

Pacesetter Magazine

FALL 2014

VOLUME 9, No. 3

building the bench

how generational
shifts are impacting
our workforce

and changing how
we plan for
the
future



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Fall 2014



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Remarkable workforce today, extraordinary one for tomorrow

Brig. Gen. David C. Hill
Southwestern Division Commander

In the 60-plus days since I became your commander, I have visited parts of each of our four Southwestern Division Districts, beginning my journey to see the impressive projects and programs and meet the remarkable workforce of SWD. As SWD's newest member, I can see what a unique organization we are in the Army Corps of Engineer. We span the boundaries of the military and civilian communities and connect America's Army to its people, working hand in hand with national, state and local officials and community leaders who make America work and make things happen.

These initial visits have all been enlightening and invigorating. I have had the rare opportunity to take part in the Mississippi River Commission's low water inspection of the Arkansas River. Along the way, I met many talented Corps of Engineers employees, learned much about the McClellan-Kerr Arkansas River Navigation System, interacted with numerous stakeholders, interviewed with the news media and saw members of the public wave to us as we transited downstream—what a comprehensive event! I have toured the impressive “Port of Houston, first in the United States in foreign waterborne tonnage, in U.S. imports, and in U.S. export tonnage. I have visited military facilities in El

Paso and Fort Polk, checked out pintle balls and shorelines in the Tulsa District, toured the Dallas Floodway (built to protect both some of the most disadvantaged of our citizens as well as the billion-dollar Dallas Stemmons business corridor), and met with Texas officials about the valuable commodity of water in this state. These visits have helped me better understand the Corps' contributions to our national defense, in terms of both our military installations and the economy that underpins our national security.

While only scratching the surface of this Division in the past two months, I have noted one common denominator among the Districts: the caliber of our people—the talent, skill and experience across the disciplines, and the great responsibility that is on your shoulders in many of these projects and programs. This highly technical and well-educated Corps of Engineers workforce is facing some immense challenges: an evolving workforce, changing in both age and outlook, and a proliferation of technology that permeates every task that we perform. To counter these challenges, we must look for ways to “build the bench,” to ensure that we have the right employees, with the necessary competencies and knowledge to accomplish our mission.

The stories in this edition of Pacesetter Magazine might challenge you to think about these issues that we are facing and maybe even generate some ideas that will help put us on the trajectory for success. We have great programs already in place. For example, STEM initiatives develop a future workforce; professional accreditation and developmental assignments nurture and grow our current one. By taking a long-term strategic approach through such channels as the Human Capital Planning Committee and the Knowledge Management initiative (SWD is a test site), we can help remove roadblocks to our future. The Knowledge Management initiative is a great example of preparing for the coming cultural shift and will help us in our succession planning by ensuring knowledge transfer, technology and technical competency, and innovative

methods of delivery of information. More information about the Knowledge Management is on pages 25-26.

Finally, most of us will always find inspiration in the achievements of others. To see our fellow team members reach for the stars or become the stars themselves is very fulfilling. An organization is really all about its people. In SWD, it is our people who deliver the accomplishments now, and it is our people who will create our future successes.

Thanks to each of you for the warm welcome you have given my family and me. I look forward to working together (and with our partners) to accomplish projects that bring lasting and tangible value to our region and our Nation.



Star Power. Lt. Gen. Thomas P. Bostick, left, and Mrs. Chris Hill pin the one-star rank on Brig. Gen. Dave Hill at a ceremony at Fort Belvoir, Va., in early August. Hill took command of the Southwestern Division on July 28. (Photo by Waverly A. Johnson)

Fort Worth District 'Builds Its Bench' to meet current and future needs

Team Fort Worth – over the past two years as your commander I've observed and made many recommendations as to how our Fort Worth District can become even more relevant to the current and future needs of the Department of Defense and the Nation. Find the need and fill it.

To do so, we must recognize and continue to move forward with a heightened urgency and push of initiatives to 'Build our Bench' so that when we do find that need we have the talent and expertise to successfully fill it.

My hope is that every member of Team Fort Worth is already familiar with the term 'Build the Bench.' If you're not, that's okay too because you will be as we make it one of our district's top priorities for fiscal year 2015 and beyond.

In its most simplistic terms, 'Build the Bench' refers to our efforts to attract and retain a vibrant and well-trained workforce.

It is well documented nationally that across the DoD spectrum there is a substantial portion of our workforce who are currently retirement eligible or will be within the next five to ten years. With this statistic in mind, it should be crystal clear that the priority your division leaders and I are placing on 'building the bench' is not just the catch phrase of the day. Doing so is something that has to be accomplished to ensure that the Fort Worth District is able to retain and attract the necessary talent and get them fully trained to meet the needs of the Army, DoD and the Nation for many years ahead.

There are several initiatives that we have targeted to help build our bench that I want to briefly highlight, but there is a key element that must precede those initiatives for them to work – getting our entire workforce back to the most fundamental basics of training.

During the peak Base Realignment and Closure years between 2005 and 2013, the demand for work from our district was at such a high tempo that while we realized numerous successes on our projects and initiatives, a large portion of even the most basic training for our personnel was not accomplished.

While we, as expected, did see a downturn in major project work immediately following BRAC, over the past couple of years we are seeing a slower but steady increase in work again. That can be attributed to our commitment since FY12 to 'getting the right people in the right place' and making sure they are fully trained.

With a highly competent bench of personnel, each time our teams achieve greatness on a project it exemplifies why Fort Worth District remains one of the top 'go-to' districts in USACE no matter how challenging the project is.

In addition to training being the critical core of our current and future workforce, we are also following the lead of our Division and Headquarters with some very specific targets and initiatives that directly impact our ability to grow our bench.

Two of the major initiatives are our Science, Technology, Engineering and Math (STEM) outreach programs and our partnerships with universities within and around our Fort Worth District's footprint.

Col. Charles Klinge Commander, Fort Worth District



There is no way for me to overstate the importance of strengthening and improving STEM education throughout our schools. Recent statistics show that by the year 2020, the U.S. will have around 3 million job openings, and we as the Corps along with the rest of the nation will need to increase the number of college graduates with STEM degrees by at least 1 million to meet that demand.

As a district, we recognize our key role in helping to meet that demand and how our STEM outreach and initiatives will also directly help us grow our bench of professionals that will be needed to sustain our mission for years to come.

As a district, we continue to increase the number of our personnel who are committed to and working throughout the DFW-area and the state of Texas with students on a wide-range of educational programs that are innovative and meet the needs of a diverse group of future STEM professionals.

Some of the specific STEM initiatives we are engaging in are mentorship to students, science fairs, robotics competition, teacher training workshops, Parent Teacher Association outreach, recreational events, STEM camps, other educational opportunities and developmental assignments within our district for students.

While we continue to move forward with our STEM outreach initiatives from grade school up through college level, the parallel initiative that makes that outreach possible is our partnership with schools and universities.

Many of you are familiar with our long-standing STEM partnership with our 'Adopt-School' – H.V. Helbing in Fort Worth. We are also partnered with numerous other schools throughout the DFW area as a direct result of you who are parents extending our STEM initiatives to the schools your sons and daughters attend.

Additionally, we have and continue to expand our partnerships and formalize STEM memorandums of understanding, programs and outreach with universities that include Baylor University, Texas Christian University, the University of North Texas and the University of Incarnate Word, San Antonio.

While we have an established STEM PDT in the district, please know that it takes every member of Team Fort Worth to make our STEM program and outreach continue to grow and prosper. Your ideas are needed and are welcomed.

Programs such as STEM, our partnerships and training are key elements to our ongoing priority to 'Grow the Fort Worth Bench' and to support our Nation's current and future need for Science, Technology, Engineering and Math professionals.

Essayons!

Col. Klinge



Building Strong Leaders

**Col. Courtney W. Paul
Commander, Little Rock District**

As the “baby boom” retirement wave builds momentum, it is imperative that every supervisor and manager identify future leaders to fill the growing information gap. To become tomorrow’s leaders, today’s employees need opportunities to develop skills beyond their current pay grades, and equally important, they need institutional knowledge about district projects and history.

Right now 73 employees in the district are eligible for retirement, and another 123 will be eligible in the next five years. This is especially alarming because as our workforce ages, so does our infrastructure.

Retirement and time have already consumed a vast amount of knowledge the engineers of our district’s earlier years possessed. We have already reached the point where those who worked on the McClellan-Kerr Arkansas River Navigation System or the lake dam projects have retired and are approaching the point where the people who were protégés of that generation are about to retire. Our ability to reach back and seek this knowledge diminishes by the day.

As the organization gets older, the information gap gets bigger, as does the need for a bullpen full of leaders who are guided and trained to take the district into the future. I’m asking you to build the bench with me; the future of the Little Rock District depends on it.

This is not a new problem, but to shrink the information gap, we must understand past decisions to focus for the future. As our infrastructure ages and deteriorates, our future leaders will have to deal with decisions made anywhere from 10 to 100 years ago. If you are not injecting institutional knowledge into the future leaders of our organization you are setting them up for potential failure.

For soldiers the dynamic pace of the battlefield means each soldier may have to step into his bosses shoes at a moment’s notice. Each soldier must know and understand the position above his or her own. While our work is not as dynamic as “moment’s notice”, the end lying principle is still there. There is no substitute for mentored experience. We should strive to accomplish this on the civilian side as well. In addition, today’s Army leaders pass down institutional tidbits to give their junior soldiers better perspective and make them more efficient and effective now and in the future.

We need to ensure we’re passing knowledge along to subordinates and giving them the opportunity to absorb information before it’s lost. As leaders, you need to figure out how to pass along your legacy. Be a mentor to those you supervise, volunteer to work with the Leadership Development Program or simply take somebody under your wing. It doesn’t matter how you do

it as long as you’re not leaving the Corps without passing something of value on to the next generation.

As our mission continues to grow globally, the last thing we need to do is limit the next generation’s line of sight. We need leaders that have the skills to think outside the building. As stakeholders in every industry get smarter, we’ll need a workforce full of innovators that can keep up. It is paramount that our future leader’s capabilities are aligned with current and emerging business requirements, yet with a proper historical perspective.

We already have the need for innovative leaders that can function on a global basis and deal with worldwide complexities. We need to make a concerted effort to develop and hire more leaders that are globally credible. Education and credentials like the Professional Engineer or Program

Management professions form the foundation, but we must challenge our team members with experience building tasks.

Make no mistake we need future leaders with extraordinary capabilities, and it’s our job to develop them. I need each of you to encourage those around you to reach their potential.

Future leaders need obstacles to overcome that are bigger than what they can accomplish on their own. Forcing future leaders outside of their comfort zones gives them the incentive to connect with new people, find new ways to accomplish tasks, and push for accomplishments.

We need leaders today and tomorrow. If you’re not setting goals for subordinates that exceed their current skills and effort, you’re delaying their chance to grow and risk them having to learn how to do so on their own.



