



US Army Corps
of Engineers

Vol. 26 Issue 9
September 2005

Huntsville Center Bulletin

Chief of Engineers adjusts Corps' Vision

By **Bernard Tate**
Headquarters, U.S. Army Corps of Engineers

After eight years with the U.S. Army Corps of Engineers, including the past year as Chief of Engineers, Lt. Gen. Carl Strock is adjusting the Corps' Vision.

"We've looked at our processes, at how we communicate, how we develop people and so on," Strock said. "Now I think it's time for us to look outward, and focus on our missions and the people we serve. We've spent a lot of time talking about doing things right. We didn't talk much about *doing the right things*. That's what I'm attempting to do with our mission focus.

"We've spent a lot of time during the past year looking at the five basic mission areas of the Corps," Strock continued. "When we first developed that set of missions, the nation was not at war, and we had a spectrum of operations that

ran from peace to war. On the peace side of the spectrum, we had our water resources mission, then our environmental mission and our infrastructure mission, which supports both Military Programs and Civil Works. On the hotter end of the spectrum there was disaster response, and finally contingency operations to support the warfighters."



Photo by F.T. Eyre

Lt. Gen. Carl Strock

See *Vision* on page 4

Engineering Knowledge Online: Portal to USACE 2012

By **Dana Finney**
ERDC-CERL

If it seems like you spend all your time answering data calls, searching for information, and trying to find out who has the answers you need, fire up your computer and log onto <https://eko.usace.army.mil>. The Engineering Knowledge Online (EKO™) Portal can help!

The EKO™ Portal is a Corps of Engineers knowledge management tool originally developed for the Installation

Support Community of Practice (CoP) that now serves the entire Army engineering community. A "portal" differs from a stationary Web site in that it allows users to post their own information, provides searchable links to millions of Web sites, and enables an almost limitless number of applications to be launched.

"In a previous job, when I needed to have something posted on the Web, I had to go to the Webmaster, who was always overwhelmed, and it would sometimes be six months before the

information got out," says John Grigg, program manager for the Access Control Point Equipment Program (ACPEP) at Huntsville Engineering and Support Center (HNC). "I almost resorted to bribery."

In addition to requiring a Webmaster's skills for posting, these sites tend to have the content managed according to institutional business paradigms, where knowledge belongs to an organization and not a business area.

See *EKO* on page 7

On page ...

6

The Bulletin asks:
What are your end of
summer plans?

8

Huntsville engineer
building local Futbol
Club

10

Emerging Leaders:
Program hard work,
but 'worth it'

12

Two employees
honored at annual
Women's Equality Day
luncheon Aug. 24

Commander's column

Summer is over, at least that is what the calendar is starting to tell us. Children have been back in school for several weeks and our college students have been working their way back to their respective institutions of higher education. That said, it is still hot and I ask that each of you take care of yourself as you work around the house or play by drinking plenty of fluids and resting when you feel hot. Take care of your children when they are competing in sports and playing as well.

Fall brings year-end close out. I know you are planning ahead to meet this year's challenges and that once again we'll be done on time, thanks to your professionalism, combined with lots of hard work.

This month's U.S. Army Corps of Engineers Senior Leader Conference took the Strategic Vision and charted a path for us to follow for the next three years of Lt. Gen. Carl Strock's command tour. The Global War on Terror will continue to be our number one priority. I am very



Col. John D. Rivenburgh

proud to say that brave selfless servants continue to step forward and answer the call to serve either in Iraq with our Coalition Munitions Clearance team or in the Gulf Region Division or in Afghanistan. While they are away, others are stepping up and picking up their work while still meeting their own job

requirements. Both commands are always in need of resident engineers, contracting professionals and project managers. If you feel you are interested in serving and have questions, please feel free to come see me or Lt. Col. David Diehl and we'll help you get the answers you need to make an informed decision.

Our second priority is to help with the Transformation of the Department of Defense. This will call for significant planning and military construction, as well as some measure of operations and maintenance to sustain operations while all the parts of this complex puzzle fall into place. Our Army and our Corps have challenges, but if we all remain focused on taking care of Soldiers and their families, we will meet the challenge and the winners will be those we serve.

