



US Army Corps
of Engineers

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Huntsville Center

Bulletin

McCallister new Huntsville Center commander

**Huntsville Center
Public Affairs Office**

HUNTSVILLE, Ala. — Col. Larry D. McCallister assumed command of the U.S. Army Engineering and Support Center, Huntsville, during a traditional military change of command ceremony July 21, at 10 a.m. at the University of Alabama's Chan Auditorium.

Maj. Gen. Ronald L. Johnson, deputy chief of engineers and deputy commanding general of the U.S. Army Corps of Engineers, passed the

organizational colors to McCallister — symbolizing the transfer of leadership from Col. John D. Rivenburgh, who commanded Huntsville Center for the previous three years. Rivenburgh was also recognized at the ceremony for his 30 years of service to and retirement from the Army.

Johnson presented Rivenburgh with a Legion of Merit medal and the Army Engineer Association's Silver deFleury medal and thanked Rivenburgh for his

**See *Change of Command*
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Photo By Will Moore

Maj. Gen. Ronald L. Johnson, deputy chief of engineers and deputy commanding general of the U.S. Army Corps of Engineers, passed the organizational colors to Col. Larry D. McCallister during a change of command ceremony July 21.

Huntsville Center's Military Munitions Center of Expertise receives Environmental Design Team of Year award

**By Kim Gillespie
Public Affairs Office**

Huntsville Center's Military Munitions Center of Expertise was recognized as a member of the Army Closed, Transferred and Transferring (CTT) Range Inventory

team, a multi-District/Center team, and was presented with the U.S. Army Corps of Engineers Environmental Design Team of the Year award. Working together, the team facilitated the development of a Comprehensive Environmental Restoration, Compensation and Liability Act

(CERCLA)-focused inventory process that resulted in Army CTT Range Inventory Reports for more than 400 military installations.

"The CTT team's performance was not based on the individuals involved,

See *Design Team Award* on page 10

Commander's thoughts

Col. Larry D. McCallister assumed command of the U.S. Army Engineering and Support Center July 21. The following interview is an opportunity to get to know the new commander.

Is this your first trip to Huntsville?

No, my family and I were stationed in Huntsville from 1996 to 1998 when I was assigned as the deputy chief of staff, Installation, Logistics and Environment for the U.S. Army Space and Missile Defense Command. We lived on Redstone Arsenal, and in fact, my next door neighbor was Col. (Walter J.) Cunningham, the commander of the Engineering and Support Center at the time. We used to have lots of conversations "over the fence" on what was going on at Huntsville Center and in Huntsville.

Are you and your family looking forward to moving here?

We are greatly looking forward to returning to the area. My family and I had a great time in Huntsville and still maintain close contact with numerous friends from the area. I understand that it has grown and some areas have changed significantly since we were here eight years ago so I hope we can still find our way around the area.

Have you ever worked with Huntsville Center on any projects?

I have never before worked directly with Huntsville Engineering and

Support Center. However, in my previous job as the commander of the Gulf Region South District (GRS) in Iraq, I did interface regularly with the south Iraq Huntsville Center folks and teams working the Coalition Munitions Clearance Program. My folks in GRS provided much of the daily interface with the local tribal leaders and Iraqi police in several of the nine provinces where GRS had responsibility. We would hold weekly meetings to share that information with various agencies, especially security folks, in the area. The Huntsville Center program manager routinely attended those meetings, and we conducted a joint question and answer session with 26 sheiks in the area of one mutual center of operation for both districts.

How would you describe your leadership style?

I would say that I'm a very hands-on, pro-active leader, meaning that I'm very interested in what folks are doing in the various programs and project offices, and I work hard to fully understand their various issues and concerns. I want to know as much as possible about the programs so that I can help influence the external decisions that may be made without our input. But that does not mean I'm a micro-



Col. Larry D. McCallister

manager by any means. I will let managers and leaders run their programs and projects without much direct interference, but will provide guidance and direction as necessary to keep the focus on the mission and meet customer and higher headquarters' expectations.

Has working at Gulf Region South District influenced or changed your perspective on the Corps or support to the Army in any way?

As you may know, I've served in the Corps several times over the years including some interesting places such as Germany, Turkey (where I ran offices in Spain, Italy and Turkey), Israel and Iraq and in the states in the Fort Worth, Texas, District. What I find in every assignment is the U.S. Army Corps of Engineers brings a wide breathe of engineering, construction and project/program management expertise to the table that is not found in any other DoD (Department of Defense) organizations. The Corps rapidly stands up to any difficult mission and says we can do it and we do it! From a personal perspective, that "Essayons" spirit was clearly evident when we stood up Corps offices in Italy and Spain for the first time, when we took on the highly political and sensitive Middle East Wye River Peace Accord Facilities Relocation Mission in Israel, and as we

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US Army Corps of Engineers

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BULLETIN

Commander..... Col. Larry D. McCallister
Chief, Public Affairs..... Kim Gillespie
Editor..... Becky Proaps

Meet the Commander

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took on the \$20 billion Iraq Reconstruction program and stood up a new Division, Gulf Region Division, to accomplish the mission. The Corps employees for GRD/GRS are volunteers from all over the Corps. They come because they want to make a difference and they are making a difference. The Corps is about people, mission and support for the military and the nation. No one does it better.

In addition to Lean Six Sigma, Huntsville Center is also seeking its ISO 9000 certification. How important do you see business processes to the future of the Army and the Corps?

Business processes are what makes us an efficient and effective organization. We can only become better, not only internally but also in the support to our customers, through innovative thinking about how we do business. Both of these initiatives that Huntsville Center is working for will do just that. I'm excited about seeing how these initiatives will influence the way we do business in the future.

What do you see as the Corps' (or Huntsville's) best assets/capabilities?

The Corps (and Huntsville's) best asset is its people. This has always been the case throughout our history regardless of the mission or location.

That is why folks in the U.S. look to the Corps for immediate disaster assistance because they know that the Corps volunteers who come to assist with recovery operations, as witnessed by the dozens of Huntsville folks who have assisted in hurricane relief this past year, are coming because they care, they are professionals and they know their jobs. That is why the largest reconstruction mission in modern history in two war torn countries, Iraq and Afghanistan, was given to the Corps — because the people of the Corps can get the job done. And as I mentioned above, they are all volunteers, serving in very dangerous conditions because they want to make a difference in the lives of the Afghan and Iraqi people.