The SAME difference: Little Rock District Commander Col. Courtney W. Paul, left, is sworn in as the newly elected president for the Arkansas Post chapter of the Society of American Military Engineers. SAME Texoma Region Vice President Steve Houser (right) administered the oath. SAME’s mission is to promote and facilitate engineering support for national security and develop future engineers through outreach and mentoring. (Courtesy photo)

Celebrating milestone anniversaries, continuing our service to the Nation

Hard to believe summer is winding down and we are heading into the end of this fiscal year. The summer was a busy one - we celebrated a significant district milestone, we look forward to celebrating more milestones in the coming weeks, and we hosted a big towboat. That in addition to the incredible amount and breadth of work the district currently has underway.

July 1 we observed the 75th anniversary of the establishment of the Tulsa District. The district's mission began as a civil works district to provide engineering support to floods in parts of the heartland and crippling drought in others. With the advent of the United States' entry into World War II following the attack on Pearl Harbor, the district soon focused on military construction. Both of those missions are alive and

well in the district today. Also this summer, Eaf Redden, Anthony Burson, Erik Robison and Sean Giese earned their professional registration as engineers – congratulations! Such registrations add further credibility to the Corps.

Our military construction (MILCON) program is as vital as ever. We recently broke ground at Altus Air Force Base for their KC-46 Pegasus program. Tulsa District is currently working two contracts at four Altus facilities for their KC-46 tanker program. There is a fifth MILCON project waiting above threshold reprogramming and funding before it can be awarded. The District will oversee construction and contracting of about \$200 million in Pegasus-related projects at Tinker AFB and Altus AFB over the next several years.



Half century and still going strong. Tulsa District officials, joined by SWD leadership, civic leaders, and local schoolchildren, unveil a plaque commemorating the 50th Anniversary of the dedication of Lake Eufaula Dam. The dam was originally dedicated on Sept. 25, 1964, by President Lyndon B. Johnson. (Photo by Sara Goodeyon)

Col. Richard A. Pratt Commander, Tulsa District



On the civil works side, in September we will mark the 50th anniversary of the impoundment of three of our district lakes: Keystone, Eufaula and John Redmond. These projects have contributed to the improvement of nearby communities by providing millions in flood risk reduction, hydropower, water supply, fish and wildlife habitat, recreation and economic growth. Such is the impact of these projects that the communities surrounding John Redmond and Eufaula are planning celebrations in recognition of the value of these Corps lakes.

We've also had a lot going on with the McClellan-Kerr Arkansas River Navigation System. The Mississippi River Commission (MRC) toured the McClellan-Kerr Arkansas River Navigation System (MKARNS) on board the Motor Vessel Mississippi, Aug. 8-11. On Sunday the 10th, the MRC arrived in Tulsa and received a tour of the ports of Catoosa, Oakley's and Muskogee with the Port Directors providing the narration. That evening, a dinner was held on board the vessel with numerous stakeholders in attendance. Throughout the day on Monday, stakeholder briefings were presented to the MRC by Oklahoma Secretaries of Transportation, Commerce, Agriculture, and Energy & Environment. Each presentation affirmed the very

positive economic impact the navigation system has upon the State of Oklahoma. Stakeholders from the public and private ports, shippers of grain, steel, fertilizer, and other finished products also presented their economic impacts to the MRC. The Tulsa District portion of the trip culminated with an on board dinner on Monday night with Oklahoma Governor Mary Fallin and ASA/CW the honorable Jo Ellen Darcy in attendance. Discussions continued throughout the dinner concerning future needs, potential partnerships, and shipping/towing issues on the MKARNS.

Throughout the three days, the MV Mississippi was in SWT waters, over 1,000 guests, stakeholders, and congressional representatives boarded the MV Mississippi, including two open houses offered on Friday and Saturday evenings with approximately 800 guests boarding to take a tour of the boat. The visit was very successful and brought much needed attention to the MKARNS and the significance it serves to this region of the nation.

As we wrap up this fiscal year, I want to thank each of you for your contributions to the Tulsa District – we have had a great year of accomplishments.

Essayons!



Col. Richard P. Pannell
Commander, Galveston District

On the road again... and then home!

As the summer months draw to a close, I continue to be amazed by our work force. You continue to find new ways of solving the region's challenges and making significant contributions to the nation. I cannot express how proud I am to be a part of this organization. Your professionalism and dedication inspire me every day. I wanted to share a few of my observations and activities from the past month.

August kept me on the road traveling along the coast from Galveston to South Padre Island to conduct public meetings regarding the Coastal Texas Protection and Restoration Reconnaissance Study. We had a great turn out and it provided us the opportunity to gather input and feedback that will help identify coastal storm risk management and ecosystem restoration problems/opportunities along the Texas coast.

Along the way, we met with many of our stakeholders including the Port of Freeport,

Port of Mansfield, Freeport LNG, Brazos pilots and the Conrad Blucher Institute. Strategic engagements such as these allow us to collaborate with partners to develop and implement infrastructure strategies, assist stakeholders in making informed investment decisions to meet their project needs and to share resources to deliver quality solutions. The number of opportunities along the Texas coast seems nearly endless and it's great to discuss some of them first hand.

At home, we hosted a Town Hall Meeting this month to recognize several deserving staff members for their achievements for the district and induct two retirees into the Distinguished Employee Civilian Service "Hall of Fame." Both Art Janecka and Johnny Rozsypal are to be commended for their contributions and lasting impacts they've made here and I believe they are proud of our continued efforts to deliver value to the nation.

As the summer comes to an end, most of us have settled back into our routines. Our children

and grandchildren have gone back to school, our summer vacations are over and we're ready for the cooler weather to come.

Work wise, we're closing out our fiscal year 2014 commitments and preparing to execute our FY15 plan. As we work through September, I

ask that you continue to keep the lines of communication with our stakeholders, partners and the public open and answer questions in a timely manner. Customer service remains a top priority of ours as we work to sustain and build relevancy with our partners and customers.



In a league of their own. Galveston District inducted two new retiree members into the Gallery of Distinguished Civilian Employees during a Town Hall meeting on Aug. 28. Art Janecka, left, with his wife Cathy, and Johnny Rozsypal, right, with his wife Jane, were honored for their many contributions to the District during careers that spanned decades. (Courtesy photo)

a multi-generational workforce brings opportunities, challenges to Corps

by LaDonna Davis
Southwestern Division Public Affairs

Famous author Rick Riorden once wrote, “People are more difficult to work with than machines. And when you break a person, he can’t be fixed.”

While Mr. Riorden was writing about a Greek god in one of his fictional books, the sentiment can be applied to any workplace environment. The bottom line is this: for any organization to be successful, it is crucial to take care of the people that make it run.

That is at the core of the U.S. Army Corps of Engineers Campaign Plan, Goal 4: “Build ready and resilient people and teams through innovative talent management and leader development strategies and programs.”

Sue Engelhardt, the director of human resources for the U.S. Army Corps of Engineers, recently visited the Southwestern Division to emphasize the importance of understanding and taking care of the people that make up the division’s workforce. The visit gave employees a chance to learn about the different generations that make up the Corps workforce, the characteristics of each generation, and how to better understand, and thus work with, those who have different working styles.

“The Corps has always been very innovative and

at the forefront of human resources and we just want to continue on that path,” said Engelhardt.

One of the unique characteristics about the Corps’ workforce, Engelhardt said, is the multi-generational staff that is currently employed with the Corps. For the first time, there are four generations making up the Corps’ workforce: baby boomers (49%), traditionalist (2%), generation X (35%) and millennials (14%). This distinctive work environment provides both challenges and opportunities for the Corps to learn and grow as an agency.

“There are unique things about each generation,” Engelhardt said. “The baby boomers and traditionalist are much more about, ‘this is how we should be doing things,’ and are maybe not as open to change, but change is constantly coming in. The millennials and generations Xers have pushed us to put initiatives in place to make the workplace better, such as alternate work schedules and telework. But it’s also about the Gen Xs and millennials seeing what the baby boomers expect and think and bring to the workforce. So it’s a two way street. It’s about how do we learn from each other.”

Learning from each other is a critical compo-

nent in maintaining a successful agency such as the Corps, where 20 percent of the workforce is currently eligible for retirement, with another 20% eligible for early retirement. Ensuring that the retirement eligible employees are passing down their knowledge and developing the incoming workers is crucial for the Corps where projects and studies can go on for many years. Like many government agencies, the Corps is facing reduced funding, hiring freezes and consolidated job duties, making it harder to recruit and retain a diverse and talented workforce. Overcoming these challenges is a multi-faceted process that Engelhardt and her team are working to solve.

“One of the initiatives that the Corps is focusing on is knowledge management. It helps ensure that we are transferring knowledge from people that are leaving so we can continue to meet our mission requirements,” said Engelhardt.

“We are also mentoring our younger employees to make sure they understand how and why we do things the way we do. We use our flexibilities to temporarily hire a small number of retired employees for short time periods to not only assist with special projects/needs but most importantly to mentor and develop the current workforce.”

Engelhardt also says in order to retain good employees, the Corps has to find ways to promote talent faster.

“In the past, for example, an employee might have stayed a GS-12 for 10 years before being considered as ready for promotion,” she said. “That can no longer be the case. We have to move people faster through the pipeline, which means providing career and developmental opportunities to have them ready to take on new challenges. We have to make sure we have the talent available to continue to support the missions when someone retires.”

Though the human resources challenges seem immense, Engelhardt is confident the Corps will succeed by remaining flexible, emphasizing the mission, recognizing employee’s achievements and teaching good leadership skills.

“I always say the main reason somebody leaves a job is they leave their supervisor,” said Engelhardt. “So that means we need to have supervisors as leaders and focus on developing the workforce. The future keeps changing, and the Corps does an excellent job at shaping the workforce to meet the changes and ensure that our mission needs are met.”



Sue Engelhardt

TRADITIONALIST
Gen X
Baby Boomer
Millennial

Diversity matters

how Army Values help bring equality to the workplace

by Ann Bargains, PhD
Chief, Equal Employment and Opportunity
Southwestern Division

When many people think of diversity, they think in terms of their social and/or professional orientation. For example, if you ask an engineer what diversity means, the engineer is more than likely to say it means having a work group made up of civil, environmental, electrical engineers. If you ask a medical doctor or health practitioner what diversity means, that individual is likely to say it means trying a variety of treatment options for illnesses. If you ask a lawyer what it means that individual is likely to tell you it means looking at all of the options and loopholes in a case and selecting the best one for success. Yet if you ask a human resources practitioner, that individual is likely to explain diversity as a mix of ideas and perspectives. There are many definitions for diversity and people use the definition that best fits their life experiences.