Celebrate National Hispanic Heritage Month Sept. 15 - Oct. 15



U.S. Army Corps
of Engineers

The Huntsville Center Bulletin is printed by digital copier as an unofficial publication authorized under the provisions of AR 360-1. Opinions expressed are not necessarily those of the U.S. Army. Inquiries can be addressed to Public Affairs Office, U.S. Army Engineering and Support Center, Huntsville, Attn: CEHNC-PA, P.O. Box 1600, Huntsville, AL 35807-4301. Phone: DSN 760-1692 or commercial (256)895-1692. Web address: www.hnd.usace.army.mil. Circulation: 1,000.

BULLETIN

Commander..... Col. John D. Rivenburgh
Chief, Public Affairs..... Kim Gillespie
Editor..... Debra Valine
Editorial Assistant Joan Burns

Huntsville Center welcomes deputy commander back from Iraq

By Debra Valine
Public Affairs Office

He had not been in Huntsville long when he got the call for deployment to Iraq. And he didn't go to perform his engineering duties; he worked for six months as a personnel officer.

Because he had military leadership training and was familiar with how the military handled personnel matters coupled with his U.S. Army Corps of Engineers experience, Lt. Col. David A. Diehl, deputy commander, Huntsville Center, was ready for the job.

Nearly 80 percent of the employees with the Gulf Region District (GRD) serving in Baghdad are civilians, Diehl said. And the turnover rate is high: an average of 20 personnel rotate per month.

Diehl deployed to Iraq in January, just five months after reporting for duty at the Huntsville Center. When he deployed, he processed through the Trans-Atlantic Command (TAC), which was not normal at that time because most people going to Iraq had to

'It was fun because we keep the focus on helping the great Americans who are supporting the effort.'

— Lt. Col. David Diehl

process through Fort Bliss, Texas.

Now all USACE employees deploying to the GRD in Iraq or Afghanistan process through the USACE Deployment Center at TAC. There they get what they need to do the job they are being deployed to do.

"Processing through TAC allowed me to meet the team I would need to be working with once I got to Baghdad," Diehl said. "It was important to understand how everyone



Courtesy photo

Members of the G-1 staff from left are Joyce Owens, Trans-Atlantic Command; Effie Woodruff, Gulf Region Division; Lt. Col. David Diehl, deputy commander, Huntsville Center; Laura Athearn, GRD; and Robert Pruett, GRD.

was dealing with it. I had an extended staff at TAC and Headquarters, USACE, so I could just call back and ask for what I needed. Reach back allowed me to keep my staff pretty small."

The trip to Baghdad is long and exhausting, he said. But once you get there, building a team is easy.

At one point, Diehl worked as a strategic planner for the division for about two months before being pulled back into G-1 to continue the mission. "We picked up a Request For Forces (RFF) where USACE got approval from DA to get military to support the battle. The RFF will cut down on offices within USACE being tasked to support GRD. That way we can maintain here and continue to support the war.

"I used military 'take care of troops' training to work through issues the civilians had, which helped my team

keep the battle focus as we took care of both military and civilian personnel," Diehl said.

"The living conditions are pretty good. The USACE employees generally have their own CONEX, shower, TV/DVD. I was pleased with how well I was taken care of. We had telephone, Internet access, etc. You still had power outages and such, but they have done wonders in building the system."

For anyone who wants to learn construction, contracting, or resource management, there are plenty of opportunities in Iraq, Diehl said.

"Those are skill sets that are much in demand. We have a lot of people pulling repeat tours or those who do not want to come back. GRD is a great place to pick up experience quickly.

"It was fun because we keep the focus on helping the great Americans who are supporting the effort," Diehl said.

Vision

Continued from page 1

Overlap

As the Corps' leadership teams looked at the Corps of Engineers' five traditional missions, and talked among themselves, they realized two important facts.

"First, we found that there is a lot of overlap among the mission areas, and second, we found that the nation today is at both peace *and* war," Strock said. "So we recognized, for example, that our water resources mission will not be solely used in peace. One of the central missions we have in Iraq is helping them with their water resources. Our understanding of hydropower, irrigation and water supply is being applied in a war zone to help us win this war on terror, whereas before we just thought of them as things we do in peacetime.

"As we analyzed our missions we saw that our disaster response mission today overlaps our homeland security mission," Strock said. "The cause of a

disaster might be a terrorist strike, or it might be a hurricane. But the consequences are frequently the same — debris removal, and displaced people needing shelter and water and food and other basic human services. We recognized that our response to both a disaster and to a terrorist act is pretty much the same, so we pulled natural disasters into the homeland security mission."