Based on your experience with the Corps, what do you see as the Corps' (or Huntsville Center's) biggest challenges?

Our challenges will continue to be meeting the changing evolution of how we provide world class support for DoD and other missions around the world while resources will most likely continue to decline, yet the demand for engineering, construction, services and management programs goes up. We must continue to take care of our folks, meet our numerous customers' expectations, and still support the Global War on Terrorism and hurricane relief with personnel and mission execution. It will be challenging times ahead but also very interesting. Wouldn't miss it!

The Bulletin asks:

What is the best advice you have been given?



Rose Barton
Contracting

To always apply for positions for which you're qualified – you can't be selected if you don't apply.



Willie Mae Wade
Resource Management

Have faith in God; he will surely deliver if you just believe.



Jonathan R. Stephens
Engineering Directorate

I have been given some good advice in my short time here on Earth, and only a few things have stood out to this day. In high school, my Dad would always direct me in questioning myself on what kind of life I want to live, and expressed the importance of a good education and its rewards. Do I want to worry about supporting a family or myself or do I want to be able to relax and take it all in? Should I sacrifice five years (in my case) of my life and get a college degree? To this day going to college has been the most important choice and advice of my life. What I have accomplished up to today all directly relates from sticking to my ambitions and goals because sooner or later you will reap its rewards.

Col. McCallister grew up on a farm in southern Missouri where his parents still live. He has a twin brother living in Washington, D.C., who is the president of Washington Gas, and a younger sister who lives in Mountain Home, Ark. She is a high school teacher. McCallister's favorite activities include spending time with his family, church activities and outdoor sports such as hunting, fishing and lots of golf. Since being in the military for the past 27 years he has served in Germany, Korea, Turkey, Israel, Japan, Iraq, Saudi Arabia, Somalia, and Albania; and in the U.S. he has lived in Texas, Virginia, New York, Alabama and Kansas.

Fort Bragg calls on Huntsville Center to fix faulty HVAC systems

By Debra Valine
Public Affairs Office

It was so hot in the Post Exchange at Fort Bragg, N.C., in April that people were actually passing out. To get the problem with the chiller fixed fast, Fort Bragg's Directorate of Public Works called the Engineering and Support Center in Huntsville, Ala.

"I got a 6-BOSS call — a complaint that goes directly into the commanding general's office," said Derrick McRae, the project manager and mechanical engineer with the Fort Bragg Directorate of Public Works. "We already had a contract with the Huntsville Center. We did all the work within a week's time frame. There is no other way I could have gotten the work done. I can

call Huntsville Center and they get the work done very, very quickly."

Ken Arrington, a project manager in the Huntsville Center's Project Management Directorate said one of the more interesting projects completed at Fort Bragg involved a fast track project to rid barracks of mold before Soldiers returned from Iraq.

Huntsville Center received the task order in March. One of the buildings is near completion and troops have moved in. The other building is on schedule to be completed in August.

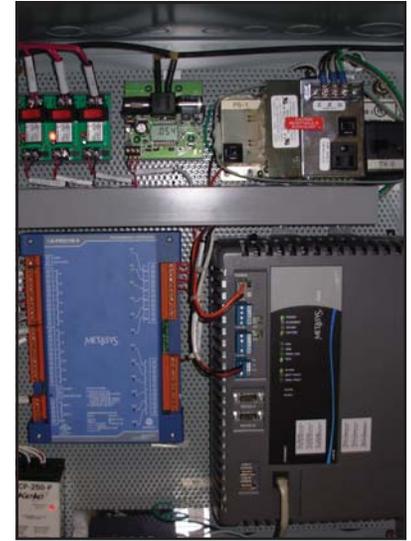


Photo by Darryl Goodwin, Johnson Controls Inc.

The old controls before, left, and the new controls after the work was completed by the Huntsville Center's Project Management Directorate.

"We had mold in two of the buildings and it was due to a faulty HVAC (heating, ventilation and air conditioning) system," Arrington said. "It didn't need mold remediation, just

some cleanup. We had our contractor — Johnson Controls — go in and remove the mold and replace the HVAC units and

See *HVAC systems* on page 12

Women's Equality Day celebrated Aug. 24

On Aug. 24 various government agencies in the Huntsville area will host a program in observance of Women's Equality Day.

The program will be

held at 11 a.m., in the Officer's and Civilian's Club on Redstone Arsenal. The keynote speaker will be announced at a later date.

During this program, each agency will recognize and present Equal Employment Opportunity awards to employees for Outstanding Career Achievement and awards for

demonstrated outstanding achievement during her career.

The EEO Supervisor of the Year Award will be presented to a supervisor or manager for significant

contributions to the accomplishment of EEO program goals, i.e., one who

through his/her efforts extended equal employment opportunities to minorities, women and disabled applicants and employees.



WOMEN'S

Equality Day

August 26 ~ Celebrating Women's Right to Vote

Employee of the Year in the Professional and Administrative categories. This award will be presented to a woman who has

Army Civilian Corps established

By **Andricka Hammonds**
Army News Service

WASHINGTON, D.C. — Top Army leaders have announced the establishment of the Army Civilian Corps.

“The Army Civilian Corps is meant to unify the Army civilian service and embody the commitment of civilians who serve as an integral part of our Army team,” said Army Secretary Francis J. Harvey and Army Chief of Staff Gen. Peter J. Schoomaker in a joint memorandum to Army personnel.

Army civilians work side by side with Soldiers deployed around the world. They have played many roles in America’s fight against terror, from assisting in reconstruction projects in

Iraq and Afghanistan to training Soldiers for deployment.

“The Corps provides identity for the civilian force comparable to their military counterparts — the officer, enlisted and NCO Corps,” said Melinda McMillon Darby, assistant G-1 for Civilian Personnel.

The Army Civilian Corps Creed and the memorandum establishing the Corps are available at the civilian personnel Web site at www.cpol.army.mil under “Top Army Initiatives.”

