Activities and honors fill National Engineers Week

Activities and honors filled National Engineers Week, Feb. 19-25. Judy DesHarnais, Management and Evaluation Branch, (PE-M) center, coordinated this year's events. At left is Ed Eaton, chief of the Water Control Section and panelist on the Engineering Mission of the Corps, one of the events scheduled for the week. At right is Tom Raster, PE-M. Other Engineers Week presentations included Mentoring and Being Mentored by Linda Wiley, Design Branch; and Floodplain Management Assessment with Dave Loss, assessment manager. For more on Engineers Week, see page 3.
Corps maintains tribal trust duties with Native Americans

by Peter Verstegen
Public Affairs specialist

“In a way, treaties with tribal governments are like a contract, with each party agreeing to do something,” said Jody Rooney, tribal facilitator in the St. Paul District. “But these treaties have a higher, special duty. They are with governments that retain several sovereign powers.”

“A trust responsibility grows from the fact that the federal government entered into treaties or contracts with individual Indian tribes,” said Rooney. “In these contracts, the tribes gave up something—usually land—in exchange for something else—usually a reservation—where they were to be free from non-Indian influences.”

“Since 1968, presidential policy has evolved and become more explicit,” said Tom Crump, a project manager who has assisted with tribal relations.

Project guidelines


“The purpose of these principles is to clarify our responsibility to ensure that the federal government operates within a government-to-government relationship with federally recognized Native American tribes,” said the memorandum.

It continued: “Each executive department and agency shall assess the impact of federal government plans, projects, programs, and activities on tribal trust resources and assure that tribal government rights and concerns are considered during the development of such plans, programs, and activities.”

The Corps of Engineers, as a federal agency within the Department of Defense, is legally bound to carry out the provisions of these contracts. This is called a “trust responsibility,” to uphold a trust relationship between the federal government and the federally recognized tribal governments.

“There is no comparable relationship between tribal governments and state governments in our district,” said Rooney.

To date, the federal government maintains over 500 contracts with tribal nations—with over 200 in Alaska alone.

The St. Paul District maintains trust responsibilities with 25 tribes, 11 in Minnesota, 11 in Wisconsin, two in North Dakota and one in South Dakota.

“All districts in the North Central Division (NCD), except Chicago, have tribal facilitators,” said Rooney. “Many divisions, including NCD, also have tribal facilitators. In our case, the NCD facilitator attends regional meetings and matches Corps programs with the Bureau of Indian Affairs (BIA), U.S. Geological Survey (USGS), Housing and Urban Development (HUD), Environmental Protection Agency (EPA) and the Indian Health Service.”

NCD vies with North Pacific Division for the division with the third largest tribal land holdings. “At least six of the projects in St. Paul have common boundaries with tribal property,” said Rooney.

Communications challenge

Crisscrossing regulatory and civil works jurisdiction of three Corps districts also present a challenge for coordination and communication with the 25 tribes.

The St. Paul District coordinates with Omaha District, which has

continued on page 8
Recognition, presentations complete Engineers Week

Inducted into the Order of the Engineer on Feb. 21 were, from left, John Bailen, Dennis Cin, Pat Foley, Wayne Knott, Bob Englestad, Al Geisen, Dave Rydeen, Jim Mosner, Maj. Chuck Rogers, Deb Foley, Marsha Risch, Fred Beauvais, Dave Loss and Tom Eggum, the city Engineer for the City of St. Paul. Eggum was the featured speaker for Engineers Week. More than 70 attended the ceremony held in the skyway lobby of the Army Corps of Engineers Centre. The event included performance awards and refreshments.

Above, Dean Peterson, resident engineer in the Eastern Area Office, and Craig Hinton, Navigation Section, both did presentations on the Corps mission. In photo at left, Bob Post (left), chief of Engineering Division, wraps up the week's events with Dave Loss following a presentation on the Corps' Floodplain Management Assessment.
The history of St. Anthony Falls
Board of Engineers recommends cutoff wall, protective apron and two dams to save falls

The above photo shows workers building the apron at St. Anthony Falls around 1870. Between 1870 and 1885, the federal government spent $615,000 to save St. Anthony Falls.