Campaign goals

As the Corps' leadership realized how much the five mission areas overlap, and that many of those missions apply equally well to both peace and war, they created three major campaign goals. They are outlined in the *Strategic Directions* brochure released on June 16:

Support Stability, Reconstruction and Homeland Security Operations. The Corps of Engineers is a critical part of the Army and joint team, both in peace and war, providing engineering capability and solutions for stability, reconstruction and contingency

operations. Under the National Response Plan, the Corps responds to the Department of Homeland Security domestically and to the U.S. Agency for International Development internationally. The Corps will also implement Readiness XXI, a plan to apply its capabilities across the spectrum of operations from peace to war.

Develop Sound Water Resources Solutions. America's water resources needs are great. Increasingly, the Corps is called to provide comprehensive, innovative, sustainable and integrated solutions to national and international water resources challenges. As problem-solvers, the organization will focus its energy on developing and implementing solutions through collaboration with stakeholders (regions, states, tribes, local entities, other federal agencies, other governments, etc.) and playing a leadership or support role as appropriate.

Enhance Life-Cycle Infrastructure Management. The civil works infrastructure that the Corps of Engineers manages for the nation is at increased risk from new man-made threats and the impact of time and wear. On military installations, the Corps must rapidly build quality infrastructure for our transforming military force. The agency will develop a sustainable, comprehensive approach to the way it provides and protects the nation's military and civil works infrastructure.

The environment

Strock pointed out that the environment is no longer considered a separate mission



Lt. Gen. Carl Strock

Continued on page 5

for the Corps of Engineers. “We knew that environmental work would be part of whatever we do, whether it’s warfighting or water resources,” he explained. “So we felt it was more effective to fold the environmental mission into everything else.”

Army values

The overarching values that have driven all of the Corps of Engineers’ Vision Statements, past and present, is the fact that it is an Army major command. The current Vision Statement reads, “*The U.S. Army Corps of Engineers – One Team: Relevant, Ready, Responsive and Reliable, proudly serving the Armed Forces and Nation now and in the future.*” Much of that comes from the Army Vision.

“We looked at the organization that we’re part of, the United States Army, and built off of their vision,” Strock said. “We took our words directly from the Army Vision ... ready, relevant, responsive and reliable.”

Readiness. “Ready has a couple of connotations,” Strock continued. “One is that we are prepared to carry out any missions given to us. A great example is Task Force Restore Iraqi Oil, which we created literally overnight to rebuild the oil infrastructure in Iraq. We’re not in the oil business, but we were able to pull together expertise from within our ranks and from outside sources to take on that mission. We did a similar thing with Task Force Restore Iraqi Electricity.

“The other aspect of readiness is that, whatever we’re doing today, we’re ready for it only because at some point in the past someone thought about the likelihood that we *might* be called upon to do that,” Strock said. “So there’s a futuristic aspect to readiness that we’ve got to be ready not only for what is expected of us today, but what we *might* be expected to do in the future.”

Relevance. “And then relevance flows from that, because if we’re not doing things that are relevant to the needs of the nation, then I guess by definition we’re irrelevant,” Strock said. “The former Chief of Staff of the Army, Gen. Eric Shinseki, once said, ‘If you don’t like change, you’re going to like irrelevance even less.’ So we’ve got to make sure we’re doing the right things for the nation.”

Responsive. “Then, we’re a public service agency – we exist to serve others,” Strock said. “So the next critical word is responsive. We respond to the needs of the nation – when there’s a problem, we go after it, and we get it done.”

Reliable. “And the fourth element is reliable,” Strock said. “When the Corps of Engineers is involved, you can count on the Corps to do the right things and to do those things the right way. When we come up with a solution, you can count on that solution working. When we establish a process, you can rely on the Corps following that process.

“So ready, relevant, responsive, reliable are the words that we took from the Army Vision and adapted to our Corps of Engineers’ Vision,” Strock said.

“The other thing that is representative of our new vision is that we know that we don’t do it alone,” he added. “We collaborate with a lot of different communities to get the job done. We don’t do any construction, but we bring the construction industry to the table and work with them. We don’t develop solutions in isolation; we work with local stakeholders to develop solutions. So there’s a whole context of collaboration with others as we get the job done. That’s an important part of our vision.”

Process improvement continues

But there are some things that will *not* change with the new Vision. Strock said that he wants Corps’ employees to know that he is still committed to process improvement and to the sweeping organizational changes of USACE 2012.