I want to give you a slant on diversity that actually brought it into the mainstream. When many people think of the diversity guru, they think of Dr. Roosevelt Thomas. Dr. Thomas made diversity an everyday management concept with his outstanding work in the area of diversity management. But long before Dr. Thomas ushered diversity into the realm of management, there was a lawyer who sought to level the playing

field in education and open this nation's eyes to integration. There was also a well-known civil rights leader, well-respected minister and outstanding orator who had a dream.

Mr. Thurgood Marshall, in his well documented success in *Brown versus Board of Education Topeka* 347 U.S. 483(1954) set the tone for desegregation and equality. While Justice Marshall's landmark case brought about change in the inequality of education, his work was a foundation for achieving equality in housing, employment and other areas where access had been long denied to certain groups in this nation.

When we achieve equality, we will achieve diversity. When we achieve diversity, we achieve equality. How do we get there?

One way to achieve equality and diversity is to practice the Army values. These values, Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage, are not just for those in uniform. They represent a

Golden Rule for everyone to live by. They represent the true meaning of equality and diversity.

Loyalty is bearing true faith and allegiance, believing in and devoting yourself to something or someone. Consider being loyal to humanity and believing and demonstrating that all people are created equal.

Duty is being able to accomplish tasks as a team. On the job, we all have a duty to achieve certain tasks. None of us have all of the answers or solutions. Therefore, we need the input of others – others that have a different perspective, a different opinion – to generate a gamut of possibilities for getting the job done effectively and efficiently.

Respect is treating people as they should be treated. Let's be clear that it is "should be treated" not as you choose to treat them. Act to treat people as we would like to be treated.

Selfless Service is putting the welfare of the nation, the Army and your subordinates before your own. It is also doing your duty loyally without thought of recognition or gain. In employ

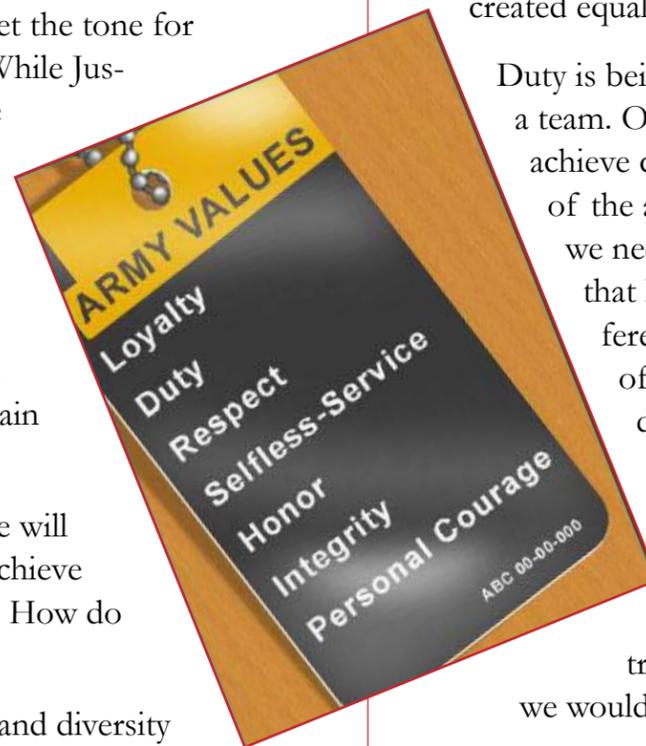
ment, especially, it means stretching yourself beyond your boundaries to ensure you are doing the right thing for each person for the right reason.

Honor is carrying out, acting and living all of the values. If we practice these values on the job and in all interactions with others, then we achieve that balance that represents equality and diversity. We achieve such an awesomely healthy work life for everyone.

Integrity is simply doing what is right, legally and morally. Enough said.

Personal Courage is standing up for and acting upon the things you know are honorable.

We are not there yet, but we can begin now to do our part to achieve equality and diversity. When we work with all people regardless of their background, education, age, color, race, ethnicity, sex or sexual orientation, national origin, language, level of understanding, and all other inherent characteristics; when we can meet people where they are and as they are, we are realizing the true meaning of diversity and are recognizing that – Diversity Matters.



SWD developing strategic initiatives to

by Benjamin Bracken and Dyron Jolly
Human Resources Office
Southwestern Division

In an environment where the majority of baby boomers are at or nearing retirement age, most Federal agencies are faced with competency and experience gaps in the workforce. These gaps are not as much contingent on the ability to recruit new talent, but rather the difficulty of having a cadre of experienced specialists and middle managers available to fill positions.

This is referred to as the bathtub effect, which describes a high number of staff with less than ten years experience on one end and a high number employees nearing retirement on the other end. The Southwestern Division, like other Federal organizations, is working strategically to overcome this void.

Across the region, tremendous efforts are underway to identify and benchmark proven methods to “Fill the Gap.” SWD is focused on identifying and anticipating competency gaps, and then targeting recruitment and training programs to meet projected needs. This has given senior leaders insight to the future capabilities necessary to meet the mission as well as a general understanding of the skill sets and required staffing levels to achieve a capable workforce for the future. Fulfilling these needs is a collaborative effort from all leaders within SWD who have responsibilities of attracting, retaining, and developing high-quality personnel to close the anticipated gaps.

SWD is utilizing several methods to attract the right people to fill the experience and competency gaps in the workforce. Deliberate workload to workforce analysis has led to targeted recruitment efforts focused on obtaining the specific skills and competencies necessary to achieve current and projected mission requirements.

One major initiative has been to focus efforts in the realm of STEM. While many STEM initiatives have been directed towards students at various levels, the initiatives also provide opportunities to participate in STEM related conferences (e.g. HENAAC, Women of Color, etc.). These conferences have served as a viable source to attract experienced professionals who possess the targeted skills the division is trying to obtain. Participating in such conferences enables the division to broadly market the Corps, while simultaneously increasing qualified candidate applicant pools.

Beyond the STEM efforts, outreach strategies to attract more veterans and disabled candidates has been an instrumental tool for reaching candidates who have the depth and breadth of experience necessary in sustaining the mission. SWD participates in several programs such as Operation War Fighter and other Wounded Warrior programs to obtain a diverse mix of experienced candidates. Furthermore, hiring authorities such as the Veterans Employment

Opportunity Act and the Veterans Recruitment Appointment have also served as excellent resources to help bridge skill gaps.

Like other Federal government agencies, the Southwestern Division has successfully recruited and attracted new talent via the Pathways Program. This program aims to improve recruiting efforts, offers clear paths to Federal internships for students from high school through post-graduate school and to provide meaningful training and career development opportunities for students and recent graduates who are at the beginning of their Federal service. There are three distinct paths in the Pathways programs: the Internship Program for current students, the Recent Graduates Program for those who have graduated in the last 2 years (up to 6 years for veterans), and the Presidential Management Fellows (PMF) Program for advanced degree candidates. The Internship and Recent Graduates Programs have been the most widely used paths within the division.

It is important to note SWD’s strategies to “Fill the Gap” extend beyond the normal routine of recruiting new talent. It also looks toward building a successful developmental environment that integrates mentorship into all critical program areas. This is being accomplished through the District Training Plans, career progression plans, and developmental assignments that support core competencies and employee retention.

Competency-based individual development plans (IDPs) are then developed for employees to complete appropriate training courses and/or developmental assignments. The robust SWD Leadership Development Programs (LDP) has also been essential in developing employees for future supervisory and leadership positions.

Other tools such as mentorship and coaching have played a significant role in preparing lesser-experienced employees for key senior positions in the region. Each District has worked hard to promote its mentorship program to foster an environment where employees have the opportunity to learn best practices and learn from experienced leaders. Mentoring fosters a more inclusive work environment that promotes diversity. In an environment where change is often constant, it helps employees adjust more quickly to a fluid work environment providing them the means to readily understand the formal and informal organizational structure, culture, and mission.

SWD is fully engaged and aware of the importance of recruiting, training, and retaining a workforce capable of filling the gap. Through these and other initiatives, we are we are looking forward to position our organization and our people for success.



WHAT ARE THE COOL KIDS SAYING ABOUT THE SWD HUMAN CAPITAL PLANNING COMMITTEE?

by Karli Wise
Strategic Planner
Southwestern Division

Have you ever found yourself wondering about the Southwestern Division's Human Capital Planning Committee (HCPC)? Well, wonder no more! The HCPC was established to provide oversight and guidance to the Districts with the framework of recruitment, training/development, and succession planning. The regional committee is headed by SWD deputy commander Col. Richard J. Muraski, and the Regional Business Director, Mr. Pete Perez. It is comprised of the District Deputy Commanders and the District Training Officers, along with Division functional chiefs and Human Resources representatives.

The intent of the committee is to shape the workforce of the future, becoming the employer of choice.

Heading into Fiscal Year 2015, the HCPC recognizes that SWD is facing unique complexities that have created new levels of stakeholder involvement in our business practices. The theme "Delivering Value Now and Shaping the Future" highlights the leadership's commitment to the new spotlight on knowledge management and increased awareness of the

generational diversity of our workforce. Our increased focus will be on building a respected organization well into the future. It is critical that our diverse workforce meet the demands of changing times and mission requirements as a vital part of America's Army.

Over the last three years, a heavy emphasis has been placed on analyzing the current state of the workforce and its workload. Now, we are poised to use that analysis to make informed business decisions and take conscientious steps towards shaping the workforce to meet the needs of future, ensuring that SWD and the U.S. Army Corps of Engineers are respected organization and value-added to the Nation.

Two of our six regional priorities for FY 15 are focused on taking care of our people and empowering them with new technologies and collaborative tools, in order to develop a vibrant workforce of the future while managing our institutional knowledge.

- Grow, cultivate and maintain the targeted competencies necessary to meet the future requirements of the nation,

- while focusing on human capital management principles and strategies to maintain a relevant and ready workforce aligned for future missions. (IPLAN Action 4d1)
- Integrate knowledge management, new technologies and enterprise tools to modernize practices and deliver high-value solutions. (IPLAN Actions 4a2, 4d1)

The HCPC is committed to helping the regional leaders carry out these two priorities, providing the most constructive work environment and experience for the employees of the Southwestern Division. In the coming years, the committee will be dedicating their energy to offering innovative and effective solutions to our regional training needs. We will work hand-in-hand with the Communities



of Practice (CoP) leaders to identify critical training needs and discovering the most effective method of delivery for the priority courses. Keeping in mind that different people learn best via different methods, the HCPC will strive to make available different types of training mediums.

Another main effort for the HCPC over the next year will be to draft and implement thoughtful and purposeful succession plans for each District. The succession plans will describe the District's current state of their workforce and what that workforce will look like in the future. Each plan will clearly articulate the strategies and methods the District leadership will employ in order to shape and mold the Southwestern Division for the future.

So, what **are** all the cool kids saying about the Human Capital Planning Committee? Simple: It's a group of people enthusiastic about ensuring that our people are trained, ready and motivated to provide our stakeholders with the best possible product, making certain that SWD stays well respected by our partners.

