



US Army Corps  
of Engineers®  
Nashville District

# DistrictDigest

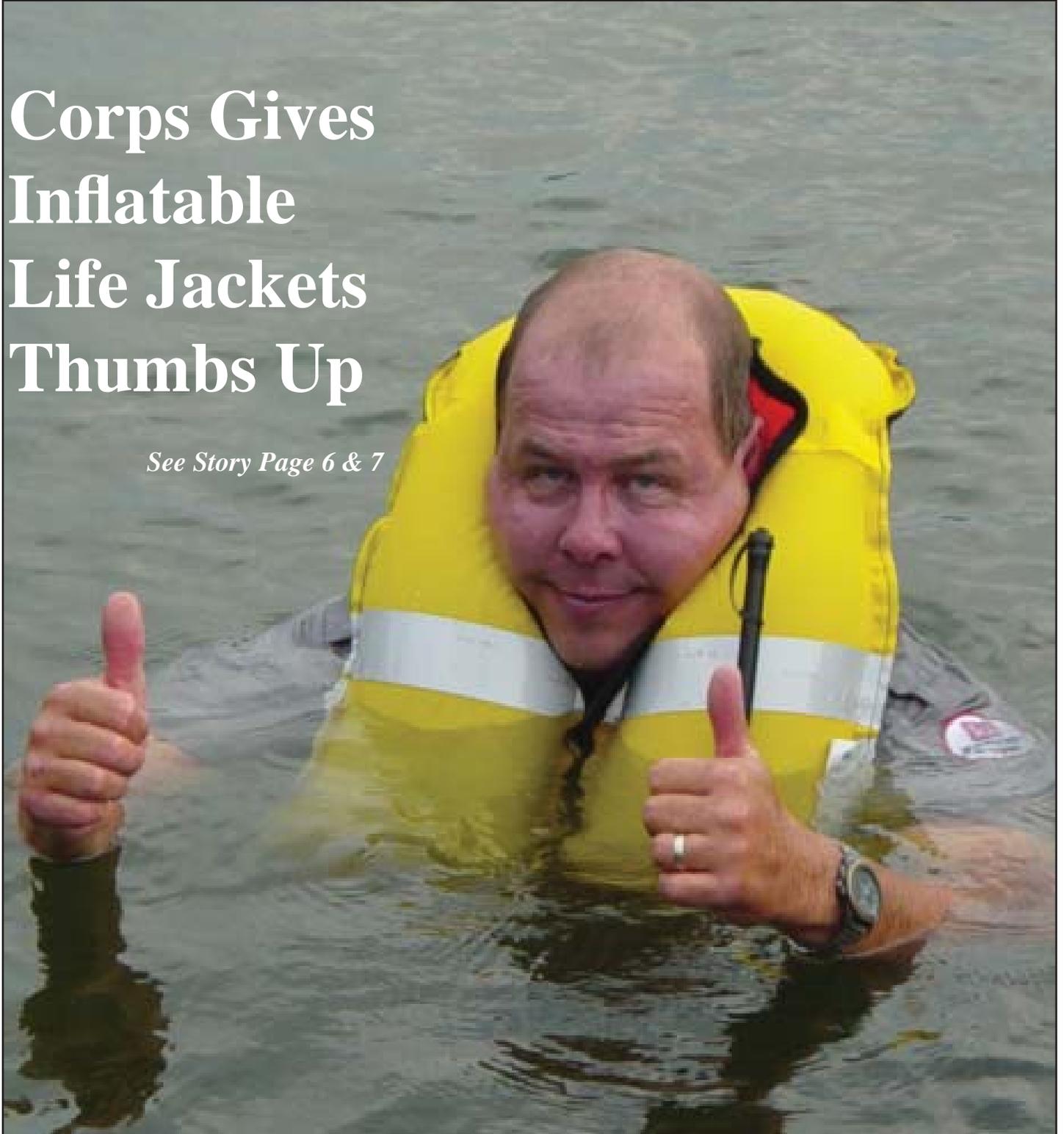
Volume 107, Number 7

*Relevant-Ready-Responsive-Reliable*

July 2007

## Corps Gives Inflatable Life Jackets Thumbs Up

*See Story Page 6 & 7*



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## SOCIETY OF AMERICAN MILITARY ENGINEERS



### Four Win College Scholarships

Four sons and daughters of Corps employees are winners of scholarships from the Society of American Military Engineers Nashville Post for the 2007 – 2008 academic year.

Kimberly Canaday, daughter of Kathy Canaday, Planning, Programs, & Project Management, Brent Hunter and Bryan hunter, sons of John Hunter, USACE HQ, will attend UT Knoxville, and Russell LeSturgeon, son of Carol LeSturgeon,

Hydrology & Hydraulics Branch, Engineering-Construction Division, will use the funds to pursue a degree at Yale.

The SAME Nashville Post is awarding \$15,000 to 14 deserving students majoring in the fields of engineering, architecture, mathematics, or computer science.

Since 1990, the Post Scholarship Program has awarded 210 scholarships totaling nearly \$261,550, exceeding a quarter of a million dollars for the first time.