Establishment of the Corps is a result of a study conducted by the Army Training and Leadership Development Panel from August 2001 to February 2003. Through written and online surveys with civilians,



Army Civilian Corps Creed

- **I am an Army Civilian – a member of the Army Team**
- **I am dedicated to our Army, our Soldiers and Civilians**
- **I will always support the mission**
- **I provide stability and continuity during war and peace**
- **I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army**
- **I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage**
- **I am an Army Civilian**

focus-group sessions and personal interviews, an executive panel comprised of senior civilian and military subject-matter-experts concluded the needs and concerns of Army civilians.

The study also resulted in the November 2004 establishment of the Civilian Advisory Board, which serves as an advocate for civilian matters raised to the Army chief of staff.

Awards

Quality Step Increases

- Darrel L. Annerton**, Engineering Directorate, Electronic Technology Branch
- Sharon G. Belcher**, Engineering Directorate, Specifications and Service Branch
- Patricia T. Berry**, Ballistic Missile Division
- Christopher S. Boyd**, Engineering Directorate, Army Facilities Components System Branch
- Stewart C. Brandon**, Engineering Directorate, Mechanical and Manufacturing Technology Branch

- Terry W. Burton**, Engineering Directorate, Specifications and Service Branch
- Jeffrey W. Coulston**, Engineering Directorate, Structural Branch
- Kenneth M. Criswell**, Installation Support, Facilities, Repair and Renewal
- Shay Duckett**, Logistics
- Wanda C. Griffin**, Safety Office
- David F. Horvath**, Engineering Directorate, Cost Engineering Branch
- Janie D. Hughes**, Professional Development Support Center
- Kristi L. Javins**, Project Management Division
- Vince Marshall**, Contracting
- Donna L. Parker**, Contracting,

- Acquisition Services Division
- Sharon M. Phillips**, Information Management, Integration and Implementation Division
- Dawn M. Scott**, Contracting
- Marilyn L. Scott**, Engineering Directorate, Architectural Branch
- William L. Strong**, Engineering Directorate, Electrical Branch
- Connie R. Teague**, Engineering Directorate, Automated Systems Branch
- Amy N. Walker**, Engineering Directorate, Geotechnical Branch
- Craig E. Zeigler**, Engineering Directorate, Electronic Technology Branch

'Justice without force is powerless . . .'

By Tom Clarkson
Gulf Region Division

“Force without justice is tyrannical.” Blaise Pascal understood the obvious nearly 400 years ago.

In fact, his preceding observation is an apt description of Iraq's evolution from a country under the forceful heel of a tyrannical leader to one now working through the growth pains of becoming a maturing democracy, with a deep and true desire for fair justice.

So it is that the U.S. Army Corps of Engineers and Project and Contracting Office (PCO) has proudly conducted Iraq Reconstruction and Capacity Development labors in the building of numerous courthouses. Work on 22 has been completed so far, with five more under construction and four more to soon be started. In fact, the number of actual courthouse projects is even greater, in that some have multiple phases.

One major Baghdad structure, a large, three story building, served as a museum for numerous artifacts. Now the nearly fully remodeled facility will be the site of the criminal court of Iraq.

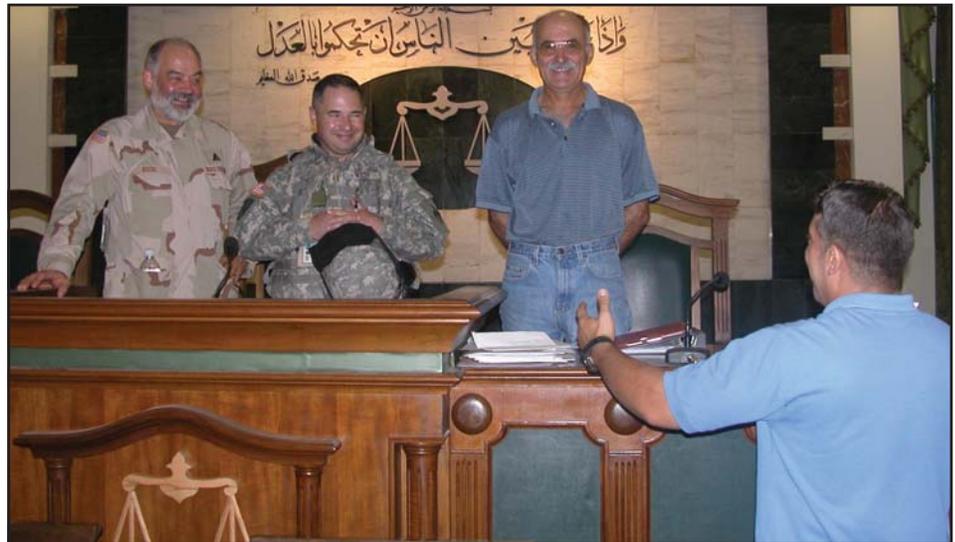
After nearly \$3 million worth of rehabilitation — with architectural renovations and construction labor all done by Iraqis — the large Central Criminal Court of Iraq (CCCI) reconstruction work will soon be complete.

Iraqi project engineer Hasam M. Abdulla described the challenges of the projects saying “as we often encounter, we had significant power, materiel and security challenges that needed to be addressed and resolved.” But with a keen recognition for the magnitude of the approximately 3,000 Corps of Engineers, Gulf Region



Courtesy photo

The Central Criminal Court of Iraq is one of the reconstruction projects that will soon be completed.



Courtesy photo

Stan Reese, left, with the Corps of Engineers Gulf Region Central District, Maj. Rob Nash and Ismail Ertunc, contract project manager, with Iraqi engineer Hasam Abdulla, right, “judge” the Central Criminal Court of Iraq project a success.

Division/PCO reconstruction efforts going on throughout Iraq and the fact that asymmetric terrorism has insinuated itself into the equation, he says that the nearly \$3 million project will be one deeply appreciated by his countrymen. “It will stand for all of the good that can be realized if we work together in a strong and focused manner,” Abdulla said.

Prior to his attentions to this milestone effort, Abdulla has been a part of the U.S. Army Corps of Engineers team for more than two years. Previous to this, he had been working on water treatment and communications projects of consequence. Now nearly at the finish of his work on this endeavor, he is increasingly moving his attentions to his next big challenge, the large Al-Mamoon Exchange and Telecommunications Center project.