“I want to underscore that we will continue improving our processes, and our *Strategic Directions* brochure outlines a set of enabling capabilities to help us do that,” Strock said. These enabling capabilities include:

Sustainability Ethic — Consider the environmental, economic and social factors in the planning, design and operations of products and services.

Learning Organization — Continually seek improvement and share lessons.

Expeditionary Mindset — Recognize that Corps people will be called to deploy around the globe to support wartime or disaster recovery.

Strategic Alliances — Form and strengthen relationships with customers, stakeholders and other agencies to better accomplish missions.

Consistent, Efficient and Effective Business Processes — Deliver products better, faster, cheaper, safer and greener.

World-Class Work Force — Develop and maintain the technical competency, knowledge and leadership required to effectively serve the nation.

Interdependence — Increase cooperation among all levels of the Corps to best apply limited resources, especially through the Regional Business Centers.

Flexible Acquisition Tools — Expand the suite of acquisition tools used to deliver real property, design, construction and other services to customers. Integration Teams and One Headquarters are what I call non-negotiables. But besides those four major building blocks, everything else is open, and I encourage people to continue to think of better ways to move

People Page

Ltc. Col. David Diehl, Deputy Commander, is the proud father of a new baby girl, Ashlyn Marie, born Aug. 19 and weighing 8 pounds, 3 ounces.



Sonja Rice

Sonja M. Rice, EEO Specialist, is the new assistant in the Center's EEO office. Rice comes to Huntsville Center from the U.S. Army Garrison, Ft. Shafter, Hawaii.

She came to Huntsville with her family although the two children joined her they left Hawaii "kicking and screaming," said Rice.



Crystal Batts

Crystal Batts, daughter of Betty Batts, PDSC, graduated magna cum laude in August from Florida A&M University. She received the

bachelor's degree in Business Administration and Marketing Specialization.

Crystal plans to work in the fashion industry, primarily marketing her own line of fashion creations.



Diana Edwards

Diana Edwards, daughter of Debbie Edwards, Engineering Directorate, graduated from the University of Nevada Las Vegas during the summer semester with a

degree in German.

Kristi Javins, Project Management Directorate, announces the birth of her third granddaughter, Brooklyn Chasity, 6 lbs. 1 oz., on June 21 to her youngest daughter, Kandice Renee, and husband, James Hymer III.

Sherie Horvath, daughter of David Horvath, Cost Estimating, has been accepted for Medical School the University of South Alabama. She graduated from Samford University in Birmingham with a bachelor's degree in Biology in 2003.

The Bulletin asks:

What are your end of summer plans?



Anne Williams
Engineering Directorate,
Administrative Assistant

"Take the kids out on a canoe trip on the Flint River."



Marc Follin
Contractor

"Go back to school at University of Alabama in Huntsville (UAH) and continue working at the Huntsville Center."



Norma Jones
Chemical Demilitarization,
Administrative Assistant

"Preparing for classes at Columbia this fall on the arsenal and finishing up summer vacation either in Atlanta or Gatlinburg."



Sam Sang
Chief of Environmental Protection and Utilities Branch, Engineering Directorate

"My girlfriend and I went to Asheville, North Carolina."

CEHNC Annual Standards of Conduct Training

Listed below are the remaining scheduled sessions for this year's annual standards of conduct training.

<u>Date</u>	<u>Time</u>	<u>Location</u>
• Sept. 15	1-2 p.m.	Command Conference Room
• Sept. 22	11 a.m.- noon	Command Conference Room
• Oct. 6	11 a.m.- noon	Command Conference Room
• Oct. 18	1-2 p.m.	Command Conference Room
• Nov. 10	11 a.m.- noon	Command Conference Room
• Nov. 15	1-2 p.m.	Command Conference Room

For more information, contact Margaret Simmons, CEHNC-OC, (256) 895-1100 or margaret.simmons@us.army.mil or margaret.p.simmons@hnd01.usace.army.mil.



DOD photo by Norris Jones, U.S. Army

Working together to build a better Iraq

U.S. Army Maj. Dan Hibner, originally assigned to the New Orleans District, and the Fallujah Water Department Director go over the drawings of a proposed new water main in Fallujah, Iraq, on Aug. 22, 2005. Hibner is the officer in charge of the U.S. Army Corps of Engineers Gulf Region Central District Fallujah Office.

