



US Army Corps
of Engineers®

HEADQUARTERS

ENGINEERING & CONSTRUCTION NEWS

VOLUME V NUMBER 3

JULY-AUGUST 2003

JULY-AUGUST'S THEME:

Engineering and Construction Plan of Improvement

DON'S THOUGHTS

“To remain a world-class organization, we will transform USACE from an organization that trains to an adaptive Learning organization”. This challenge is set forth in the USACE Campaign Plan under People Objective 2: Create a culture of learning and empowerment.

Just what is a learning organization? Why should the Corps create a learning organization? How do you create a learning culture? The USACE Learning Advisory Board (LAB), which I am a member, has been working to answer these questions. While it's still a work in progress I want to share some of the (LAB) thinking so far. We welcome your thoughts and views on the concept of a learning organization in the hopes that through the dialog we will develop some synergy in arriving at a mutual understanding of just what a learning organization is.

The learning organization is initially difficult to understand because it is a systemic concept. We often think in terms we absorbed in school as individual students. We often think about learning as occurring in classes, as teaching in school. We see learning as separate from work. Learning is not 'real work' in the craft or manufacturing mode of thinking. Real work in these modes is making products and deliverables. Some even say that learning takes time away from getting the job done, instead of learning, we could be doing. In this way of thinking, learning is not seen as inherently a part of work.

In the knowledge / service mode learning is real work because it empowers us to systematically improve our effectiveness at making better things and providing better services. Learning is one of the essential keys to productivity in knowledge work. If we are not continually and systematically learning, someone else is, and they will get there before we do.

Taking an historical perspective gives an insight into the relation of learning and work. The purpose and process of learning change with the mode of production. New tools, technology, processes of work and organization require new ways of learning. Each changed context sets new purposes for learning. For example, with computers and the Internet, people can quickly learn from colleagues around the globe about their organizational innovations – if the culture and systems are there to empower that to happen, and they are motivated to learn.

A learning organization systematically **learns from its experience** of what works, and what does not work. The goal of learning is increased innovation, effectiveness, and performance. A learning

DON'S THOUGHTS (CONTINUED)

organization is a non-threatening, empowering culture where leadership, management, and the workforce are focused on continually developing organizational competence. The goal of strategic learning is to create the Corps' ideal future in dialogue with our stakeholders. The goal of technical and operational learning is to align all elements of the Corp's culture with this ideal future.

Learning has a variety of sources. Three main foci are strategy, operations, and the technical realm. Strategic learning at the highest levels comes from continuous dialogue about values and goals with customers, stakeholders, and partners. Operational and technical learning comes from the process of designing and delivering products and services in dialogue with customers at the project level. Strategic and operational learning also comes from best practices. Best practices can be found inside or outside the Corps. The goal is not to copy the best practice, but to innovate something better adapted to our needs.

Similarly, we can learn from cases drawn from our own experience, both positive and negative. Why did one strategy succeed and another fail? What could we do differently next time? Why did a particular initiative or operation, which had such support and resources, not produce what we had hoped? Why did another initiative or operation succeed? What are the systemic lessons from what we have done? A learning organization understands the difference between individual competence and organizational competence, and connects them. Training is about *individual* competence. Even the best training, however, does not make a learning organization.

For organizational learning to occur it must be brought into meetings and the centers of decision-making. Leaders at all levels must integrate organizational learning into the agenda of their meetings. They must advance organizational learning into their personal schedule. If their schedule is filled with operational, short-term, and reactive issues only, how is the role of being a leader of learning being accomplished? Operational leaders focus on performance and actions that must be accomplished now. There are always crises and short-term problems that must be reacted to. Learning may seem opposed to doing what must be done now. Many may not believe the way to continually increase the Corps' performance and effectiveness is through continual organizational learning.

Learning must also be entered into a knowledge management system that filters, distills, and integrates it so that information can be turned into knowledge. This knowledge must then be turned into wisdom for use throughout the organization, and especially for those who must shape culture, policy, decisions, and planning. Knowledge management networks, techniques, and tools alone, however, will not get us the higher performance, productivity, and effectiveness we seek. That requires systematizing our learning, so that it drives how we plan and develop initiatives, how we align all elements of our culture, and how we make decisions.