“Hasam and the CCCI are outstanding examples of the fine work and accomplishments being done under Iraqi direction.” said Corps of Engineers’ resident engineer Stan Reese,

with whom Abdulla works closely with every day. Reese is a Huntsville Center employee and works out of the International Zone Resident Engineer Office, which is a part of the Corps of Engineers Gulf Region Central District.

Reese’s comments were strongly echoed by Maj. Rob Nash, the Gulf Region Central International Office officer-in-charge.

“One cannot speak strongly enough about the professionalism and bravery of Hasam on this ‘Hall of Justice’ work,” Nash said.

Looking around at the workmen still laboring in the CCCI’s large atrium, Nash adds, “Hasam and that for which he has worked so diligently in this structure are key components of the very future of this country. He, those like him, and what they are creating, represent the core tandem of two basic and very important human principles tantamount to success in Iraq.”

Pausing to remember it correctly, he says, “These words bracket an appropriate and very applicable thought articulated by Agesilaus II of Sparta, ‘Courage is of no value unless accompanied by justice!’”

Deployment in New Orleans proves difficult, rewarding for Huntsville Center employees

By Will Moore
Public Affairs Office

Almost a year after Hurricanes Katrina, Wilma and Rita hit the Gulf Coast, hurricane recovery efforts are still under way. The devastation created the need for a temporary duty work force of Corps of Engineers employees to assist with the hurricane recovery efforts. More than 90 Huntsville Center employees have deployed since September 2005 to fill critical roles.

The need for professionals such as office engineers, quality assurance specialists, safety specialists, etc., continues. Huntsville Center employees Walter Lewis, Mary Young and Hank Hubbard all returned recently from Louisiana deployments.

Lewis, a cost engineer from the Engineering Directorate, deployed for two months.

The first month he spent in Kenner, La., then in the second month his office was moved to downtown New Orleans.

Lewis performed a variety of duties that had to be completed before a structure could be demolished.

“I think there are about six different people who

have to agree before a building can be demolished,” Lewis said.

When a residential building is slated for demolition, in addition to the property owner’s consent, every tenant also has to agree. Next the Federal Emergency Management Agency has to sign off on the use of FEMA funds and the local government must be in agreement.

“There’s a lot of paperwork involved ... but that’s one of our big things — not to tear down the wrong house,” Lewis said.

Young, also a cost engineer from the Engineering Directorate, served as a debris quality assurance supervisor in the Orleans Parish Emergency Field Office. She deployed for 30 days in June.

Young reviewed and verified contractor pay vouchers for payment and analyzed and interpreted contract documents to resolve differences with the contractor and related costs.

Hubbard, an occupational and safety specialist with the Ordnance and Explosives Directorate, served as an occupational health and

safety specialist in New Orleans for 84 days.

Hubbard monitored the safety programs of the Recovery Field Office (Sector 2) which included the Orleans and Plaquemines parishes. Hubbard dealt with construction safety issues including demolishing

houses, grinding operations on vegetation debris and public safety.

Young said while her team’s morale was pretty high, residents were still demoralized by the flooding that affected 80 percent of the city. Hubbard also noted that while progress is being made by the Corps, residents seemed apprehensive about the future.

Lewis indicated his experiences with residents outside New Orleans in Tammany Parish and Slidell were positive.

“They (the residents) would come out when they saw someone walking around their neighbor’s house because they are still afraid of people looting and things, but once you explain who you are they are pretty friendly.”

Hubbard is proud that no serious injuries occurred during his tenure in Sector 2, but added that apathy from residents can make things difficult. The rigorous work schedule was another challenge, sometimes totaling up to 84 hours a week.

If there was an up side to such a demanding work schedule, it is the team cohesion it fostered.

“It becomes like a family really because you’re working so long with people and you get so close to them,” Lewis said.

Young is proud of the daily progress the Corps has made in the tremendous task of post-Katrina debris removal. “Every day there are fewer mounds of debris in front of homes and people can see and feel the progress being made,” she said.

Young, Hubbard and Lewis all agree that living conditions for deployed personnel are very good.

Most of the restaurants in the historic French Quarter are open and the merchants and restaurant staffs are particularly friendly.

Huntsville Center employees interested in deploying for hurricane recovery efforts should contact the Security Office for a listing of needed expertise.



Photo by Will Moore

Mary Young

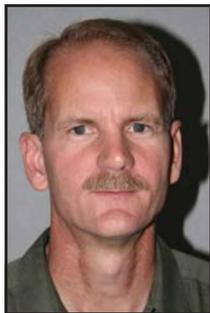


Photo by Will Moore

Walter Lewis



Photo by Will Moore

Hank Hubbard

Change of Command

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service. “Thank you for your outstanding leadership and contributions — not just in the past

three years, but for the past 30 years,” Johnson said.

Johnson welcomed the McCallisters. “You now face the challenge of leading this organization. Under your leadership, the Center will continue to make great contributions on behalf of our military and our nation.”

Huntsville Center is a major subordinate command of the U.S. Army Corps of Engineers. As the Huntsville Center commander, McCallister will oversee programs located worldwide that include installation support, medical, ordnance and explosives, chemical demilitarization and ballistic missile defense.

McCallister comes to Huntsville after commanding the Gulf Region South District, Gulf Region Division, U.S. Army Corps of Engineers, at Camp Adder, Iraq, from July 2005 through July 2006,

in support of OPERATION IRAQI FREEDOM. Prior to this assignment, he was the director and command engineer (J4), Logistics and Installations Directorate for U.S. Forces Japan at Yokota Air Base, Japan.

Addressing the Huntsville Center work force, McCallister said, “It is truly an honor for me to be here today and accept the colors of this historic organization ... I’m especially looking forward to the opportunity to work with the professional men and women within the Engineering and Support Center as we continue to provide world class support to the warfighter and to the defense of the nation during this time of war.”

Some of McCallister’s other recent assignments include serving as deputy chief of staff for Installations, Logistics and Environment with the U.S. Army Space and Missile Defense Command, Huntsville; and deputy district and area engineer, the U.S. Engineer Group, Europe District, U.S. Army Corps of Engineers, Incirlik Air Base, Turkey. During OPERATION DESERT STORM, McCallister served as operations officer, 20th Engineer Brigade (Airborne), XVIII Airborne Corps. He deployed to Somalia as the Joint Task Force Somalia engineer, and was the base camp engineer for Task Force Hawk (V Corps) in Albania. McCallister also was the Europe District’s Israel program manager and deputy district engineer.

