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DECEMBER 2001-JANUARY 2002

DECEMBER-JANUARY'S THEME:

RESIDENT MANAGEMENT SYSTEM (RMS)

DWIGHT'S NOTES

Happy New Year to E&C News readers! As I think back to this time in 2001 I'm amazed at how much differently I view our country, the world and the role of the U.S. Army Corps of Engineers. The battle for the Presidency had only recently been decided this time last year. We in Washington D.C. (always a place of wonder and puzzlement) hoped that the country and the federal bureaucracy would find the means to rally around President Bush. September 11th did that, though we all wish that had not been. Headquarters Engineering and Construction Division had just settled into the Kingman Building only to pack up for the GAO Building, arriving in May (it was the right thing to do). Now that we have become "established" alongside our peers in headquarters, we've expended great energies building (rebuilding) our relationships with Military Programs, Civil Works and our other important headquarters partners. We closed the year with positive results. Our concerted outreach to the design and construction industry has generated some solid strategic relationships that have paid great dividends in post 9/11 activities.

E&C has also reinforced its relationships with you, the heart and soul of the Corps. Last year we conducted two Chiefs of E&C conferences, held an outstanding inaugural Infrastructure Systems Conference, published guidance strongly advocating professional registration, completed Corps-wide assessments of H&H, HVAC, and Construction capabilities, and most importantly learned a lot from each other on how to better serve our customers. I'm confident that E&C has its head in the game throughout the Corps now because of your collective efforts and because of our Commander's focus on people.

General Flowers told us recently that 2002 would be "The Year of the Corps". He recognizes that the Corps environmental, civil works, and national defense (including "homeland security") responsibilities and capabilities, are in great demand throughout our country. America sorely needs us. Please pull together, as members of the Corps universal project delivery team, to make the Chief's vision reality. Every design calculation, RFP, and quality assurance report that you produce successfully and every customer or client for whom you deliver on your promises, add up over our 14-15 billion dollar program to tremendous environmental, economic, and natural security benefits for our country. Everyone counts. Everyone delivers. Everyone wins.

Our theme this issue is Resident Management System (RMS). RMS has been evolving for many years in the Corps. It has the potential to improve the quality of our construction and to keep all the records that accumulate during construction organized, accessible and archived. Some field offices, which have invested in RMS, are reaping its benefits. Others are yet to see its potential. The delayed roll out

DWIGHT'S NOTES (CONTINUED)

of the Contractors' Module has slowed deployment of the Windows version of RMS. As you will read below, the Contractor's Module is now complete so we are ready to roll. Please do your part to make RMS successful for you, your contractors and your customers. RMS is one of those things that, if used well by you, will contribute to making this truly "The Year of the Corps".

Essays!

Dwight

(Editors' note: If you want to share your thoughts with our readers regarding Dwight's Notes send an email to the E&C News editor (charles.pearre@usace.army.mil). A synopsis of your comments will be published in the next issue.)

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RESIDENT MANAGEMENT SYSTEM (RMS)

RESIDENT MANAGEMENT SYSTEM (RMS)

The RMS Center recently released the latest version of RMS Windows (2.28) and the Contractor Module now called the QCS Module (Quality Control System). With the release of the QCS Module it is now possible for RMS Windows users to import critical contractor information such as: schedules, submittals, contractor pay request, daily reports, correspondence, and other relevant contract administrative data. This is a critical and substantial upgrade for RMS allowing much of this administrative data to be prepared by the contractor and allowing the Government QA forces to check this data.

Other new features in the latest RMS release are: PROMIS and CEFMS batch export capabilities, improvements to the Progress Payment module, Closeout Module with capability to print DD Forms 1149, 1354 and 2626, changes to the Submittal Module with conversion to the new UFGS format and several new output reports. The PROMIS batch export capability is now a critical component of our current upward reporting system of construction data to PPDS. All of these features increase the functionality of RMS and provide an excellent tool for our field users.

In addition to the efforts by Haskell Barker and his development team we would like to acknowledge those individuals in the Corps who have assisted in development and/or testing of various features of RMS. Some of these individuals include: Doug Ramsey and Charlotte Barney (CENWS) involved in testing the RMS/PD2 interface; Jack Cook (CESAS) and his work on the RMS/PROMIS/PPDS link; Gary Browder (CESAM) and his involvement in P2; Larry Smith (CESPK), Bob Owens (CESWT), and Barry Pyles (CESWT) and their involvement in beta testing the QCS Module and Dorinda Won (CEPOH) and Mike Bosley (CEHNC) with foreign currency; and Bill Thievon (CENAU) with continuing funded contracts.

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RESIDENT MANAGEMENT SYSTEM (RMS) QUALITY CONTROL SYSTEM (QCS) IMPLEMENTING RMS AND QCS (VERSION 2.28.X)

Each of us have read about or witnessed briefings about the positive aspects of RMS and QCS. Many colleagues continue to ask the fair question of “does the software work like the demonstration?” With the release of the latest version of RMS and QCS my answer is YES. Now is the time Resident Engineers need to implement RMS and QCS into their daily routine. Implementation of RMS requires

converting current RMS DOS data, starting fresh with new contracts, or beginning to use RMS for the first time. Each option requires training, time, and patience.

The basic functionalities of the Windows version of RMS and QCS are close enough that all Resident Engineers are able to perform necessary day-to-day Construction Contract Administration requirements including interfacing with Contractor's and many of our Corporate Business Systems.

The following RMS modules are operational at this time (1 Jan 02):

- CEFMS Finances
- Progress Payments
- Modifications
- Import of Contractor's NAS
- Import and management of Contract Submittal Register
- Three-Phase Planning & Control
- QA Reports
- Deficiency Tracking
- Correspondence
- Contract Status
- Project Closeout (DD 1354 & 2626)
- Management Reports and Briefing Packages

The following QCS modules are operational at this time (1 Jan 02):

- Import and management of Contract Submittal Register
- QC Planning
- QC Reports
- Deficiency Tracking
- Import of Contractor's NAS
- Progress Payments
- Three-Phase Planning
- Progress Payments

Most Districts have made their decision on how and where to locate the RMS Server and Database. The options are as follow:

- Local PC or Server (one user or one office)
- District Server (joint use by District users)
- CEAP Center (Centrally and/or Remotely Maintained Large Database)

The local PC or Server has one distinct advantage over other options. Users are not dependent on communication lines or connection bandwidth speeds. Typically this application would work for a single project using a single PC or Notebook computer. The RMS user is only interested in performing QA and monitoring the Contractor's CQC efforts. Its disadvantage is of not having access to financial information or the ability to share data with other members of the Project Delivery Team.

The District Server option allows RMS users access to CEFMS and to share management information with other members of the Project Delivery Team using a Citrix Server (Metaframe). Users connecting via modem or laptop computers are constrained by bandwidth connection speeds. The RMS database must be locally maintained or the RMS Center Database Administrators must open your firewall to allow connection and maintenance.

The CEAP Center database allows joint use by many Districts and Divisions. The sharing of resources and technical support may have advantages if your local IM cannot support your RMS needs. The disadvantage is that communications between your District and the CEAP Centers can be unreliable at times. When the line is down, RMS is down.

Sacramento District has chosen to use the District Server Option to eliminate downtime between Portland and Sacramento. We have installed two dedicated servers owned and supported by Construction Division for RMS. Connection to Resident and Project Offices is via Citrix Server (Metaframe).

With our Servers and communications in place I recommend the following step-by-step procedures for implementing RMS in your office:

- Select and train a RMS Leader for your office (**The Resident Engineer**)
- Install a computer lab in your conference room for training and practice by employees. Allow ample time for phased training of all employees (Six-Months or longer). Consider separate classes for the following:
 - ❖ Administrative Staff (Office Assistant and Automation Clerks)
 - ❖ Office Engineers and Contract Administration Staff
 - ❖ Project Engineers
 - ❖ Quality Assurance Representatives
 - ❖ District Office Staff
- Obtain Copies of the RMS User Guide and Training Guide
- Obtain Copies of the QCS User Guide
- Dedicate a staff of key individuals to review and convert correspondence into RMS
- Prepare local SOP's for implementation and use of RMS
- Review and revise all job descriptions and employee performance objectives
- Develop a feedback mechanism to the RMS Center for technical support
- Review all solicitations for the latest Specifications requiring the use of RMS and QCS
- Review all solicitations for the latest specifications for Scheduling and NAS
- Review all solicitations for the latest specification for Contractor Quality Control
- Become familiar with the SDEF Specification and how to use SDEF
- Review and discuss District Policies for management reporting, milestone events and data exchange to Corporate System Software (PD2, PROMIS, and CEFMS).

The implementation of RMS in the Sacramento Resident Office has been underway since December 2000 with our first contract now nearing 65% completion. We began on-the-job employee training with one project engineer who now serves as a mentor for other employees using RMS. Formal classroom training began in July 2001 for our administrative staff. We now have completed training for most employees and currently manage all new Active Contracts using RMS Version 2.28.x. All of our employees were efficient in the use of RMS (DOS) making the implementation to Version 2.28.x easier. Many new features (finances, scheduling, contractor interface and the correspondence module)

are new or unique enough that we had to identify special and follow-up training specifically for those modules of the software.