**Cordell Hull Park Ranger John Derby flashes the universal sign of approval after his inflatable life vest performed as it should during testing last summer. The devices can now be worn as optional equipment by Corps employees. For complete details and comments from test participants, see pages 6 and 7.**

### On the Cover

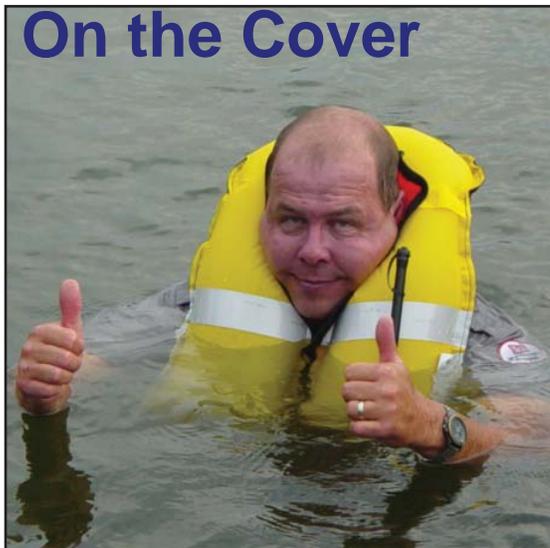


photo by Park Ranger Stacey Bilbrey

## District Digest

### Commander

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### Chief of Public Affairs

Bill Peoples

### Editor

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Articles, photographs, and other contributions are welcomed and encouraged. The editor reserves the right to make editorial changes to all material submitted for publication.

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Information about the Nashville District may also be found on the District's homepage at: <http://www.lrn.usace.army.mil>.

## Lieutenant Colonel Steven Roemhildt

# Commander's Corner

## How May I Serve You?

Lt. Gen. Robert Van Antwerp took command of the U.S. Army Corps of Engineers in a ceremony in Washington D.C. on May 29. I have personally met General Van Antwerp on two occasions and, in that short time, he had made a lasting impression on me as to

### Communication

the depth of his character and high degree of charisma. I am utterly convinced that he is the right person to lead the Corps of Engineers as its 52<sup>nd</sup> Chief of Engineers.

Lt. Gen. Van Antwerp's philosophy is the acronym, "TEAM". The word of Team is as important as each of its letters.

The **T** in team is trust. He asks, do you believe in the honesty and reliability of others? We must sustain trust by consistently delivering upon our commitment. **E** is for Excellence. Are you passionate about what you are doing? Excellence comes from passion. The **A** is all about people. Do you accept, understand, recognize, and appreciate others? We must find those people with character, competency, commitment, and chemistry. **M** is for Motivating. I'm going to give you my best. I'm here to serve you.

Lt. Gen. Van Antwerp's priorities for USACE during his command are:

- Support GWOT and expeditionary missions
- Enhance quality of support to Soldiers, Civilians, families, and the public
- Complete transformation of the Theater Engineer Commands
- Effectively prepare for and respond to disasters
- Enable Gulf Coast recovery
- Deliver Military, Civil Works, and Research & Development programs and projects

The tenets of his philosophy are:

- Communicate transparently
- Focus on the mission
- Team with industry

The General's schedule is dynamic; however, it looks like he will be visiting the District in late August. I am sure we will hear more about his philosophy,

priorities, and tenants through his visit as well as other communiqués.

We have a great Chief; he is here to serve us, the Corps of Engineers and the public. With that service mindset at hand and knowing how it is connected to his philosophy of Motivation, I am happy and proud now to answer my phone, this is Lt. Col. Steven Roemhildt, how may I serve you?



## Employee of the Month for June

Holly Taylor was selected as Nashville District Employee of the Month for June. Taylor stepped into the Safety Office and quickly became an integral part of that team.

Her practical analysis of past accident trends identified areas of focus for future attention. With her analysis in hand, she began automating all past accident data. She has assumed full responsibility for the production of excellent quarterly safety grams, coordinating for and writing articles, using desktop publishing software to lay out the document, and ensuring the timeline is met for printing. She has reorganized the Safety Office intranet site (<https://www2.lrn.usace.army.mil/safety/>) adding information and making it user friendly for the field. Nashville's site is now being used as a model for the Corps. Taylor has assumed primary responsibility for the administration of the Drug Testing,

Employee Assistance (EAP), and Medical Records programs, which frees the Safety Officer to focus on field visits. She is currently working on a new contract for the EAP program and has begun representing Safety in annual OSHA/ERGO inspections of the projects. In each of these areas, she has demonstrated initiative and commitment to quality.

Senior leaders select the Employee of the Month from the many excellent employees identified by the District's chain of command.



Holly Taylor

Selected individuals personify the seven Army values of loyalty, duty, respect, selfless service, honor, integrity and personal courage.

## Celebrate with Cumberland River Compact

The Mid-Cumberland Watershed Committee, action arm of the Cumberland River Compact, held the Down by the River Mid-Cumberland Kick-off Party July 14.

This event was one of the Cumberland River Compact's 10 Events for their 10 Year Anniversary and they want participants to help them celebrate.

For more information, call Art Newby 615-313-0344 or visit [www.Cumberland-rivercompact.org](http://www.Cumberland-rivercompact.org).