McAllister earned a bachelor’s and master’s degrees in civil engineering from the University of Missouri at Rolla, a master’s degree in Strategic Studies from the U.S. Army War College, and a doctorate in civil engineering from the University of Texas at Arlington. He is a graduate of the Army’s Engineer Officer Basic and Advance courses, the Combined Armed Services Staff School, the Army Command and General Staff College, the Army Management Staff College and the Army War College. He is a registered professional engineer with the states of Virginia and Texas, and a Fellow with the Society of American Military Engineers.



Photo by Will Moore

Col. Larry D. McCallister, the new commander of Huntsville Center, addresses the audience during the change of command ceremony July 21 at the Chan Auditorium.



Photo by Becky Proaps

Maj. Gen. Ronald L. Johnson, right, deputy chief of engineers and deputy commanding general of the U.S. Army Corps of Engineers, presents Dr. Lynn W. McCallister, the new commander’s wife, with the Dr. Mary B. Walker Award for her role as an outstanding military spouse. Dr. Walker was the first woman awarded the Congressional Medal of Honor, for her work as a surgeon during the Civil War.



Photo by Becky Proaps

Guests attending the change of command ceremony and Huntsville Center employees were treated to a smorgasbord of goodies at the welcome reception held for the McCallisters in the Center's cafeteria.



Photo by Becky Proaps

Maj. Gen. Ronald L. Johnson, right, presents Col. Larry D. McCallister, Huntsville Center's new commander, with the Army Engineer Association's Silver deFleury Medal during a ceremony before McCallister's welcome reception July 21.



Photo by Debra Valine

(Left) Col. McCallister, center, and his wife meet and greet Huntsville Center employees, friends and past acquaintances during their welcome reception July 21.

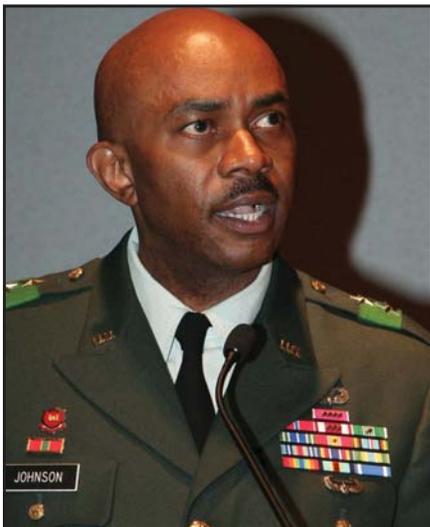


Photo by Will Moore

Maj. Gen. Ronald L. Johnson addressed the audience during the change of command.



Photo by Debra Valine

Deborah Walker, left, and Jimmie Haywood, employees of the Huntsville Center, meet the new commander and his wife during a welcome reception held in the Center's cafeteria.

Design Team Award

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but was more about the expertise each organization (districts and center) provided and how well the organizations collaborated as one Corps team,” said Brad McCowan, Huntsville Center’s Project Manager for the Military Munitions Center of Expertise. McCowan emphasized how well the team represented the Corps to the Army.

“The award Huntsville Center received belongs to everyone in the CX, because it was their knowledge and experience I passed on to the team,” he said.

Huntsville Center’s MMCX provided quality assurance, while Baltimore, Omaha, and Sacramento districts acted as the regional executors of the inventory effort. Malcolm Pirnie Inc. supported Baltimore District’s east region work at active, Reserve, and National Guard Bureau sites, while

such as historical munitions type information and Archive Search Report (ASR) lessons learned and retrieval.

Corps Headquarters initiated the “total team” approach and performed the Formerly Used Defense Site (FUDS) inventory portion. Local districts also provided installation-specific information on past projects and real estate, and the contractors (URS Inc., and Tetra Tech) performed the Base Realignment and Closure (BRAC) inventory portion.

The project was also a partnership with the Army Environmental Center, which was tasked to conduct the Army CTT Range Inventory within the U.S. and its territories. The Fiscal Year 2002 Defense Authorization Act amended the Defense Environmental Restoration

Program (DERP) and required the Armed Services to inventory all ranges and sites containing unexploded ordnance, discarded military munitions, and/or munitions constituents by the end of 2007.

The team met the Department of Defense’s Military Munitions Response Program goal of completing the Preliminary

Assessment (PA), four months ahead of schedule. Additionally, the Corps’ CTT Range Inventory Team completed the PAs at an average cost of approximately \$22,000 per installation, compared to the other inventory



Photo by Becky Proaps

Hank Hubbard, Ordnance and Explosives Directorate, accepts the Design Team of the Year Award on behalf of the team at the awards recognition ceremony July 13 at Huntsville Center.

approaches that are costing \$100,000-\$500,000. The inventory process ultimately will save the Army millions of dollars that can be programmed into other environmental actions.

A unified and consistent approach to meet CERCLA requirements was developed and agreed upon by all of the team members and “consistency, consistency, consistency” became the team’s mantra.

Baltimore District’s project manager was encouraged to submit the Army CTT Range Inventory team for the Corps’ Environmental Design Team of the Year award by Dave Morrow, Baltimore District’s Hazardous, Toxic and Radioactive Waste Branch chief.

“The CTT Range Inventory work represents the first critical steps in establishing the baseline for a very large and important cleanup program for the Army,” Morrow said.

“Developing a strong partnership between AEC and the Corps’ Military Munitions Design Centers has postured the Army for future success in implementing this program,” he said.



Photo by Andrea Takash

Scott McClelland, left, vice president of URS Corporation, holds the Design Team of the Year Award with Brad McCowan, Huntsville Center’s Military Munitions Center of Expertise project manager.

E2M Inc., and Tech Law Inc. (now TLI Solutions), supported Omaha and Sacramento districts for work on sites in the central and west regions, respectively. Rock Island and St. Louis districts provided document support

STEP vs. SCEP: What's the difference?