Last in a series about the Corps of Engineers effort to save St. Anthony Falls. The previous installment described the challenge presented by holes in the sandstone and scouring of the limestone riverbed.

by Jane Carroll, historian

In the years between 1871 and 1874, the Corps, mill owners, and private citizens labored continuously at the falls to avert one crisis after another. The Corps worked to clear debris, plug holes and line the walls of the tunnels to prevent further collapses.

In April 1873, a flood destroyed the dam on the west side of Nicollet Island, opening a gap 150-feet wide and flooding the tunnel. A month later, a great hole opened in the dam at the head of the limestone bedrock. The engineers discovered that the flood water had scoured a new channel under the limestone from its head to the Eastman tunnel.

In response to these continued but unsuccessful efforts to save St. Anthony Falls, a special federal board of engineers met in Minneapolis in April 1874, to study the situation. The board recommended the construction of a cut-off wall or dike, a new apron to protect the edge of the falls, and two dams above the falls. This time, Congress recognized the immediate need for the dike and authorized the funds needed for the project.

In July 1874, the Corps began construction of the dike. First they excavated a 75-foot deep vertical shaft on Hennepin Island. Next they began digging a horizontal tunnel that was four-feet wide and eight-feet high just below the limestone for the removal of water and excavated material. Then the Corps began excavating for construction of the concrete wall. Building the dike proved to be a formidable challenge, as flooding, leaking, and collapses occurred frequently.

By November 1876, the Corps of Engineers had completed the dike, which was 40-feet deep and 1,850-feet long. Between 1876 and 1880, the engineers also completed the apron below the falls, built two low dams above the falls to maintain a safe water level over the limestone, and constructed a sluiceway to carry logs over the falls. Between 1870 and 1885, the federal government spent $615,000 to save St. Anthony Falls.

In 1885, the Corps' work at St. Anthony Falls ended and the maintenance of the waterfall once again became the responsibility of the water power companies and the City of Minneapolis. The dike is still in place under the limestone, helping to prevent the erosion of the falls.
Laying the groundwork for a pay back from quality

by Peter Verstegen
Public Affairs specialist

“We are about ready to really get our feet wet and earn our pay,” said Tom Heyerman, the district’s quality coordinator and value engineer officer.

“Some of the benefits we expect are an increase in morale, greater job satisfaction, a more competitive district, and an increase in customer satisfaction.”

Heyerman presented his reading of the district’s Total Army Quality (TAQ) efforts to the Society of American Military Engineers (SAME) in St. Paul in February. He became coordinator for the district’s quality efforts in January.

“We’ve developed our quality plan, chosen the processes to be improved, and selected our process action teams (PATs),” Heyerman said. “The teams are trained and their supervisors had TAQ awareness training.”

“To date, we have a couple of publications to help us accomplish our quality plan,” said Heyerman. “Building for the Future: Applying Quality Management to Prepare the U.S. Army Corps of Engineers for the 21st Century was written by Project Manager Deb Foley for her master’s thesis. Another publication is the Total Army Quality Handbook for the St. Paul District by Al Geisen.” Geisen, the former quality coordinator, is now chief of Specifications and Estimating Section.

PATs are examining six processes to make them more user friendly, practical, efficient and cost effective.

The Federal Information Processing System (FIPS), the Biddability, Constructability, and Operability (BCO) review, the Plant Replacement and Improvement Program (PRIP), blanket purchase agreements, travel orders, and purchase requests are under review.

“Our intent was to select processes that were meaningful, yet processes we thought we could have some success with,” said Heyerman.

Objectives include cutting process time, eliminating non-productive steps, improving standard operating procedures and increasing the overall efficiency of each process.

Inter-office teams composed of individuals familiar with the processes are now meeting. “The individuals working on these processes will probably begin as Process Action Groups (PAGs) and later, through metamorphosis, grow into PATs,” said Heyerman.

Heyerman said that results will be measured four ways. An internal climate survey, a survey of external customers, estimated dollars saved, “and by intangible bullet statements such as ‘made process more challenging, improves morale, etc.’” The surveys will establish a base line and will be given annually “to help measure improvement.”