It will be necessary for these concepts to be discussed in Headquarters, in Divisions, in Districts, in project groups, and in the various meetings of leaders. The concepts that underlie the learning organization require this discussion and dialogue. The concepts have to be 'unpacked', thought about, and practiced, before their full meaning becomes clear. Some may believe the Army and the Corps are already learning organizations, and no more development is necessary. For those who see the development of a higher form of the learning organization as a means to continually increase innovative effectiveness and performance, creating a dialogue is a first step.

DON'S THOUGHTS (CONTINUED)

Systematic organizational learning requires leaders focus on all elements of the Corps's culture they must develop. Strategic learning occurs when top executive leaders create a dialogue about values and goals with customers, stakeholders, and partners around the question: how can USACE best help you succeed? They then align organizational strategy with this new learning.

The strategic leaders then ask operational leadership to achieve these strategic goals. Operational experience and learning feeds back to the strategic level and is used to explore opportunities and refine strategic goals. This interactive dialogue between levels develops a learning-driven plan to transform the culture of USACE and align all systems, measurements, structures, planning, and values.

Operational leaders implement functional changes and align project delivery teams with this new learning. Operational dialogue is an integral part of work with customers, teams and the frontline. Operational learning also comes from discovering internal and external best practices, and innovations. Organizational alignment comes from this continuous interactive dialogue between strategic learning and operational learning. Alignment is also guided by learning from performance measurements across the organization, based on customer requirements.

Learning case studies also provide systematic organizational learning. These cases are selected because they are prominent, well-known events in the life of the Corps. They may be about the effectiveness or ineffectiveness of an initiative, a public controversy that involved the Corps, a notable response from a customer or stakeholder, or any example of the Corps' competence as an organization which might challenge assumptions and offer learning.

As new knowledge is generated it must be integrated into the Corps' institutional memory and centers of decision-making. Leaders at all levels must take responsibility for insuring that learning from projects, initiatives, and organizational strategies are made accessible across USACE.

The Learning Network will filter, distill, and integrate learning from all over the Corps. Another function of the learning network is to consult internally based on the latest knowledge and best practices. The Learning Network consists of communities of experts in all areas of competence required by the Corps. Assessing individual and group learning needs, and integrating learning into the work process will be other aspects of the Learning Network. These communities of practice will also help insure that learning in their field of competence is distributed to leadership for decision-making.

The learning organization will transform our work and our way of thinking, and it is intended to do so. The learning organization will systematically improve our performance and effectiveness as public servants. And this is its purpose. We must be continually learning and innovating – this is our charge today, as the Army's and the Nation's engineer in war and peace, abroad and at home.

Essayons!

Don

(Editors' note: If you want to share your thoughts with our readers regarding Don's Thoughts 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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Engineering and Construction Plan of Improvement

ENGINEERING AND CONSTRUCTION PLAN OF IMPROVEMENT

The theme of this issue is of the E&C News is Engineering and Construction Plan of Improvement. At the last Major Subordinate Command (MSC) E&C Chiefs meeting Mr. Don Basham asked each participant to identify key issues facing our E&C community. The issues were arranged in to 8 areas of interest. Mr. Basham then asked each MSC E&C Chief to select an area of interest that they would be willing to champion. In an effort to further strengthen the MSC and Washington HQ teamwork, Mr. Basham asked members of his staff to work with these champions. The intent is to develop an E&C Plan/Program/Model that addresses the issues holistically instead of as eaches. Then collectively develop goals, strategies, objectives and action plans to address these key issues.

Each MSC E&C Chief is to assemble a team from across the Corps to address the respective area of improvement. Initially the teams will attempt to identify the root cause of the problem rather than just addressing symptoms. Each team will provide a statement that defines the problem, and lay out specific actions to address the problem, including milestone dates, and individual assignments. The

action plans are expected to span anywhere from 3 months to 18 months. The first draft plans should be completed by 30 September; each plan will be discussed at the E&C Chiefs meeting at the end of October. There may be some commonality among specific actions, so each team will review and discuss all of the action plans. The final product will be one integrated plan of improvement. This plan will be prioritized and phased over time.