EKO

Continued from page 1

“When installation managers were looking for information, they first had to understand the Corps’ organizational hierarchy. For example, to find information about protective design, they had to know that an Omaha District exists,” says Chuck Schroeder, project manager at the Engineer Research and Development Center (ERDC).

Grigg and Schroeder have led a multi-agency effort to create the EKO™ Portal as a means to facilitate information sharing within the Army engineering community. The need for a portal capability first emerged when the Center for Public Works (CPW) closed. Installation support experts were to be moved to Regional Business Centers and other field agencies. Kristine Allaman, who leads the Installation Support Community and was Director of the former Installation Support Division at Corps headquarters, promoted this concept after ERDC’s Construction Engineering Research Laboratory (CERL) briefed her on how to use portals for knowledge management.

Among the EKO™ Portal’s user-friendly features:

- Hosts both public and secure pages, using authentication through Army Knowledge Online (AKO) accounts which are required for all Department of the Army (DA) employees
- Easily customizable page layout and use of numerous programs
- No Web development expertise needed to manage pages or content
- Web-based collaboration for workgroups
- Users can receive email alerts when something new of interest has been posted.



Engineering Knowledge Online screen capture.

The EKO™ Portal today is growing exponentially, partly due to the changing culture within the Corps. “We want to encourage everyone in the environmental community to register on the portal, which is open and available for sharing information — with only some minor oversight to ensure we don’t become a data junkyard,” says Ken Gregg, team leader for the environmental CoP at Corps headquarters. “Rather than use EKO as a method of tasking people to do things, we want it to motivate them and make them feel empowered to lend their expertise to help improve the way the Army and the Corps do business.”

The EKO™ Portal is providing the framework for connecting numerous virtual teams, including those responsible for critical Army missions.



Alex Ghoja (red shirt, with ball), is the son of David Ghoja. He is shown participating in one of the five friendly soccer games played when the VFC 89 team visited Germany last year.

Courtesy photo

Huntsville engineer building local Futbol Club

By Joan Burns

Public Affairs Office

David Ghoja, whose work with a community soccer program earned him Huntsville Center's 2004 Volunteer of the Year award, has been a participant in sports since he was 4 years old. When he came to Madison, Ala., in December 2000, he recognized an opportunity to continue his active involvement in soccer; better known outside the United States as futbol (say "foot bowl").

Ghoja, a mechanical engineer in Huntsville Center's Management Review directorate, said his passion is soccer. His entire family is involved in the game. He formed the Valley Futbol Club in Madison where his son, Alex, age 16, plays for the VFC89 Arsenal team and son, Ash, age 23, is one of the coaches. Ghoja's wife, Ruth, supports the family's soccer involvement by driving, providing advice on first aid and handling business matters.



David Ghoja

The Valley Futbol Club has grown to 17 teams with 240 players since 2002. "The growth is scary," said Ghoja. "I'm pleased with the quality of the club. We grew 100 percent the first year and 50 percent the second year."

Ghoja believes in discipline, commitment and hard work. The Valley team lost its first game of the season in August. "They just need to work hard," said Ghoja.

A highlight of last season was the local team's invitation to visit Sarching, Germany. Sarching is a neighborhood outside of Regensburg, the fourth largest town in Bavaria in southern Germany. Ghoja describes the village of Sarching, located at the most northern point of the Danube River, as "nice and quiet." Andy Matschi, a VFC team member, is a Sarching native and along with his parents, helped to coordinate the visit to Germany.

The members of Ghoja's soccer team stayed with host families in the village and participated in some friendly soccer games and experienced some of the Bavarian culture. The team won the five soccer games played against local clubs. Among other activities, the group toured historic Regensburg, attended a professional soccer game in Munich on a day-long tour there, visited St. Peter's cathedral and the Weltenburg monastery and floated down the Danube River on rafts.

Ghoja has a vision of having a high level of soccer in Alabama, as well as entering overseas competitions. "My goal is to go to Argentina in the summer of 2006," said Ghoja. "We will do some things to raise funds for the trip. We will participate in the 7V7 Friendship Tournament in the Spring and other special activities. The proceeds from this tournament will help to support the team's participation in tournaments as well as providing funds for the trips."

Assisting Ghoja with the VFC 89 team trip to Germany were Sam Saliba, assistant coach and Dawn Clark, Team Manager. Saliba and Clark are Madison residents.