Other events planned this year include: August 4 Introduction to Fly Fishing in

the Caney Fork

August 11 Bring A Friend to the Lake Day

September 8 Snorkeling in the Stones Watershed – Where Do The Critters Live?

September 15 River Critter Identification class in the Red River Watershed

October Fall Foliage Tour on the Blue Heron - the Cumberland to the Harpeth

A Compact fun event slated for August 25 is Dragon Boat Races – Racing long canoes on the Cumberland – Wow!

Make your plans now. Lunches for each event will be provided.

# Graduates Finish Historic Training

The 2007 Navigation Support Program produced six graduates June 28.

“We are here today to mark a milestone in your career,” District Engineer LTC Steve Roemhildt told the 2007 graduates.

“You are the future,” Roemhildt told Josh Barker, Chris Clabough, Ross Cunningham, Mark Dunn, Matt Landreth, and Steve Price. “You are known for getting things done, for making it happen, for doing more with less. Somewhere in the future that barge loaded with xylene will be coming in at the wrong angle and you are going to have about seven seconds to react. Those seven seconds may be the difference between life and death, saving the gate or not saving the gate. Seven Seconds. I can’t tell you when that seven seconds is going to happen. It may be as early as tonight, or it may be 27 years from now. And there will be no second chance . . . that’s why this is a huge milestone in your career.”

The group is the latest to graduate from a program that began 40 years ago.

Ralph Ownby, assistant chief of Operations, told them they were part of a tradition that went back even further.

“You are now part of a long tradition that actually dates back to the 1880’s when Nashville became a district.” He told the group there was no way to adequately describe the importance of what they will do.

“More than 75 million tons of commerce are shipped on the Tennessee/Cumberland River System each year.” He said that number will just keep growing.

Jim Davis, operations manager for the middle Tennessee River area, represented that first graduating class in 1969 and told graduates the program was the envy of all other Corps Districts.

“This is just the beginning of your learning experience,” said Gary Harding, chief of the Repair Party, “because you are going to have to keep on learning, keep refreshing the parts that you have learned now so that when you are out there by yourself in the middle of the night and things happen, you’ll be ready for it. Pushing the buttons is the easy part, and you already know all of that. You have been given a lot of information in a relatively short period of time. I recom-



**New graduates, with certificates in hand, pose with senior leaders.**

mend you take your study guide with you and use it just like you used it in this training and learn your new lock (to which assigned) from it.”

Harding urged each graduate to “treat each and every lockage like you treated the first one (and) you will never have a problem.”

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## *One Barge at a Time*

by ‘Woody’ Woodruff

Most Corps employees understand to whom you are referring when you say “lockmaster”. It isn’t the person who unlocks your car door or changes the locks on your house.

A lockmaster controls the navigation locks that move vessels through the dams on America’s Inland river system. Charlie Bryan, who fills that role at Old Hickory Dam in Hendersonville, Tenn., operates a series of gates and valves from two control stands that allow commercial and recreational vessels to pass through. Without these locks, vessels would be blocked from moving up and down the river.

A lockmaster’s primary focus is to keep vessels moving on America’s inland waterways. Commodities shipped through locks on the Twin Rivers include coal, petroleum, sand, gravel, chemicals, manufactured equipment and grain.

Every Dam operated by the Nashville District, and those owned by the Tennessee Valley Authority, is not equipped with a lock, but where locks are in place, many are operated around the clock. Nashville District operates 14 locks on the Cumber-

land, Tennessee and Clinch Rivers.

With advanced technology, some Locks are able to operate with minimal staffing. One operator per shift at Old Hickory can lock commercial vessels in four-barge configuration one at a time. Some Dams contain single locks where others are double. It takes about 90 minutes for a six-barge tow to lock through with some assistance from the tow-haulage unit, a mechanical assist built into the wall of the lock and commonly referred to as a mule. Private vessels are not permitted to pass through the lock with commercial vessels.

Priority for vessels to transit is given in a certain order; (1) Government Vessels, (2) Passenger Carriers, (3) Commercial Vessels and (4) Recreational Boats.

The Memorial Day holiday weekend officially began the summer shipping season. With gas prices skyrocketing, Bryan reported a spike in vessel movement on the Cumberland River. On an average day during May, Old Hickory locked between four and six commercial tows. One year on July 4<sup>th</sup>, more than 200 recreational vessels passed through Old Hickory in a single day. Bryan believes 2007 will be far busier for his operators and mechanics.

# Wolf Creek Spokesman Earns National Award

by Dave Treadway

**M**ichael F. Zoccola, chief of the Civil Design Branch, Engineering-Construction Division, was recently named winner of the Ronald J. Ruffennach Communicator of the Year Award for 2006. He will accept the prestigious honor in August.

Zoccola has been the primary spokesperson for the Wolf Creek Dam Major Rehabilitation Project since August 2005 when the Rehab Project was announced and for the Center Hill Major Rehabilitation Project since August 2006.

He has also been the primary briefer for many public meetings for both the Wolf Creek Major Rehabilitation Project and for the Center Hill Major Rehabilitation Project. The Nashville District Dam Safety Program falls under his responsibility, so he not only served as the spokesperson for these Major Rehab Projects but also coordinated the attendance of Subject Matter Experts to conduct panels to take questions from the audience during each of the public meetings.

