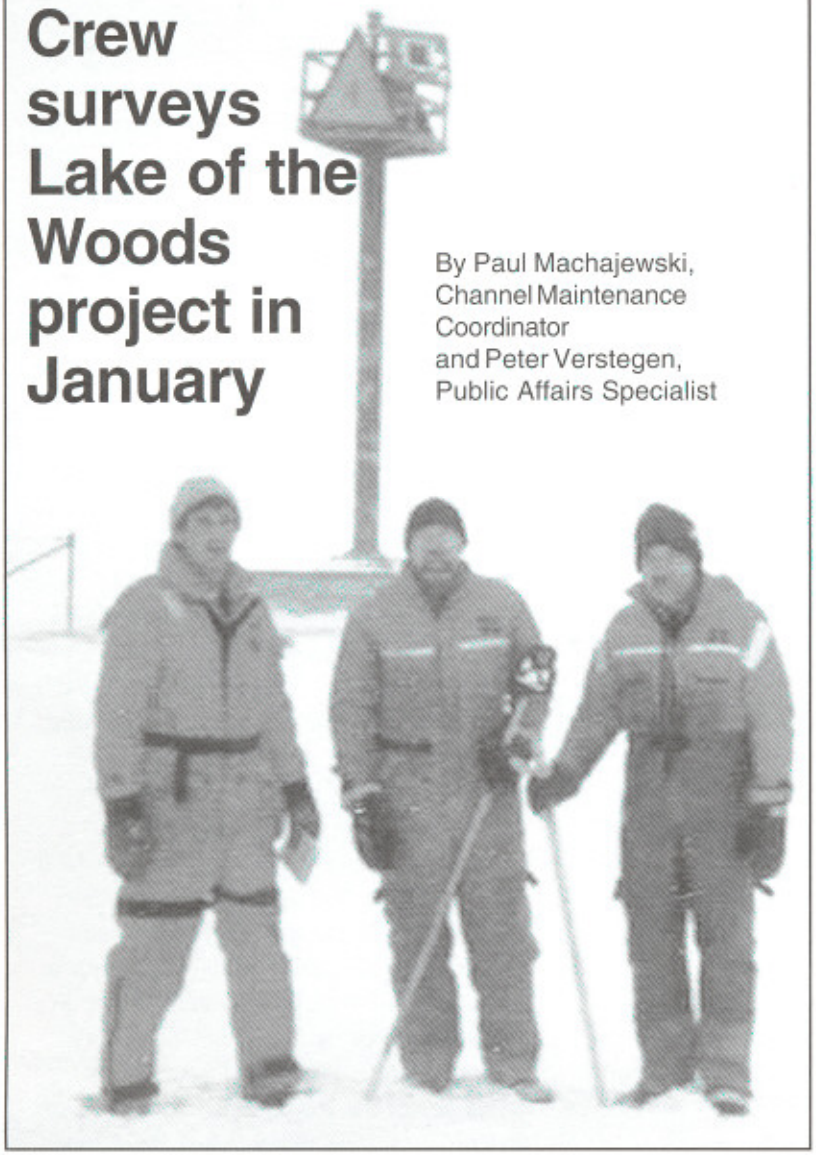
US Army Corps of Engineers
St. Paul District

Crosscurrents

Vol. 24, No. 1 January 2001

Crew surveys Lake of the Woods project in January

By Paul Machajewski, Channel Maintenance Coordinator and Peter Verstegen, Public Affairs Specialist



St. Paul District photo

Survey crew members standing on the ice at Lake of the Woods from left are: Jim Marquardt, Mark Scholl and Kevin Ressie.

Editor's note: Many of the Corps' people work outdoors, facing the worst nature can throw at them as part of their daily jobs. This article details how one crew accomplished their mission despite Minnesota weather and Murphy's Law.
–Bernard Tate, *Engineer Update*

The old hotel was gone, so was the maple tree. Two reference points to survey a project site had vanished. But the survey crew from St. Paul District did not need directions on where to go next.

"The last time we were up here, back in January 1997, there was an old rundown hotel standing nearby," said Jim Marquardt, survey technician with the winter survey crew. The old hotel had been a survey reference point.

"Up here" is northern Minnesota at Lake of the Woods, a 1,485-square-mile lake where the district has a project about 10 miles from the Canadian border. Marquardt plus Mark Scholl, a survey technician, and Kevin Ressie, a small craft operator, made up the crew. In early January they performed a project condition survey on the Warroad Harbor Project on the southern shore of Lake of the Woods.