The Quality Control System (QCS) is a user-friendly comprehensive system for the expedient and effective management of construction contracts through tracking and documentation of all facets of a contract. In most respects it mirrors the Resident Management System in appearance and in function. Scheduling and Finances appear more complex to many contractors. We anticipate and have noted the need to review plans for future training specific to the use of NAS Schedules and the SDEF.

The implementation of QCS in the Sacramento Resident Office is off to a good start. The RMS Center is providing outstanding technical support to many of our first time contractors needing assistance in system setup and/or data transfer.

RMS and QCS allow for comprehensive job-specific planning. You create a unique sound plan for each contract with the goal for preventing problems and providing a means for objective measurement of your progress. One of our contractors reported the QCS Software as being similar to erecting a structure. “The QCS Software makes all the pieces fit together when one-by-one they could not stand.”

Planning, Scheduling and Control are key elements of project success. Using RMS and QCS planning starts before construction begins. Next the contractor integrates his/her schedule to show all operations in a sequential fashion for orderly completion. Finally, with the use of RMS and QCS we achieve our mutual goal of quality through a cooperative and professional working relationship between the contractor and the Corps of Engineers. I invite all Resident Engineers to strive to make RMS their system of choice.

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District of the Month

THE ST. PAUL DISTRICT

The St. Paul District is where the “Mighty Mississippi River” starts its long journey through the middle of the United States of America to the Gulf of Mexico. The District covers an area of approximately 139,000 square miles. The District borders follow the edges of four river basins – Mississippi River, Red River of the North, Souris River and Rainy River. The latter three basins drain north into Hudson’s Bay. The District shares about 500 miles of border with three Canadian provinces. This area includes most of Minnesota, the western half of Wisconsin, the northeastern half of North Dakota, and small portions of South Dakota and northern Iowa.



The St. Paul District office is located in downtown St. Paul, Minn. The District employs more than 750 people located in more than 40 offices in five states, with approximately 350 of the employees in the district headquarters. The St. Paul District is one of six Corps districts that make up the Mississippi Valley Division.

The St. Paul District is responsible for:

1. Supporting inland navigation by operating 13 locks and dams and by maintaining the nine-foot navigation channel;
2. Helping local communities reduce damages caused by flooding;
3. Issuing permits for work in wetlands and navigable rivers;
4. Operating 16 reservoirs for flood damage reduction, recreation, fish and wildlife habitat and water supply;
5. Environmental restoration programs to improve fish and wildlife habitat;
6. Emergency response operations following natural disasters;
7. Recreation activities at Corps facilities including campgrounds, day-use areas, boat ramps and swimming beaches

History -- The St. Paul District began its service to the region on July 31, 1866. Civil War hero Major Gouverneur Kemble Warren opened the first engineer office with three missions:

Examine the Mississippi and its principal tributaries above the Rock Island Rapids.

1. Determine the best means of bridging the Mississippi between St. Louis and St. Paul "so as to occasion the least obstruction to navigation."

2. Devise the best means of establishing a 4-foot channel from St. Louis to the Falls at St. Anthony



Chief of Engineers Award of Excellence -- 1998 – St. Paul, Minn., flood control project; 1996 – Rochester, Minn., flood control project; 1989 – Lower Pool 5, Mississippi River Channel Maintenance, Weaver Bottoms Island (environmental); 1983 – Lock and Dam One rehabilitation (navigation).

PDT Integration with Engineering and Construction Branch -- A recent evaluation revealed what District senior leaders have been striving for the past couple of years – that Engineering Division and Construction Branch employees have fully embraced and supported the Project Delivery Team (PDT) approach to execution of projects.

It was noted during the evaluation that the District PDT is inclusive and effective. Good horizontal

communications between PDT, stovepipe management and support groups were recognized. District employees at all levels realize the value of early and continuous team member involvement.

Engineering Division -- The Division currently has more than 100 employees located in three branches, which are the Design Branch, Hydrology and Hydraulics Branch and the Technical Services

Branch. The majority of Engineering Division's work is done in-house with approximately 35% to 40% being done under Private Sector Contracting.

Engineering Division has been committed to developing and cross training its people. The Division has successfully implemented about two-dozen developmental assignments within the last three years. Each assignment has been at least one year in length with the majority being two years or more. Two of the assignments have been across division lines to Project Management. These assignments are a win-win for the employee and the organization because they allow the employee to grow and stay challenged while providing the organization with more flexibility while reducing its overall cost of doing business.



Engineering Division also faces challenges in the years ahead similar to many other Districts. Approximately 35% of the employees in the Division will be eligible to retire in less than five years. Besides potential losses due to retirement we also face the possible loss of engineers to other offices within the St. Paul District (i.e., PM and Con-Ops), other agencies, and the private sector. Those that have left are usually high performing, trained, and experienced employees. The situation is further exacerbated because we face this potential for a large loss of experienced engineers at the same time we are in an era where the Corps' mission (i.e., increased emphasis on the environment) and the tools and techniques for analysis and design (i.e., 2- and 3-dimensional modeling, unsteady flow analyses, GIS) are rapidly evolving.

Our biggest challenge will be to recruit talented folks to replace those retiring or leaving and trying to retain those folks who are here. The Division has been proactive in this regard over the last two years and plans to meet its hiring goals. We have stepped up our recruiting efforts and are annually participating in about ten college career fairs in the north central U.S. and one AMIE school in the southern U.S. We are also working to establish relationships with department heads and minority program coordinators with those schools. By diversifying our college recruitment efforts outside of the immediate area, we are able to draw from a larger pool of the "best and brightest" students. The successful results of this year's recruiting efforts have dramatically increased from last year's.

Supervisors are also encouraging employees to participate in the Long Term Training. One branch engineer participated during the 1999-2000 school year. Another has applied for this year's program. We will make every effort to retain our existing employees, including those eligible for retirement. Besides providing meaningful, challenging work and a professional work environment, we are considering the use of retention bonuses and restructuring positions to try to convince those considering leaving to keep working for at least another year or two.

One other challenge the Division faces is balancing the needs and desires of our customers with the federal interest. Along with the rest of the District, Engineering is evolving to understand early on customer expectations and stakeholder concerns, to try to clearly communicate our concerns and limitations to customers and stakeholders; and to appropriately manage risk and to communicate the trade-offs in decision making.

Construction-Operations (C-O) Construction Branch -- Construction Branch is part of a combined Construction-Operations (C-O) Division, and provides construction management services throughout the District. The Branch currently has 42 employees with seven in the District office and 35 in field offices.

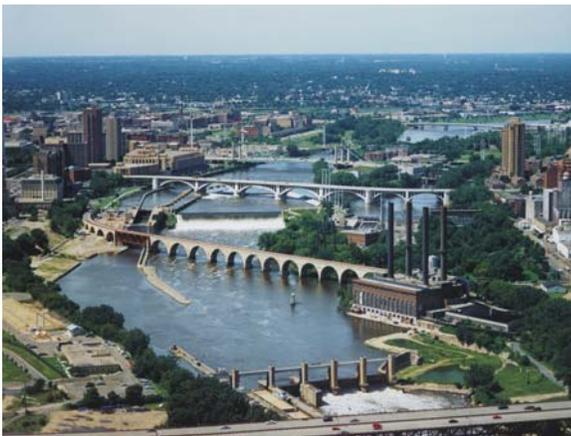
Construction Branch has two Area Engineer Offices, with six Resident Engineer Offices and three Project Offices reporting to the Area Engineers. Construction is currently the fastest growing organization in the District, primarily due to the start of work on the Grand Forks Flood Control project. This has almost doubled the annual construction placement from \$45 million in FY01 to \$75 million in FY02.

Small Business and Contractors -- The St. Paul District awarded contracts to 304 firms that placed more than \$59 million dollars into the public economy in Fiscal year 2001.

<u>State</u>	<u>Contractors</u>	<u>Obligated</u>
Iowa	15	\$2.7 million
Minnesota	154	\$31.8 million
North Dakota	56	\$12.9 million
<u>Wisconsin</u>	<u>79</u>	<u>\$11.9 million</u>
Totals: 4 states	304	\$59.3 million

District Employees -- District employee salaries placed more than \$35.1 million into the public economy in Fiscal year 2001.

Support for Others -- In 2001, the St. Paul District did approximately \$1 million in reimbursable support for other non-Department of Defense federal agencies. Support was provided to a variety of other Federal agencies including the Environmental Protection Agency (EPA), the US Fish and Wildlife Service (USFWS), the Federal Emergency Management Agency (FEMA), and the Natural Resources Conservation Service (NRCS).



Locks and Dams -- The St. Paul District operates and maintains 13 locks and dams beginning at Upper St. Anthony Falls in downtown Minneapolis and ending at lock and dam 10 in Guttenberg, Iowa. Each dam represents a critical step in the 'stairway of water' that makes navigation possible between Minneapolis and St. Louis.

The navigation season usually extends from early March to late November. During the winter months, ice and snow close the river channel to navigation. Over 22 million tons of cargo passes through the locks each year. Commodities shipped include:

Farm products	14.1 million tons	64%
Coal	3.2 million tons	16%

Chemicals	1.7 million tons	8%
Crude materials	1.2 million tons	5%
Manufactured goods	1.1 million tons	4%
Petroleum & other	0.7 million tons	3%

Each year the 13 locks host passage of a combined total of 143,000 vessels that include: 19,000 tows, 121,000 recreational craft, and 3,000 excursion and other vessels.