Tulsa District completes busy STEM season

The Tulsa District Corps of Engineers wrapped up a busy Science Technology Engineering Math program schedule for the fiscal year ending Sept. 30.

The 2014 fiscal year brought new activities and increased partnerships.

In November 2013, the Tulsa District began executing activities as part of a new Memorandum of Understanding with Langston University in Langston, Okla. The MOU allows collaboration between the university and Tulsa District. Kent Dunlap, Chief of Natural Resources for the district, the Engineering and Construction Division's Administrative Officer, Nancy Crenshaw and Kendrick Adams, a mechanical engineer from the Corps' resident office on Tinker Air Force Base, participated in a brown bag luncheon with students. The group shared tips about job-placement programs like the Pathways intern program and the Recent Graduate program.

In March 2014, the Engineering and Construction Division of the Tulsa District hosted the monthly meeting of the Tulsa Society of American Military Engineers a tour of the Keystone Dam and Powerhouse and the re-

placement of the support structure of the Highway 151 Bridge, which runs over the dam.

Christopher Strunk, senior structural engineer, Engineering and Construction Division, and Michael Nance, senior construction engineer, Tulsa Resident Office talked to the students about features, design and progress of the bridge replacement.

In June, the Engineering and Construction Division hosted another STEM-related tour at Keystone Dam when a summer camp put on by the Tulsa Alliance for Engineering visited. Engineers and staff talked to the students about the importance of science and math-based studies. The overall goal of the camp is to raise young people's awareness of engineering careers before they reach high school.

Later in June Strunk paid a visit to the Cascia Hall Upper School and spoke to 23, sixth through eighth grade students about the development of structural engineering as it related to bridge and tower design development.

Tulsa District employees who planned and participated in STEM-supporting activities were recognized by Col. Richard A. Pratt, Tulsa District Commander, throughout the summer.

Concrete bridges Chris Strunk, a structural engineer with the Tulsa District U.S. Army Corps of Engineers, speaks to youngsters at the Cascia Hall science, technology, engineering, and math summer camp June 18. He is holding a chunk of concrete as he explains the benefits of the use of concrete in building bridges. (Photo by Sara Goodeyon)



FY 14 was a great year for SWD-STEM partnerships!

by Melanie Ellis
Outreach Coordinator
Southwestern Division

As Fiscal Year 2014 comes to a close the Southwestern Division's Science, Technology, Engineer and Mathematics team celebrates a successful year of focusing on people, partnerships and information sharing practices. The SWD STEM team is composed of employees from across the region who participate in activities and presentations designed to teach students about science, technology, engineering and mathematics.

We have had an exceptional year thanks to the dedicated, passionate and caring STEM team members across SWD," said Tom Hudspeth, chief, Business Management Division and SWD STEM Champion. "We have reached new audiences and goals that seemed difficult when we initially started this effort. The team's perseverance and creativity is what allowed us to succeed."

The SWD STEM team has faced many of the same challenges with time and funding that other teams face and worked through those hurdles thanks in large part to the dedication and passion the team members have for STEM outreach. "Every meeting we had team members that came in with new ideas for reaching students and new ideas for activities to share with them. It truly was a creative work environment," said Hudspeth.

The team has worked diligently to maximize their efforts and leverage opportunities when possible. This year each District established two formal Memorandum's of Agreement with schools within their area of responsibility and have participated in activities with those schools to generate interest in STEM.

"The MOUs are beneficial because they outline the level of commitment between the Corps and the school," said Hudspeth. "They also let students have repeated engagements with our team which fosters a great learning

environment where students are comfortable asking questions and our team is seeing the creativity that the future workforce has for problem solving."

Another area the team has really focused on this year is leveraging partnerships to reach even more students. Team members have developed partnerships with industry experts and other government agencies to host and participate in large scale events that reach hundreds of students at one time.

"The team quickly realized the networking opportunities that many of these engagements presented. At nearly every event we got reports of other agencies that wanted to partner with us and conduct STEM outreach activities," said Hudspeth.

One of those opportunities for partnership came through a long-standing relationship that SWD has with the Environmental Protection Agency, Region 6. The agencies have worked together for decades to address environmental issues and concerns related to the Clean Water Act and the Brownfield's program. During a routine project meeting the conversation turned to STEM outreach and the efforts that EPA was involved with and that there was a mutual partner involved, Perot Museum.

"We are very excited to be partnering with EPA for Engineers Week in February 2015. The students are really going to benefit from hearing from the Corps and our partners at EPA during the activities at Perot Museum," said Hudspeth.

The next steps for this team is establishing long-term forum for sharing information across the region and USACE.

"There is a tremendous amount of information shared during our meetings. Our members are always uploading activity ideas and points of contact for outreach opportunities and we need to ensure that is available for years to come," said Hudspeth.

Buiding Strong for the future:

Little Rock, UAPB team up for STEM

by Jay Townsend
Little Rock District Public Affairs

The Little Rock District Corps of Engineers recognizes the critical role that science, technology, engineering and mathematics education plays in enabling the U.S. to remain the economic and technical leaders of the global



Little Rock District Commander Col. Courtney W. Paul and University of Pine Bluff Chancellor Laurence B. Alexander sign a Memorandum of Understanding for the advancement of STEM enrichment programs to increase the number of well-prepared underrepresented minority STEM graduates for careers in STEM professions. (Courtesy photo)

market place.

Under the direction of little Rock District Commander Col. Courtney W. Paul the district's growing STEM program is committed to teaming with others to strengthen STEM-related programs to inspire current and future generations of young people to pursue careers in STEM fields.

One such commitment is the district's Memorandum of Understanding with the University of Arkansas at Pine Bluff.

UAPB established in 1873, and the district signed a Memorandum of Understanding for the advancement of STEM enrichment programs to increase the number of well-prepared underrepresented minority STEM graduates for careers in STEM professions.

"This partnership is good for the Corps and good for University of Arkansas at Pine Bluff," said Paul. "The Corps needs engineers and people with science and mathematics backgrounds to help us carry on our mission of maintaining the nation's infrastructure into the future. This agreement is a way for us to pool our resources in a time when resources are limited."

While the UAPB is the districts only formal college STEM partner, that hasn't stopped employees from reaching out to their alma maters and other universities in the region. Employees interested in STEM have invested time at Philander Smith College in Little Rock, the University of Arkansas at Little Rock, Arkansas State University, the University of Arkansas

Professional registration demonstrates commitment to our partners, to our career

by Russell Holeman
Senior Engineer
Southwestern Division

You worked hard to graduate from college. You found a challenging assignment in your career field. You are learning new things every day. What's next?

If you are an Engineer, Architect, Geologist or similar professional you might have your sights set on Professional Registration. This is the next step to demonstrate that you are highly skilled in your career field. Registration typically involves several years of work under a registered professional, followed by an examination. The examination for engineers is offered two times a year.

USACE recognizes the importance of having registered professional in the organization. This demonstrates our commitment to provide quality services to our customers. Engineering Regulation 690-1-1212 states: "Professional registration is strongly encouraged for all

USACE engineers, architects, landscape architects, surveyors, geologist, and related professions at the GS-12 level and above." The regulation also points out that "Registration is appropriate for most GS-13 and higher positions in CP-18." There are a number of positions within our districts where registration is a mandatory requirement for the position.

HQ USACE Engineering and Construction Community of Practice has established a target of achieving a 75% registration rate. The districts within Southwestern Division are making great progress toward this goal. Currently nearly 70% of the GS-12 and above CP-18 employees in Engineering and Construction have attained Professional Registration. Another group are preparing for the October exam.

Professional Registration shows our customers that our staff is committed to providing a quality product. It demonstrates to our design firms and construction contractors that we have the

"Professional Registration shows our customers that our staff is committed to providing a quality product. It demonstrates to our design firms and construction contractors that we have the technical capability to assess their work products."

technical capability to assess their work products. It demonstrates that our employees are eager to explore new ideas and pursue professional growth. Thanks to all of the employees

who continue on this professional journey.

Editor's Note: Other career programs also have their own unique registration or accreditation programs. CP-18 positions can require registration in some instances. Check with your career program manager at Division or Headquarters Army for more information for your series.

Leadership Development Program helps mentor employees for future leadership positions

by Denisha Braxton
Fort Worth District Public Affairs

How do you attract, inspire and retain employees to continue to perform and succeed beyond expectations? Different organizations will have different answers to this question but one thing is for sure the U.S. Army Corps of Engineers, Fort Worth District is not just focused on the present but preparing for the future.

The District has three career development programs which are all designed to build a bench of enthusiastic leaders with innovative ideas and decision makers who are success driven and results oriented. The Leadership Development Program, District Mentorship Program and Developmental assignments all have one goal in common to help employees identify and develop their individual strengths for professional development and team success.

Divided into five different levels over a course of five years, the LDP is set up for committed participants to attend development sessions and com-

plete individual and group assignments. Each year has different eligibility requirements, an application process, and a set curriculum in place.

“The goal of the LDP program is to provide our employees with a tiered system to improve themselves, their ability to work with teams and to gain exposure to senior leadership,” said Chad Eller, community resource coordinator, Trinity Regional Project and 2014 District Emerging Leader.

Level I offers a foundation that is beneficial for all employees to experience. It provides the basis for self development and learning more about the USACE. At the end of the program, employees should see themselves as leaders in the organization and feel confident in making key initiatives.

During Level II and Level III, participants

are provided objectives that expose them to leadership principles, team-building skills and management issues which are administered by the District office and Southwestern Division Headquarters.

As they climb the leadership ladder to Level IV through Level V they will gain the skills for strategic thinking, methods for leading change and have broad perspectives on best business practices obtained from previous levels. These levels are managed by USACE Headquarters and are eligible for senior leaders and senior executive service members.

“The exposure I have had to senior leaders with the LDP Level II and especially the Emerging Leader position is amazing. Our senior leaders are in those positions for a reason and when you have the opportunity to learn from them it benefits both you and the future of the organization,” added Eller.

Although the LDP program has an existing mentorship curriculum in place where participants in Level II and Level III are required to have a mentor, the District decided to take it one step further by establishing the District Mentorship Program in 2011.

The DMP was designed to form one-on-one relationships through formal and deliberate methods that will have both participants sharing expertise that help their personal and professional growth.

This program will be implemented Division and District-wide and broaden the experience

for both participants.

“Our District Mentoring Program offers opportunities for self improvement or to help others,” said Robert Geiger, District Chief Financial Officer. “Most of us can benefit from having someone as source for career advice or just available to share ideas and experiences. This program is an investment in our future, and I encourage everyone to participate.”

The District also uses developmental assignments to challenge and broaden the workforce by allowing members to explore different jobs or disciplines. Due to recent workforce reshaping developmental assignments have not been available but opportunities will be available in the future.