The 8 areas of improvements along with the MSC E&C chief and HQ E&C assignments are:

Policy, Guidance and Criteria (CEMVD – Mike Fallon / CECW-E - Stu Houck)

- Premier Technical Policy, Guidance and Criteria.
- Criteria Policy Improvement.
- Stay involved with the implementation of EOP.

Capable/Competent Workforce (CEPOD – Andy Constantaras / CECW-E – Charlie Baldi)

- Career Development (leadership, technical, management)
- 24 Hours of higher education (business) requirement for ACO's
- Hire new Chief Architect
- ACO authority and 24 hr. business requirement-prepare our future folks to qualify
- Concerned about the de-engineering of the Corps. It seems the trend is to fill “all” jobs with non- engineers. This will be our downfall.
- As we develop more Regional Technical Experts in our district's & divisions, we need some mechanism or tool to pool this source of expertise so that it is available to the entire Corps. In addition this could also serve to form the nucleus of virtual MCX/TCX's
- Outsourcing E&C functions is most serious challenge facing USACE. Past administrations have pushed, Bush is doing it. We had better plan now. Consolidation of in-house talent does not answer that mail
- Training manager's in A-76 process, starting process, starting lessons learned database for districts.
- Team behavior skills for ACTEDS

Quality Products and Services (CELRD – Lyn Richardson / CECW-E – Hari Singh)

- QA/QC/ITR
- Establish common philosophy/generic guidance on ITR relative to in-house and AE work
- AAR Process
- Establish standard AAR/LL process at national level

Communities of Practice (CENAD – John Kerkowski / CECW-E – Al Young)

- CoP good ideas process
- Combine CoP into the process for criteria update and make it part of learning organization initiative.
- Becoming a Learning Organization

Organization Alignment (CENWD – Surya Bhamidipaty / CECW-E – Roy Braden)

- Rationalization efforts – pluses/minuses, where should we be going?
- Selecting optimal E&C functions, processes and standardizing across MSC's.
- Regionalizing E&C functions.
- Encourage E&C reps on MSC support teams to engage.

-
- USACE 2012 implementation phase should include a benchmarking study with national infrastructure engineering firms to see how they organize and operate to best serve their customer base.
 - Questions: define corporate business plan
 - Define what businesses to be in (current and future)
 - Consolidation of expertise in regional centers
 - Offices organized around primary customer base- not full service, cast of low value programs
 - To other robust offices – focus on building strength in critical missions
 - How can we consolidate overhead functions to reduce our cost of doing business?
 - Working more efficiently – virtual teams.
 - Establish tracking metrics to measure performance success.

Technology Integration (CESWD – Darrell Alverson / CECW-E – MK Miles)

- Coordinate total Corps KM initiative through out the Corps and same with IT stuff such as the things MK presented.
- Leverage information technology – what can we do better.

Leadership role in Professional Organizations (CESAD – Greg Baer / CECW-E – Mike Holt)

- Share relationships –involvement with local universities, with districts.
- Share relationship/involvement with regional AGC, CEC, and AIA organizations.

Building Relationships (CESPD – Marda Stothers / CECW-E – Don Dressler)

- Leadership role in PMBP.
- Partner with MP and CW to train, mentor, and lead the cadre of PMs.
- Continue/emphasize relationship with MP, ACSIM and IMA.

POC: JESSE KIDD, CECW-EI, 202-761-4667

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Update

INTERNATIONAL RECOGNITION FOR CORPS VALUE ENGINEER

The SAVE College of Fellows inducted Michael P. Holt, P.E., C.V.S, into its 2003 member class. SAVE was formerly the Society of American Value Engineers but now has 30 member countries and uses SAVE as its complete name. The designation of Fellow is reserved for SAVE International members and recognizes an outstanding and dedicated member whose professional leadership is of the highest distinction. Nominees are internationally recognized in the practice, motivation and teaching of Value Engineering (VE), and shall have practiced in the profession for a minimum of fifteen years.