Heyerman may show Do the Right Thing with Lou Holtz, Seven Habits of Highly Effective People by Steven Covey, and other videos on quality for a series of brown bag lunches. The U.S. Army Management Engineering College showed the videos to first-line supervisors and PATS this February in St. Paul. “The videos inspired, entertained and educated us,” Heyerman said.

Walk for your health

The heart healthy herbs and the “WALK” sweat shirt are just two incentives that district employees receive through their participation in Healthy Strides, said Linda Wiley, PE-D.

New Real Estate chief

Mark W. Nelson, formerly of the Omaha District, became the new chief of Real Estate Division on March 6. He is originally from North St. Paul and graduated from the University of Minnesota.
Women’s History Month

He said, she asked: Communications styles impact job performance

by Evelyn D. Harris
Armed Forces Information Service

Linguist Deborah Tannen did her early work in Greece and never planned to focus on male-female communication. But the popularity of her book, You Just Don't Understand, showed her she was filling a need. Since then, she’s written two more books, showing sometimes American men and women might as well be speaking Greek to one another.

Her book, Talking From 9 to 5, looks at conversations in the workplace and the problems men and women have communicating there. Part of her book deals with communications aspects of the glass ceiling that prevent women from being promoted above a certain grade or position.

Women use indirect language

"Women often use indirect, self-deprecating language and couch things in a way that allows the other person to save face," said Tannen. "It works fine when both parties are playing by the same rules, but men can easily misinterpret it."

For example, a woman running a meeting may say to an unprepared subordinate, 'I should have reminded you about this.' She expects the subordinate to say, 'It's my fault; you did tell me.' But instead he may say to himself, 'Let her take the blame if she's willing.'

Tannen said linguists refer to conversational patterns as "rituals." She once embarrassed herself by adhering to the female face-saving ritual, she said. She has a firm policy of not allowing anyone to sit in on her courses, but once relented for a female reporter who claimed to have driven a great distance and waited for a long time. A student in the class was unprepared. Tannen said to the student, "Perhaps I didn't give clear instructions."

"Of course I had given clear instructions, I was just being nice, and my students knew that," said Tannen. "But the reporter led the story off with a statement to the effect that even the famous Dr. Deborah Tannen doesn't always communicate clearly."

Don't take undeserved blame

Although Tannen said she doesn't like to give tips, she suggests women bite their tongues before taking the blame they don't deserve.

Work-place communication is constantly being judged and weighs strongly in promotions and other decisions, she explained. Because of that, it’s a good idea to pay attention to communication styles and learn to be flexible,” she said. “But I don’t recommend adopting a style that makes you uncomfortable just because it works for someone else. It could backfire and have near-disastrous results.”

Tannen gives an example of a military communication backfire taken from Carol Barkalow’s autobiography, In the Men’s House: An Inside Account of Life in the Army by One of West Point’s First Female Graduates. Balkalow had just been promoted to company commander at Fort Lee, Va. Thinking it would give her an image of physical strength, she took up bodybuilding. She won second place in a competition, and the championship photograph showing
her in a bikini posing with the trophy
ran in the base paper. Seeing the
photo, the brigade commander
explained, telling her in no uncertain
terms that such a photo would be
interpreted sexually, not as a display
of strength. Balkawol said the
experience taught her women officers
would have to learn to lead in their
own ways.

A female surgeon learned the hard
way that barking orders at nurses like
her male mentor did wouldn’t work
for women. Another female
physician got excellent support
because she respected the nurses’
expertise and asked for help, said
Tannen.

Two women bosses profiled in the
book are willing to “play dumb” to
help men who work for them do a
better job. Although they get good
results, Tannen said someone from
outside who watched the exchanges
might not recognize the women’s
talent.

Impact of asking questions

Comedians have almost made a
cliche out of men’s unwillingness to
ask directions or other questions.
According to Tannen, boys learn
from an early age that asking
question puts them in the one-down,
or inferior, position. By contrast,
many women have been taught to
ask men questions to flatter them or
put them at ease.