Each year the 13 locks make a combined total of 63,000 lockages that include: 30,000 commercial lockages, 30,500 recreational lockages, and 2,500 other lockages.

Major Operations and Maintenance Current Projects -- The St. Paul District's Major Maintenance/Major Rehabilitation Program includes work at Locks and Dams 2 through 10 on the Mississippi River. These structures have exceeded their design lives and need rehabilitation on major elements of their structures. The purpose of this program is to extend the useful life of these structures another 50 years. Major work items include replacement/reconditioning of worn mechanical and electrical systems; concrete and structural repairs; new construction of buildings for operation, storage, and maintenance; and raising/strengthening the earth dikes to reduce the risk of their failure from floods. Except for the embankments, the project is expected to be completed in 2005. Total project cost is \$297 million. Allocations through FY01 are \$207 million.

There is an Embankments Rehabilitation Project at Locks and Dams 2, and 4 – 10 along the Mississippi River. \$2.5 million was contracted for immediate repair of severe damage done by the 2001 spring flood at Locks and Dams 2, 5 & 8. Natural resources agencies are supplying the Corps their input on features that will be evaluated for inclusion in an Environmental Enhancement Plan. The development of the specific recommendations for each lock and dam embankment will be an open planning process with the partnering agencies and will work with a group of river resource organizations.

Through extensive long-range planning the St. Paul District Channel Maintenance program has reduced dredging quantities by 50 percent and has achieved a 95 percent rate for beneficial use of dredged material. In the Twin Cities metro area, beneficial use is at 100 percent.

Spring Floods 2001 -- The 2001 Spring Flood tested the capability of the St. Paul District Army Corps of Engineers flood fighters to sustain an effective response posture through several flood peaks. The flood was characterized by continued threat of high water due to a series of heavy precipitation events. At some locations, the community experienced multiple flood peaks over several days.

The river levels in the Red River of the North and Minnesota River basins reached major flood levels and the potential of near record flooding taxed all response teams. The Mississippi River levels neared the flood of record at several locations and stages were the second highest on record for most of the Mississippi River main stem.

The St Paul District initiated emergency response activities under Public Law 84-99 on 2 March 2001. Pre-event planning was initiated to help identify the flood threat and potential problem areas. Following issuance by the National Weather Service of a forecast of high flood stages, a project team was established to investigate Advance Measures (AM) at Wahpeton, N.D., and Breckenridge, Minn. The AM work was initiated on 26 March 2001. The two projects cost \$400,000, but prevented \$11.2 million in flood damages.

Emergency Operations were initiated on 6 April 2001, when major flooding started on the Red River of the North. The St Paul District deployed flood fighters to manage flood fight operations in the Red River of the North, Minnesota River, and Mississippi River basins. Over 125 District and TDY personnel participated in field operations. The District provided over 3.3 million sandbags, loaned over 84 flood pumps, and constructed approximately 20 miles of emergency levees at 10 communities in the three river basins. The emergency operations effort required \$4.7 million, and prevented more than \$15 million in damages



Permanent Corps built projects already in place prevented another \$423 million in flood damages. The total damages prevented by Corps emergency activities and permanent projects were approximately \$451 million in flood damages. The St. Paul District concluded flood fight operations on 22 May 01. The District was in flood fight operations for 82 days, nearly one-fourth of the year.

The Spring 2001 flooding on Mississippi River caused the navigation season to start two months late. The first barge arrived in St. Paul on May 11, nearly two months after the average start of the navigation season (March 17 is the average start date). The four locks and dams in the Twin Cities area (Minneapolis to Hastings) saw a 21% decrease in tonnage shipped compared to last year.

Flood damage reduction -- The St. Paul District inspects over 100 completed flood control and bank protection projects that include 654 miles of channel improvements, 32 miles of bank protection, 81 miles of levee, and 4 miles of floodwalls.

In the Western Flood Control area, the district operates nine dams and one dike that are used for flood control and water supply. In the Mississippi Headwaters area, the district operates 6 dams that are primarily used for water supply but also provide flood control and recreation benefits.

In the district's non-federal flood control works program, there are 20 active flood control projects, including 19 levees and 1 channel project. 10 projects are presently inactive.

Large Flood Control Projects -- The St. Paul District is working on two specifically authorized flood control projects. Construction began on the \$350 million project at Grand Forks, N.D. and East Grand Forks, Minn. Construction has also begun on the project at Crookston, Minn.

Small Flood Control Project Studies -- The St. Paul District uses the authority of Section 205 of the Water Resource Development Act of 1948 to address flood problems affecting communities in Minnesota. The Section 205 authority allows the Corps to plan, design and construct flood control projects for which the Federal cost does not exceed \$5 million. The Minnesota Department of Natural Resources (MDNR) has provided grants to allow several communities to proceed with cost shared Feasibility studies. There are five studies currently underway in Minnesota.

Regulatory -- 14,000,000 acres of wetlands are located within the St. Paul District, more than any other District except Alaska. The St. Paul District in FY 2000 received about 7000 permit applications. Most applicants, 96%, receive a decision within 60 days.

In FY 2000 applicants requested authorization to fill 850 acres of wetlands, while about 797 acres of wetland fill was authorized. The Corps requires permittees to compensate for adverse impacts of their projects. About 720 acres of wetlands were created to mitigate the adverse impacts of permitted wetland fill. About 170 violations were resolved in FY 2000.

Reservoirs -- The District's Headwaters Lakes Project Office, located in Grand Forks, Minn., oversees the management and operation of seven dams and reservoirs in northern Minnesota. These include the dams and reservoirs at Gull Lake, Pine River (Cross Lake), Sandy Lake, Pokegama Lake, Leech Lake, and Lake Winnibigoshish and the Red Lake Dam Flood Control Project.

The District's Western Flood Control Project Office, located in Fargo, N.D., oversees the management and operation of nine dams and multipurpose reservoirs in western Minnesota and eastern North Dakota. Orwell Dam, Lake Traverse, and Lac qui Parle Dam are located in Minnesota.

Water System Customers -- Our current water system customers require ample supplies of drinkable, swim able, and fishable water. Lake Ashtabula provides municipal water for Valley City, Lisbon, and Fargo, N.D. Orwell Dam supplies Breckenridge, Minn., with municipal water. Homme Reservoir is the only source of water for Park River, N.D. Lac Qui Parle Reservoir is required to maintain minimum discharge flows to accommodate the city of Granite Falls, Minn., municipal water supply from the Minnesota River.

Lake Ashtabula is 27 miles long and holds over 23 billion gallons of water. Homme Dam is an 865-foot-long compacted earth fill structure. The reservoir behind the dam holds over a billion gallons of water. Orwell Reservoir holds over two-and-a-half billion gallons of water. Lac Qui Parle Lake can hold over 27 billion gallons of water. That's more than the capacity of a building 10 football fields long by 1,000 feet wide by 100 stories tall.

Environmental Management Program -- Congress initially authorized the Upper Mississippi River System Environmental Management Program (EMP) in 1986. It is now a continuing program and requires a report to Congress every six years. The EMP is intended to ensure the coordinated development and enhancement of the Upper Mississippi River System from Cairo, Illinois, to Minneapolis-St. Paul in Minnesota.

Primary emphasis is on the construction of habitat rehabilitation and enhancement projects and monitoring of river resources. Types of habitat projects include: dredging backwater areas and channels; constructing dikes; creating and stabilizing islands; and controlling side channel flows and water levels. 50 projects have been completed, and several more are in the planning and design stages. Resource monitoring includes monitoring trends and impacts of selected resources, developing useful products for resource management decisions, and maintaining river information databases.

Habitat project costs range from \$100,000 to over \$10 million. To implement the EMP, a partnership has been formed among the Corps, Department of the Interior (U.S. Fish and Wildlife Service and U.S. Geological Survey), and Departments of Natural Resources in Minnesota, Wisconsin, Iowa, Illinois, and Missouri.

Mississippi River Navigation Pool Drawdowns -- In a natural river system, there is typically of period of low discharges and associated low water levels during the late summer. This low water period allows the seeds of many emergent aquatic plant species to germinate and grow. The completion of the locks and dams on the Upper Mississippi River has eliminated the occurrence of low water as a minimum water level is maintained in the pools for navigation. A pilot drawdown was completed in pool 8, near La Crosse, Wis., during this past summer and the preliminary results relative to the stimulation of plant growth are encouraging.

Accomplishing the drawdown was not without cost as additional dredging was required to maintain navigation channel depths. There also were trade-offs associated with recreational boating use during the drawdown. There is a significant level of interest on the part of natural resource management agencies to pursue further use of drawdown as a management tool. The future challenge will be to balance the costs and secondary effects of drawdown with the environmental benefits that can be achieved.

Environmental Stewardship and Reforestation -- Our stewardship responsibility extends to over 28,000 acres of Corps fee-owned lands. We have completed over 200 acres of reforestation.

Readiness Facts -- Prevented \$119 million in damages at a cost of \$10 million through advance measures and flood fighting efforts in the Red River of the North and Minnesota River basins in the spring 1997. Provided over \$20 million in debris removal/demolition, pumping, and technical assistance after the spring 1997 Flood in Grand Forks, N.D., and East Grand Forks, Minn. Provided temporary housing support for the West Virginia floods in 2001 and Los Alamos, New Mexico fire recovery in 2000. District personnel designed and developed 119 homes in 30 days for residents displaced by the fire. Supported efforts during recovery efforts from Hurricane Fran, Hurricane Andrew, Hurricane Marilyn, Northridge Earthquake, Loma Prieta Earthquake and the Oklahoma City Tornados.