POC: DONALD L. BASHAM, CECW-E, 202-761-8826

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DEFENSE STANDARDIZATION PROGRAM ACHIEVEMENT AWARD

On March 4-6, 2003, the Principal Assistant Deputy Under Secretary of Defense for Logistics and Material Readiness along with the Director, Defense Standardization Program Office, presented seven awards to recognize individuals or teams whose standardization efforts demonstrably promoted interoperability, reduced total ownership costs or improved readiness. One of the awards was

presented to a Joint Team (Army, Navy and Air Force) who developed a contract that enables engineers and architects to use the Internet to view, print and download non-government standards (NGS) established by organizations such as ASTM and ASHRAE. Our own Bob Billmyre (CECW-ET) was a key member of this team and is to be commended for his untiring efforts.

This initiative was aimed at DoD's overall goal of maximizing the use of NGS, unifying the military specs and eliminating single service specs. According to an article regarding the Defense Standardization Program Awards in the July/September 2003 issue of the Defense Standardization Program Journal, "easy access to up-to-date facilities-related NGS significantly increases productivity, resulting in direct savings of \$800,000 annually." In addition, DoD expects substantial savings-difficult to quantify- from reduced construction, acquisition and engineering costs. General information regarding the Internet contract can be found in the article entitled "TRI-SERVICE CONTRACT FOR NON-GOVERNMENT STANDARDS" in the Oct-Nov 02 issue of the Engineering and Construction News.

POC: STUART D. HOUCK, CECW-ET, 202-761-7775

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Information

THE GEOTECHNICAL CORNER

The Chiefs of Geotechnical Engineering convened as part of the HQ/MS/ERDC quarterly meeting held at the 2003 Infrastructure Conference in Las Vegas, Nevada. Over 60 people attended the meeting and provided feedback on needs and issues.

Milt Myers, ERDC-GSL, gave a presentation on the Corps membership with the Center of Geotechnical Practice and Research (CGPR) at the Virginia Tech. He highlighted the benefits to the membership such as copies of publications and limited access to consultation. He periodically distributes publications and software and plans to make them available via the ERDC web site. If the geotechnical chiefs are not receiving these distributions, please email him at william.m.myers@usace.army.mil.

Ed Demsky, MVS, gave a presentation on the proposed ETL 1110-2-561, Reliability Analysis and Risk Assessment Examples for Seepage and Slope Stability Failure Modes for Embankment Dams. The ETL is an interim supplement to EP 11130-2-500, Partners and Support (Work Management Guidance and Procedures). The temporary ETL will complement existing ETL 1110-2-556, Risk Based Analysis in Geotechnical Engineering for Support of Planning Studies. In FY 04, these two documents will be combined with ETL 1110-2-547, Introduction to Probability and Reliability Methods for Use in Geotechnical Engineering into one document for risk-based analysis for Feasibility Phase and Major Rehabilitation Studies. If you have any questions, please email jim.i.chang@usace.army.mil.

Mike Klosterman, CECW-E, gave an overview of the proposed 8-week Intensive Geological Engineering Course scheduled for May 2004. It is designed for geologists and includes reviews in math and software, but is open to engineers. Please email michael.j.klosterman@usace.army.mil for details.

General discussions from the floor raise two issues CECW-E is evaluating. First, Dale Munger, MVD referred to ASCE publication *Geotechnical Baseline Reports for Underground Construction, Guidelines and Practices*, and proposed the Corps adopt this as a standard practice. The guidelines emphasize the need to include an interpretive report in the Contract Documents to establish a contractual statement of the geotechnical conditions anticipated during underground construction. Second, discussions highlighted a Corps practice where a District offers the sponsor opportunities for “Work-In-Kind” where the sponsor can do subsurface and laboratory investigations. The challenge is with the level of involvement by Engineering and the quality of the data and its compliance with Corps criteria.