The survey was part of St. Paul District's navigation mission. The district maintains navigation projects much like road crews maintain highways, and builds breakwaters or jetties to protect homes and businesses from waves. Other navigation improvements include deepening and widening harbors so

Survey, continued on page 3

U.S. Army Corps of Engineers

White Paper 2001

'We know we are not and will never be perfect - we must become more agile as a learning organization filled with people willing to evolve and enable change.'

By Lieutenant General Robert B. Flowers,
Commanding General,
U.S. Army Corps of Engineers

As the new leader of the United States Army Corps of Engineers, I have written this white paper to report on the state of the Corps and my direction. It is addressed to everyone with an interest in the Corps.

The state of the Army Corps of Engineers is sound. For 225 years the Army Corps of Engineers has honorably served the Army and the Nation. During the 20th Century the Army Corps of Engineers experienced both resounding success and bitter controversy. Today, at the dawn of the 21st Century, we are again under the microscope of public examination.

As I survey our horizon I see the Army Corps of Engineers performing vital functions. We are deployed around the globe as part of the Army's contribution to our national security strategy. Across America I see both our Military Program and Civil Works Program addressing local, regional, and national challenges. I see that our Army is transforming itself to prepare for an uncertain future. I see the Corps as critical to the success of this transformation. Additionally, I see the value that the public places on our Nation's environment remains a powerful and growing force for change in public policy and fiscal priorities. Imperatives and directions are shifting. As a result, the Army Corps of Engineers often finds itself dealing with issues involving significant and divergent interests.

The Army Corps of Engineers Civil Works Program is responsible for the development, management, protection, and enhancement of our nation's water and related land resources for commercial navigation, flood damage reduction, recreation, and environmental restoration. The program provides stewardship of America's water resources infrastructure and associated natural resources, and also provides emergency services for disaster relief. The Civil Works Program supports the Army in peacetime pursuits, during national emergencies, and in times of war. It is my job, in concert with the Assistant Secretary of the Army for Civil Works, to act as a strong voice to the administration and the Congress for the management of our water resources. We must create environmentally sustainable systems that protect people, property and economic growth across the United States. The goal of our study process is to produce the best economic and scientific analysis available. When studies are complete, I will report results to the public, the administration, and the Congress, in order to facilitate their decision.

We will strive to improve the quality of our studies, projects, and operations, while reducing time and cost. We will seek to develop technologies to protect or restore the environment; and to create environmental benefits. We will continue to rely upon the private sector to execute the majority of our work. We know we are not and will never be perfect - we must become more agile as a learning organization filled with people willing to evolve and enable change. We rededicate ourselves to continuous improvement. I reaffirm our strong commitment to produce unbiased recommendations consistent with law, regulations, and science.

The Army Corps of Engineers will continue to provide excellent service to the Army and the Nation with integrity and credibility. We are a team of dedicated military and civilian professionals with a strong ethos for service to the Nation. We do not, can not, and will not favor any special interest, nor allow any special privilege, in the execution of our studies and projects. The public must have trust and confidence in our process as well as in those entrusted with implementing that

White paper, cont. on page 8

St. Paul District photo

Kevin Ressie drills a hole through the ice on Lake of the Woods with an auger. Mark Scholl operates the snowmobile. On the right is an ice-fishing shanty.

Survey, cont. from page 1

that watercraft can move safely.

The Warroad project is a shallow-draft harbor seven feet deep, and the crew was there to measure sedimentation.

"According to the books, our benchmark should be 2.6 feet from the 14-inch maple tree next to the hotel. The benchmark's gone too," said Marquardt.

Using a metal detector and digging through the ice and snow did not pay off, and the crew determined that the benchmark was either buried or destroyed when a nearby casino parking lot was built.

So the crew put their land survey expertise to work. They drove snowmobiles out on 30-inch-thick ice dotted with scattered fishing shacks. Then they surveyed a one-mile base line from the shore of Warroad Harbor onto the frozen lake. Once they established that line, the crew used an auger to drill through the ice every 10 feet along that line, took water depth measurements, and recorded them.

As odd as it sounds, winter is actually the best season to do such work.

"Winter conditions provide better information, better control, and help workload distribution," said Dan Krumholz, operations manager for the Channel and Harbors Project. "Surveyors can measure points on the ice, which is stable, and much better than bouncing around in a boat. Measurement is more precise. In some cases where we can't use global positioning, land controls offer more accurate recordings of water depth."

But the weather causes problems of its own. During this survey, the temperature was five degrees below zero with a wind chill of about 20 degrees below zero. The water temperature was 31 degrees.

"Safety is always first on any job," Ressie said. "In these conditions, we all need to be extra careful." School added, "We watch out for each other concerning frostbite and windburn."