Tannen cites several examples
where men’s reluctance to ask could
have serious safety consequences. In
one, a male intern guessed at the
medication dosage to give a critically
ill patient rather than ask the resident,
who was talking to another doctor.
He chose to risk the patient’s life
rather than risk the double
embarrassment of interrupting a
superior and exposing his own
ignorance. Fortunately, he guessed
right.

In another case, an amateur pilot
running out of gas risked his and his
daughter’s life rather than radio the
control tower and admit he was lost.
He too was fortunate and spotted a
landing field in the nick of time.

Another amateur pilot who had
suffered a similar brush with death
told Tannen he was sure the
reluctance to ask for help had caused
more than one private plane crash.

But the female willingness to ask
questions can cause career fatalities.
One skilled female medical intern
failed to be recommended for
resident. Her fellow interns, all male,
were surprised because they
recognized her as the best of the
group. She asked her supervising
doctor why. “You ask more
questions, so you must not know as
much,” he told her.

Women should think before asking
questions at work, said Tannen. If a
quick answer is critical or there is no
other way to get the answer, ask. If
not, consider getting the information
some other way.

Giving and getting credit

Women also tend to give credit to
the group when they alone did the
work. By contrast, men will often
take credit for the achievement
exclusively accomplished by their
subordinates.

“This is by no means universal,”
said Tannen. “A number of men are
equally reluctant to blow their own
horn. This holds them back in their
careers.”

People who feel they are helping
their careers by eating lunch at their
desks all the time may also be
holding themselves back, she said.

“It’s a good idea to talk with your
boss when you can. People tend to
give good information about
opportunities to people they talk to
more often, people they feel
comfortable with,” said Tannen. “It’s
just human nature. If you get the
chance to eat lunch with the boss, do
so.”

Ignoring ideas

Women who preface suggestions
with, “I don’t know if you already
thought of this,” or “This may not
work, but” or similar statements
shouldn’t be surprised if their ideas
are ignored, she said.

To improve chance of success,
Tannen suggests listening to how
the people in the work place talk. This
will give clues as to the styles that
work best with them.

Tannen said in Greece and
Germany, people enjoy spirited
arguments with friends. Trading
clever insults is a way of reinforcing
friendship among Jewish men and
women of East European origin.

“Approach people with respect,”
Tannen suggests. “And don’t be too
quick to assume negative intent. It
may be just their style. If you are
really offended, let them know how
you heard their statement and ask if
that’s what they meant. You may be
surprised.”

Improved communication doesn’t
guarantee promotions for women, said
Tannen. “Sometimes you are not going
to win, no matter what. And everyone
has critics. Barbara Mikulski and
Nancy Kassebaum are both effective
senators from two different parties with
two different styles. Mikulski is
outspoken, and Kassebaum has a more
traditionally feminine style. And yet,
Barbara reports people are always
telling her to be more like Nancy.
Nancy said people tell her to be more
like Barbara.”
1988 drought tested trust relations

by Peter Versteeg
Public Affairs specialist

In 1988, the St. Paul District came face to face with its tribal trust duties. A severe drought forced it to examine the impact on tribal treaty rights of a water release from headwaters reservoirs.

That summer, the State of Minnesota asked the Corps to release more water from Headwaters reservoirs to the Mississippi River to meet the water requirements of the Twin Cities.

"To properly evaluate what action is in the public interest, and to fulfill my federal trust responsibility to your tribe, I need all available data on the nature and extent of the tribal resources that could be affected by an increase in flows from the headwaters reservoirs," wrote then District Engineer Col. Roger Baldwin to the Leech Lake tribe in July.

"Of significant concern in the Twin Cities area is the need for pollution abatement," said the commander.

District officials needed to know how lower water levels would impact wild rice beds and other activities in Headwaters lakes—Winnibigoshish, Leech, and Sandy—from which the tribes benefit.

Although rains came just in time, the district commander had followed policies established at the highest levels in the three branches of federal government which have upheld the trust relationship with the tribal governments.