Future newsletters will include information on the Committee on Seepage set to meet in Chicago, IL on 13 August 2003, and efforts by the Geotechnical CADD/GIS Field Advisory Committee headed up by Glenn Kato, TAC to establish standards for geotechnical databases.

POC: DAVID PEZZA, CECW-EW, 202-761-4889

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NEW PUBLICATIONS

All new publications issued by HQUSACE are now issued electronically. This results in some offices not knowing about new publications for some months after the official issue date of the publication. Corporate Information (CECI-IV) maintains a list of new publications issued in the last 180 days on the Internet at <http://www.usace.army.mil/inet/usace-docs/new-pubs/>.

In order to assist Engineering and Construction offices in obtaining the latest publications, we will include a listing of the newest publications in each issue of the E&C News. The lists in this issue include all publications issued from 1 June 2003 through 10 August 2003.

New Engineer Circulars

PUB.NUMBER	PGS	PROPONENT	TITLE	PUB.DATE	EXP.DATE
EC 25-1-309	001	CECW	Information Management - Rescission	16 Jun 03	30 Jun 04

New Engineer Manuals

PUB.NUMBER	PGS	PROPONENT	TITLE	PUB.DATE
EM 1110-1-4007	286	CEMP-RA	Safety and Health Aspects of Hazardous, Toxic, and Radioactive Waste Remediation Technologies	15 Aug 03

New Engineer Pamphlets

PUB.NUMBER	PGS	PROPONENT	TITLE	PUB.DATE
EP 1110-1-8 (Vol 1)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region I)	31 Jul 03
EP 1110-1-8 (Vol 2)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region II)	31 Jul 03
EP 1110-1-8 (Vol 3)	425	CECW	Construction Equipment Ownership and	31 Jul 03

			Operating Expense Schedule (Region III)	
EP 1110-1-8 (Vol 4)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region IV)	31 Jul 03
EP 1110-1-8 (Vol 5)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region V)	31 Jul 03
EP 1110-1-8 (Vol 6)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region VI)	31 Jul 03
EP 1110-1-8 (Vol 7)	4256	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region VII)	31 Jul 03
EP 1110-1-8 (Vol 8)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region VIII)	31 Jul 03
EP 1110-1-8 (Vol 9)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region IX)	31 Jul 03
EP 1110-1-8 (Vol 10)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region X)	31 Jul 03
EP 1110-1-8 (Vol 11)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region XI)	31 Jul 03
EP 1110-1-8 (Vol 12)	425	CECW	Construction Equipment Ownership and Operating Expense Schedule (Region XII)	31 Jul 03

New Engineer Regulations -- NONE

New Engineer Technical Letters -- NONE

POC: LIZ PANNELL, CECI-IV, 202-761-5974

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NEW ENGINEERING AND CONSTRUCTION BULLETINS

All Engineering and Construction Bulletins are posted on the TechInfo website (<http://www.hnd.usace.army.mil/techinfo/ECbull.htm>) along with the previous ECB's. Individuals should direct questions concerning the ECB to the individual indicated with the ECB. General questions may be directed to the individual POC listed below.

In order to assist Engineering and Construction offices in obtaining the latest bulletins, we will include a listing of the newest bulletins in each issue of the E&C News. The list in this issue includes all bulletins issued from 1 June through 10 August 2003.

Engineering and Construction Bulletins

BULLETIN NUMBER	DATE ISSUED	TITLE
2003-13	9 July 2003	Certification of Testing, Adjusting and Balancing (TAB) Firms Per UFGS 15990A
2003-14	14 July 2003	Stoves and Cook Tops in Barrack Module Areas: Fire

		Protection Issues
2003-15	17 July 2003	Appropriate Use of Carpet

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

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Upcoming Regional and National Meetings and Conferences

2003 CONFERENCE OF FLOOD WARNING SYSTEMS

The Fifth National Conference of the Hydrologic Warning Council will be held at the Westin Galleria in Dallas, Texas, October 22-24, 2003, with technical workshop on October 21, 2003. The conference will cover technologies and preparedness with presentations on the state-of-the-art equipment and case studies of existing systems. For more information is the conference web page at <http://www.alertsystems.org/nhwc/conference.html>.