"Mike Zoccola's contribution," said Barney Davis, chief of Engineering-Construction Division, "to the success of the rehabilitation projects being undertaken at Wolf Creek and Center Hill has been immeasurable. He has also advanced the art of risk communication in the Corps of Engineers with his calm, articulate, and sincere manner. He possesses that rare ability, in engineers, to take a very technical and confusing topic and make it understandable and easy to follow. His leadership in the communication process has made this project a nationwide model for the Corps of Engineers and an example of how to effectively communicate."

In his role as primary spokesperson, Zoccola was tasked with addressing several challenging and difficult situations. First, he had to deal with issues related to recreational users and local businesses around Lake Cumberland.

Secondly, he had to tackle issues of concern to downstream communities, including emergency management procedures. Public Safety was his number one priority whether dealing with the in-pool or the downstream audience.

The articulate engineer understood these communication challenges and used consistent key messages that dealt with the appropriate audiences. Many times in public meetings, questions were addressed to Zoccola that attempted to discredit Corps actions to fix Wolf Creek Dam. He was able to calmly answer those questions and disarm the questioner.

At other times questions would be phrased in a manner designed to blame one major audience or stakeholder for the actions of the Corps, for example ... "Isn't it true that you are not taking the lake down further because of recreational users and Congressional pressures?" ... or "The Corps is only interested in protecting downstream communities and doesn't care if we lose our businesses and livelihoods?"

Zoccola was adept at answering these questions in a manner that did not incite one group against the other but did provide factual data about Corps actions. He requested that the entire Wolf Creek project delivery team (PDT) attend media relations training, and, based on that success, also had the Center Hill PDT attend the same training. When the possibility of having Risk Communication Training with Keith Fulton was advanced, Zoccola was very supportive. He not only attended the training but also required key personnel in his branch to do likewise.

As the Wolf Creek Major Rehab Communication Plan was developed and updated, Zoccola provided expertise in the dam safety program and the rehabilitation process, which was key in anticipating public issues and planning communication strategies to deal with them. One example is in the emergency management arena. He anticipated the public interest in how they would be notified and, under his direction, a plan was developed to coordinate with the National Weather Service to broad-



**Wolf Creek Spokesman Michael Zoccola briefs a large crowd at a public meeting in Hendersonville, Tenn.**

cast emergency notifications over NOAA weather radios and use the Emergency Broadcast System. He was able to do this because he understood both the emergency notification procedures, which are part of every darn safety emergency plan, and the needs of downstream communities.

Zoccola's efforts in communicating the problems and solutions of the Wolf Creek Major Rehab Project have informed and educated the public in the Cumberland River Basin and beyond, according to Bill Peoples, chief of Public Affairs.

"Besides the many media interviews that Zoccola has done," said Peoples, "the 14 public meetings where he served as the keynote briefer and oversaw the SME panels, and the briefings to members of Congress and other key stakeholders, the true measure of his effectiveness has been the relative calm and understanding with which the Wolf Creek project has been received by the affected publics. Zoccola's expertise has led to an informed public that understands the complex issues associated with a project of this magnitude."

Zoccola also briefed at two marina operator meetings, as well as several meetings with members of Congress and their staffs and the Kentucky Governor and cabinet members. Zoccola made time for more than 50 interviews by various local, regional and national media to discuss both the problem and the solution for Wolf Creek Dam. The Civil Design Branch Chief is a registered Professional Engineer in the State of Tennessee and has more than 31 years with the Corps of Engineers.

# Inflatable Life Vests Given Approval for Wide Use

By Dave Treadway

The use of auto-inflatable personal flotation devices (PFDs) as optional personal protection equipment by Corps employees was authorized July 1 by the Chief, Safety and Occupational Health Office, Richard L. Wright.

This lifts the prohibition contained in EM 385-1-1 against use of such devices by all workers on USACE worksites.

This authorization follows careful analyses and tests by the Corps of several types of auto-inflatable devices labeled U.S. Coast Guard-approved. These PFDs were tested in practical work settings for performance in 2006 by 347 Corps employees from the Operations business line that included park rangers, maintenance personnel (navigation, hydropower), lock operators, boat operators, crane operators, engineers, equipment operators, biologists and others.

Major General Don Riley, director of Civil Works, approved the one-season field test of three auto-inflatable devices. Only three models are authorized by the new policy. Those are the Stearns Model 1470 with Halkey-Roberts 1F inflator, the Mustang Model MD3087 with Halkey-Roberts inflator, and the Mustang Model MD3183 with Hammar MA-1 inflator. Each must also use the appropriate re-arm kit.

Most participants in the wear test last year gave the devices a resounding vote of confidence.

Park Ranger Alex Urquhart found appearance, comfort, and inflation very acceptable for the Mustang Model he tested.

"Professional looking device," said Urquhart, "and the uniform is not obscured by the life jacket so Rangers appear as rangers to the public. I rate comfort/wear-ability excellent because it allows free arm and torso movement. It's much less bulky compared with traditional style PFDs. Quick maneuvering in confined area of patrol boat is improved, very important for coordinated movements when towing a vessel or retrieving an object or person from the water."