By the Business Management Office, Huntsville Center

The Student Educational Employment Program (SEEP) has two components — the Student Temporary Employment Program (STEP) and the Student Career Experience Program (SCEP). The SCEP component of this program was formerly referred to as the co-op program. Each component of this program offers many advantages to both the students and Huntsville Center; however, there are significant distinctions between the two.

So, what's the difference in the two components? The following should help clarify the two programs.

Requirements/entitlements that are the same under the SCEP and STEP programs

- Must be enrolled or accepted for enrollment as a degree seeking student with a minimum of half-time course load. Half-time course load is determined by each school's requirements.
- Student must provide grades and proof of enrollment after each semester to remain eligible for program.
- Student earns annual and sick leave in accordance to number of hours assigned as a tour of duty.
- Student is eligible for Federal Employees Group Health Insurance (Differences indicated below).

Student Career Experience Program (SCEP)

- Student must be a participant in the school's Cooperative Education Program. A written agreement between student, school and activity must be signed prior to placement in this program.
- Student's tour of duty (alternating or parallel) will be established within the written agreement. (1) Alternating schedule — student will alternate

working full time and going to school full time. Student is not allowed to work at activity during their school semester; (2) Parallel — student will take classes and work simultaneously. Some schools have restrictions about the number of hours a student may work. Supervisors must ensure strict compliance with each school's requirements.

- Student must perform duties directly related to their academic/career goals.
- Appointments are under the Excepted Service and students are treated as permanent employees for most purposes.
- Student is required to maintain a 2.5 grade point average for program eligibility.
- Student is eligible for health insurance. Premiums are based on the permanent status and number of hours assigned in their tour of duty. (Government pays portion of premium.)
- Student is eligible for Federal Employees Group Life Insurance. Automatically covered for Basic Insurance; has the option to elect additional insurance on self and family or may elect to waive.
- Student is covered under the Federal Employees Retirement System (FERS) and the Social Security System.
- Student may be non-competitively converted to a career-conditional appointment if they have completed at least 640 hours of career-related work before completion of or concurrently with their diploma requirements. Conversion must be within 120 days from the date all diploma requirements are met. Supervisors should ensure that the SCEP employee is converted to a career-conditional appointment consistent with current policy. Converting a SCEP employee to an excepted appointment under the Federal Career Intern Program (FCIP) places the employee in the excepted service for a two-year period. This is

inconsistent with the program's intent and regulatory provisions and will cause another Request for Personnel Action (RPA) to be done after two years of employment to convert the employee to a career-conditional appointment.

Student Temporary Employment Program (STEP)

- School notification of student employment is not required.
- Tour of duty can be full or part time year round.
- Course work does not have to be job related.
- Appointments are temporary, normally for one-year increments and may be extended.
- Student is not required to attend school during summer semesters.
- Student is not required to maintain a specific GPA for program eligibility.
- Student is eligible for health insurance after one year of continuous employment. Premiums are based on the temporary appointment and number of hours assigned in their tour of duty. (Employee pays more than 100 percent of premium – no Government contributions.)
- Student is not eligible for Federal Employees Group Life Insurance.
- Student pays into the Social Security Retirement System. No federal retirement deductions are made.
- Student is not eligible for conversion non-competitively to a career-conditional appointment.
- Student may be non-competitively converted to the SCEP program but must meet all requirements. Work experience related to the student's academic and career goals gained under STEP may be credited for work experience necessary for non-competitive conversion to a career-conditional appointment.

For more information, contact your CPAC representative (Carol Dennis or Debra Coffey) at 895-1254 or Laura Beth Quick at 895-1985.

HVAC systems

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controls. They had about two months to do that. They got it to the point where it was safe to house the troops — get them out of a hotel and into the barracks.

“The commander at Fort Bragg was very impressed with the speed with which we were able to get that work done,” Arrington said. “All the Fort Bragg work is going along very well and Huntsville Center will continue to ensure it provides quality and timely service. Taking caring of Soldiers and their families is our number one priority.”

“There is no way in the world we could have gotten that work done by a local contractor,” McRae said.

The \$8 million worth of work being done at Fort Bragg involves an upgrade to the outdated HVAC system and emergency repair work on valves and pumps.

Huntsville Center is home to the U.S. Army Corps of Engineer’s Mandatory Center of Expertise for Utility Monitoring and Control Systems.

“We are renovating and modernizing the control systems at Fort Bragg,” said Donnie Lambert, the project engineer. “We are converting them from old pneumatic and some analog systems to direct digital controls (DDC).”

“The first project there was an existing Johnson Controls System from a previous contract,” Lambert said. “We put in new controls on variable air volume boxes and air handlers. And after tying that into the server, Fort Bragg

could monitor the equipment and see the display values like temperatures values, humidity values and damper positions. All the normal



outside air unit,” Lambert said. “We are the first to use this approach at Fort Bragg. It was recently reviewed by the Construction Engineering Research Lab



Photo by Darryl Goodwin, Johnson Controls Inc.

The old fan coil, left, and the new fan coil now being used in the barracks.

HVAC sequences could be monitored from a local station.”

From that start the work expanded. “Today we are putting in nothing but electronic equipment,” Lambert said. “This will reduce maintenance, increase reliability and will provide more information back to the central server. It’s state-of-the-art equipment that is compatible with the existing HVAC system.”

Two of the barracks buildings are probably 95 percent complete, but in that case, we have decided the goal was to provide temperature control and modernize the HVAC system, Lambert said.

“We installed a dedicated

(CERL) and they said the renovation under way at those barracks was excellent. The newly installed HVAC would provide both humidity and temperature control and help reduce mold.”

Lambert said security is sometimes a challenge.

“Some of the headquarters buildings require escort,” he said. “Some require working after hours and nights. One of the things that we have to be careful of is taking into account existing energy savings that are in place at Fort Bragg. We do not want to do anything that will impact that existing contract.

“My job has been a lot easier because of the group

at Fort Bragg. Derrick McRae, the project manager at Fort Bragg, David Taylor, the contracting officer representative did an excellent job of reviewing the contract and keeping me abreast of changes. They have a new mechanical engineer, Russ Hayes — they call him the mechanical champion at Fort Bragg. He is new, and he is focused on correcting some of these deficiencies. He has really been motivated to get a handle on all the issues,” Lambert said.