POC: TOMMY SCHMIDT, CESWD-ETM, 214-767-2378

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DAM SAFETY 2003

The annual Association of State Dam Safety Officials conference, Dam Safety 2003, will be held at the Hyatt Regency, Minneapolis, Minnesota, starting Sunday, September 07, 2003.

Dam Safety 2003 will be ASDSO's 20th Anniversary Conference, and you are invited to share in the celebration!

Please mark your calendars for September 7-10 at the beautiful Hyatt Regency in downtown Minneapolis, Minnesota. All those interested in the latest policy and technical information on dam safety in the US should plan to attend and take advantage of the top-notch technical sessions, an abundance of networking opportunities, and a sophisticated urban conference venue.

The conference announcement and registration form may be downloaded from the ASDSO web site at <http://www.damsafety.org>.

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

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NSPE REGIONAL MEETINGS

As part of our Partnering Agreement with the National Society of Professional Engineers (NSPE), we agreed to encourage Corps participation and involvement in regional NSPE meetings. Listed below is the URL for regional NSPE chapters and schedule for fall meetings. We encourage your participation in this excellent society.

<http://www.nspe.org/regions/rg-home.asp>

NSPE Central Regional Meeting

(Illinois, Indiana, Michigan, Ohio, West Virginia, Wisconsin)
September 26-27, 2003
Glade Springs, West Virginia

NSPE North Central Regional Meeting
(Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)
September 11-12, 2003
Best Western Doublewood Inn
Bismarck, North Dakota

NSPE Northeast Regional Meeting
(Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont)
October 16-18, 2003
Foxwoods Hotel and Casino
Mashantucket, CT

Southeast Regional Meeting
(Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Virginia)
October 18-19, 2003
Dorado, Puerto Rico

Southwest Regional Meeting
(Arkansas, Colorado, Louisiana, New Mexico, Oklahoma, Texas, Wyoming)
October 9-11, 2003
Hollywood Casino Hotel
Shreveport, Louisiana

Western & Pacific Regional Meeting
(Alaska, Arizona, California, Guam, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington)
September 18-20, 2003
Keahou Beach Hotel, Kona, Hawaii

If you need additional information not included in the URL you are welcome to contact this POC listed below.

POC: BRAD JAMES, CECW-ET, 202-761-5541

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Training

FY2004 PROSPECT COURSES

A wide variety of technical and professional development courses are available through the USACE Proponent Sponsored Engineer Corps Training (PROSPECT) Program. Information about the FY04 program can be found online at: <http://pdsc.usace.army.mil> under *Class Schedules*.

To enroll, first discuss this with your supervisor and then contact your local training coordinator. Your training coordinator can guide you through the registration process and inform you of any deadlines applicable in your organization as well as all local procedures that you must follow to register.

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.

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

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SUPERVISORY LEADERSHIP SEMINAR: LEARNING TO LEAD

This seminar provides the new government supervisor with basic administrative, human resource and leadership knowledge and skills to become highly successful in their new career. The course is geared for first line entry-level supervisors. The basics of supervision are the principal focus of this seminar.

Seminar topics include: **Managing within the Merit System; Performance Management; Principles and Styles of Leadership; Effective Communication; Building Successful Teams; Managing Conflict; Delegation and Accountability; Coaching, Feedback and Counseling; and Creativity.**

Attendees participate in a variety of activities including case studies, small group discussion, personal and group assessments, and directed study to maximize their learning experience. Participants will understand the hiring process and the various options available to insure proper hiring.

Who Should Attend – This course is designed for entry-level supervisors in the Federal Government.

Schedule and Location –

September 2-12, 2003 at the Western Management Development Center in Denver, CO

October 20-31, 2003 at the Eastern Management Development Center in Shepherdstown, WV

Learn more and register here: <http://www.leadership.opm.gov/content.cfm?CAT=SLS>. Or contact the Western Management Development Center today for space availability at 304-870-8008.