Similar to other organizations, unexpected occurrences such as critical employees retiring or leaving the team happen all the time.. The Fort Worth District understands that it's crucial to have people within the organization who are ready to take reins in any situation, so they can ensure continuity and effectiveness. The priority of the District is to have leaders in place that are confident in making decisions.

With these bench building initiatives in place, the Fort Worth District will be well prepared to fill its ranks with junior leaders who are being coached and mentored by current senior leaders. This will keep valuable knowledge circulating though District ranks as members move up and onto other positions or retire.



Chad Eller, LDP emerging leader, talks about lake ecology during the Dallas Environmental Education Initiative Program June 18 at Grapevine Lake. The science, technology, engineering and math program is operated by graduate students at the University of North Texas for students in grades 9-12 who spend a week performing environmental education activities at the lake.

developmental assignments Q & A's

Editor's Note: Developmental assignments are often cited as a great source for career advancement. Pacesetter Magazine interviewed three SWDO employees who recently completed a developmental assignment.

Constance Williams

Q. Where was your developmental assignment, and what were your duties there?

A. My developmental assignment was in Washington, DC working in HQs Civil Works Integrated Division (CWID). My responsibilities were to prepare an integrated budget development guidance document that is built on Civil Works Integrated Funding Database breaking down the barriers between budget, work plan, emergency repair allocations, and between fiscal years.

Q. Do you feel that the assignment increased your ability to perform your current job? If so, how?

A. This assignment not only enabled me to better perform my current duties, it allowed for me to affect change in the civil works budgeting process. I gained a better understanding and appreciation of the requirements needed to make our projects more competitive for funding.

Q. What is your current job?

A. I serve as the Lead Program Manager in the SWD CWID and am responsible for planning, organizing, integrating, and directing Civil Works Programs management activities and for coordinating these activities with other operating elements of the Division and District offices.



Q. How do you feel the developmental assignment will affect your overall career?

A. I started my career with the Corps at the district office. My current position is in the division office. The developmental assignment at the HQs level completed my full circle of understanding the varying roles and responsibilities, and purpose of our mission. With the knowledge attained, I will be able to strategically meet the goals and objectives of Southwestern Division.

Q. What was the best thing about the assignment?

A. The best thing about the assignment are the relationships that I developed with the HQs and ASA(CW) team.

Dyron Jolly

Q. Where was your developmental assignment, and what were your duties there?

A. The assignment was with the Evaluation Branch (EB) staff, HQDA, Office of the Assistant G-1 for Civilian Personnel at Fort Belvoir, VA. The position's duties consisted of conducting agency, command or organizational level civilian personnel management and administration reviews to assess program effectiveness and

compliance. Additionally, I administered surveys and conducted studies of the civilian workforce and programs.

Q. Do you feel that the assignment increased your ability to perform your current job?

A. Yes, it gave me more insight and knowledge within areas of HR I have the least amount of



experience. This information will help me provide better service to the Southwestern Division HR program.

Q. What is your current job?

A. Human Resources Specialist - In this position, I play a critical role in the management of the Division's comprehensive HR Program. The position requires continuous interface with various key leaders and providing staff advisory services to senior leaders (e.g. Deputy Commander) and various managers within the Division. The position requires a vast range of HR knowledge (pay administration, staffing and recruitment, career management, employee development, classification, performance evaluation, training, succession planning, etc)

Q. How do you feel the developmental assignment will affect your overall career?

A. Beyond the additional set of skills I obtained that can be utilized throughout my career, I was able to meet senior leaders within Army and establish relationships that will be beneficial to my career.

Q. What was the best thing about the assignment?

A. Being able to evaluate other Army organizations' Civilian Human Resources (CHR) Program and compare with the SWD CHR program.

Juli Ansay

Q. Where was your developmental assignment, and what were your duties there?

A. My developmental assignment was at the Southwestern Division office in Dallas as the Investigations Program Manager for the Civil Works Integration Division. I worked



with developing, defending and executing the budget for FY14-16. Review life cycle project reports, analyzed financial data, prepared programmatic information and briefing materials for review boards, researched policies and regulations, and prepared recommendations and reprogrammed funding.

Q. Do you feel that the assignment increased your ability to perform your current job? If so, how?

A. I learned an incredible amount of information helpful to my current position. I was new to programs and not as familiar with the life cycle process that I am now. District wide we do not have that many current Investigation projects, being at the division level I had opportunity to work with all the projects at various stages.

Q. What is your current job?

A. I am currently a Program Analyst in the Programs and Project Management Division (PPMD) in the Fort Worth district. I work heavily in the budget cycle, preparing budget documents, analyzing financial data, update cost estimates, briefing materials and provide quality assurance to our field offices.

Q. How do you feel the developmental assignment will affect your overall career?

A. I believe this assignment will at minimum give me insight into the many data calls and why's and how's. I ultimately hope it will help my career by networking with other disciplines within the division and getting the bigger picture of how all the disciplines work together beginning to end of the project life cycle.

Q. What was the best thing about the assignment?

A. One of the slogan statements for the Leadership Development Program (LDP2) is "get comfortable with being uncomfortable". I was highly uncomfortable with putting myself out there at such a higher level. The best thing I got out of this assignment was knowing that I did it, I kept up, held my head way above water, and I can do this again. I found a new confidence in what I can accomplish and what I am capable of.

the secret to her success:

ops chief shares some key milestones on the road to career success

by Martie Cencki
Southwestern Division Public Affairs

We all have that “tipping point” in life, that moment when circumstances converge to change our future direction forever.

For graduating college senior Andrea Murdock in 1988, that point came as she was pursuing various options for post-college employment. On the one hand, she had already decided that she wanted to be a park ranger and had interviewed for a park ranger job with three different Army Corps of Engineers Districts—St. Louis, Huntington, and Mobile—at a job fair in El Paso. On the other, she had no real professional work history, and was considering joining the Peace Corps to get some solid experience on her resume prior to going for that federal government position.

“I was on the phone with the Peace Corps,” she said, “discussing where they would be sending

me, when I got a call waiting notice. I put them on hold and it was the St. Louis District asking me when I would be available to start work!”

The rest, as they say, was history for the person who is now Andrea Murdock-McDaniel, the Chief of Operations and Regulatory for the Southwestern Division, U.S. Army Corps of Engineers.

“In a way, I did it for the money,” she explained. “The Peace Corps does not pay its volunteers a salary, but rather a stipend to cover living expenses. But the Corps of Engineers was going to give me a paycheck for doing what I wanted to do anyway!”

Doing what she had long aspired to do has

brought her a long way from her days as a Park Ranger in the St. Louis District Natural Resource Management branch in their operation division.

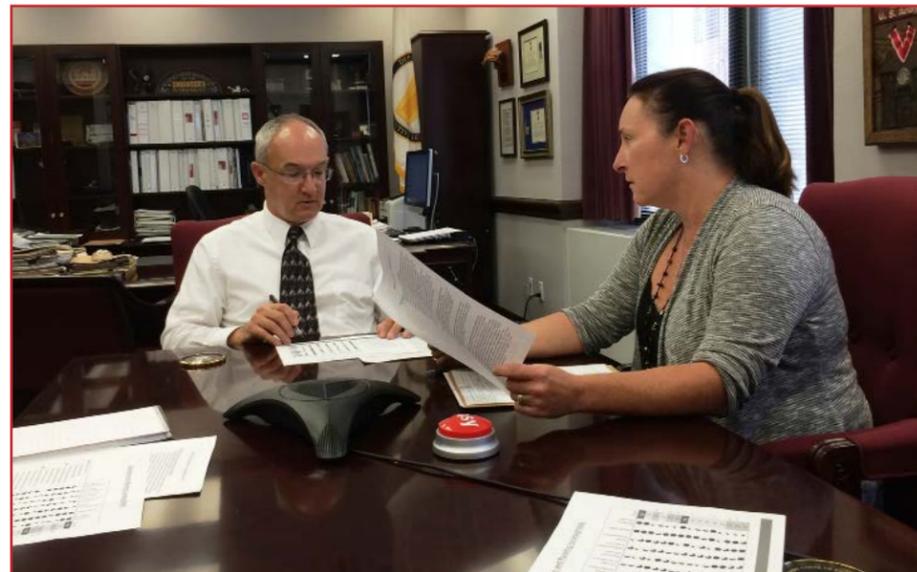
Today, Murdock-McDaniel oversees the regulatory, navigation, hydro-power, flood risk management, recreation, environmental stewardship, and water supply missions for the Southwestern Division, one of the nine regional divisions for the Army Corps of Engineers. The Division’s 2.3 million acres of public land and water includes two major waterways (a 400-mile portion of the Gulf Intracoastal Waterway and the 422-mile McClellan-Kerr Arkansas River Navigation System), and the Division operates and maintains 18 hydropower plants and 90 lakes with the accompanying recreation and flood risk management missions.

Looking at it another way, if a lock is broken, she gets a call. If a hurricane renders a port not navigable, she gets a call. If a dam or levee fails and threatens to flood a town downstream, she gets a call. Of course, other people get a call too, and others have authority and responsibility, but she is the one they look to.

That’s a lot of responsibility resting on anyone’s shoulders, but Murdock-McDaniel has earned her “stripes” by steadily working her way up the ladder and making some smart choices on the way up.



Park Ranger Andrea Murdock poses with other Park Rangers at the Carlyle Lake Visitors Center in Illinois during the initial stages of her Corps of Engineers career. (Courtesy photo)



Andrea Murdock-McDaniel, right, SWD chief of Operations and Regulatory, briefs Mr. Robert Slockbower, SWD director of Programs, on the status of a regional civil works project. Murdock-McDaniel’s area of responsibility covers numerous business lines in the Division. (Photo by Ray Russo)

In addition to her Park Ranger position, she has served as an assistant Operations Manager (Rend Lake Project Office, Benton, Ill.); an Operation Project Manager (Lake Shelbyville, Ill.); a District deputy Chief of Operations (St. Louis and Little Rock Districts); and a District Chief of Operations (Little Rock District). Along the way, she learned some important lessons about giving a job her all, as well as building the career trajectory that has taken her where she is today.

Follow the money

“About six months into my career, I got thrown into working on the budget,” she said.

(continued on following page)

Murdock-McDaniel (continued from previous page)

“When a budget analyst was out on an extended leave, I was asked to take it on a temporary assignment—I was new to the office, but one of the few who could operate the computer and do spreadsheets! This temporary assignment taught me all aspects of the budget, from development, defense and execution for Operation and Maintenance, Construction General, Mississippi River and Tributaries, General Investigations, and Special Recreation Use Fees. I had to update and project 2101 and manpower reports, and many other activities that were important in making management and senior level decisions.

“From that day on, I was asked to be involved in one way or another in developing, prioritizing, instructing or monitoring the budget. This helped me develop the expertise to be considered for management assignments and developmental assignments at the Corps of Engineers Headquarters in Washington, D.C, and at Division and District level. I always advise those new to the Corps to learn more than how to execute funds but also about how, where, and why money is allocated as it is. That understanding will help you better understand the Corps of Engineers overall, with its unique funding system, and also help you to advance within the Corps.”