Devil's Lake -- A 100,000-acre lake in northeastern North Dakota that, at its present level, does not have an outlet. The lake has a long history of fluctuating lake levels. The lake was almost dry around 1940 and is presently at its highest recorded level since the 1830s. The present level is about 40 feet higher than the lowest level. Since 1993, the lake level has come up more than 25 feet and has caused over \$300 million of dollars in damages to homes, businesses and roads. The natural outlet of Devils Lake is into the Sheyenne River near Tolna, N.D. and would occur if the level of the lake would rise about another 12 feet.

The major fluctuations in the level of Devils Lake have caused major crises for individuals and communities in the surrounding area. The major problems of the last seven years have been primarily associated with the flooding or the threat of flooding of land, residences, businesses, infrastructure, transportation routes and the related economic and social impacts. Many federal, state and local agencies and interests have been actively involved in trying to address the many water-related problems in the basin.

The current issue at the District's project in Devil's Lake, N.D. is determining a cost effective outlet alternative that will satisfy water quality standards for discharges into the Sheyenne and Red Rivers. Meetings have been held with Agency Technical Representatives on the draft preliminary planning report for outlet alternatives. Indications from agencies are that there is little room for compromise on the water quality of the Sheyenne River and Red River, which would make only the most expensive alternatives viable.

The District Design Team is continuing to work closely with the customers and stakeholders to identify an alternative that balances the Federal, Canadian and local interests. The team is currently focused on identifying an outlet alternative to the Sheyenne River. The District will continue its ongoing emergency response to the rising Devils Lake levels.

Recreation -- The Corps of Engineers maintains camping areas at five of the Mississippi River Headwaters reservoirs and two of the western area reservoirs in Minnesota. Additional wildlife oriented recreation opportunities are afforded on Corps owned lands managed by the U.S. Fish and Wildlife Service as part of the Upper Mississippi River National Wildlife and Fish Refuge.

Recreation Facts -- In the St. Paul District are 19 water resource projects, which encompass 672,172 acres of land and water. There are 1,792 miles of shoreline, of which 444 miles are in Corps-administered public ownership.

On St. Paul District lands are 94 designated recreation areas (49 of which are administered by the Corps), 809 picnic sites, 1,363 campsites, and 67 boat ramps. In 2000, these recreation areas were visited almost 10 million times for a total of over 50 million visitor hours.

*POC'S: JOHN J. BAILEN, CEMVP-ED, 651-290-5303
AND KENNETH E. BUCK, CEMVP-CO, 651-290-5310*

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Update

ENGINEER REGULATION 690-1-1212 PROFESSIONAL REGISTRATION AS A SELECTIVE PLACEMENT FACTOR

The Chief of Engineers, LTG Flowers, has announced the publication of the new regulation on professional registration of engineers, architects and related disciplines. This regulation is available on the USACE publications website (<http://www.usace.army.mil/inet/usace-docs/eng-regs/er690-1-1212/entire.pdf>). This ER sets strong standards on when professional registration is required for a position, which has certain duties and responsibilities that affect public safety, health and welfare. The regulation also strongly encourages professional registration for all USACE engineers, architects, landscape architects, surveyors, geologists, and related professions at the GS-12 level and above.

In keeping with the Corps' vision to be the world's premier public engineering organization, professional registration is an important measure of the competency of the USACE engineering workforce and is widely recognized by our customers and the public. This regulation reaffirms the importance of engineering excellence in the Corps and the vital services we provide to the Army and the Nation.

POC: DON EVICK, CECW-ETE, 202-761-4227

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PARTNERING MEETING WITH ACEC

On 6 November 2001, HQUSACE staff held a very successful partnering meeting with the American Council of Engineering Companies (ACEC; formerly American Consulting Engineers Council). The minutes are posted on the web at: http://www.hq.usace.army.mil/cemp/C/a-e_contract.htm

Dwight Beranek reviewed the Corps activities related to anti-terrorism and force protection, and how government and industry must work closely together to increase the security and safety of the Nation's infrastructure. Tony Lui (CERD-ZB) gave a thorough presentation on the Corps' R&D program, and the transfer of technology to industry. Don Kisicki (CEMP-NE) discussed the effect of the Thomas Amendment (WRDA 2000, Section 211) on the Corps support to state and local governments.

Dwight Beranek also discussed the substantial emphasis now being placed on maintaining technical competency in the Corps. For example, the Logistics Management Institute has just begun a comprehensive, Corps-wide assessment of workforce competency. The new regulation on professional registration (ER 690-1-1212) was provided to ACEC and summarized. Mark Grammer discussed some of the challenges that the Corps and industry face with design-build. Don Evick reviewed the proposed new form for A-E Qualifications, SF 330, which was published in the Federal Register for public comment on 19 October 2001. ACEC concluded the meeting with discussing their initiatives, such as the next Federal Markets Conference in March 2002, at which the Corps will participate.

We encourage the MSC's and districts to continue their regional and local partnerships with ACEC. We would appreciate receiving the minutes of your meetings.

POC: DON EVICK, CECW-ETE, 202-761-4227

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INCLUDING ARCHITECTS IN CLASSIFYING/FILLING INTERDISCIPLINARY POSITIONS

Headquarters staff recently identified numerous instances of vacant interdisciplinary positions announced for recruitment that inappropriately exclude GS-808 Architects, as well as other disciplines, such as Mechanical Engineer, GS-830 and Electrical Engineer, GS-850 from consideration. When a position is being filled as interdisciplinary, and the GS-810 Civil Engineering series is one of the series listed in the job announcement, the GS-808 and other appropriate series should also be included. Commanders filling interdisciplinary positions in their organization should take the necessary steps to assure job descriptions and vacancy announcements include the GS-808 Architect series, and other appropriate engineering series, unless strong justification exists for excluding them.

The reason most often provided for excluding architects is that only "professional engineers" meet contracting warrant requirements. A "registered professional architect" is equivalent to a professional engineer for contract warrant purposes. Warrant requirements include training in contracting, education in business, and experience in contracting. Qualification in any technical field other than contracting is not required. Resident and Area Engineers or other positions requiring a contract warrant can be equally filled with professional engineers or architects who possess the appropriate experience and background.

Architecture, civil engineering, and other engineering specialties are disciplines defined and recognized as professions by academic institutions, industry, and government. Architect positions and certain types of engineering positions may have virtually inseparable duties and inherent knowledge, skills and abilities. The objectives, functions, activities and subject matter of such positions may be quite similar if not identical. The duties and responsibilities of such positions and the qualifications required for the work are such that persons with training and experience in any of the professions may be considered to be equally well qualified for the work. *Such a position may be designated as interdisciplinary for recruitment purposes when the problems may be approached by applying the principles and methods of architecture or engineering.*

It is not sufficient to just include the GS-808 and other engineering series in a list of potential series in a job description or position vacancy announcement. Just as critical is the selection of skills criteria used to screen applicants for positions. Commanders should advise selecting officials and the human resource professionals supporting them to avoid using any skill criteria that penalize qualified applicants. For example, skill criteria for interdisciplinary jobs generally should not include references to engineering. If architects are consistently screened out of the recruitment process, an analysis should be conducted to assure that skill criteria that inappropriately filter them out are eliminated. The same analysis should also be conducted if other interdisciplinary series such as mechanical or electrical engineers are being routinely screened out by skill criteria.

Supervisors and mentors should work closely with architects and engineers to assure their individual development plans stress the importance of assignments and training that are outside of the traditional architect or engineering stovepipe. Experience in project management and ability to lead multi-functional teams is as important as technical competencies at the GS-13 and higher-grade levels. Architects, engineers, and indeed all employees, should be provided training on preparing resumes that reflect broader leadership competency. They should also be counseled on the need to exercise personal responsibility in seeking out, and accepting assignments that will better prepare them to meet their personal career goals.

I fully appreciate that all commanders and managers recognize the value of each individual professional design discipline to the U.S. Army Corps of Engineers. In this regard, inclusion of the GS-808 Architect series, and other appropriate engineering series, in interdisciplinary job descriptions and position vacancy announcements should be the norm, not the exception.

POC: RAY G. NAVIDI, CECW-E, 202-761-4238

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Dam Safety

RESPONDING TO DAM SAFETY EMERGENCIES

The Training Subcommittee is presenting the ninth in a series of very successful technical dam safety training sessions for all dam safety professionals, owners, regulators, consultants, managers and engineers. The National Dam Safety Program Technical Workshop No. 9 (NDSPTW#9), Responding to Dam Safety Emergencies, will convene on February 20-21, 2002, in the Federal Emergency Management Agency's (FEMA) training center in Emmitsburg, Maryland.

How you respond to a dam safety incident or emergency can be the true test of any dam safety program, State or Federal regulator, dam owner, or consultant. Unfortunately, this "test" can be a real life, real time; event with lives in the balance. Add to that, the fact that it isn't uncommon for dam safety professionals to be dealing with the critical dam safety issue for the first time with no prior experience. Finally, if you have a career in dam safety there is a good chance you will find yourself in this situation.