“I am very satisfied with the work being done by the Huntsville Center,” McRae said. “The customers here are very satisfied — you are providing them with heating and air conditioning controls. It’s not that hot here today — but it will soon be 90 degrees.”

McRae said the centralized monitoring system also will help Fort Bragg cut costs.

“We spend \$40 million a year on electricity at Fort Bragg,” McRae said. “Right now a lot of these buildings have systems that operate in two modes: on and off. That is not very energy efficient. These systems will help us become more energy efficient.”

“The fast action I have gotten by sending the money to Huntsville to get the work done has been amazing. I wish I had more money to send to Huntsville so that I could execute more task orders,” McRae said. “I wish the Huntsville Center UMCS team was solely dedicated to Fort Bragg.”

DoD announces next phase of NSPS implementation

The Department of Defense (DoD) announced in July that it will implement Spiral 1.2 of the National Security Personnel System (NSPS), a new civilian human resources system, to more than 66,000 employees between October 2006 and January 2007.

The human resources system includes classification, compensation, performance management, staffing and work force



shaping elements. The department will continue to implement NSPS to the DoD civilian work force in phases.

“NSPS is critical to the department’s transformation to a results-oriented, mission-focused culture,” said Michael Dominguez, principal deputy under secretary of defense for personnel and readiness. “The performance-based system will create an environment where our employees will be focused on outcomes that support our national security mission and they will be rewarded for results.”

Civilian employees from organizations throughout DoD, including overseas, are included in this group. Each component considered mission, organization and operations, wholeness of units and readiness to implement.

“Organizations have the discretion to convert their work force at anytime during the four-month period,” said Mary Lacey, NSPS program executive officer. “Training is critical to the successful transition to NSPS. We want to give organizations sufficient time to train employees, do it right and implement when they are ready.”

Huntsville Center plans two days of supervisory training and one day for all employees during October said Toni Hamley, human capital manager, Business Management Office.

“The aspect of the training that focuses

on performance management will be presented by some of our Huntsville Center supervisors who will also serve on the transition team,” Hamley said.

Lt. Col. David Diehl, deputy commander, Huntsville Center, will serve as the transition manager for NSPS implementation and Hamley will serve as the deputy transition manager.

Employees will be given new performance plans clearly linked to their organization’s mission and strategic goals. They will also be converted to pay bands that replace the General Schedule. Employees will not lose pay upon conversion to NSPS and most will receive an initial adjustment in pay to account for time already earned toward their next within grade increase.

Lacey recently met with Spiral 1.1 senior leaders to identify what worked well during the conversion of the first 11,000 employees, and where improvements need to be made. This information will assist in planning for implementation of this next phase, referred to as Spiral 1.2.

“We are already assessing implementation for the first group of employees,” said Lacey. “We are pleased with what we are seeing thus far, at least with the technical aspects of

conversion.”

Lacey said personnel actions were completed for the first 11,000 employees with a 99.9 percent accuracy rate and all pay transactions processed successfully at Defense Finance and Accounting Service.

Employees have access to training materials, including a conversion tool in the NSPS 101 Course located on the NSPS Web site. This tool lets employees see an estimate of the value of their within-grade increase (WGI) buy-in as well as their career group and pay band.

The performance appraisal cycle for Spiral 1.2 employees begins on their actual day of conversion and ends Sept. 30, 2007. These employees will receive their first performance pay increases in January 2008.

Lacey will meet with Spiral 1.2 leaders and employees throughout the coming months. She will continue to seek feedback from Spiral 1.1 organizations, who converted to the system in late April, to determine if adjustments to the system are necessary prior to implementation to the next group of employees.

For more information on Spiral 1.2 go to the NSPS Web site at www.cpms.osd.mil/nsps. *(This information is from a DoD news release.)*

Spiral 1.2 - Army

Organization/Activity Name

Total

| | |
|---|---------------|
| U.S. Army Military District of Washington | 67 |
| U.S. Army Medical Command (CHPPM) | 539 |
| Office of the Assistant Secretary Army | 6,604 |
| U.S. Army Surface Deployment and District Command | 204 |
| U.S. Army Forces Command | 492 |
| U.S. Materiel Command | 1,720 |
| U.S. Army South | 164 |
| U.S. Army Corps of Engineers | 4,497 |
| U.S. Army Training and Doctrine Command | 86 |
| | <u>14,373</u> |

Rivenburgh says farewell to Huntsville Center

By Col. John D. Rivenburgh

This is the last newsletter article I will write, and best I can tell I've written more than 60 in the last six years. I have been terribly fortunate to have been entrusted with two separate Corps of Engineers commands during these years, and I have had the great pleasure and honor of working with an incredible group of dedicated professionals. I hope you have gotten something out of my thoughts over this time.

I have had the great honor of serving our great nation and doing my small part to "support and defend the Constitution of the United States against all enemies foreign and domestic." There is no more honorable task than leading Soldiers and civilians. We are a nation at war and those magnificent men and women at the pointy end of the sword are performing terribly difficult tasks, under the harshest of conditions in spectacular fashion.

I would be remiss if I didn't say thank you to those who helped me get where we are today. To the great noncommissioned officers who shaped and molded a young lieutenant without breaking him, I say thanks. To the patient officers who have been challenged by my ineptitude, I am



Photo by Will Moore

Col. John D. Rivenburgh, left, says goodbye to Richard Pitruzzello, a Huntsville Center employee, after Rivenburgh's retirement ceremony.



Photo by Will Moore

Maj. Gen. Ronald L. Johnson, right, deputy chief of engineers and deputy commanding general of the U.S. Army Corps of Engineers, presented Col. John D. Rivenburgh, who commanded Huntsville Center for the previous three years with a Legion of Merit medal and the Army Engineer Association's Silver deFleury medal.

better because you allowed me to make mistakes from which I learned a lot.

To my peers along the way, you were my sounding board, backstop and battle buddies during some interesting and sometimes difficult times — we got the job done and were better for it. To those whom I had the pleasure of leading, teaching and coaching, I can only hope that I served you as well as you have served me.

Diane and I have had a rich and most rewarding career. We are who we are because of the special people we have encountered along the way. Folks have taken us into their hearts and homes; we have laughed and cried together — celebrating births and

mourning the loss of loved ones. We have watched loved ones deploy and we have been grateful for their safe return. We have been blessed by the addition of Joseph to our family and our family and friends rejoiced with us when we brought him home in 1998.