The secrets to her success

Other factors and choices have equally contributed to what is by any measure a highly successful career.

“Personally, I have to credit my parents for instilling in me the value of hard work,” Mur-



As a young Park Ranger, Murdock-McDaniel availed herself of opportunities to step out of her comfort zones and learn new things. (Courtesy photo)

dock-McDaniel said. “Everyone in Operations understands that they don’t have a 9-to-5 job.

It can definitely be a 24/7 job though! That’s what makes it exciting and challenging.

“Professionally, I believe that being mobile, willing to move to learn new things and accept new challenges, is a major factor. When I signed on with the Corps, I had to sign a mobility agreement that stated I would be moved to the first GS-09 park ranger position that opened up in the St. Louis District. That has made me more resilient and more accepting of change, because I know what it is to “start over.” Multiple times! This mobility has also allowed me to take advantage of developmental and career opportunities that I wouldn’t have had if I had not been willing to move.”

Opportunities don’t always have to be a formal developmental assignment though.

Murdock-McDaniel recalled taking a temporary detail to the Civil Works Integration Division at Headquarters as the Senior Area Program Man-

ager for SWD when she worked as a Lake Manager for the St. Louis District. It broadened her expertise and perspective immensely.

“I was able to participate in all stages of the budget development for all the various appropriations as well as meetings with the Assistant Secretary for Civil Works, White House, Congressional members and staff,” she recalled. “I had to prepare the USACE commanding general for his testimony to Congress. It was a great opportunity to learn about the Corps’ total Civil Works program beyond the world of Operation and Maintenance.”

But the biggest secret to success? She believes it is self-motivation.

“Education, training, special assignments—all contribute towards a successful career,” she said, “but you might have to motivate yourself to attain them. I was lucky enough to have a good mentor, but many people don’t have one—or even worse, have a bad one. In the end, your career is your responsibility, and you must take ownership of it.”

Simply the best

After years of building knowledge and experience and making sacrifices as well as smart choices, Murdock-McDaniel absolutely loves her job as the SWD Chief of Operations and Regulatory. But what does she love about it the most?

“It is a tie between being able to get out and meet our workforce and see what they are doing on the ground” she said, “and having the ability to influence the policy of the Corps’ Civil Works and Operation and Maintenance program.

“I believe it is important to get out and see

and talk to folks on the ground and find out what barriers they are encountering, then take that information back and try and influence changes in policy that will make it easier for them to execute the mission.

As for her favorite Corps of Engineers job:

“There is no doubt in my mind that the best job in the Corps of Engineers is a GS-11 Park Ranger assigned to the Natural Resource Management Program,” she said. “It is the right balance between the ability to make key decisions related to your program area and not having to deal too much with all the political headaches of being the Operations Project Manager. It’s simply the best.”

Ironically, that’s a description that many believe fits her.

On a Personal Note

Editor’s Note: Andrea Murdock-McDaniel is no cookie-cutter civil servant. Whether in her handmade western boots and driving her big pickup truck, or powerfully making her point in a decision briefing, you know that she is a woman who works and lives by her core values. Here’s a brief personal vignette:

“I’m a certified Wildlife Biologist, and one of my favorite pastimes is working on my properties in Hays and Lee counties that I manage for wildlife conservation. I’m an avid hunter, and I look forward to getting the properties ready for hunting season. I also have a hunting lease in Kansas and Arkansas so it all keeps me (and my husband) very busy. My husband has two children, ages 13 and 21. We took his 13-year old daughter hunting two years ago, and she took her first deer—a 10 point! When I lived in Illinois, I was a member of the Women in the Outdoors organization and taught hunter safety. So it is great to share the love of the outdoors with her and teach her to be a steward of our natural resources as well as the ethics of hunting.”

Building the Bench:

Galveston District highlights three of its 'rising stars'

by Galveston District Public Affairs

Building the Bench in Project Management: Bernice Taylor

“On time and under budget” is the statement Project Scheduler Bernice Taylor is proud to make about the U.S. Army Corps of Engineers Galveston District operations and maintenance projects she coordinates along the Texas coast.

“I create master plans for projects to include timelines, required resources, the order of needed tasks and the responsibilities of each project team member,” said Taylor. “My job is to work closely with project managers to provide frequent updates to the daily project schedule and feedback about how completed tasks are affecting the overall project progress to ensure that project milestones are met within the prescribed budget constraints.”

The Houston Ship Channel is one of the many projects Taylor schedules. In April, the district awarded an \$8.2 million contract to RLB Contracting Inc., to perform maintenance dredging within the Houston Ship Channel, from Carpenters Bayou to Greens Bayou, as well as the deep-draft portion of Greens Bayou Channel to provide sufficient channel depth for the transit of deep-draft vessels.

“The Houston Ship Channel is my largest operations and maintenance project,” said Taylor. “The project’s criteria changed and it is now operated as a watershed, which means we combine funding from Barbour’s Terminal, Greens Bayou and the

Bayport Ship Channel. The streamlined approach enables us to have four separate projects operating under the same funding stream, but makes

it more of a challenge to ensure all projects are balanced together.”

Taylor explains that she spends a significant portion of her day helping project and operations managers to identify items in their schedules that can be compressed or executed concurrently with other activities in order to save time and money.

“Everything revolves around money and schedules, with each activity being critical to somebody’s schedule,” Taylor said. “Finding ways to make each piece of the puzzle fit in the shortest timeframe is a great challenge but one I enjoy. A bad schedule makes for a more costly project so I strive to make all schedules as streamlined as possible to provide a great product for our customers.”

Taylor began her career with the Corps 14 years ago in the Huntington District in Huntington, W.Va., as a student data entry clerk in the Water Quality Section.

“Not many people can say they started at the very bottom,” said Taylor, who was hired on as a GS-1, the lowest entry level in federal service. “My supervisors and mentors have pushed me to learn more and try new jobs, which is what has allowed me to excel to

where I am today.”

Her drive to seek new challenges made Taylor a perfect choice to support the district’s Resource Management team to ensure all staff members received their paychecks following Hurricane Ike in 2008.

“In the aftermath of Hurricane Ike, several staff members temporarily relocated to our Addicks and Barker Project Office in Houston to work to get our district back on track,” said Taylor. “During this time, I worked closely with our team to assist our displaced employees, provide support to our Crisis Action Team, prepare travel orders and ensure that all employees who evacuated would be paid in a timely manner.”

Regardless of which shoes she fills, either as a program scheduler or as a pay processor, Taylor continues to make a positive impact in the district and works to identify areas in which to save taxpayers’ money.

Building the Bench in Water Safety: Kristine Brown

Kristine Brown, natural resources specialist and park ranger for the U.S. Army Corps of Engineers Galveston District began her federal career as a staff archaeologist in 1991. Today, she works at the Houston Project Office (Addicks and Barker dams and reservoirs and Wallisville Lake Project) to serve the Greater Houston public,



Bernice Taylor



Kristine Brown



Marlo Beddingfield

communicating federal laws regarding the preservation and protection of natural resources in the management, operations and maintenance of government water resource properties.

In addition to her role as a park ranger, Brown remains instrumental in the development and execution of the district's Water Safety Program to educate those who use Corps facilities and enhance the commitment of community leaders to promote public safety and reduce water-related fatalities.

"Kris's extensive knowledge of the Corps Water Safety Program enabled her to effectively serve as a trusted subject matter expert and key USACE spokesperson to communicate critical information about the district's Water Safety Program and contributed to a zero increase in water related fatalities in the district," said Richard Long, Supervisory Natural Resources Manager.

Brown dedicated more than 500 hours educating Texas visitors and residents about drowning prevention and water-related fatalities. She assisted in implementing creative initiatives using existing resources, social media and the power of partnering to reach a potential audience of more than 1,000,000.

"Our mission is to prevent drowning," said Brown. "We are dedicated to advancing, promoting and providing water safety interpretation, outreach and education as well as working with partners' water safety initiatives to increase water safety awareness."

Throughout 2013, Brown worked with Safe Kids Greater Houston to form new partnerships with Spanish-language media outlet Telemundo Houston, Schlitterbahn and Bass Pro Shops. She co-authored a bill to have the

83rd Texas Legislature recognize April as Water Safety Awareness Month in Texas, and coordinated more than 30 outreach events across the district to encourage water safety and teach children how to properly wear lifejackets.

A native of Michigan City, Ind., Brown earned bachelor's and master's degrees in Anthropology from the University of Houston. When not at work she enjoys cooking, gardening, reading

Building the Bench in STEM with Mario Beddingfield

When Mario Beddingfield's sixth grade science teacher asked him if he had ever thought about becoming an engineer, he replied that he wasn't interested in learning how to drive a train. Luckily for the U.S. Army Corps of Engineers Galveston District, curiosity got the better of him and he quickly became captivated with engineering after researching the subject.

"I have always been fascinated with the whole construction process, but over time I have found a good niche in water resources," said Beddingfield, a hydraulic engineer in the Hydrology and Hydraulics/Water Control Branch.

As the program coordinator for the district's Flood Plain Management Services Program, he oversees water control forecasts and operations for the Wallisville Lake Project and Addicks and Barker reservoirs and dams.

The Addicks and Barker flood risk management structures are located in southeast Texas in the San Jacinto River basin approximately 17 miles west of downtown Houston. While both reservoirs are normally dry, when a rain event occurs the gates are closed on the dams to reduce flooding below the reservoirs and-



Who are you growing to fill your shoes?

protect the Houston metropolitan area from flooding.

"These structures have saved taxpayers an estimated \$6.74 billion (2013) in potential flood prevention," said Beddingfield. "I enjoy my career because I feel that the work I do prevents families and communities from experiencing the tragedies associated with flooding."

Assisting with implementing interim risk reduction measures at the dams to reinforce spillways and repair joints in the water-discharge tunnels, he explains that previous work to fill voids beneath the water control outlet structures, construct a granular filter to capture fine embankment and foundation material and install lighting and emergency generators at the outlet structures have all helped to reduce the risk of catastrophic flooding of the downstream areas until a permanent solution can be executed next year.

"I enjoy the problem solving aspect of my work," Beddingfield said. "A customer comes to you with a flooding problem and ask you to fix

it. It is really rewarding when you can design something that prevents destruction of personal and public property and possibly save lives."

Beddingfield knows firsthand the significance structures such as the reservoirs and dams have in communities, serving as a hydrologic and hydraulic technical expert for the Unit Operations Center Crisis Action Team at USACE Headquarters in Washington, D.C., during the 2010 Nashville and the 2011 Missouri River floods.

"Nashville experienced a record flood that caused billions of dollars in damage and casualties," Beddingfield said. "As bad as things seemed to be, I realized that without the projects and work that we do at the Corps, it would have been a lot worse. It really helps put into perspective the importance of what we do on a daily basis and I was able to see how the Corps handles disasters from a national level."