Diane L. Gruman, a park ranger of six years, called the devices very effective and safe. "They are not as hot or bulky, which makes it easy to forget that I am wearing

one," said Gruman. "And because it is so much more comfortable than the full-sized life jackets, I believe rangers will show more dedication in wearing them. I also believe that more recreational boaters and fishermen will start wearing them when they see park rangers using them. This is a definite advantage because so few wear them now."

Their feelings were echoed by many others.

Grenada Lake Park Ranger Chris Terry really became attached to the new device while working boat patrol all summer in the Mississippi heat.

"It wasn't as bulky as the regular ones," claimed Terry, "I seemed to be able to maneuver better in many different situations."

"U.S. Coast Guard-approved inflatable devices have been on the market for a number of years, but none could pass the Corps' stringent safety standards," said Stephen Austin, acting chief, Natural Resources Management. "Through a careful and methodical series of tests, our Headquarters safety engineer was able to determine three specific models that met or exceeded those standards."

Student Ranger Sarah Poulter liked the inflation speed.

"The lifejackets inflated instantaneously upon impact with the water during initial testing," said Poulter, "making the rangers testing them more confident in

their use. We like the whistle attached to the vest for emergency use. The cartridges are easily changed, and maintenance of the vest is very easy."

Fellow Student Ranger Chris Garcia observed public response to wear by rangers.

"We have also used these vests in our public water safety programs. Public response to these inflatable lifejackets has been very positive. A large segment of the public is not aware that the inflatable lifejackets exist. They are also not aware that these lifejackets are available for use by recreational boaters."

J. Percy Priest Conservation Biologist Mark Vaughan liked the device he tested, "Inflatable PFD's have proven to be more comfortable than conventional Type III PFDs, but don't offer the storage options needed for essential gear."

Park Ranger Roger Howell likes the product because of when it doesn't inflate!

"I did have one instance where another ranger and myself were called out by 911 to render assistance to an overturned sailboat with children in the water. It was during a bad thunderstorm with heavy winds. My hydrostatic life jacket was poured on, but did not inflate. The children were rescued by volunteers and others from the sheriff's department.

Park Ranger Allison Smedley found it to be very comfortable.



**Brock Jones (left) and Josh Hindman compare the new lifejacket and the old during a boating safety course at J. Percy Priest Lake last summer.**

"It really doesn't feel like you have a life jacket on," declared Smedley. "It's easy to move around and it isn't the slightest bit inhibiting."

Cheatham Lake Park Ranger Jeff Hancock called his inflatable, "... the most comfortable PFD I've ever worn."

The devices were not without their detractors as some testers found features they did not like.

Larry Janicek said the inflatable life jacket is heavy in front and hangs on your neck, making it uncomfortable.

Senior Park Ranger William "Skip" Sivertsen reported that some of his employees also did not like the MD3183.

"Some of my co-workers did not like this particular model since it feels too tight and heavy around the neck."

Dale Hollow Lake Environmental Protection Specialist Sondra Carmen said the positives far outweigh the negatives for her.

"While it can become restrictive and tight around the head and neck after inflation," said Carmen, "to me that is a secure feeling. During the wear test, I knew, without a doubt, this device would get me to the surface during an accidental fall into the water. Furthermore, if that were to happen, I would only be in the water for a short time—knowing that I would be alive in order to climb into the boat, or be retrieved by my partner."

While the wear-test last year was managed by the National Operations Center (NOC), the test criteria and training requirements were determined by a Head-

quarters team of Karl Anderson, safety specialist; Tom Verna, a civil engineer from Operations Navigation Branch; Steve Austin, and Lynda Nutt, manager of Headquarters' NOC for Water Safety.



**Brian Mangrum is comfortable after his inflation test on Lake Barkley.**

## Water Safety Efforts Recognized at National Level

by Jamie Summers

**R**onnie Smith, Mark Willis and Jamie Summers recently traveled to Macon County High School to present two awards to a very deserving football team. The first was a division award, the second the National Water Safety Congress Award. Both were in recognition of efforts the team displayed on May 13, 2006.

On that day, the team visited Dale Hollow Lake wearing their blue and white uniform jerseys in honor of teammate Jonathan Hudson, a MCHS football standout who was boating with friends on Dale Hollow Lake when he fell overboard and drowned. They were emphasizing to boaters, fishermen and campers the importance of wearing life jackets and urging them to be safe on the water. They explained what

they had just gone through with the loss of a dear friend. They contacted more than 250 individuals that day, but the message they were sending out went much farther than that. Five newspapers covered the story, including *The Tennessean*, so the indirect contacts they made were numerous.

The entire gymnasium was filled May 8 with the student body and faculty. Head Coach Daniel Cook introduced the Corps.

"I know that you all will be enjoying your summer breaks," said Cook. "Lots of you will be swimming and boating, and with everything that has happened here you will all be reminded to be more careful and wear your life jackets!"

Although no team members were able to attend the International Boating and Water Safety Summit in San Antonio, Texas, Carolyn Bauer, the Nashville District Water Safety Coordinator, was on hand to

accept the awards on behalf of the team.

"I'm impressed with Macon County High School and the leadership of the Dale Hollow Lake Park Rangers," said Bauer, "and delighted to see the team receive these prestigious awards."