While there may be no better substitute for experience when dealing with dam safety emergencies, training may be the only resource available to many dam safety professionals. Fortunately, there is a wealth of knowledge and experience available among our peers that can be shared to the benefit of the dam safety profession.

Responding to Dam Safety Emergencies will provide training in three separate aspects of dealing with dam safety emergencies.

Engineering Response - the engineering response to developing dam safety emergencies - case histories, "what you should do if this happens", what has worked in the past, close calls when a fast decisive engineering action saved the day.

Emergency Action Planning - case histories, dam owner-local emergency management agency coordination, exercises and practice

Security at Projects - especially timely with the current tragic events.

Responding to Dam Safety Emergencies will provide, in an interesting forum, insightful discussion, important information and very useful training about the latest strategies on how to respond to dam safety emergencies. The seminar will bring together an impressive panel of expert consultants, experts from State and Federal dam safety programs, the Bureau of Reclamation, TVA, the Corps of Engineers, FERC, experts from private practice, and private owners and operators for what promises to be the most comprehensive seminar on dam safety emergencies convened to date. Individual presentations will be complimented by panel discussions where the audience will have the opportunity to interact with recognized dam safety experts to pursue innovative ideas and concepts.

Location And Dates -- The National Dam Safety Program Technical Workshop No. 9 will be held at FEMA's National Emergency Training Center (NETC) in Emmitsburg, Maryland, on February 20 - 21, 2002. The sessions will begin at 8:00 a.m. and will conclude at 5:30 p.m. on Days 1 and 2, and at 10:30 AM on Day 3.

Accommodations -- Rooms will be available to all participants on a 'first come, first serve basis'. State employees will not be charged for their rooms, but are urged to get their applications in early, as there are a limited number of rooms available on site. Federal employees and private sector employees will be charged about \$30.00 per night. Accommodations are also available at many hotels in the Gettysburg, PA area, about ten miles away.

Meals -- All participants staying on-campus must purchase meal tickets for February 20-21. The tickets, which cost \$14.50 per day for all-you-can-eat breakfast, lunch, and dinner, must be purchased at the Dining Hall.

Course Agenda -- The full agenda is available at <http://www.fema.gov/emi/agenda.doc>.

Registration -- To register for the seminar, please complete the [General Admissions Application](#) form (75-5) and return it to the NETC no later than January 4, 2002. In **block 9 - Course Code**, write **E-274**, and disregard Block 23 & 24, Additional Endorsements. The registration form may be faxed to 301-447-1658 or mailed to: National Emergency Training Center, Admissions Office, 16825 South Seton Avenue, Emmitsburg, Maryland 21727.

POC: DANIEL J. RODRIGUEZ, CENAD-ET-E, 718-765-7095

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EMERGENCY ACTION PLAN WORKSHOP 2002

Everything is now in place for the re-scheduled EAP Workshop..."EAP 2002".

The date is April 16-18, 2002. The location is the Holiday Inn Select, Niagara Falls, NY. The phone number for reservations: 1-800-953-2557, or 1-716-285-3361. Room rate: \$61.00 single, \$33.50 double (per person) + 11% tax and other applicable surcharges. (Reservations must be made no later than 3:00 PM on March 21, 2002.) Federal travelers should note that the Federal per diem rate for this time period is \$55/night, but actual expenses may be claimed for conference attendance (check your travel offices for details). When making the reservations, please ask for the group code "FER" or you may say it is for the Federal Energy Regulation Commission meeting.

The workshop is still free, and the agenda is very similar (see attachment), however, we anticipate the following changes to be made:

The conference will be held from 8:00 AM to 5:15 PM on both Tuesday and Wednesday and will extend through Thursday morning to allow extra time for presentations/discussions regarding security.

The powerplant tour will be altered as only the Niagara Project (U.S. side) will be visited, which will occur on Thursday afternoon. We will have discussions about coordination of operations between the U.S. and Canada, however we anticipate that there would be substantial logistical difficulties passing through the border with large numbers of people from various countries, so we will not visit the Canadian side as a group.

Register for this workshop by sending your Name, Title, Organization, Address, Phone number, Fax number, and Email address to frank.calcagno@ferc.fed.us.

As the agenda is finalized, we will be sure to keep you informed. Please let me know if you have any questions or comments. Additional information about the workshop is available at <http://www.ferc.gov/hydro/docs/eapconference.htm>.

POC: ROBERT A. BANK, CECW-EW, 202-761-4243

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Information

2002 FEDERAL CHILDREN'S SCHOLARSHIP HANDBOOK

The Federal Children's Scholarship Fund, a 501 c (3) non-profit organization, has announced the release of its just-updated and expanded FREE edition of The 2002 FEDERAL CHILDREN'S SCHOLARSHIP HANDBOOK.

Written specifically for the children of federal employees and members of our military community, this unique handbook gives college bound students, and those already in college, everything they need to know about the ins-and-outs of paying for their college education.

From the nuts and bolts of deciding which college to attend to the detailed explanations of qualifying for scholarships and grants, this comprehensive guide gives you the tools you need to succeed in building your future. This report shows you how to find eligible programs and it also gives you tips on paying for college with financial aid packages and other resources.

It shows you how to apply for Federal Student Aid, the Federal Work-Study Program and it gives you tips on filling-in your applications. This handbook also provides you with a section on Frequently Used

Terms as well as information that helps you identify off-campus employers - and it gives you much, much more! With the cost of higher education growing every year, just one idea from the 2002 FEDERAL CHILDREN'S SCHOLARSHIP HANDBOOK could save you a great deal of time - and money!

This special handbook is now available to you - for FREE. To get YOUR FREE copy of the publication The 2002 FEDERAL CHILDREN'S SCHOLARSHIP HANDBOOK sent directly to you, just go to the website: <http://www.FEDscholarships.org>.

Just some of what you'll find in the 2002 FEDERAL CHILDREN'S SCHOLARSHIP HANDBOOK:

- Questions to ask when considering a college
- Resources for finding the right college
- Frequently Used Terms
- Cost of Attendance
- General Education Development (GED) Certificate
- Guaranty Agency
- Regular Students
- Selective Service Registration
- Due dates for 2001-2002 & 2002-2003 school years
- Application tips
- How do you qualify
- How the money is paid
- Direct and FFEL (Federal Family Education Loan) Loans
- How much can you borrow
- How will you receive your Direct or FFEL Stafford Loan
- PLUS Loans
- How much can my parents borrow
- How will your parents be paid
- Repayment schedule
- Consolidation Loans
- Matching dollar requirements and waivers
- Program participation agreements
- Monitoring earnings
- U.S. Armed Forces
- Application Checklist
- General Eligibility Requirements
- Leadership, Extracurricular and Athletic Activities
- Rank in Class/College Board Scores
- SAT and ACT Testing
- Entrance Exams
- SATs
- Other Financial Aid Resources
- Scholarship Programs for Historically Black Colleges/Universities
- And much, much more!
- Types of higher education
- Paying for College/Financial aid
- Citizen/Eligible Non-Citizen
- Eligible Programs
- Financial Aid Packages
- Promissory Notes
- Satisfactory Academic Progress
- Applying for Federal Student Aid
- What you need to fill out a FASFA
- Pell Grants
- How much money can you get
- Half time eligibility
- What kinds of loans are available
- Postpone repayment of loans
- Discharge releases
- Loan Requirements
- Interest Rates
- Cancellation of PLUS loan
- Discharge conditions
- Federal Work-Study Program
- Community service
- Identifying off-campus employers
- Periods of non-enrollment
- ROTC
- Deadlines
- Obligations
- Selection Criteria
- Nurse Program
- Competitive Processing Procedures
- PSATs
- Subject Tests

Contact: John D. Whitney at 703-340-1628 or whitney@fedscholships.org
Federal Children's Scholarship Fund <http://www.fedscholarships.org>

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WATERLESS URINALS

The Construction Engineering Research Laboratory has found three good references for waterless urinal websites. While the relative merits of one vendor over others is not addressed, the sites do provide the basis information to encourage the use of waterless urinals to save water and make our buildings more sustainable. The three sites are

<http://www.ri-research.com/health/newsandt/Watrless/watrless.htm>,

<http://www.waterless.com/>, and

<http://www.waterlessurinals.com/>.

POC: ANNETTE STUMPF, CEERD-CF-N, 217-352-6511, EXT 7542

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JOB VACANCY - WILMINGTON DISTRICT

The US Army Engineer District, Wilmington, Technical Services Division, Engineering Branch, Wilmington, North Carolina, has announced a Supervisory Civil Engineer, GS-0810-13, position. The position is for the Chief, Coastal Hydrology and Hydraulics Section, which functions as the technical competence center for District programs and activities requiring a need for specialized coastal engineering expertise. Services provided include input to general investigations, continuing authority studies and Phase I - General Design Memorandums consisting of basic assessments of environmental parameters such as waves tides, water elevations, and sediment transport, followed by development of alternative solutions to the basic problems. Services are provided to the Construction-Operations Division in evaluating the performance of coastal projects and developing improvements in operations and maintenance where required. Conducts special studies; and prepares reports, designs, and plans and specifications for coastal projects on a reimbursable basis for other federal agencies within the district boundaries. Performs hydrologic engineering studies, hydraulic design and reservoir regulation activities. Analyzes new design criteria to determine effect on current designs and keeps abreast of new developments in the fields of hydrologic and hydraulic engineering, reservoir regulation, water supply yields and water supply contracts, hydropower development and water quality. Exercises technical and administrative supervision over 12 to 16 engineers (base level GS-12). Recommends promotions and reassignments of employees and other personnel actions, evaluates performance, and plans for on-the-job training of new employees and continued training of journeymen. Plans and supervises the District's research activities related to the coastal zone in cooperation with the U.S. Army Coastal Engineering Research Center and the U.S. Army Waterways Experiment Center. Prepares or supervises the preparation of various special reports and correspondence to members of Congress local and State interests, and others furnishing them with information on or answering questions relative to all phases of the work. Works with the Chief, Engineering Branch, on budget programming related to activities of the Coastal Hydrology and Hydraulics Section.