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

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MANAGING PROJECTS WELL

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

Why do projects fail?

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%. Author Stephen Bender'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. In the seminar, participants learn both technical and behavioral aspects of project management.

Instructors for certification in Project Management say they wished that their certification courses had the material contained in this book and seminar.

Just Some of the Key Results

- * Identify and breakdown work tasks into readily estimated chunks
- * Properly estimate each task as well as the entire project
- * Schedule project work using network diagrams (PERT, CPM, GANTT)
- * Cut out poor Cost of Quality
- * Manage your time and the time of others effectively, and correcting bad habits

When and Where – September 15-19, 03 at the Western Management Development Center in Denver.

Learn more and register online: <http://www.leadership.opm.gov/content.cfm?cat=MPW> or contact the center at 304-870-8008 for space availability.

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

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ENERGIZE YOUR HIGH PERFORMING TEAM

Are you a team leader? Are you committed to improve your organization's performance? Developing High-Performing Teams may be just the seminar you're looking for.

Participants should have a working knowledge of the fundamentals of team behavior and process. The seminar incorporates the latest techniques, approaches, and methods in the development of high-performing teams as an organization-wide strategy.

You will learn how to establish performance challenges for teams and how to create purpose and performance goals as leader. Learn what drives personal commitment to team objectives and how team leaders enhance team confidence. Those looking to take their teams to new heights of performance should start with this seminar.

Some Key Results

- Assess the current climate of the team, including individual leadership styles
- Establish team metrics and monitoring systems
- Understand the team performance curve and how it leads to self-managing teams
- Create an organizational environment that rewards teamwork
- Assert leadership that encourages high-performing teams

Who Should Attend – Experienced team leaders, managers, and project leaders with a working knowledge of team behavior and team process

When and Where – October 6-10, 2003 at the Western Management Development Center in Denver

Learn more and register online here: <http://www.leadership.opm.gov/content.cfm?cat=DHPT>.

Open Discussion and Comments

COMMENTS – RECRUIT REPLACEMENTS

The following comment was received from the Huntsville U.S. Engineering and Support Center in response to the information on E&C Technical Capability Assessments in the May-June 2003 issue of the Engineering and Construction News –

COMMENT – In conjunction with Don Basham's charge in the latest E&C Newsletter to enhance our E&C technical capability until we are truly the 'world's premier public Engineering organization', I'd like to urge him to immediately seek and develop protégé successors to the few remaining construction policy proponents (experts!) at USACE Headquarters. They will mostly be retiring within the next year or two. There is an important need for construction professionals with a global view of COE E&C.

In addition, I'd like to urge that USACE look at developing a professional series for graduates of the construction sciences/construction management undergraduate and graduate programs at numerous universities. A recent article in ENR listed somewhere around 60 to 80 institutions with such degree programs. The Corps is way behind the times in developing true construction management skills to manage the big mega-projects, that are abundant in the Government sector (Iraq, Afghanistan, DOE, etc.). We have few employees who are truly knowledgeable of the more complex internal project management operations of construction companies, such as project controls (including REAL scheduling), construction field operations, superintendence, subcontracting, purchasing, materials management, and other business best practices, etc. Future opportunities for increased workloads will include mega-projects, which are cost reimbursement type contracts, where true construction management skills are needed for Government oversight and contract management. Graduates of these programs do not presently qualify as "engineers". Our program, the Chemical Demilitarization Program, has had, for the most part, to rely on outside experts for scheduling, project controls and production evaluation/coordination. Many of these experts came from the TVA, which had the foresight to hire and develop these skills, for its nuclear and fossil fuel plant construction and operations. We need to take a hard look at what skills we need for the future.

E&C RESPONSE – These are good points and I will commit to work to make them both happen. I really like the professional development series and think this would be a good item to incorporate in the E&C Plan of Improvement. Would Huntsville Engineering and Support Center be willing to help out with this?

(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

Future regular issues of the Engineering and Construction News will be issued every two months; with special issues published as needed. Suggestions for themes for future issues of the News are needed. Please send your suggestions to the POC shown below.

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

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