The survey crew wore special flotation survival suits, which protected them from the cold and wind. The suits would have also protected them if they had broken through the ice. "You never know when you're going to go through," Ressie said. "These suits provide us with the protection we need."

Although the conditions sound harsh, they were actually fairly mild.

"Survey crews have encountered ice thickness up to 48 inches, and experienced air temps of minus 30 below zero with wind-chills of minus 100," Krumholz said.

And, oddly enough for a hydrographic survey, they also had to worry about flight safety. The frozen navigation channel also doubles as a winter landing strip for small aircraft, and pilots need a smooth lake-surface for landing. So the crew has smoothed out the piles of ice left by their auger either with a flat-bottomed airboat that glides over snow and ice or with an ice rake pulled behind a snowmobile.

The survey information gathered on this trip under review at the project office in Fountain City, Wis., to determine if dredging will be necessary to maintain the access channel to Warroad Harbor.

The survey information also benefited area residents. "They like to know how thick the ice and how deep the water is," Marquardt said. "It helps them decide if the ice is thick enough for their pickups, and which lure to use for ice fishing."

District issues training and development guidance for FY02

A memorandum for Division and Office Chiefs

By Col. Kenneth S. Kasprisin,
St. Paul District Commander

1. During the past two years the St. Paul District has collectively identified essential tasks we must perform to successfully meet our missions. This Mission Essential Task List (METL) has become the defining competency standard for "mission readiness," and has focused our training resources on developing or enhancing those skills required to execute those essential tasks. You must continue to refine our training program through the METL process, and to provide effective oversight to ensure that employees complete the training deemed necessary to successfully fulfill our missions.

2. For the FY02 Training Plan, we will build upon our past accomplishments, and will incorporate the requirements of our recently adopted MVP Leadership Development Program and the Wage Grade Career Development Plan. My intent is to ensure that we retain our orientation to the METL process, while also emphasizing the development of future leaders in both the professional and wage grade ranks.

3. We will brief our FY02 training plan to BG Arnold early this summer. The format will be similar to last year's PowerPoint brief. Division and Office Chiefs should be prepared to describe the results of the METL process for their respective offices and to report on progress made in FY01.

4. Please adhere to the following criteria as you prepare the FY02 MVP Training and Development Plan.

a. <u>The METL Process</u>

(1) Review last year's METL and refine as necessary. Please ensure new or relocated employees' essential tasks are accurately identified. We have retained all of last year's METLs, and have added a 7th Task to emphasize the importance that an employee's personal well-being and positive outlook has on their job productivity and job satisfaction. The FY02 METLs are:

Task 1 Execute the water and environmental resources program;
Task 2 Provide technical support for others;
Task 3 Respond to emergencies;
Task 4 Develop and maintain administrative support systems;
Task 5 Develop and sustain a quality work force;
Task 6 Satisfy the customer;
Task 7 Be healthy and have fun.

All these tasks are critical to the success of our mission.

(2) For FY02, I want to especially emphasize training efforts toward improving our proficiency in Task 2 and Task 6. It is absolutely critical that we are fully prepared to Provide Technical Support for Others, and that we do so efficiently and with a high degree of professionalism that will Satisfy the Customer. We must always be cognizant that the future of our organization lies in our effectively providing services that meet the needs of our customers. As we further incorporate the Project Management Business Process (PMBP) and reorganize our resources, we must diligently develop our people in new and changing roles. Our increased emphasis on team training is one example of how we can do this. Also, our establishment of a Leadership Development Program is a significant commitment toward preparing future leaders and managers to succeed in a environment of new challenges and constant change. As general guidance, incorporate the following into your specific plans:

- All IDPs will reflect at least one training course to improve specific technical

competency.

- All supervisor/manager IDPs will include at least one course related to management, supervision or leadership.
- Each Division will nominate two individuals to become candidates for the HQUSACE Leadership Development Program.
- Each Division will identify individuals to train/assist others in areas such as CEFMS, MS Word, Excel, PowerPoint, MS Project and PMBP.

(3) Branch/Office Chiefs will use the METL process to assess their organization's ability to perform its collective tasks, update their proficiency assessments, and utilize input from Section Chiefs in identifying their training needs. Branch/Office Chiefs will then brief their Division Chief, or the Deputy, on their proficiency assessments and training requirements.