The recruitment notice is GP-02-014 with a closing date of 28 January 2002. Interested individuals should submit their RESUMIX package to the Southeast Civilian Personnel Operations Center.

POC: THOMAS CORDER, CESA-W-EP-E, 910-251-4787

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JOB VACANCIES - BAVARIA

The Ansbach Area Office is aggressively recruiting to meet the increased workload throughout our entire Area of Operation. You will find living and working in Germany to be a professionally as well as a culturally rewarding experience. We expect significant growth at all of our offices over the next 5 years and we are looking for associates to share in the rewards of providing quality facilities for our soldiers in the region.

Current recruitments include:

GS-12 Project Engineer at Hohenfels Resident Office - closes on 20 January 2002
GS-12 Project Engineer at Bamberg Project Office - closes on 20 January 2002
GS-12 Project Engineer at Ansbach Project Office - closes on 20 January 2002
GS-12 Project Engineer at Hohenfels Resident Office - closes on 25 January 2002
GS-12 Engineering Tech (JOC) at Ansbach Area Office - closes on 10 February 2002

Upcoming Vacancy Announcements include:

GS-13 Project Engineer at Garmisch
GS-12 Mechanical Engineer at Ansbach Area Office
GS-12 Project Engineer at Bamberg
GS-12 Construction Representatives at Ansbach, Bamberg, Vilseck, Hohenfels, and Grafenwoehr

All positions are filled using RESUMIX self-nominating procedures and all announcements can be found at: <http://cpol.army.mil/index.html>

Additional information about living and working in Europe District can be found at our website <http://www.nau.usace.army.mil/Index.html>

POC: JOHN L. ADAMS, P.E., CENAU-CD-A, COMM 011-49-9802-80665, DSN 467-2257

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Upcoming Regional and National Meetings and Conferences

TAILINGS DAMS 2002

The Tailings Dams 2002 Conference, sponsored by the Association of State Dam Safety Officials (ASDSO) and the US Society on Dams (USSD) will be held April 29-May 1, 2002 at the Orleans Hotel in Las Vegas, Nevada. This specialty conference will address the special problems related to the safe operations and maintenance of tailings dams.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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NATIONAL HYDROPOWER ASSOCIATION ANNUAL CONFERENCE

Program information and on-line registration for "Powering Ahead: Meeting Today's Energy Challenges", the National Hydropower Association 2002 Annual Conference, are available by clicking to the [NHA Conferences website](#). While April 2002 may seem like a long way, savings begin today!!!

The 2002 Annual Conference offers an exciting array of sessions and networking opportunities that may be critical to your company's success. With the Bush Administration settling in and energy legislation teed up, 2002 will be ripe for policy changes both in the near and long-term. The conference will provide an opportunity to hear from, and interact with, key legislative and regulatory leaders and to discuss likely changes in environmental and energy issues as they relate to the hydro industry. Attendees will also have the chance to meet with other industry professionals and enhance their own business opportunities. Go on line and sign up today!

The 2002 Annual Conference will be held April 21-24, 2002, at the Capital Hilton Hotel in Washington, DC.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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NATIONAL EMERGENCY MANAGEMENT ASSOCIATION CONFERENCE

The NEMA 2002 Mid-Year Conference will take place in Washington DC, February 23-27, 2002. The location will be the Grand Hyatt Hotel in downtown DC. Additional information on the conference is available at http://www.nemaweb.org/Meetings/NEMA_2002_Mid-Year_Conference.pdf. Individuals can register on line at <http://www.nemaweb.org/Register/Register.cfm>.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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2ND NATIONAL FLOODPROOFING CONFERENCE

Association of State Floodplain Managers brings the Second National Floodproofing Conference to Tampa, Florida, March 25-29, 2002. This conference will build on the first national floodproofing conference held in 1999 in Baton Rouge, Louisiana. The various approaches to floodproofing will be presented as well as methods, techniques, products and program changes that have been developed over the past three years. The conference will focus on floodproofing techniques, materials, floodproofing and elevation contractors, current issues and programs as well as the various means of funding floodproofing projects. This conference will be of special importance to engineers, architects, governmental representatives from all levels of government (with special focus on local government) building officials, floodplain managers, mitigation officers, floodproofing materials suppliers and manufacturers and floodproofing service providers. These individuals, as well as representatives from the banking, insurance and real estate industries, are invited to submit presentation summaries for consideration.

The technical conference runs Tuesday, March 26 through Thursday, March 28, 2002. The program will include a flood insurance forum on Thursday. Workshops and short courses or seminars will be offered Monday and Friday. Conference information, registration, presentation summary forms and exhibitor registration forms and information will be published on the ASFPM website <http://www.floods.org> and in the Conference Brochure. Contact the ASFPM Executive Office at asfpm@floods.org or (608) 274-0123 to get the full brochure and for general questions related to the conference. Program related questions may be directed to the conference director Wallace Wilson at wilsonconsulting@worldnet.att.net.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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Training

UNIVERSITY OF COLORADO MPA PROGRAM

This program is offered by University of Colorado at Denver Graduate School of Public Affairs and the Office of Personnel Management.

Through the Executive MPA program, students can earn a master's degree while dramatically improving their leadership competencies. The program is designed to be flexible--course work can be tailored to fit a student's individual needs and career objectives. Through a choice of formats, including on-line courses and weekend or weeklong intensive meetings, students can fit their studies into the framework of their busy lives.

Program Highlights:

- Can be completed with combination of MDC programs and on-line work with University
- A 36-credit program. Up to 21 credits can be accepted from MDC coursework
- Applications can be accepted at anytime

During their program, students participate in one of the Management Development Centers' Leadership Training Seminars. These courses focus on developing competencies identified by the Federal government as necessary for its highest-level managers, the Senior Executive Service (4 credit hours). Students select four courses from among the six core courses offered by CU's GSPA. The core courses include:

- Governance and Institutions
- Organizational Management and Change
- Policy-making in a Democracy
- Leadership and Professional Ethics
- Information and Analytic Methods
- Economics and Public Finance

Learn more about this course at <http://www.leadership.opm.gov/ss76.html>.

To obtain a complete Program Description and application materials, please contact:

Mr. Pete Wolfe, University of Colorado at Denver

Email: pwolfe@gspa.cudenver.edu

Telephone: 303-556-5985

POC: CHARLES M. PEARRE, CECW-EIS, 202-761-4645

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FY02 PROSPECT COURSES

Listed below are PROSPECT courses available in FY02. If interested in enrolling in any of these courses, please discuss this with your supervisor and local training coordinator and have a DD Form 1556 completed and forwarded to the Registrar's Office of the USACE Professional Development Support Center (PDSC). Telephone: 256-895-7421/7425. Fax: 256-895-7469. Some courses are currently full; some still have spaces available. If a course is full, you may request to be put on a waiting list and you will be informed when a space becomes available. Additional information about these courses is available online at: <http://pdsc.usace.army.mil>.

