



U.S. Army Corps
of Engineers
Far East District

East Gate Edition

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USACE Command Sergeant Major Lugo visits FED



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reorganized***

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(Above) Mannequin is displayed in battle dress outside mobile operations center (EOC). During his visit to the Far East District headquarters, USACE Command Sergeant Major Edward Lugo (*small photos - right*) receives a briefing about the District's mobile EOC from Mr. Pat Crays (*top small photo - left*), Emergency Operations Officer. Mr. Ken Pickler, Logistics Management Office, (*left - lower small photo*) and LTC Dale Knieriemen, Deputy Commander, (*center - lower small photo*) show CSM Lugo battle dress clothing and equipment outside the mobile EOC.

From the Commander



This issue is focused upon the changes inherent in implementing the new Programs and Project Management regulation (ER-5-1-11). This regulation represents a watershed event in the U.S. Army Corps of Engineers - a major, cataclysmic change to the way we conduct business. This regulation empowers us to initiate broad-based action to generate short-term wins that will ensure these new approaches are firmly embedded in our culture.

To look unflinchingly into the face of change requires courage on the part of everyone on our team. To sustain our courage, we:

- Pick the future instead of the past;
- Focus upon opportunity rather than the problem.

Peter Drucker, the management guru of the 20th century, stated, "The best way to predict the future is to create it." It is certainly comforting to remain with the status quo, the way we have always done things. But the status quo is the past. And the past is littered with many organizations and business approaches that have been discarded as ineffective for the future they faced. True, these concepts were effective as they were the opportunities of their times. But, they outlived their usefulness as the opportunities degenerated into problems. Solving problems never leads to radical change.

Many of us were in the U.S. Army Corps of Engineers to implement one of our benchmark standards, quality assurance. Recall the fierce and heated debates over the "evils" of quality assurance? Imagine where the world's premier engineering and construction management organization would be if we had remained in the past. Perhaps we would not be implementing programs and project management.

By selecting the future we are forced to convert the opportunity into results. Inside our District are the effort and energy of our team members. Results, customer satisfaction, lie outside the District. Effort and energy invested in solving problems - former opportunities - only restore the equilibrium of yesterday. But more importantly, this focus is internal to the District. Effort and energy with an eye on the future transform opportunities into results - the dynamic of tomorrow. And the focus is where it should be, outside the District, with the customer.

Barbara and I wish you the gift of courage to run for the future, the territory of opportunities. Your attitude determines your altitude.

Building for peace on the frontiers of freedom!

COL James L. Hickey

Check out the Far East District web site at [Http://www.pof.usace.army.mil](http://www.pof.usace.army.mil)

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Safety

Once again, displaying a desire to revolutionize effectiveness, seek growth opportunities, and invest in people, the Far East District (FED), U.S. Army Corps of Engineers, held its second Contractor Construction Safety Certification Course on March 30-31, 1998. In addition to the District's Safety Office team, instruction was provided by Mr. Pae, Chin-Su, Quality Assurance Representative (QAR), Southern Residence Office and Mr. Kim, U-Kon, QAR, Kunsan Project Office.

Thirty-two students, representing 15 different Korean construction firms, attended this class. Two District QAR's also attended. It is the first time FED team members have sought this growth opportunity. As before, COL Hickey gave opening remarks which re-emphasized the priority safety has within the Far East District. Classes were taught in English and the curriculum used in the first class was followed again for this class. The curriculum included safety program management, personal protective equipment, electrical safety, control of hazardous energy, safe access and fall protection, work platforms, excavations, welding and cutting, and medical and sanitation requirements.

Students were tested at the completion of the training and

COL Hickey presented Certificates of Completion to all 34 graduates. The District plans on conducting the next class on April 15-16, 1998.



Just a reminder!

The Safety Office is still open for suggestions to determine our safety motto for our SAFETY DAY celebrations on May 28, 1998.

We will close our contest on April 15, 1998, in order to have time to pre-order items for this event.



Please also take time to send us your design suggestions for the coveted "FED Safety Coin" to be minted shortly. Go down in FED history by being the individual who designed this prestigious award.



Do You Know?

More than 321,000 persons were injured in crashes where police reported alcohol was present -- an average of one person injured every 2 minutes.

About 3 in every 10 Americans will be involved in an alcohol-related crash at some time in their lives.



April Safety Slogan:

*Some drivers are always trying to get ahead ----
They could use one*

PPMD reorganizes in accordance with new Regulation

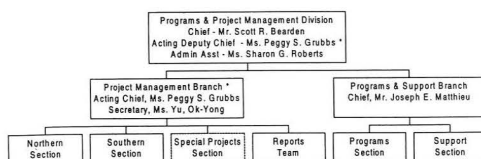
You may have heard about the revision of ER 5-1-11 (Programs and Project Management) and you may know there are no longer any technical managers in Engineering Division. You probably know several offices and people have moved from one building to another (*Cost Engineering to the second floor of Engineering Building, all of PPMD relocating downstairs in S-62, Executive Office moving upstairs in S-62, Mr. Yo (IM Graphics) moving to T115 and PAO relocating to S-67-Rm. 203*). Now, as commentator Paul Harvey would say, here is the rest of the story (*or at least part of it*).