The Dale Hollow staff unanimously decided that it would be fitting to submit the team for the national award.

"We had a feeling about this one. These young men and their coaches pulled off something extraordinary despite the hardship they encountered. That means a lot," said Conservation Biologist Gregg Nivens.

"This was a tremendous effort by the team and coaches," said former Resource Manager Ronnie Smith. "They came to honor their teammate by promoting National Safe Boating Week. They had no idea they would be reaching out beyond Dale Hollow Lake to the entire nation."



**The Macon County High School football team is recognized by the Corps of Engineers May 8.**

# Employees Gather to Celebrate Engineer Day

Under a sky that threatened and then finally dumped rain on the party, District employees celebrated Engineer Day June 8 and recognized four Distinguished Civilians.



Photos by Bill Peoples and Steven Foshee



# Army CES-Creating Opportunities for Leadership

by Wesley Robertson

The Army recently reaffirmed their commitment that civilians are an integral part of the Army team by creating a new system for civilian leadership advancement, the CES (Civilian Education System). This new program will provide guidance on Army civilian leadership development. The CES provides the Army Civilian Corps with self-development and institutional training (leader development) through distance learning and resident training. Different employees of the Corps can utilize this resource to improve themselves and the Army in general. For a chance to broaden your leadership capabilities and skills, the CES would be beneficial for any civilians working for the Army.

To encourage civilians to also be leaders, the CES includes four “imperatives” designed to help Army civilians develop into leaders. Accountability, lifelong learning, interpersonal skills, and Army culture all address “imperative” aspects that help civilians to overcome the challenges of the 21st century, just as their uniformed counterparts will learn to overcome the challenges.

## How Does this Apply to the Nashville District?

Any employee in the Nashville District in a leadership position or aspiring to be a leader should take advantage of these courses,” explained Priscilla Paige, chief of Real Estate who is a candidate for a Ph.D in organizational management. She also stated that the best way to advertise the CES was through the senior leaders. Priscilla said that the senior leaders need to require CES courses, and that the District should make it part of their objectives. In addition, the Chief of Real Estate suggested we should “make it a part of the training plan” and appropriate money from the training budget for Nashville District employees interested in the CES.

Paige also listed three ways the Nashville District can benefit from the CES.

\* **Improved Leadership** - the CES courses will provide better leaders to lead the staff

\* **Better Communication** - more ef-

fective communication in the Nashville District

\* **Improved Morale and Work Environment** - as the environment changes positively with better leaders, the morale increases to create a better workplace



## The Four Courses of CES

To begin, the *Foundation Course (FC)* consists of entirely distributed learning that will help students to comprehend and appreciate Army values and customs. This course also instills certain foundations to aid the development of leadership skills and effective communication skills. Although employees employed before 30 September 2006 will not have to complete the *Foundation Course*, they still may use it as a self-development tool.

Following the *FC* course is the *Basic Course (BC)*. This course instructs students of direct leadership that will successfully lead teams. The *Basic Course* combines distributed learning and a two week resident phase at the Army Management Staff College (AMSC) in Fort Leavenworth, Kansas. Additionally, this CES course teaches students how to apply leadership skills for small teams and to develop and mentor subordinates. The course also continues to emphasize effective communication skills for effective leadership.

The next step in CES is the *Intermediate Course (IC)*. This more advanced course is for leaders directly and indirectly supervising personnel. The *Intermediate Course* combines distributed learning and a three week resident phase at either AMSC Fort Leavenworth or Fort Belvoir. This course instructs students in the management of human and financial resources. Students also learn to display flexibility and resilience, focus on the goal, and direct program management and teamwork.

The *Advanced Course (AC)* completes

the series of courses for the CES plan. This course addresses leadership aspects such as complex organization, leading change, inspiring vision and creativity, directing program management and systems integration, managing human and financial resources, and again focusing on the mission. The *Advanced Course* takes place at the AMSC Fort Belvoir campus with a combination of distributed learning and a four week resident phase.

Former leadership courses such as Leadership Education and Development (LEAD), Leadership Education and Development Train the Trainer (LEAD TTT), Organizational Leadership for Executives (OLE), and others will be either integrated into or replaced by the new CES courses. Also, the Action Officer Development Course (AODC), Supervisory Development Course (SDC), and Management Development Course (MDC) supplement the four core classes of the CES.

## Who Should Take Advantage of CES?

All these new opportunities are great for enhancing a career, but who should jump upon these opportunities and take the new CES courses? First of all, **all Army civilian employees** and all military and other DoD employees are eligible for the *Foundation Course* of CES leadership development. Additionally, all Army civilians employed before 30 September 2006 are not required to take the *FC* and will receive credit for this course. This program provides all Corps employees a chance to enhance their career with leadership skills.

After earning credit for the *Foundation Course*, a civilian may take the *Basic Course*.

The following qualify for the **Basic Course**.

Army civilian employees, who for 25% or more of their duties, lead teams of civilians

Army employees with a permanent appointment to a supervisory or managerial position without similar training

Army civilian employees who are program managers/project leaders

Military supervisors of civilian employees and other DoD employees

Applicants must have a current TAPES

(See NSPS, page 10)

# The Corps Crowd

## Welcome to...

...Brandon Masiongale, who came to Dale Hollow Lake Resource from Wolf Creek Power Plant on June 11 as a Maintenance Mechanic.