A native of Nashville, Tenn., Beddingfield earned a Bachelor of Science in Civil Engineering (2005), a Master of Science in Environmental Engineering from Tennessee State University (2008) and is a licensed professional engineer. In 2014, he was awarded the Black Engineer of the Year Awards (BEYA) Conference Modern Day Technology Award. Previous to moving to Galveston, he was an adjunct professor for the Civil Engineering Department at Tennessee State University, teaching fluid mechanics, environmental engineering and structural testing labs.

In his free time he volunteers to promote Science, Technology, Engineering and Math fields within local high schools and colleges and is a huge fan of the Tennessee Titans and Tennessee State Tigers.

Fort Worth District's Brandon Mobley selected for USACE environmental stewardship award

story and photos by Ed Rivera
Fort Worth District Public Affairs

Brandon Mobley, Natural Resource Specialist, Operations Division, Natural Resources and Recreation Branch, Fort Worth District was selected as the 2013 U.S. Army Corps of Engineers Natural Resource Management Environmental Stewardship Employee of the Year. He was recognized during an Aug. 7 ceremony at Fort Belvoir, Va. He also won at the district and Southwestern Division levels.

The Crowley, Texas native was recognized for his exemplary performance, outstanding achievement of mission objectives, and dedication to natural resources stewardship during 2013. Using his leadership, communication skills, knowledge of biological science, U. S. Army regulations, and policies he guided the Corps and its stakeholders in resolution of complex problems involving land use requests and the presence of destructive invasive species.



Brandon Mobley, Natural Resource Specialist, Fort Worth District, is interviewed by local media during a zebra mussel media day at Lavon Lake.

"I am extremely surprised and humbled at the same time to not only have been nominated but to receive the national award," said Mobley, who graduated from Tarleton State University with a Bachelor of Science in Animal Science and a Master of Science degree in Agriculture, Conservation Genetics.

Mobley's duties are specific to furthering natural resource and recreation missions at district lakes. He supports staff at various lakes on environmental stewardship initiatives to include shoreline, habitat and wildlife management activities, real estate requests, hunting program, invasive, threatened and endangered species efforts and provides oversight on programs and activities for compliance with our District policies, regulations as well as state and Federal law. In addition, he serves on several project delivery teams and represents the Southwestern Division on the Corp's Invasive Species Leadership Team and on the Stewardship Advisory Team working on national initiatives.

"It is rewarding to me to be team player and to be able to contribute in a positive way to not only our Natural Resources branch, but to the Fort Worth District as a whole. I am proud to serve on two national teams and be able to take that experience back to Fort Worth, facilitate solutions to our challenges and help us successfully further our mission."

Mobley's input and participation on these teams have proven beneficial to the district, division and across the Corps, said Mike McInnis, chief, Natural Resources and Recreation \

Section, Fort Worth District. "He has worked with headquarters to develop and implement policy, partnerships and funding for critical needs areas related to invasive species," said McInnis.

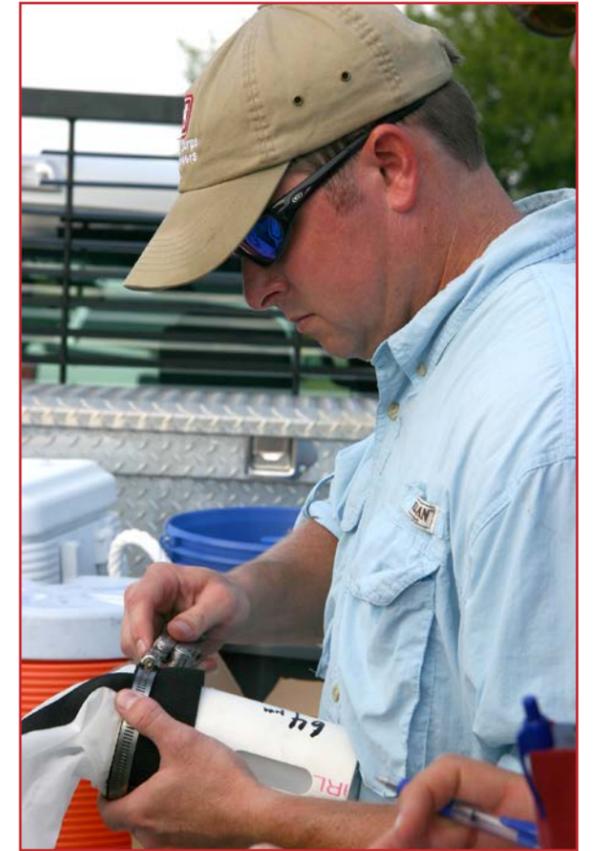
In 2013 and beyond, Mobley worked with the Texas Parks and Wildlife Department, U.S. Fish and Wildlife, and academia to train natural resource staff at our lakes on vessel inspection for zebra and quagga mussels.

"Aside from the whooping crane and the spotted owl, I cannot think of another organism that has been more closely monitored than the zebra mussel has been upon introducing itself into the North Texas region in 2009," said Mobley. "Monitoring continues at not only that location but at all of our lakes in the North Texas region. We continue to work closely with other resource agencies, members of academia and our water partners on a multitude of efforts including monitoring, risk assessments, control, evaluating impacts and associated costs and most importantly public education."

McInnis said Mobley has gained the respect and admiration from his peers for his dedication to the effort. As a result, the district established a boat inspection protocol, which includes public outreach and education efforts in order to lessen the impact of the invasive species.

Mobley credits some of his success to supervisors who facilitate a proactive environment that allows him to think "outside of the box" when creating solutions for complex issues.

"Having the opportunity to work closely with talented folks both in the district and all over the Nation really sets the stage to get involved, tackle the tough issues and make a difference," said Mobley.



Brandon Mobley, Natural Resource Specialist, Fort Worth District, inspects boating equipment during a zebra mussel media day at Lavon Lake.

One of his hallmarks is to never stop learning and allow complacency to set in. He also believes that appropriate communication at all levels can really shed light on what works, what can be improved and future paths forward for any individual at any capacity.

"The Corps is huge and our footprint reaches globally. There are so many lessons to be learned not only in your home District but across the Nation and internationally as well that can better serve our mission execution," said Mobley, an avid outdoorsman who enjoys spending quality time hunting and fishing with family and friends.

"To have this opportunity is extremely rewarding and I am humbled and honored to be recognized by my peers that I work side by side with."

USACE Environmental Compliance Employee of the Year award netted by SWF's Robert Adams

Photo and story by Clay Church
Fort Worth District Public Affairs

Finding balance to environmental considerations, wastewater issues and mitigation resources for one of the largest military installations in the world is part of the daily routine

for Robert Adams, environmental business line manager for the Capital Regional Office, Fort Worth District. Adams was recently selected as the U.S. Army Corps of Engineers Environmental Compliance Employee of the year for 2013.



Project Manager Robert Adams looks over the Brown's Creek Mitigation Project in October of 2009. The area helps mitigate for lost resources at Fort Hood.

"I am very appreciative of the help and support from the lakes, office and district – the award is much more than just for myself, said Adams, who graduated from Stephen F. Austin State University in Nacogdoches, Texas with a Bachelor of Science in Forestry. "Colonel Klinge called me at home on my day off and I was quiet surprised when he notified me of the selection. I am really flattered that my boss nominated me and that I was selected."

"Robert has an incredible ability to build relationships in order to ensure environmental compliance and meet customer needs," said Anjna O'Connor, Capital Regional Office operations project manager. He is able to take the time and effort to resolve complex and challenging problems to a satisfactory solution – sometimes taking as long as two to three years.

Environmental compliance is an interdisciplinary challenge and that through Adams' diligent efforts full compliance with all pertinent environmental laws, regulations, and policies were achieved, O'Connor wrote in the nomination package. Through Adams' leadership, a project delivery team developed alternative wastewater disposal systems to replace existing evaporation ponds at Lake Georgetown and Granger Lake, thus avoiding potential involvement by the Texas Commission on Environmental Quality.

Adams implemented the PDT plan, which included placing each park into individual tracts in order to meet TCEQ requirements of 5,000 gallons maximum effluent per tract. He completed and submitted wastewater disposal system applications to Williamson City and County Health District for eleven individual on-site sewage facilities. He also developed and submitted closure plans for seven existing evaporation ponds. These plans were approved

and resulted in a cost savings of over \$95,000 to the Government.

Another example of Adams' dedication to environmental compliance was work he provided as Project Manager for the Brown's Creek Mitiga-

"Robert has an incredible ability to build relationships in order to ensure environmental compliance and meet customer needs."

*-Anjna O'Connor
operations project manager
Capital Regional Office*

tion Project on Stillhouse Hollow Lake, which mitigates for lost resources at Fort Hood. The project includes approximately 4,700 feet of dikes and a water control structure that creates approximately a 20-acre wetland adjacent to the lake. In addition, approximately 6,900 feet of ephemeral and intermittent stream watercourses were restored, replacing those lost by agricultural practices. Over 9,000 terrestrial trees and shrubs, native grasses and forbs, and thousands of wetland plants were planted within the mitigation area. Through Adams' efforts, the project was completed and is being operated by the Belton/Stillhouse Hollow Lake Office.

O'Connor concluded the award summary by saying, "Adams' continued dedication towards and promotion of the CRO Environmental Compliance program ensured effective implementation and sustainability of the Fort Worth District Environmental Compliance Program and the mission of the U.S. Army Corps of Engineers."

SWF employee lays claim to USACE Civilian of the Year

by Jim Frisinger

Fort Worth District Public Affairs

It may seem like a long way from Anadarko, Okla., to the Corps' National Awards Dinner in Fort Belvoir, Va. But it's not as far as you might think.

Each year the U.S. Army Corp of Engineers presents the Lt. Gen. John W. Morris Civilian of the Year Award to one civilian employee for achieving the highest overall standards of excellence among 34,000 peers.

This year it went to Dr. Rumanda Young, a master planner from the Fort Worth District, and a native of a small western Oklahoma town – population 6,760.

Growing up in Anadarko turned out to be a launching pad for a career in landscape architecture and resource management that has turned heads around the country.

"It has a very different culture than what most people think of Oklahoma," she said. It's where the plains tribes were relocated, and the population today is about 70 percent Native American. Her mother is part Chickamauga, her adopted brother is Kiowa and her sister married into a Native American family.

"I didn't realize how much it influenced me until I looked backward on it. The spiritual relationship the Native Americans have with our earth somehow got embedded in me, and that's one reason I got into a career path that focuses on how we treat our resources and land as we build and live upon it," said Young.

In her dual roles today she is chief of the Master Planning Section of the district's Regional Planning and Environmental Section and also serves as the Southwestern Division's energy development manager.