CTL #	COURSE TITLE	LOCATION	START	END	TUITION
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253	1391 PREPARATION	Arlington, TX	6/24/02	6/28/02	\$1,200
394	ADV STREAMBANK PROT	Vicksburg, MS	4/8/02	4/12/02	\$2,120
369	ADVANCED HEC-HMS	Davis, CA	4/15/02	4/19/02	\$1,660
4	A-E CONTRACTING	Pittsburgh, PA	3/18/02	3/22/02	\$670
4	A-E CONTRACTING	St. Louis, MO	4/22/02	4/26/02	\$670
4	A-E CONTRACTING	Albuquerque, NM	5/20/02	5/24/02	\$670
251	APPL OF ENGR GEOLOGY	Huntsville, AL	7/15/02	7/19/02	\$1,790
3	ARCH HARDWARE-QV	Sacramento, CA	6/10/02	6/14/02	\$1,500
178	BASIC HEC-HMS	Davis, CA	6/3/02	6/7/02	\$1,620
342	CE CONTRACT LAW	San Francisco, CA	4/22/02	4/26/02	\$1,250
356	CERCLA/RCRA Process	Minneapolis, MN	6/11/02	6/14/02	\$910
356	CERCLA/RCRA Process	Denver, CO	7/16/02	7/19/02	\$910
443	CLEAN AIR ACT WORKSHOP	Cincinnati, OH	4/2/02	4/4/02	\$670
263	COASTAL ECOLOGY	Monterey, CA	2/25/02	3/1/02	\$2,640
263	COASTAL ECOLOGY	Monterey, CA	6/24/02	6/28/02	\$2,640
13	COASTAL ENGINEERING	Vicksburg, MS	1/29/02	2/7/02	\$2,420
11	COASTAL PLANNING	Duck, NC	4/22/02	4/26/02	\$2,180
21	CONCRETE I—QV	Vicksburg, MS	2/4/02	2/8/02	\$960
21	CONCRETE I—QV	Vicksburg, MS	6/3/02	6/7/02	\$960
257	CONCRETE MAINT & REP	Vicksburg, MS	4/8/02	4/12/02	\$1,270
257	CONCRETE MAINT & REP	Vicksburg, MS	5/13/02	5/17/02	\$1,270
22	CONCRETE TECHNOLOGY	Vicksburg, MS	4/22/02	4/26/02	\$1,840
9	CORROSION CONTROL	Champaign, IL	02/04/02	02/08/02	\$1,470
28	DAM SAFETY	Vicksburg, MS	3/18/02	3/21/02	\$1,580
28	DAM SAFETY	Vicksburg, MS	5/6/02	5/9/02	\$1,580
259	DIVING REFRESHER	Key West, FL	3/12/02	3/21/02	\$2,620
981	DPW BUDGET/JCA	Huntsville, AL	7/23/02	7/26/02	\$625
991	DPW JOC ADVANCED	Huntsville, AL	4/29/02	5/1/02	\$625
990	DPW JOC BASIC	Huntsville, AL	4/23/02	4/26/02	\$625
974	DPW PBSC	Huntsville, AL	6/10/02	6/14/02	\$610
999	DPW PROGRAM MANAGEMENT	Huntsville, AL	4/1/02	4/5/02	\$750
989	DPW PWMOC	Alexandria, VA	4/10/02	4/19/02	\$1,200
989	DPW PWMOC	Alexandria, VA	8/7/02	8/16/02	\$1,200
972	DPW QA	Huntsville, AL	2/25/02	3/1/02	\$610
985	DPW SUPPLY SQL	Huntsville, AL	3/19/02	3/22/02	\$650
983	DPW WORK ESTIMATING	Huntsville, AL	8/20/02	8/23/02	\$625
983	DPW WORK ESTIMATING	Huntsville, AL	8/26/02	8/29/02	\$625
980	DPW WORK RECEPTION	Huntsville, AL	6/11/02	6/13/02	\$600
333	DREDGE FUNDAMENTALS	New Orleans	6/17/02	6/21/02	\$1,810
333	DREDGE FUNDAMENTALS	New Orleans	6/24/02	6/28/02	\$1,810
81	DREDGE SAFETY	New Orleans	7/23/02	7/26/02	TBD
40	EARTHWORK—QV	Vicksburg, MS	1/28/02	2/1/02	\$1,200
40	EARTHWORK—QV	Vicksburg, MS	4/22/02	4/26/02	\$1,200
103	ECOLOGY FOR ENGINEERS	Seattle, WA	8/12/02	8/16/02	\$2,640
264	ECOSYS PLN/MGT ISSUES	Vicksburg, MS	7/22/02	7/26/02	\$1,570
280	ECOSYSTEM RESTORATION	Vicksburg, MS	4/15/02	4/19/02	\$1,610
280	ECOSYSTEM RESTORATION	Vicksburg, MS	5/20/02	5/24/02	\$1,610
90	ELEC EXTERIOR DESIGN	Las Vegas, NV	4/8/02	4/12/02	\$1,610
360	ELEC SECURITY SYSTEMS DESIGN	Huntsville, AL	5/13/02	5/17/02	\$1,070

374	ELECTRICAL DESIGN II	Huntsville, AL	3/11/02	3/15/02	\$1,580
42	ELECTRICAL—QV	Norfolk, VA	7/22/02	7/26/02	\$1,260
398	ENV REG PRAC APPL	Omaha, NE	4/22/02	4/26/02	\$1,120
395	ENV REMED TECH	Denver, CO	6/17/02	6/21/02	\$1,290
337	ENV REMED TECH-CONTAIN	Denver, CO	6/19/02	6/21/02	\$690
371	ENV REMED TECH-INSITU	Denver, CO	6/17/02	6/19/02	\$690
225	ENV SAMPLING	Omaha, NE	6/11/02	6/14/02	\$1,390
350	ENVIRON RESTORATION OVIEW	Omaha, NE	5/7/02	5/9/02	\$820
16	FACILITATOR WORKSHOP	Huntsville, AL	3/4/02	3/7/02	\$630
236	FIELD SAFETY	St. Louis, MO	5/14/02	5/16/02	\$1,080
236	FIELD SAFETY	Nashville, TN	6/11/02	6/13/02	\$1,080
236	FIELD SAFETY	Atlanta, GA	7/16/02	7/18/02	\$1,080
33	FIRE EXT SYS DESIGN	Huntsville, AL	5/6/02	5/10/02	\$1,830
6	FIRE PROTECTION	Huntsville, AL	4/22/02	4/26/02	\$920
6	FIRE PROTECTION	Huntsville, AL	6/3/02	6/7/02	\$920
50	FLEX PAVE CONST—QV	Vicksburg, MS	4/29/02	5/3/02	\$1,280
316	FLOOD DAMAGE - GIS	Davis, CA	1/14/02	1/18/02	\$1,810
272	FUND WETLANDS	Annapolis, MD	6/3/02	6/7/02	\$1,980
272	FUND WETLANDS	Olympia, WA	8/5/02	8/9/02	\$1,980
54	GENERAL CONST—QV	Denver, CO	2/25/02	3/1/02	\$740
124	GROUNDWATER HYDRO	Davis, CA	8/19/02	8/23/02	\$1,930
141	HTRW CONST INSP	Fort Worth, TX	4/8/02	4/12/02	\$1,330
340	HVAC CTR SYS: DESIGN	Champaign, IL	3/25/02	3/29/02	\$1,140
68	HVAC SYS TA&B-QV	Phoenix, AZ	1/14/02	1/18/02	\$1,280
223	HW MANIFEST/DOT CERT	Dallas, TX	5/6/02	5/10/02	\$1,000
429	HW MANIFEST/DOT RECERT	San Diego, CA	2/5/02	2/6/02	\$390
429	HW MANIFEST/DOT RECERT	Dallas, TX	5/8/02	5/9/02	\$390
161	HYDRO ANAL FOR ECOSYSTEMS	Davis, CA	2/11/02	2/15/02	\$1,730
986	IFS FUNCTIONAL COURSE	Huntsville, AL	8/12/02	8/16/02	\$625
317	MASONRY STRUCTURES DESIGN	Sacramento, CA	07/08/02	07/12/02	\$1,310
75	MASTER PLANNING	Denver, Colorado	2/11/02	2/15/02	\$850
74	MECHANICAL—QV	Kansas City, MO	5/20/02	5/24/02	\$850
78	NATIONAL ELEC CODE	Seattle, WA	8/5/02	8/9/02	\$790
399	ORD AND EXP RESPONSE	Huntsville, AL	8/12/02	8/15/02	\$520
84	PAINT COATINGS---QA	Arlington, TX	2/11/02	2/15/02	\$910
83	PAINT COATINGS	Champaign, IL	01/28/02	02/01/02	\$1,340
85	PAVE DESIGN & CONST	Vicksburg, MS	2/26/02	3/7/02	\$1,960
400	PAVEMENT CONST—QV	Vicksburg, MS	1/23/02	2/1/02	\$1,830
115	PAVEMENT EVAL/REPAIR	Vicksburg, MS	4/2/02	4/11/02	\$1,880
260	PROJ MGT BUS PROCES-HTRW	Nashville, TN	4/29/02	5/3/02	\$1,310
984	PWIFS MGMT COURSE	Huntsville, AL	9/23/02	9/27/02	\$625
978	QAE/PI	Huntsville, AL	9/9/02	9/13/02	\$625
441	RAD WASTE TRANSPORT	Dallas, TX	5/7/02	5/10/02	\$940
286	REAL PROP MGT	Huntsville, AL	3/18/02	3/22/02	\$700
286	REAL PROP MGT	Western Region	7/22/02	7/25/02	\$700
98	RESERVOIR MODELING C-RES	Davis, CA	6/17/02	6/21/02	\$1,830
281	RIPARIAN ECOL/MGT	Phoenix, AZ	5/6/02	5/10/02	\$2,170
281	RIPARIAN ECOL/MGT	Louisville, KY	6/17/02	6/21/02	\$2,170
430	RW MANIFES/DOT RECERT	San Diego, CA	2/5/02	2/6/02	\$430

430	RW MANIFES/DOT RECERT	Dallas, TX	5/8/02	5/9/02	\$430
970	SA/DBA TRAINING COURSE	Ft. Lee, VA	3/5/02	3/8/02	\$200
27	SEISMIC DESIGN BUILDINGS	Champaign, IL	05/06/02	05/10/02	\$2,040
113	SOIL STRUC INTERACT	Vicksburg, MS	3/25/02	3/29/02	\$2,250
214	SPACE UTILIZATION	Huntsville, AL	4/1/02	4/5/02	\$850
975	SQL FOR IFS	Huntsville, AL	8/5/02	8/9/02	\$625
58	STAT METHODS WATER	Davis, CA	7/15/02	7/19/02	\$2,040
285	STREAMBANK EROS/PROT	Vicksburg, MS	3/25/02	3/29/02	\$1,920
339	SURVEYING II (CONSTRUCTION)	Huntsville, AL	7/9/02	7/12/02	\$1,130
296	SURVEYING III (MAPPING)	Huntsville, AL	4/29/02	5/3/02	\$1,890
228	TERC TASK ORDER ADM	Omaha, NE	4/2/02	4/5/02	\$500
188	UNSTEADY FLOW HEC-RAS	Davis, CA	3/11/02	3/15/02	\$1,790
164	WATER & WATERSHED	Davis, CA	5/13/02	5/17/02	\$1,700
152	WATER DATA MGT/HEC-DSS	Davis, CA	9/16/02	9/20/02	\$1,790
239	WET MIT BANK DEV/MGT	Orlando, FL	6/24/02	6/28/02	\$1,910
275	WETL CONST WQ IMP	Oakland, CA	7/8/02	7/12/02	\$2,260
35	WORKING DIVER	TBD	9/3/02	9/26/02	\$3,270

POC: JOHN BUCKLEY, CEHR-P-T, 256-895-7431

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CONTRACTING OFFICER REPRESENTATIVE COURSE

Buffalo District is host a 40-hour Contracting Officer Representative (COR) course offered by the Army Logistics Management College which will satisfy USACE Contracting education requirements for a COR designation and or refresher training which must be completed every three years.