Newest version of Theater Construction Management System software coming soon

By Christopher Boyd
Army Facilities Component
System Branch

The Army Facilities Component System Branch of the U.S. Army Corps of Engineers, Huntsville Center, is releasing v2.5 of its Theater Construction Management System software Oct. 1.

Version 2.0, dated Dec. 1, 2003, is fielded to engineer units (Army, Marine, Air Force and Navy) deploying to or in support of Operation Iraqi Freedom/ Operation Enduring Freedom, as well as numerous contingency missions worldwide.

The Army Facilities Component System Branch develops, maintains and fields the software that is the user interface for the branch's database. The Digital AFCS Database is the means by which the Army distributes the information that was formerly contained in Technical Manuals 5-301, 5-302 and 5-303, sometimes called "Red Books."

This is the first major revision of TCMS software and the associated AFCS Database using the v2.0 platform. The revision was accomplished in phases. Phase 1 updated the graphic display of information in the TABLES menu to resemble the DATA TREE structure of a working project. This also enables the user to visually see the pieces and parts of facilities to include construction sequences and drawings without flipping through other tabs or pages. This reduces the time engineers spend looking for items in the software. In a project's general tab, base project information is displayed that shows work hours broken down to general, horizontal and vertical, as well as cost, cube and weight of the materials needed for the entire project.

This enables the user to monitor project constraints during the creation of the project and throughout the edit process without running multiple reports. It also enables and interfaces with the Joint Engineering Planning and Execution System which uses TCMS data to formulate engineer plans for the four-star combatant commanders.

Phase 2 saw the restructuring of the entire AFCS Drawing Database of some 2,700+ computer-aided drafting drawings. The drawing numbers have been revised to better reflect a military coded numbering system. Now you can look at the drawing number and with the understanding of the code you will know exactly what drawing you are selecting. This also creates a time savings in searching for drawings within TCMS. The drawings themselves have been updated and corrected to create

TCMS information can be obtained online from WWW.TCMS.NET

uniform borders, title blocks and dimensions. Also the elimination of National Stock Numbers (NSN) from the drawing and leaving only the material takeoff information cuts down on the costs of changing and replacing current NSN's within the database Construction Sequence structure. Construction Sequences are the building blocks per se of a facility. Each Construction Sequence contains its own independent set of resources (labor) and materials (if needed). The entire Construction Sequences structure was adjusted to account for those types of vertical or horizontal activities that don't quite fall into a logical alpha numeric sequence. This actually allows TCMS to place construction tasks in the proper order.

Currently the AFCS Branch is reviewing the detail information for all

4,000+ facilities in TCMS. This data update will be available with the v2.6 release.

Training/familiarization for the new version of TCMS is conducted at U.S. Army Engineer School for Engineer Officer Basic Course, Engineer Captains Career Course, Advanced Noncommissioned Officer Course and 21T Advanced Individual Training and Basic Noncommissioned Officers Course.

Onsite unit training can be requested from the AFCS Branch. In 180 days of release units deploying out of Fort Carson, Colo.; Schofield Barracks, Hawaii; Camp Attabury and U.S. Army Corps of Engineers elements in Seattle; Little Rock, Ark.; Louisville, Ky.; Baltimore; Tulsa, Okla.; Mobile, Ala.; Fort Worth, Texas; Anchorage and Boston received onsite training. The

412th Engineering Command main and the three forward Elements — Hawaii, Korea and Europe — have also converted to the TCMS

Engineering Platform 2.5 along with the 18th Theater Engineer Brigade (P) through onsite training.

The AFCS Branch conducted a field test of 2.5 enhancements during the past Joint Chiefs Exercise Ulchi Focus Lens. This was the first exercise for Branch Chief Terry Patton. He deployed two teams to the Korean Peninsula to provide TCMS support to the engineer participants. Sandra Mayes and Deborah Anderson conducted training for the Far East District (POF) and supported TCMS operations in the Seoul area. Chris Boyd conducted training for the 412th ENCOM and supported TCMS operations in the deployed Teagu area to include Eighth US Army, 19th Theater Support Command, Korea Area Office (IMA), 1st Naval Construction Division (FWD) and other units as assigned.

Huntsville Center's Emerging Leaders

Program hard work, but 'worth it'

By Kim Gillespie
Public Affairs Office

The U.S. Army Corps of Engineers' yearlong Emerging Leaders Program is a unique combination of knowledge, mentoring and personal initiative. Each year employees are selected to represent Corps headquarters, divisions, districts and centers.