## Congratulations to...

...Resource Manager Ronnie Smith, who retired from Dale Hollow Lake June 1.

...Holly Taylor, who has been selected as a Nashville GS-7 safety technician.

...Danita Jones, Resource Management, who was selected as one of LRD's four representatives for the 2007 USACE Emerging Leaders Conference.

...Valerie Carlton for her selection as the new chief of Contracting for Nashville District.

...Joanne Mann upon her year-long detail to the executive office where she will serve as the Executive Assistant to the District Engineer.

...Tommy Haskins, geologist/contractor, Geology Section, whose daughter Lindsay was recently married to Larken Ware of Greenwood, Miss. Lindsay is in her final year of Pharmacy School at the University of Mississippi. Larken is a second year medical student the University.

...Carol Warren, whose son Glenn Warren II was married to Justyna Gorza on July 16.

...Toni Rushing, former resource manager at Laurel River Lake/Martins Fork Lake, who accepted a position as operations manager in the Fort Worth District.

...Vicky Alley, civil engineering technician, Dale Hollow Lake, and Sammy



Alyssa

Rachel

Alley, power plant superintendent, Wolf Creek Power Plant, whose daughter Alyssa Amonett, graduated with honors from Clinton County High School in Albany,

Ky. Alyssa will attend Western Kentucky University to study Science and Engineering. Daughter Rachel graduated from Somerset Community College with an Associate in Science Degree. She plans to continue her education to become a middle school teacher.

...Brian Brewer, lock operator, Pickwick Lock, who married Amber Salmon June 23 in Hampton Cove, Ala.

...Shirl Willis and husband Mark, a ranger at Dale Hollow Lake, whose daughter

Scarlett recently graduated with honors from Adair County High School in Columbia, Ky. She will attend Western Kentucky University to study Nuclear Pharmacy.



Scarlett

## Baby Brigade to...

...Retiree Zan Blackburn, who celebrated the arrival of new granddaughter, Addie

Mae Erwin, June 28. She weighed in at 8 pounds and was 19 1/2 inches long.

...Elena Gregory and Jeff, a hydraulic engineer



Zan with Addie



Ana Alexandra

in Water Management Section, H&H Branch, who welcomed daughter Ana Alexandra into the world July 6. She weighed 6 pounds, 4 ounces and measured 19 and 1/2 inches.

## Sympathy to...

...Barney Schulte, a Civil Engineer in the Civil Design Branch of Engineering-Construction Division, whose mother, Vernel,

passed away in Conway, Ark., June 3.

...the family of COL (RET) Lee W. Tucker, former commander of the Nashville District, who passed away June 4. COL Tucker served 30 years in the U.S. Army and Commanded Nashville District from 1980-1983.

## Thank you to...

...all of you for what you have done for me; the cards, the visits, the letters, the donated blood and, most of all, the donated leave. Your prayers are greatly appreciated because the fight with leukemia is a long battle. God bless all of you.

*Sharon Wilson, Regulatory Branch, from Baptist Hospital*

## NSPS Made Simple

(Continued from page 9)

performance rating of successful or NSPS rating of Level 2 or above, and be in good standing regarding conduct.

Some employees are required to take certain courses of the CES. Unless substituting prior courses such as LEAD, OLE, AODC, SDC, MDC, or a more advanced course for credit, all employees in supervisory or managerial positions must complete the Basic Course within one year of placement into their managerial or supervisory position.

The Intermediate and Advanced courses are available to those with permanent appointment to a supervisory or managerial position.

Many civilians could help both the Army and their careers by taking these classes, because the Army not only needs uniformed personnel, but also much army civilian help.

For example, the complexities of the 21st century security environment create a larger need for civilian leaders at all levels in the Army.

For more information about the leadership training through the CES, the AMSC (Army Management Staff College) website <<http://www.amsc.belvoir.army.mil/ces/>> provides information on dates and location of classes. Enrollment forms also are included at this web address.

# New Personnel System Simplified

by Dave Treadway

The National Security Personnel System (NSPS) was made easier to understand June 29 by Tyler Eldred of LifeChampion International, Inc., in a presentation entitled “Pay for Performance, Is It Really New?”

In a casual, engaging manner, he posed other questions: “What are You Paid For?”; “Would You Hire You?”; and “What is Pay For Performance?”

The first questions were designed to stimulate conversation, the last he defined as “A system wherein compensation is linked in part or in whole, to measures of work quality or accomplishment of individual, team or organization-wide goals.”

He said NSPS is an entirely new system with seven different components, of which pay for performance is one. Hiring, Labor Relations, Benefits, etc., help complete the package.

The former Air Force pilot helps people be as successful as *they choose to be*. He contended that employees, not supervisors, have the most influence on individual performance. He placed a lot of importance on proactive employees, vice supervisors dictating workload.

When pressed, most attendees agreed that pay for performance is not new, only that the present system is over-inflated and needs to be overhauled to make it more equitable. Most insisted that bonuses to reward performance have become bonuses for everyone which actually discourages superior performance.