(4) Division Chiefs and the Deputy will review the proficiency assessments and training needs as recommended by the Branch/Office Chiefs. Division Chiefs will also assess the ability of their Division to perform its collective tasks. The Division Chiefs and the Deputy should then provide their final proficiency assessments and training needs (generated by the completed IDPs) for all levels of their organization to the training committee. The training committee will consolidate all training requirements from across the District and develop a recommended training budget to fund training in FY02. A contingency fund of $100,000 will be retained to accommodate special needs training that may arise due to new programs, technology, or personnel who have immediate training needs. Use of these funds must be approved by the Training Committee.

b. Training Sources. A diverse pool of training sources is available for managers to draw upon. Managers should carefully examine training requirements and find the most cost effective training source that is capable of fulfilling training requirements. The St. Paul District In-House Catalog and Huntsville's PROSPECT course schedules are available for your use, as well as catalogs from the USDA Graduate School, Employer Education Services, and numerous area colleges and vocational schools. Managers should also be aware of evolving web-based training opportunities; the Army is actively involved in this initiative as a cost effective component of a comprehensive training program. Finally, when large numbers of employees need identical training, managers must consider contracting with the Huntsville Training Center, or consultants, to provide on-site training sessions; this approach is important in controlling the significant travel and per diem expenses associated with our training program.

c. Individual Development Plans (IDP). A significant feature of our training and development program is the automated IDP function. IDP's will be entered and maintained in a browser format on the District Intranet. Specific training courses for the FY02 training plan will be pulled from the "Required Training" block of the completed IDP. Your training coordinators have received guidance on use of the automated IDP and will enter data upon your direction. The IDP's should be reviewed and updated concurrently with your METL analysis. As detailed training source information is published, you should finalize the IDP's. The IDP completion suspense date is 4 May 01.

d. Long Term Training (LTT). We must improve our process for evaluation and selection of candidates for LTT. This training represents a very sizable and important investment for the District. Division and Office Chiefs must take an active role in identifying and nominating quality candidates. The District forwards candidate packages to MVD in December for inclusion in the next academic year. To assure sufficient time for interviews and selection, I must have your LTT nomination packages for academic year 2002 completed by 31 October 01. Through the METL process and consideration of District goals, you must identify the specific needs for LTT. Nominations should be directly linked to

Training, continued on page 6

Training, continued from page 5

meeting those needs. The selection process will be open and clearly focused on selecting the best possible candidates for LTT.

e. HQUSACE Leadership Development Program (LDP). Our FY02 training and development plan must continue to support past, present and future USACE LDP commitments. Employees selected to participate in this program must progress along the agreed upon time and event schedule. Funds for tuition, travel, per diem and salary associated with the developmental assignment for each participant must be considered in preparing your training plan.

f. St. Paul District Leadership Development Program (MVPLDP). In addition to the HQUSACE program, a St. Paul District Leadership Development Program was initiated in FY01. This is a multi-year program open to all District employees. The program consists of formal training and workshops, attendance at District and Division meetings, participation on teams assigned to solve District-wide challenges, personal reading assignments, and a developmental assignment in another office. A competitive process is used to annually select 5-10 employees to participate in the program. The selection of the FY02 MVPLDP participants will proceed concurrently with preparation of the annual training plan. The LDP selection process should be completed in late April 01, the participant's IDPs should be completed in early May, and required training should be incorporated into the training plan by the end of May. Each office who has a participant must plan to accommodate LDP training within their respective budget.

g. Mandatory Training. Mandatory training is defined as training required as a result of safety, legal, personnel or EEO mandates through law or governing regulation. You must dedicate sufficient resources to accomplish all identified mandatory training relevant to your tasks. A list of mandatory training will be provided in the District In-House Catalog.

h. Team Training. District funds will be reserved to conduct three training sessions designed to enhance effectiveness of District teams as envisioned under the PMBP. The Senior Executive Team will make team selections from recommendations submitted by the Team Training/Team Awards action group. Supervisors are also encouraged to support individual employee attendance in courses that teach team dynamics/interaction.

i. Division/Office Training Proposals. The suspense for completion and submittal to the Training Committee of FY02 METL/ IDP-based proposals is 25 May 2000. At a minimum, the plan should contain an executive summary, the METL analysis, and a list of mandatory and recommended training. Office Chiefs should be prepared for a dry-run brief to me on 09 June 2000.

5. A properly focused training program is essential if we are to maintain and advance our professional competencies. I expect each of you to exercise effective leadership so that your supervisors/managers produce a training and development plan that enhances the capabilities of our staff to meet the varied needs of our customers.

6. If you have questions or need further clarification on training plan development, my point of contact is Ben Wopat (290-5311), District Training Committee chairman.

Essayons!