Tammie Learned, PMP Life Cycle project manager, Chemical Demilitarization Directorate, and Sherene Opichka, structural engineer, Civil Structures, Engineering, were selected as Huntsville Center's 2005 emerging leaders. Employees are nominated by directorate directors and small office chiefs. Employees are encouraged to let supervisors know if they are interested in the program.

The Emerging Leaders Conference was held the weekend prior to the Corps' annual Senior Leaders Conference. Both Learned and Opichka expressed excitement about the opportunities being selected an emerging leader offers. "I wanted to be exposed to the wider Corps — the senior leaders, division and district personnel, etc.," Opichka said.

Learned and Opichka encountered an atmosphere that encouraged greater participation and interaction between the emerging and senior leaders. "We were seated with the senior leaders and they wanted us to speak out. They let us know they appreciated our ideas," said Learned.

Opichka said she was

impressed with how the emerging leaders were assigned a senior leader who served as a mentor/sponsor to them during the Senior Leaders Conference.

"Gallup University organized the Emerging Leaders Conference for the first time this year and they did a fantastic job of matching us up and giving us a chance to know people," Opichka said.

"Our 2005 Emerging Leaders continued the tradition set by their predecessors," said Col. John Rivenburgh, commander, Huntsville Center. "They represented themselves and Huntsville Center in an exemplary manner — demonstrating their professionalism to both their peers and the Senior Leader Conference participants. We will reap the benefits of their personal and professional growth well into the future."

The theme for this year's Emerging Leaders Conference was "My talent, my challenge, our vision." Focusing on what they do best and what they enjoy made choosing an emerging leaders project, or challenge, to pursue over the next year easy for both Opichka and Learned. Opichka decided her challenge would be to form a Tri-Service working group to update the DoD 6055.9 standards.

"Many people in my area talk about how the standards are not written clearly, and we often get calls

from the field asking us for clarification of the standards," Opichka said.

"Forming a working group would provide an opportunity to have experts in the explosives safety community who are familiar with the standards and their limitations write it in a manner which will result in less confusion in the field."

Learned chose a project based on one she was already working on and has a vested interest in. "I am the project manager for development and implementation of the 16-hour Basic Project Management course, and helped develop the career path for project management training and certification within Huntsville Center. I also was the third project manager within the Center to sit for and pass the Project Management Institute's Project Management Professional (PMP) exam. When people at the conference found out we (Huntsville Center) had gone from having one certified PMP project manager to three in one year, and that we are positioned to have a total of 18 by the end of this calendar year, they wanted to know how we were doing it. My post utilization plan is to promote the project management career path, as well as promoting the need for the Corps' project managers to lead in Project Management Professional certification. I would like to see every Corps PM certified."

Learned and Opichka were also in agreement about some other aspects of the conference. According to both, it was fun, but it was hard work. "Seventeen-hour days," Learned said. "Two weeks of work done in one week," Opichka said. "Worth every minute," both added.



Sherene Opichka



Tammie Learned

Past Emerging Leaders share perspectives on program

By Debra Valine
Public Affairs Office

Two civil engineers, one with OE Chemical Warfare Materiel (CWM) Design Center and one with Engineering Directorate, participated as Emerging Leaders in 2003 and 2004. Each came away from the conference with an enhanced, yet different perspective.

Betina Johnson, a Chemical Warfare Materiel project manager, has been with the Corps of Engineers for eight years. She manages the Formerly Used Defense Site CWM scoping and security study for the Corps nationwide. Crystal Bennett Echols, a civil engineer in the Engineering Directorate, has been with the Corps for seven years. She is a technical manager on the medical program and a project manager on the defense energy support center projects.

"I participated in the emerging leaders group in 2003," Johnson said. "And then I was voted by my class to return in 2004 as a team leader"

The Emerging Leaders program is about personality profiles — how you will be as a leader and what your leadership skills are, Johnson said. Each year, directorates and staff offices are asked to nominate someone to be an Emerging Leader. Participants are selected based on leadership capabilities and qualifications set by the Center.

Johnson said it was her progression from student to project manager that helped her get selected.

"I went from a student to a co-op, to the DA Intern Program, and on to environmental engineer as a technical lead," said Johnson, who holds a bachelor's degree in civil and environmental engineering from the University of Alabama in Huntsville (UAH). "Then I chose to go into project management with the goal of becoming a senior project manager."

