is committed to the well being of each employee," said Kasprisin. "I encourage you to use these services whenever you need them."

The telephone number is 651-642-0182 or 1-800-634-7710. Service for hearing-impaired individuals is available at 1-800-627-3529 (TTY, voice or ASC II).

Mission complete for Maj. Horwitz

By Peter Verstegen
Public Affairs specialist

The headline in the Little Rock Dispatch said "District bids farewell to helper from St. Paul."

"The resident engineer staff ... and myself said farewell to Major Charles Horwitz, officer in charge at Montgomery Point Lock and Dam Project (MPLD) on May 17," said Col. Thomas Holden, district engineer at Little Rock District.

Horwitz worked at the Montgomery Point Lock from January to April "to help get the MPLD back on track," said Holden. "An old soldier I knew once said something that sums up Charles' impact: he came, he did good and left when his mission was done."

Horwitz has worked in the Contracting Division since June 1998. His previous assignment was with Army Central Command in Saudi Arabia.



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