The District has confirmed the course for the week of 25 February 2002 to 01 March 2002 for the course in the Buffalo, New York, area. They have tentatively got approval to hold the course at the Niagara Falls Air Force base (government ID mandatory for admittance to the base), with \$15 per night rooms at the BOQ. The Air Base is about 20 miles from the Buffalo International Airport in Cheetowaga (25 minutes by rental car, recommended due to the limited public transportation at the Base). The cost to us for the course is textbooks, salary, travel and per diem for the instructor, about \$3000 to \$4000. We must guarantee 35 students, which makes the tuition, cost about \$125 per person.

The Buffalo DDE has decided to proceed with this mandatory training, but because of our training budget situation, we will not use all the spaces. Therefore, please let Cheryl Michener know if you have anyone who needs this class and will attend. You can reach Cheryl by e-mail at Cheryl.A.Michener@usace.army.mil. The course is the Basic and Refresher Course.

POC: CHERYL A. MICHENER, CENAB-PE, 716-879-4211

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MANAGING PROJECTS WELL

Managing Projects Well is based on the book and taught by the author, Stephen A. Bender

We seem to be continually concerned with meeting project budgets, head counts, and deadlines. In fact, the typical project overrun in time is often more than 200%. Why do projects fail? The author's research over a 10-year period found technical factors were listed only once out of hundreds of reasons. All other times, people and behavioral factors were the principal cause.

This intensive seminar on Project Management teaches people what they "need to know" to either lead or be members of a project team. This highly unusual workshop discusses the "real world" of projects. Perhaps it should be subtitled "what they don't teach you in project management school."

This course has set records for performance, attendance, and interest throughout the USA, India, and Southeast Asia. An entire semester college course has been conducted on its content, in London.

Dates: January 14 – 18, 2002 and September 30 - October 4, 2002

Location: Western Management Development Center, Denver, CO

Contact WMDC today for space availability 304-870-8008 or
Learn more about this seminar at <http://www.leadership.opm.gov/fs49.html>.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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MAXIMIZING HUMAN CAPITAL IN THE 21ST CENTURY

Years of downsizing, restructuring, delayering, and diminished budgets have presented formidable challenges to Federal agencies. Limitations on hiring and the impending retirement brain drain will pose additional challenges to the Federal Government's ability to manage its courses and fulfill mission objectives. It is likely that organizations will continue to have to deal with the realities of doing more with less.

This seminar examines how the organization may improve its ability to survive and prosper in the years ahead by successfully developing its most key asset: human capital.

Participants learn how to develop entrepreneurial approaches to outsourcing, resource sharing, and other new business strategies.

Key Results:

- Learn strategies and techniques to streamline work processes and make your organization more efficient and effective
- Explore techniques to motivate and revitalize the workforce in challenging times
- Ensure your organization has the human resources it needs to accomplish its mission by assessing future needs and identifying workforce requirements
- Generate strategies for recruiting, retaining, and rewarding the best employees
- Use information technology to improve organizational performance
- Learn how to capitalize on the strengths of employees from different generations, such as Baby Boomers and Generation Xers
- Keep and manage the organization's knowledge assets

Who Should Attend: Executives, managers, and others who are responsible for achieving mission objectives and managing human resources.

Date: February 11-15 2002

Tuition: \$2,400

Location: Western Management Development Center, Denver, CO

Learn more about this seminar at <http://www.leadership.opm.gov/fs43.html>.

Contact WMDC today for space availability at 304-870-8008.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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E-LEARNING: TRAINING, EDUCATION, AND TECHNOLOGY

Learning new concepts and skills is essential in today's rapidly changing Federal environment. Employees at all levels of the organization need to constantly upgrade, change, and refine their skills. However, the busy work environment often makes it difficult to get away for required classroom training or educational development time.

E-learning offers a broad overview of new electronic and Internet-based learning technologies and how to best apply them in the Federal environment.

Who Should Attend: Executives, Managers, Trainers, Human Resource Professionals and others who are interested in and responsible for training and development courses.

Dates: February 25-March 1, 2002

Location: Western Management Development Center, Denver, CO

Learn more about this seminar at <http://www.leadership.opm.gov/fs50.html>.

Contact WMDC today for space availability at 304-870-8008.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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DEVELOP YOUR HIGH PERFORMING TEAMS

There is still space available in this essential team leadership seminar at the Western Management Development Center near Denver:

Developing High Performing Teams is for experienced team leaders and for leaders committed to using teams to improve organizational performance. The seminar incorporates the latest techniques, approaches, and methods in the development of high performing teams as an organization-wide strategy.

Dates: March 18 - 22, 2002; June 10 - 14, 2002; and August 19 - 23, 2002

Location: Western Management Development Center, Denver, CO

Learn more about this seminar at <http://www.leadership.opm.gov/fs29.html>.

Contact WMDC today for space availability at 304-870-8008.

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SEMINAR FOR NEW MANAGERS

Space is still available in the Seminar for New Managers: Leading People A Powerful Tool for New Managers.

This seminar is the perfect opportunity for highly motivated new managers to learn and hone the essential skills necessary for successful transition into entry-level management. It is also appropriate for more experienced managers who have not yet had the opportunity for formal development of these skills.

Participants will:

- Acquire new skills to use in accomplishing work through subordinates
- Develop an enhanced sense of how to adapt leadership styles to diverse groups
- Better understand the flexibilities available in managing human resources
- Leave with increased enthusiasm for the leadership role
- Acquire the knowledge and tools to make more confident and effective contributions

Dates: January 22-February 1, 2002 or February 19-March 1, 2002

Location: Western Management Development Center, Denver, CO

Learn more about this seminar at <http://www.leadership.opm.gov/cl08.html>.

Contact WMDC today for space availability at 304-870-8008.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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CENTER FOR EXECUTIVE LEADERSHIP PROGRAMS

The Federal Executive Institute is proud to announce openings in its Center for Executive Leadership programs for the 2nd quarter, FY02:

The Aspen Institute Executive Seminar -- helps you become a more effective leader by motivating the people within your organization to believe in and achieve a united mission. Scheduled for February 4 - 8, 2002. The Program Code is M202 and additional information is available at <http://www.leadership.opm.gov/fs47.html>.

Building High-Performance Organizations for the 21st Century -- helps you use your leadership as the primary lever of organizational change to reach your high performance goals. Scheduled for February 19 - 22, 2002. The Program Code is M203 and additional information is available at <http://www.leadership.opm.gov/fs34.html>.

For detailed registration information check <http://www.leadership.opm.gov/celregister.html>.

For additional information, call Donna Sweeney at 434/980-6200.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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Open Discussion and Comments

No items for discussion were received this month.

(Editors' note: If you want to share your thoughts with our readers regarding a subject of general interest, send an email to the E&C News editor at charles.pearre@usace.army.mil. A synopsis of your comments will be published next time).

Editors' Notes

FUTURE THEMES

As you can see, we have combined the December and January issues of the Engineering and Construction News. The February issue should be available early in February. We are currently working on a schedule of themes for the calendar year 2002 issues. The theme for the February issue will be *National Engineer Week*. The field is encouraged to submit articles concerning your plans to observe Engineer Week.

Because we have only two more districts that have volunteered to provide District of the Month articles, the District of the Month section will be dropped after the March 2002 issue; unless some of the remaining districts step forward. The next two Districts of the Month will be as follows:

February 2002 Baltimore District
March 2002 New Orleans District

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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SUBSCRIBE TO ECNEWS

Engineering and Construction News uses a subscription list on the Corps List Server. The name of the list is LS-ECNEWS. The purpose of the list is to distribute the Engineering and Construction community newsletter, *Engineering and Construction News*.

You can subscribe or unsubscribe to LS-ECNEWS by sending an e-mail message to majordomo@ls.usace.army.mil with no subject line and only a single line of text in the message body. That single line of text should have the following format: **subscribe ls-ecnews** or **unsubscribe ls-ecnews**. The List Server system will automatically pick up your originating e-mail address from the message and add it to or delete it from the distribution list.

If you have any questions about the list server, see the List Server E-Mail Delivery System web page at <http://eml01.usace.army.mil/other/listserv.html>. Or you may contact Charles Pearre if you have additional questions on the subscription list.

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