Being in the emerging leaders program helped her achieve her career goals, Johnson said.

"You are put into challenging situations where you are part of a group of other Type A personalities and you have to get along," Johnson said. "There were assignments where we had to work together on a project to complete it. With Type A personalities, they all have the right solution. You have to learn to communicate, work within a team and develop coaching skills."

"I think the one key thing is that the emerging leaders experiences affected me as much personally as it did professionally because I learned more about myself and my behaviors and how to communicate with other people better," Johnson said.

"I would recommend this program to others, especially those aspiring to be leaders in the Corps of Engineers. I would like to see other employees not just engineers



Betina Johnson



Crystal Bennett Echols

participating. I wish everyone could go through the program.

"My primary focus right now, professionally, is to grow as a program/project manager with supervisory duties, maintain my senior leader relationships, and personally grow as a family," Johnson said.

"When I came back from the Emerging Leaders Conference, I was so on fire," said Echols, who participated in 2004. "It was the best training I have been to since I have been in the Corps. It was wonderful. I would recommend it to anybody. I made a lot of friends in other districts and centers and I still communicate with them."

"It is part of the Senior Leaders program and it really opens your eyes to how the senior leaders make decisions," said Echols, who holds a bachelor's degree in civil engineering from UAH. "It gives you a big picture of the organization and builds respect for the organization."

"Last year, some of the major customers came and they gave us ideas on how we could do things differently — things we do good and things we do bad," Echols said. "We presented those to Lt. Gen. (Carl) Strock (Chief of Engineers). He committed to working on those things for the Corps."

Being an emerging leader made her look at things in a different way, Echols said. It made her look at herself and at how she works with others. She said participating in Emerging Leaders has made her more aware of things around her.

"It was very motivational, inspiring and encouraging," Echols said.

Echols said her experience with Emerging Leaders is helping her refine her career goals. "I want to be excellent at whatever I do, but I eventually want to be a senior leader helping to make the big decisions."

Center employees honored at Women's Equality Day luncheon

HUNTSVILLE, Ala. — U.S. Army Corps of Engineers, Huntsville Center, recognized two professionals — one for outstanding career achievement and another for supervisor of the year — at the Women's Equality Day luncheon Aug. 24 at Redstone Arsenal.

Suzanne Murdock, chief of Geotechnical Engineering, was selected for the Federal Women's Program Outstanding Career Achievement Award (Professional) for her professionalism, leadership and commitment to Federal Service. Valerie Clinkenbeard, supervisor of the Technical Management Design Integration Branch, Systems Division, Engineering Directorate, was selected

as the Equal Employment Opportunity Supervisor of the Year for her demonstrated commitment, initiative and resourcefulness toward the advancement and development of women and minorities in the federal work force.

Murdock started her federal service career more than 23 years ago with the U.S. Navy. In 1989, she accepted a position with the Huntsville Center's Environmental Branch as a technical manager for the DLA Environmental



Photos by Debra Valine

Col. John Rivenburgh, left, presents Valerie Clinkenbeard with the EEO Supervisor of the Year Award at the Aug. 24 Women's Equality Day Award Luncheon.



Col. John Rivenburgh, right, presents Suzanne Murdock with the Outstanding Career Achievement Award (Professional) at the Aug. 24 Women's Equality Day Award Luncheon.

Program. Murdock has continued to accept additional responsibilities and leadership positions that have made positive impacts on the Corps of Engineers. Some of her appointments include: deputy project manager for the Ordnance and Explosives Innovative Technology Program; chair, Engineering Directorate Business Plan Team; acting chief, Advanced Technology Branch; and Huntsville Center representative on the Headquarters, U.S. Army

Corps of Engineer's Geotechnical Community of Practice.

Murdock became only the second female to serve in a management position within the Directorate of Engineering.

Clinkenbeard has been employed with the Huntsville Center for 10 years. She seeks to employ a diverse work force. Forty-five percent of her staff are minorities.

Clinkenbeard has all the qualities of a great leader. She is fair in her dealings with each employee and she encourages her employees to broaden their experiences while allowing flexibility in work assignments.

DEPARTMENT OF THE ARMY
U.S. ENGINEERING AND SUPPORT CENTER, HUNTSVILLE
P.O. BOX 1600
HUNTSVILLE, AL 35807-4301