The commander’s actions reflected a growing sensitivity to tribal rights.
Shades of Green may cure your cabin fever

Feeling confined by the long, frigid winter? The Shades of Green resort at Walt Disney World in Florida may have just the cure for your cabin fever.

The Army's Shades of Green resort serves currently employed Department of Defense civilians, the Reserves and National Guard and active and retired members of the uniformed services.

Lush green landscape

While there's snow on the fairways here, Shades of Green offers tropical sunshine and temperatures in the 70s. For those tired of tolerating patches of dirty snow covering matted brown grass, two championship golf courses and a nine-hole executive course (part of the Walt Disney World resort) paint the landscape lush green.

The 287-room, three-story inn offers extra-spacious rooms for up to five guests, two lighted tennis courts, two heated swimming pools, a children's pool and play area, a health club, restaurant, lounge and sports bar, gift shop, video arcade and laundry facilities. All rooms have balconies and are the same rate regardless of view.

The resort sells discount tickets for the Walt Disney World theme parks and other Orlando area attractions. Guests can enter Disney World, Epcot Center or MGM Studios an hour ahead of the general public. The guest services arranges transportation to attractions such as Sea World and Universal Studios.

The 287-room, three-story Shades of Green at Walt Disney World.

But plan far ahead before trading your parka for your polo shirt. Shades of Green rooms book more than six months in advance. So, this is a good time to plan next winter's getaway.

And bring your military identification or your leave and earnings statement (LES) when you check in. You'll need it to verify employment.

The resort accepts major credit cards and reservations by phone, fax and mail. The Army Central Reservations Center also offers a toll-free reservations line. The Shades of Green reservations number is 407-824-3600; fax 407-824-3665. The Army Central Reservations number is 1-800-GO-ARMY1. Or write Shades of Green on Walt Disney World Resort, P.O. Box 22789, Lake Buena Vista, FL 32830-2789. The reservations line is busiest both early and late in the day.

A Reservation Request form (to fax or mail) and related information are available in Logistics Management, the technical library and the discount travel folder in Public Affairs.

The resort is an armed forced recreation center and operates with non-appropriated funds.
Bits and Pieces

From insurance to office automation
Student makes an easy transition

by Pamela Spann
Stay-in-School Program

Riding mountain bikes, skiing
down the slopes and spending time

with her husband are some of the
things that Brandi Seman finds
enjoyable. Seman was newly married
in August 1994, and came to work at
the St. Paul District in November.

She heard about a position in the
Stay-in-School Program from a
fellow co-worker.

Her previous job at an insurance
agency familiarized her with legal
terminology—making for an easy
transition to her new position as an
automation clerk in the Office of
Counsel (OC).

Seman said she enjoys working in
the OC because of the friendly
people, the exciting atmosphere, and
the many interesting cases.

She attends Lakewood Community
College, where she's in her third
year. Upon graduating in June, she
will receive her degree in Business
Management.

Hello

Construction-Operations Division
Daniel J. Boone, sandblaster
John J. Brunet, laborer
William J. Chelmowski, weilder
Mableann Cooper, office automation
clerk
Roger W. Gilman, laborer
Thomas E. Hamilton, sandblaster
Darrell T. Holzer, laborer
John M. Jacobson, Sr., painter
Joseph J. Kupietz, Jr., sandblaster
Gerald E. Orlowski, laborer
Jay E. Stein, weilder
Kim A. Wenger, weilder
Randy L. Wheeler, laborer
Loren E. Wiese, painter

Good-bye

Deputy District Commander Maj.
Chuck Rogers farewell luncheon
will be held 18 April at 11:30
hours at Blackie's on Tanners
Lake.

Engineering and Planning
Division
Richard J. Miller, civil engineer
Marlin A. Munter, supervisory
general engineer (retired)
Winston P. Riedesel, civil engineer
(retired)

Construction-Operations Division
Rosemarie E. Braatz, writer-editor
(retired)
James R. Jordan, lock and dam
operator (retired)
Robert D. Long, lock and dam
operator (retired)
Alfred H. Mathews, area lockmaster
(retired)
Timothy T. Tabbert, student trainee