"The new reg (ER 5-1-11) is an attempt to break down the stovepipes and focus on project management as a business process, a Project Management Business Process (PMBP)" said Scott Bearden, Deputy for Programs and Project Management. The intent of USACE is to employ a management system that makes the entire Corps a project management oriented organization focused on business processes that are uniform throughout the command.

According to Bearden, the regulation simplifies what FED does by dividing our team members' roles into two categories: process and product. What the new regulation basically means is that PPMD is responsible for managing the life cycle project execution business process, while other FED team members are responsible for producing the products or components that make up the project. PPMD is the process manager, or operations officer, for the District and manages each project using a Project Management Team (PMT) comprised of, as a minimum, a budget analyst, a designer, a cost estimator, a contract specialist, and a construction quality assurance representative. Other team members may be added depending on the project scope of work. For example, there may be a need for someone from Foundation and Materials Branch, Office of Counsel, Logistics



Programs & Project Management Division

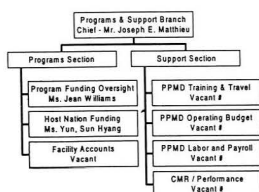


* Dual Assignment

Management Office or Information Management Office to contribute to the project. The Project Management Team is formed at the very beginning of the project with the Project Manager as the Team Leader, and remains engaged in project activities and decisions through the warranty phase.

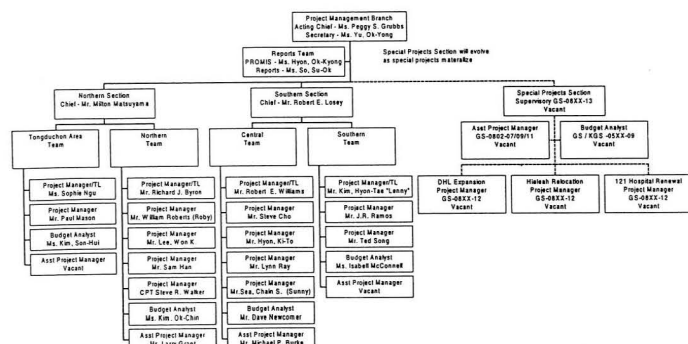
Under the old system there was a lot of redundancy and a lack of accountability because of handoffs from the PM who drafted up a scope of work, gave it to the Technical Manager in

Programs & Support Branch



One Budget Analyst performs all of these functions

Project Management Branch



Engineering, who gave it to a designer, who gave it to cost estimating, who passed it to contracting and so on. Under the new regulation, there are no handoffs, it is a team effort from beginning to end. The entire District will become more focused on their specific role in the execution of projects. PPMD is now responsible for the process and the rest of the District is responsible for the products that contribute to the project. Everyone being a pro at their jobs.

Using the new project management business concept, it is the PMT setting the District priorities so the focus is on the project, not individuals, stovepipes or functions. This eliminates "we - they" and "not my job" mentalities. We have the mission to plan, design, award, and construct projects in the Far East and each FED team member contributes to the execution of projects, in some manner. Under the PMBP, the PM team develops a Project Management Plan (PMP) covering the scope, schedule and cost for each project. Once the PMP is approved, the team will collectively authorize slipping a schedule, changing the scope or increasing the project's cost. On larger projects, such decisions will be brought before the Project Review Board. Although creating this new organization has left Paul Yoo, Chief, Engineering Division, with seven less team members, he has been able to create a new technical review section, which is another great benefit to the District.

By implementing this new PMBP concept, we have enhanced process management and increased FED service capabilities, making us more efficient. Increased efficiency + expanded capabilities = less cost and a broader range of support services, making us more attractive to our customers, according to Bearden.

"I am looking forward to the opportunity to explain the reorganized PPMD and how we will move toward project management oriented organization using the project management business process and project management teams, at the next town meeting, May 8," concluded Bearden.



FED manages construction of Child Development Center at Yongsan

FED is managing construction of the first state-of-the-art, \$4.5 million, Army standard design child development center (CDC) at Yongsan.

As part of a partnering meeting on March 23, 1998, those involved in the project were briefed by Mr. Mehdi Mizani, FED, during a walk-thru of the project site (*see photo at right*). Attendees included representatives from the Dongbu Construction Company, contractor; Child Development Services, Yongsan; and FED.

"The center will provide a significant enhancement to the quality of life for the families in the Yongsan area," said Mr. Tim Phillips, Resident Engineer, Northern Resident Office, FED.