Training timetables

Training Development Activities

18 Jan	District Engineer publishes Training Guidance
22 Jan	Divisions/Offices complete entering their METLs into the Automated Training Management Program (ATMP)
2 Feb	CPAC solicits suggestions for In-House training courses
23 Feb	Divisions/Offices complete evaluation of tasks (T,P,U, & C-I-B) and enter the evaluations into ATMP
1 Mar	PROSPECT and In-House training catalogs are distributed
17 Apr	Divisions/Offices submit their requested training (IDPs) to CPAC
1 May	Training Committee completes review of training requests and recommends an FY02 training budget to DE
4 May	Training Committee refers approved budget and adjusted training plan back to Divisions/Offices for final review and comment
10 May	Divisions/Offices provide final feedback on training plan to Training Committee
30 May	Final FY02 MVP Training Plan presented to DE for approval
1-15 Jun	BG Arnold briefed on MVP FY02 Training Plan

MVP Leadership Development Program (MVPLDP)

24 Jan	Distribute program announcement and application packages
2 Mar	Deadline for completed application packages from applicants
12 Mar	Deadline for Supervisor's assessments
21 Mar	Complete preliminary ranking of candidates
30 Mar	Complete interviews of candidates
6 Apr	Recommendations made to DE/S.E.T.
10 Apr	Final selection of FY02 MVPLDP participants
17 Apr	Requested training (IDPs) for LDP participants forwarded to CPAC

Long Term Training Program (LTT)

31 May	Publish District-wide notice
29 Jun	Managers/Supervisors identify LTT needs
3 Aug	Deadline for program applicants
14 Sep	Complete candidate interviews
19 Oct	Committee submits recommendations to DE/ S.E.T.
2 Nov	Final selection(s) made
30 Nov	Selection package finalized and sent to MVD

Crist retires

A retirement coffee will be held for Chuck Crist, District Deputy for Programs and Project Management (DDPM), on March 1 from 1 p.m - 3 p.m. in the Executive Conference Room.

A retirement luncheon will be held March 2 at 11:30 a.m., in the McKnight Banquet Room, located in the Holiday Inn, (I-94 and McKnight Road).

Menu choices are: roasted pork loin, breast of chicken marsala, or pasta primavera. All meals include a salad, rolls, and coffee. Angie Peterson or Mary Kay Linder will accept reservations and payment of $15 by Monday, Feb. 26.

Who's moved

On January 16, **Lisa Hedin** became Project Management (PM) branch chief. "Lisa was selected Friday as PM-A branch chief, replacing **Judy DesHarnais** who is presently serving in the civilian deputy position," said Chuck Crist, DDPM. On Jan. 19, **Dennis Erickson** became acting chief of Operations Branch, Construction-Operations Division.

Mansell departs, Greene arrives

Photo by Peter Verstegen

St. Paul District Deputy Commander Maj. Lonnie Mansell, right, departed for a new command in December. Capt. Willie Greene, left, arrived for duty in November as a contracting officer.

White Paper, cont. from page 1

process. Our integrity must remain beyond reproach. We will be open and responsive in working with all interested parties in the execution of our studies, projects, and in our regulatory responsibility. We will reach out to stakeholders early and actively listen to the concerns on all sides of issues. We will promote dialogue. We will seek to build consensus and always strive to do what is right. The Army Corps of Engineers is vitally important to the Nation and vital to the livelihood of most Americans - this has not changed in 225 years. I believe the Corps is a national resource that plays an indispensable role in serving the public.

The Army Corps of Engineers is also an essential part of the greatest Army in the world. We will work hard to be a vital link between the American public and its Army.

We are dedicated to operating in the interest of the American public and always in accordance with laws and regulations. Our team works with many different entities, but only for one purpose, to do what is right to enhance and protect the well being of the Army and the public. We seek to partner with stakeholders and to build relationships that serve the public interest. We work with the administration and the Congress. We work with the civilian and military authorities appointed over us. Most importantly, we work for the American public's trust and confidence.

Essayons!

Crosscurrents

US Army Corps of Engineers
St. Paul District

Crosscurrents is an unofficial publication, authorized under the provisions of AR 360-1. It is published monthly by offset for the St. Paul District, U.S. Army Corps of Engineers.

Editorial views and opinions are not necessarily those of the Corps of Engineers, nor of the Department of the Army.

Address all inquiries to:

Editor, *Crosscurrents*
U.S. Army Corps of Engineers
Army Corps of Engineers Centre
190 Fifth Street East
St. Paul, MN 55101-1638

District Engineer — Col. Kenneth Kasprisin
Public Affairs Chief — Mark Davidson

e-mail: cemvp-pa@usace.army.mil
Phone: 651-290-5202