Under NSPS, pay for performance will mean assignment of pay increases and bonuses in relation to value provided by an employee. As one small piece in the performance management process, NSPS will contain a compensation system aligned with differentiation between employees based on performance/contribution.

Eldred said the ‘pay for performance’ element will drive more communication, focus and action around mission clarity. This, in turn, will optimize the contribution of employees while helping them enjoy their work and feel valued and appreciated, which would help the Corps attract and retain a high performance work force.



“All of us understand pay for performance,” said Eldred, “because we expect quality and value for our dollar when we shop. If we don’t get it, we complain.”

He then explained how NSPS is just the evolution of a system that began in 1949 when the General Schedule was implemented. The Civil Service Reform Act of 1978 improved it, the National Performance Review in 1993 decentralized the system to Agencies, and the creation of the Department of Homeland Security in 2002 required a performance based personnel system. Congress authorized the system in 2003.

Eldred said NSPS will remove ‘automatic’ pay increases for government employees. And it will make clearer supervisory demands to clarify expectations, provide feedback and differentiate between employees. This will mean more employee involvement in the process, generating important conversations, hence more communication.

“Open communication builds a high degree of trust,” said Eldred.

He then addressed some employee concerns.

“Supervisors will have influence,” explained Eldred, “but not total control, of decisions related to each employee. The system will not take away the rights of employees and the average worker will benefit the most under NSPS. It is not just for top achievers. While it is true that locality pay will go away for each employee, a new Local Market Supplement is the new name for cost of recruiting, retaining and moving people to the region.”

He put at rest the myth that NSPS will be too much added work for supervisors, especially if they are already doing what they should. Those supervisors now must differentiate between activity and productivity.

Those employees who tie their identity to a GS grade or ‘rank’ may consider the new system deficient because that will go away.

Typical components of NSPS will be the requirement for clear expectations up front that are tied directly to the organization’s purpose, vision, mission and values. It will also provide a “broadband” structure with more freedom of movement for individuals.

Perhaps best is that NSPS is set up to allow employees to figure out how to contribute more to the organization and thereby get more pay.

Average workers will see better clarity for their efforts, increased awareness and feedback, and more influence over their level of compensation. Top achievers will also see better clarity for their efforts, can move more quickly through broadband pay scales, and be more fairly compensated for their contributions.

All employees will be better able to focus, contribute to the organization and see the impact of their work.

“Under NSPS,” alleged Eldred, “it’s up to you. Your personal accomplishments and contributions towards the goals of your organization are keys to your success and your ability to advance your career.”

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## *Just To Be On The Safe Side . . . Staying Safe During a Thunderstorm*

**W**hile thunderstorms can put on a spectacular display of light and sound, they can also be extremely dangerous -- even deadly. Dangers associated with thunderstorms include lightning, hail, heavy rain, flooding, strong winds and tornados. Knowing what to do before, during and after Mother Nature strikes is key to protecting your family from this very real threat.

**Know the difference between a “watch” and a “warning.”** Dark, low rolling clouds, lightening and thunder are the most common signs of an approaching thunderstorm. If these conditions exist, check your local news to see if a thunderstorm watch has been issued. In case of a watch, stay vigilant and start making preparations to take shelter. If an actual thunderstorm has been spotted or picked up on radar, a warning will be issued which means it’s time to take shelter. Severe weather warnings are issued on a county basis, so know your county’s name.

**Calculate how far away the storm is from you.** In case you do not have access to the news, a good way to determine if you’re in danger is to count the seconds between seeing the lightening and hearing the thunder. If the time is 30 seconds or less, the lightening is close enough to be a threat and you should take shelter.

**Taking shelter.** If a thunderstorm is approaching, stay inside. Don’t take a bath or shower or run any water. Unplug all electrical appliances. Avoid using the telephone unless it’s an emergency. Close

the windows, window coverings, and doors. Wait for the storm to pass. Protect yourself outside. Stay in your car with the windows up. Avoid touching any metal inside the car. If you’re swimming or boating, get out of the water immediately. Avoid tall isolated objects that could be struck by lightening.

If you don’t have a car, go to a low-lying open place away from trees, poles or metal objects. Squat low to the ground, and make yourself as small as possible. Do not lie flat on the ground as you are more likely to get hit by lightening. If you find yourself in the forest, take shelter under shorter trees.

**Stay put after the thunderstorm.** Stay inside for at least 30 minutes after the last flash of lightening. More than

half of lightening deaths occur ‘after the storm has passed’. Stay tuned to your local forecast for further information. In case of any damage to your home, take pictures for documentation when filing an insurance claim.

**Keep these items handy.** During a thunderstorm, you may lose power. Be prepared by gathering these items and storing them in a place you can easily access in the dark.

- Portable radio
- Flashlight
- Candles and matches
- Fresh batteries
- Storm kit with fresh water, food, and first-aid kit
- Blankets

**Safety – Because You Are Important!**



photo by Tony Ellis

Employees with the American Bridge Company put steel girders in place May 2 that will support U.S. Highway 62 just downstream of Kentucky Dam on the Tennessee River. The ‘I’ beams, each of which weigh 65 tons, are 12 feet high.