The CDC will include media, music and play areas; small group activity areas; a food service area; fire protection and alarm systems; administrative space; surveillance cameras; work stations; a staff training and break room; sheltered outdoor activity spaces; parking lot; and playground equipment.

Now 80 percent complete, construction is scheduled to be finished in June, 1998. Child Development Services has set a target date of August 24, 1998, to begin actual operation of the CDC, according to Ms. Beverly Joiner, Family Support Division, Yongsan.



Corps Vision Survey shows FED team feels they work most on satisfying the customer

In February, 85 Fedsters were selected randomly and asked to respond to a survey about the progress of the implementation of the Corps Vision Statement in the Far East District. Of those 85, 25 responded and here are their responses (*boldface numbers indicate how many chose that response*):

Question 1. How well do you understand what you should do to support the implementation of the vision?

- a) to a limited degree (5)
- b) sufficiently (15)
- c) very well (5)

Question 2. Please check the goals and sub-strategies which you are working on more than others. Choose all that apply.

- a) Goal: Revolutionize effectiveness (16)
- b) Sub-strategy: Align for success (9)
- c) Sub-strategy: Satisfy the customer (18)
- d) Sub-strategy: Build team (15)
- e) Goal Seek Growth Opportunities (13)
- f) Sub-strategy: Serve the Army (12)
- g) Sub-strategy: Enhance capabilities (16)
- h) Goal: Invest in people (11)
- i) Sub-strategy: Build strategic commitment (5)
- j) Sub-strategy: Reshape culture (6)
- k) None (0)

Question 3. To what extent does the Corps resemble the organization described in the vision? Choose one:

- a) to a very small extent (3)
- b) to some extent (9)
- c) unsure (7)
- d) to a large extent (6)
- e) to a very great extent (0)

Question 4. How much change do you think USACE has made in moving from the organization it was in early 1997 to an organization oriented to the USACE vision? Choose one.

- a) no change (2)
- b) a small change (8)
- c) moderate change (11)
- d) a great deal of change (1)
- e) complete transformation (0)

Question 5. Do you understand how and where your organization supports the vision? Choose one.

- a) yes (19)
- b) no (6)

Question 6. On which of the 7 vision sub-strategies do you think we have made the most progress? Choose all that apply.

- a) align for success (8)
- b) satisfy the customer (13)
- c) build the team (6)
- d) serve the Army (4)
- e) enhance capabilities (11)
- f) build strategic commitment (3)
- g) reshape culture (2)

Question 7. On which of the 7 sub-strategies do you think we have made the least progress? Choose all that apply.

- a) align for success (7)
- b) satisfy the customer (3)
- c) build the team (7)
- d) serve the Army (2)
- e) enhance capabilities (4)
- f) build strategic commitment (6)
- g) reshape culture (13)

Question 8. On which of the 7 vision sub-strategies do you think we need to place the most future emphasis? Choose all that apply.

- a) align for success (11)
- b) satisfy the customer (11)
- c) build the team (10)
- d) serve the Army (4)
- e) enhance capabilities (6)
- f) build strategic commitment (3)
- g) reshape culture (4)

Question 9. Have you had any discussions with your supervisor about the vision? Choose one.

- a) yes, at least one. (11)
- b) yes, they are ongoing. (9)
- c) no (5)

Question 10. How often has your direct supervisor given you guidance on implementing the specific parts of the USACE vision most relevant to your job? Choose one.

- a) never (3)
- b) at least once (15)
- c) on an ongoing basis (7)

Question 11. How often do you believe your supervisor's supervisor has provided clear guidance on implementing the specific parts of the USACE Vision most relevant to your organization? Choose one.

- a) never (2)
- b) at least once (11)
- c) on an ongoing basis (10)

Question 12. What is your grade level? Choose one.

- a) GS13 or above (6)
- b) GS09 - 12 (15)
- c) GS05 - 08 (2)
- d) KGS13 or above (0)
- e) KGS09 - 12 (1)
- f) KGS05 - 08 (0)
- g) other (1)

Question 13. How many years have you worked for the Corps of Engineers? (civilians) or; How many years have you been assigned to USACE as a MACOM? (Officers)

- a) less than 5 years (7)
- b) 5-10 years (5)
- c) 10-15 years (7)
- d) 15-20 years (4)
- e) 20-25 years (2)
- f) more than 25 years (0)

Question 14. At which type of office do you work?

- a) District office (16)
- b) Resident office (3)
- c) Project office (3)
- d) other (3)

Question 15. Please provide additional comments.

Seven people responded to this question.

- 1) The vision says we should develop common business

processes across the Corps. I think this is a good concept, but we have to be flexible enough to address the differences in different areas. The districts may have different customers (some all Army, some mostly Air Force, military and civil) that may require some difference in procedures. Especially overseas districts have special concerns and problems (treaty and SOFA requirements) that may require modification to the normal procedures. I know CEFMS has caused several problems overseas from such things as fluctuating currency rates.