Huntsville Center is the Corps of Engineers' crown jewel. You all do so much with little or no recognition. It seems like every hard job the Corps has ends up in Huntsville and you always respond like one would expect out of professionals like you. Do not ever lose sight of how valuable you are to our Corps, our Army and our nation.

In closing, I ask each of you to continue to do your best each and every day. Our nation and our Soldiers deserve nothing less. Take care of yourselves and each other — no one can do it all themselves. I ask that God Bless each and every one of you and that God Bless the United States of America.

Lean Six Sigma eases fiscal constraint challenges

By Beth Reece
Army News Service

WASHINGTON, D.C. —

As commanders throughout the Army look for ways to cut operating costs, business practices of Lean Six Sigma are reducing expenses and improving productivity through manufacturing, contracting, administrative services and even recruiting.

“People will say ‘we’re in the Army; we’re not a business,’” said Col. Mike Petrash, deputy commander for the 96th Regional Readiness Command in Utah. “I would counter that and say every time we do a transaction, every time we promote a Soldier, pay a Soldier, supply a Soldier or move that Soldier from point A to point B, that is a business transaction.”

Lean Six Sigma is a combination of two business-improvement systems, Lean and Six Sigma. Lean refers to the reduction of waste, or the elimination of unnecessary steps to increase speed and

productivity. Six Sigma is the reduction of variance to improve system performance. Together, they free up resources and help ensure quality equipment and services are quickly provided to Soldiers.

Strides made through LSS practices may best be seen on manufacturing and repair floors such as at Red River Army Depot, Texas.

“We’re getting tremendous payback because of Lean Six Sigma. We saved, last year alone, \$30 million on our Humvee line,” said Col. Douglas J. Evans, depot commander. “It’s not only in dollars but also in the number of vehicles we can get to the Soldiers who need them.”

The facility can now turn out 32 mission-ready Humvees a day, compared to 3 a week in 2004.

LSS is also reforming administrative services and human resources.

“When our team took a look at awards processing, we found that on average it was taking 90 days from

when we got a request for an award in to when the award was published. By taking a look at our process and reducing our cycle time, we’ve been able to reduce that to 21 days,” said Col. Lori M. Dupuis, chief of staff for the 96th Regional Readiness Command in Utah.

In charge of nearly 6,500 Soldiers in 65 units throughout six states, the 96th RRC has used Lean Six Sigma to also reduce the deployment preparation time for a battle-rostered unit from 30 days down to just three.

“Using the Lean Six Sigma approach, we went directly from defining the process to improving it,” said Petrash.

At the U.S. Army Recruiting Command, Lean Six Sigma has improved the LEADS system, through which recruiters receive prospective recruits and direct them through the enlistment process.

Of 32 steps taken to recruit new enlistees, subject

matter experts from the Recruiting and Accessions Command determined that only 11 were value added. And by reducing the steps by 66 percent, USAREC officials also decreased the time it takes to get applicants through the process by 40 percent.

Where Lean Six Sigma has been implemented, it’s been successful, said Mike Kirby, deputy undersecretary of the Army for business transformation.

“This is all in a backdrop of severe fiscal-year constraints, so we have to do business differently,” said Kirby.

But using Lean Six Sigma principles to redefine principles and improve speed, quality and cost requires the collaboration of both management and employees. “The workers have to be enfranchised, because they understand the processes. We have to solicit their input on how to make their processes more lean and more efficient,” said Kirby.

Senior leader meets future leaders

Spencer O’Neal, left; Derek Beck, Rex McLaury, Bettina Johnson, members of the Leadership Development Program III class, listen to Maj. Gen. Ronald L. Johnson, deputy chief of engineers and deputy commander, U.S. Army Corps of Engineers. Johnson visited the class July 21 and discussed his leadership ideas.



Photo by Debra Valine

Ethics Corner

(Editor's Note: Because 2006 is an election year, the Office of Special Counsel is reminding federal employees about the rules.)

The Hatch Act and Federal Employees

Permitted and prohibited activities for employees who may engage in partisan activity

- **May** be candidates for public office in nonpartisan elections
- **May** register and vote as they choose
- **May** assist in voter registration drives
- **May** express opinions about candidates and issues
- **May** contribute money to political organizations
- **May** attend political fund-raising functions
- **May** attend and be active at political rallies and meetings
- **May** join and be an active member of a political party or club
- **May** sign nominating petitions
- **May** campaign for or against referendum questions, constitutional amendments, municipal ordinances
- **May** campaign for or against candidates in partisan elections
- **May** make campaign speeches for candidates in partisan elections
- **May** distribute campaign literature in partisan elections
- **May** hold office in political clubs or parties including serving as a delegate to a convention
- **May not** use their official authority or influence to interfere with an election
- **May not** solicit, accept or receive political contributions unless both individuals are members of the same federal labor organization or employee organization and the one solicited is not a subordinate employee
- **May not** knowingly solicit or discourage the political activity of any person who has business before the agency
- **May not** engage in political activity while on duty
- **May not** engage in political activity in any government office
- **May not** engage in political activity while wearing an official uniform
- **May not** engage in political activity while using a government vehicle
- **May not** be candidates for public office in partisan elections
- **May not** wear political buttons on duty

For additional questions, contact: U.S. Office of Special Counsel
1730 M Street N.W. Suite 218 · Washington D.C. 20036-4505
Phone: 1-800-85-HATCH · Web site: www.osc.gov

This list does not apply to federal employees in the following agencies, divisions or positions: Federal Election Commission; Federal Bureau of Investigations; Secret Service; Central Intelligence Agency; National Security Agency; National Security Council; Defense Intelligence Agency; National Imagery and Mapping Agency; Merit Systems Protection Board; Office of Special Counsel; Office of Criminal Investigations of the IRS; Office of Investigative Programs of the U.S. Customs Service; Office of Law Enforcement of the Bureau of Alcohol, Tobacco, and Firearms; Criminal Division of the Department of Justice; Career members of the Senior Executive Staff; Administrative Law Judges; Administrative Appeals Judges; or Contract appeals board members.

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