She works in real property master planning, keeping military installations and other federal customers mission-ready. She helps them be forward-looking – planning five to 20 years out – to anticipate changing missions and requirements. She has roles in water and sustainability, helping military and other federal customers meet strict mandates to reduce energy and water consumption and increase efficiency. These requirements have real numbers assigned to them and hard deadlines.

"Whether it's energy audits, renewable energy sources, water-saving approaches like low-impact development or reuse, we help to get those plans into action so they can meet those mandates more easily," said Young.

"Dr. Young's pioneering work in master planning and resource management, and her teaching and mentorship of students and staff, represent a new generation of leadership that is advancing the Department of Defense energy sustainment mission," said Col. Charles H. Klinge, the Fort Worth District commander.

Her parents were educators and she has always been in school or teaching. She is an adjunct professor at the Southern Methodist University Lyle School of Engineering and also at the University of Texas at Arlington School of Architecture. Young earned both her masters in urban planning with an environmental emphasis and then a doctorate in public policy and urban planning at UTA.

But in many ways, her "proving ground" has been at Fort Hood over the years. That's where she is using a two-year Department of Defense grant to combine two analytic tools to help the Pentagon cut its installation energy bill. The Comprehensive Army Master Planning Solution Dashboard tool, which she

helped develop at Fort Hood, covers facility inventory and meter data. The other tool is the Net Zero Planner, developed by the U.S. Army Engineer Research and Development Center-Construction Engineering Research Laboratory in Champaign, Ill., which provides energy use life-cycle analysis and forecasting. Her team will integrate the unified tool into the daily workflow. CERL and Joint Base Pearl Harbor-Hickam are also collaborating in the pilot program.

"By merging the two, they will have this information warehouse at their fingertips with this dashboard to make real-time assumptions and analysis to save energy and water, and cut their waste. It will help us reach those net zero goals that we have," said Young.

She credits her success to strong support from others, including supervisors -- often other women.

"Especially with the government, I never felt that was a limit to what I could do," said Young.

"I have been blessed with a few amazing mentors in my life that I would not have been here without their suggestions and support," she said. It's something she's been pleased to be able to pay forward.

"I've been able to merge my school and university world, with my Corps of Engineers world.

There are several who I've taught in the university setting who are now part of my staff, so I feel very strongly about that mentorship relationship with those folks."

A long-time opera buff, "passionate" is a word that crops up often in her vocabulary.

While country music ruled her home life in Anadarko (her first job at 16 was at a country



Dr. Rumanda Young

music station), she developed a love of opera. That passion earned her a music scholarship to the University of Arkansas, which she combined with landscape architecture for her dual major. She sang opera in the U.S. and in Europe – but realized it would always be an interest, never a career.

Her long-time enthusiasm for resource management spills over to positive effect at work.

"I was teaching about sustainability and conserving our energy and water resources before we were even having those conversations to the level we are having now at the workplace," she said. So to me it's been wonderful that there is an outside passion that I've always been involved in, in teaching and industry, that I'm now able to bring into my day-to-day job.

"That passion makes me very happy with what I do, and that probably shows."

Link to USACE video on Dr. Rumanda Young

<http://youtu.be/Uiophp8bKZc>

SWF boasts USACE Top Logistician

by Ronald E. Richards
Regional Logistics Manager
Southwestern Division

Tamara R. Mahaffey, Logistics Manager for the Southwestern Division's Fort Worth District, is the recipient of the USACE Meritorious Logistician Award for 2014. Mahaffey beat out more than 500 eligible logisticians from across the Corps to win the prestigious award.

"I am blessed with a team of analytical, forthright, and dedicated professionals who willingly go 'out of the box' in order to achieve greatness," said Mahaffey. "I accept this award on their behalf."



Tamara Mahaffey

As the Fort Worth District Logistics Manager for SWD, Mahaffey is charged with maintaining 100 percent annual property accountability throughout the District, managing the District's vehicle fleet

and keeping the District's operating costs and environmental footprint low. She manages a team of five logisticians who assist with effective and efficient support in the areas of Facility, Supply, Fleet and OCONUS (overseas) and emergency operations.

"Tami Mahaffey is an exceptional logistician and superb leader that sets the example for others to follow," said Robert L. Gosciwski, Directorate of USACE Logistics Activity Center.

"Her tenacity and perseverance in intricately planning and optimally executing logistics solu-

tions for SWF's geographically dispersed and complex mission set is second to none."

During Fiscal Year 2013, Mahaffey and her team saved the federal government an estimated \$1.3 million—and 108 trees!—by recycling metal frames, motors, scrap metal and shredded paper, and by accounting for more than \$20.5 million in property accountability.

Additionally, under Mahaffey's leadership, SWF logisticians supported overseas contingency operations as well as provided support to USACE and the Nation during Hurricane Sandy and the Oklahoma tornadoes. Mahaffey, team leader for the Logistics Planning and Response Team #5 (SWF), deployed several times recently in support of Hurricane Isaac, the Joplin Tornado and Hurricane Sandy.

Mahaffey has instituted a management tool that provides the commander with logistics visibility, focusing on all logistics functional areas; asset visibility of emergency operations equipment and supplies; and Executive Orders compliance, including sustainment requirements. This management tool helps provide analysis, such as the ratio of vehicles to personnel, aiding in the decision-making process in reducing the commander's fleet. In fact, her SWF logistics team has led USACE in GSA government reduction.

"Tami is a dedicated and valuable asset to the Southwestern Division family," said Brig. Gen. David C. Hill, SWD commander. "She and her team have prevented waste and saved us millions of dollars. At a time when USACE is looking for ways to cut costs, her efforts have proved invaluable."

PRSA Houston recognizes Galveston District with Grand Excalibur Award

by Galveston District Public Affairs

The U.S. Army Corps of Engineers Galveston District was recognized with six awards at the Public Relations Society of America Houston Chapter's 2014 Excalibur Awards Gala in Houston June 19.

"Being recognized for these campaigns is a testament to the tremendous efforts the Galveston District staff made throughout the year in the areas of STEM, educating the public about water safety and communicating our efforts along the Texas coast to inform taxpayers

how we are adding value to the nation and being good stewards of taxpayers' dollars," said Col. Richard Pannell, commanding officer of the USACE Galveston District. "These awards are a true reflection of the district's dedication, hard work and commitment to partnering to achieve our mission."

Honored for its community outreach initiatives in 2013, the district increased understanding of the Corps' mission to encourage and facilitate a two-way dialogue with a diverse group of residents and key constituencies along the Texas coast. The district was recognized in the follow-

ing categories by one of the nation's largest and most active chapters for public relations professionals:

1. Gold Excalibur/Grand Excalibur Awards: Community Relations Program, Communicating Corps responsibilities along the Texas coast.
2. Gold Excalibur Award: Multicultural, Corps in the Classroom: Building tomorrow's leaders in Science, Technology, Engineering and Math.
3. Silver Excalibur Award: Public Service Program, Selling water safety to save lives: Army engineers collaborate to combat water-related fatalities.
4. Silver Excalibur Award: Social Media, #STEMInspiration: Inspiring tomorrow's leaders in Science, Technology, Engineering & Math (STEM).
5. Government Communications Team of the Year.



"PRSA Houston's Grand Excalibur Award symbolizes that the highest standards in the public relations profession have been achieved," said Kelly George, PRSA Houston Chapter president. "I congratulate the U.S. Army Corps of Engineers Galveston District on this outstanding accomplishment."

Fort Worth District:

- Best wishes on your retirements Cheryl Jasper, natural resource management Specialist, Operations Division, Judy Harris, administrative support assistant, Water Resource Branch, Syed Mohiuddin, Engineering and Construction Division, and Gary Osborne, project manager, Engineering and Construction Division!

Galveston District:

- Mario Beddingfield earned his Certified Floodplain Manager credential.
- The Safety Office staff was recognized with a Chief of Engineers Award of honor for safety for 2013.
- The Public Affairs Office earned two Public Relations Society of America's Silver Anvil Award of Excellence for their communication efforts supporting the district's Water Safety Program and was recognized by the PRSA Houston Chapter with the Grand Excalibur Award: Gold Excalibur Award (2); Silver Excalibur Award (2) and Government Communications Team of the Year.
- Congratulations Kim Townsend and her team (Eric Wood, Derek Thornton, Jantzen Miller, Tricia Campbell, Sheridan Willey and Rob Thomas) for their work that contributed to winning the International Association of Dredging Companies Young Author Award.
- Timothy Nelson was selected as the new chief of the Real Estate Division for the USACE Galveston District.

Pacesetter Points

- Congratulations Karyn Toso, Resource Management customer service representative, for being selected as a scholarship award recipient from the Alamo-City Chapter of American Society of Military Comptrollers.
- Congratulations to Kim McLaughlin on being selected as the chief of the USACE Galveston District's Regulatory Division.
- Kimberly Roberts was selected to the position of budget analyst.
- Diane Kovacevich was selected to the temporary position of manpower officer for the district.
- Kari Gauntt and Karen Milburn were selected for the project scheduler positions in the Programs Management Branch. Their work ethic and team work capabilities will be a great contribution to the success of the branch's mission.
- Art Janecka and Johnny Roszypal were inducted into the Gallery of Distinguished Employee Civilian Service.

• **Arrivals:**

Felix Castro

Mark Garza
Ilmar Tarikas

John Walden

Departures:

Jesse Boyer

Michelle Clark

Brian Walch

SWDO:**Arrivals:**

CPT Edwin Jimenez

Aide-de-Camp

From: Ft. Hood

Daniel L. Wessell

Business Resources Division

Tamar Gerhart

Counsel

From: SWL

Rubin Campos

Sr. Procurement Analyst, Regional Contracting Office

From: HQ USACE

John Poll

SWD, ACE-IT Chief

From: Alaska District

Departures:

Elaine Newbaker-London

Civil Works Integration Division

TO: Management and Budget Office, Pentagon

LaDonna Davis

Public Affairs

TO: U.S. Forces Afghanistan

Marla Anderson

RBR, Business Resources Division

Retired

Alex Skinner

Readiness & Contingency Ops

Retired

Saleem Mithwani

Military Integration Division

Camp Zama, Japan

Leah Holly

Admin Support Assistant

Active Guard Reserve, Washington State

Brad Hudgens

Planning Division

TO: USACE Institute for Water Resources (IWR), Alexander, VA

Condolences to family and friends of Mark Byron McMurry, Assistant Division Counsel, SWD. Mark passed away on Sept. 18, 2014. Mark started his career with the Corps of Engineers in 2002 as a General Attorney in the Ft. Worth District. In 2010, he transferred to the Southwestern Division as an Assistant Division Counsel. Mark was admitted to practice in TX (1987), MA (1994) and PA (2000). Mark was a graduate of Tulane University School of Law (1987) and Texas A & M University (1983). Mark has one son, Bodhi Jameson McMurry, 13 months old who was the light and love of his life.