2) Unfamiliar with USACE previous organization posture

3) When supervisors and chiefs are fighting each other for their survival, it hurts the organization and makes people depressed. No vision at all.

4) The new ER 5-1-11 is the first indication that the vision is really being implemented and the Corps of Engineers is improving.

5) In recent conferences the personnel from USACE and many of the different Districts made the statement that we have nothing to do with the military and should not subscribe to, follow the regulations of, nor have the word Army in the Corps of Engineers.

6) Invest in people is one area I would like to see drastic improvement. How can I be

made responsible without continued training to keep me up to date with my job.

7) With all the plans you plan, prepare and execute, when do we stop planning and preparing and start executing. I have a one-inch file on strategic planning.

Question 16. Which of the seven vision sub-strategies do you find hardest to address at your level, or in your organization?

- a) align for success (6)
- b) satisfy the customer (2)
- c) build the team (8)
- d) serve the Army (3)
- e) enhance capabilities (10)
- f) build strategic commitment (15)
- g) reshape the culture (13)

Question 17. What do you think are the greatest obstacles to implementing the specific parts of the USACE Vision? Choose all that apply.

- a) resources (manpower & dollars) (14)
- b) laws or regulations (2)
- c) organizational inertia (13)
- d) other (3)

Question 18. After a year, in which areas has USACE made significant changes? Choose all that apply.

- a) more responsive to customers (12)
- b) more cohesive/unified (3)
- c) more strategically focused (4)
- d) more Army focused (8)
- e) other (7)

(continued on page 8)

FED Corps Vision Survey

(continued from page 7)

Question 19. In which of these areas do you think our customers have noticed significant changes? *Choose all that apply.*

- a) more responsive to customers (13)
- b) more cohesive/unified (2)
- c) more strategically focused (1)
- d) more Army-focused (6)
- e) other (3)

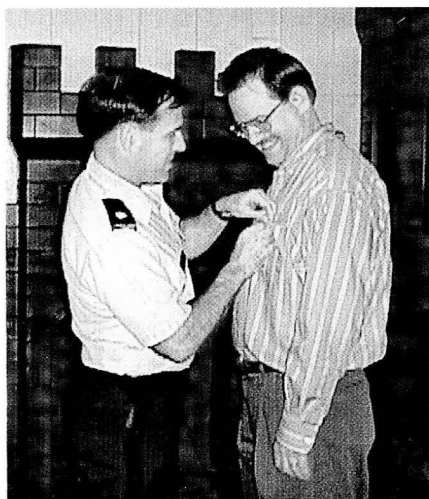
Question 20. Which do you think are the most significant challenges to successfully implementing the USACE vision? *Choose all that apply.*

- a) communicating the vision and its ongoing influence on USACE to our people (11)

- b) communicating to our customers the changes within USACE from vision implementation (8)
- c) communicating USACE local/regional developments and successes across all our offices (10)
- d) assessing our progress in vision implementation (both qualitatively and quantitatively) (8)
- e) selecting and taking specific measures to implement various parts of the USACE vision (11)
- f) other (2)



Mark Keast receives Korean Service Medal



On April 2, 1998, former FED team member, Mark Keast, receives the Korean Service Medal from LTC Ryan, Kansas City District.

Keast was seriously injured in an automobile accident while home on leave and unable to return to Korea. Through the help of FED and Kansas City team members, he and his family were able to move back to Missouri.

He has recovered and is back working as a civil engineer for Kansas City District.



Mark your calendars!

Next town meeting - May 8, 1998 - 1500hrs.

Congratulations

The following FED team members were selected as POD Federal Employees of the Year, Officer of the Year, and Enlisted Member of the Year:

Mr. David Wilson, Executive Office, Federal Employee of the Year (Clerical and Assistant);

Mr. Choe, Tae-Chin, LMO, Federal Employee of the Year (Trades and Crafts);

CPT Donald Payne, Seoul Project Office, Officer of the Year;

MSG Craig Ridgle, formerly with TRO, Enlisted Member of the Year.

They will represent POD at the 42nd Annual Federal Week Awards Luncheon in Hawaii on May 27, 1998.

Congratulations to:

Tim Phillips, Resident Engineer, NRO; **Sam Adkins**, Resident Engineer, SRO; and **Milton Matsuyama**, PPM, who have been selected to attend the Organizational Leadership for Executives (OLE) course, April 20 - May 1, 1998, and to **Larry Drape**, Executive Assistant, who has been selected to attend the same course, May 4-15, 1998.

Congratulations to :

Carlos Glover and **Mickey McDonald** whose efforts in managing the IMPAC credit card program contributed to FED receiving an incentive award from Rocky Mountain Bank.