



FOCUS *on the* *Workforce!*

Volume 1, Issue 10 ~ December 2019
Special Printed Edition

Leadership Communication Accomplishment

HNC 2019

From location to leadership, 2019 was a year full of change for the Huntsville Center.

As the new year approaches, this issue takes a look back at the leadership articles shared each month in the FOCUS on the Workforce by Huntsville Center professionals. Huntsville Center boasts some of the most talented directors, managers, chiefs, technical experts, and industrious and innovative individuals

from across USACE and the engineering and contracting world – both government and private industry.

Our greatest strength is our people – the intelligent, adaptable and professional Soldiers and civilians who deliver vital public and military engineering solutions and services to the nation and its partners. Thank you for what you do each and every day!

~ Catherine Carroll, Chief PA



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The U.S. Army Engineering and Support Center, Huntsville, engineers adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort: Energy, Operational Technology, Environmental, Medical, and Base Operations and Facilities.

FOCUS ON FOCUS



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of Engineers®**

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for the Corps'
Toughest Challenges**

FOCUS ON THE WORKFORCE DIGITAL EDITION

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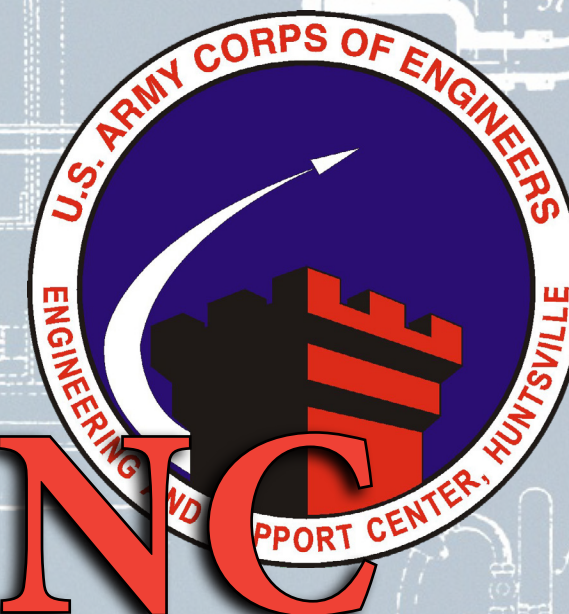
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BY THE
FY19 #'s

\$2.2b
obligations
for stakeholders

4,800+
contract
actions

\$6b+
small business
awards over
the last decade



"HNC DELIVERS INNOVATION"

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FOCUS ON COMMUNICATION

Communication is essential to successful mission accomplishment

Article by Albert “Chip” Marin III
Huntsville Center Programs Manager



HNC has declared 2019 as the “Year of Communication.”

Communication is essential to our successful mission accomplishment and is truly the foundation upon which all of our programs reside. We communicate in many ways and at many levels. The content and delivery of our communication needs to fit both the way and level of the intended communication.

As an example, when communicating within our Project Development Teams, communications are normally verbal, informal, and

intended to discuss and formulate the best methods of executing program needs to reach consensus on a way ahead. Consider this tactical level communications. Both talking and listening are essential elements of tactical communications. Failure in either equates to failed communication.

When communicating with stakeholders, the dialog may be more formal and the intent is normally to seek project requirements, understanding of what makes the stakeholder successful, and formulation of the projects around

those parameters. Listening is the more important communication element in this instance and must be initiated with a well thought out set of queries (verbal or written) to stimulate dialogue. These are operational level communications.

Lastly, strategic level communications are either to inform senior leaders, normally verbally, and must be short, clear and concise. Conversely, the intent of the communication may be for the senior leader to impart direction and guidance to us. Thus, listening becomes

the more important element.

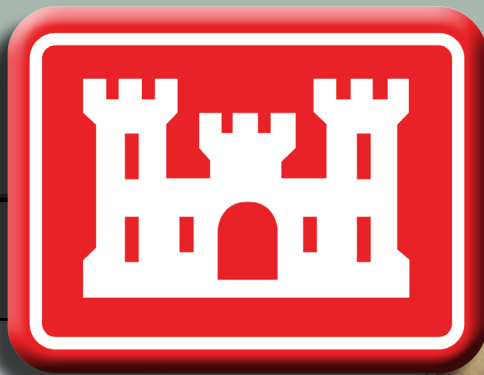
Given all of this, it is essential to good communication to think through the purpose, intent and audience pertaining to the communication. Knowing this, then think through the delivery method and whether the communication is tactical, operational or strategic in nature...and shape the communication accordingly. Solicit feedback from the audience pertaining to the intent of the communication to ensure that it was delivered or received as intended.



**“Communication
is the second
most important
thing we must do
to be successful,
second only to
taking care
of our personnel.”**

HNC 2019

“Year of Communication”



FOCUS ON CHANGE

Article by Sandi Zebrowski, former director
Environmental & Munitions Center of Expertise



Say Yes to Change

Whether at work or at play, one thing I have observed throughout my life is that there are many people who have a hard time dealing with change. Change is inevitable. Change happens every day of our lives, from the day we are born until our last breath. Grant you, some change is easier than other change, and some change is riskier than other change.

Changes occur each year as we mature from that first day of kindergarten to the day we have to make the big decision if we are going to change where we live and who our friends are and go away to college. We

view that as a change that may impact our entire life, until we get to college and realize that it was not really that big a deal.

Then we graduate and must decide where to get a job. Do we stay near our family and friends, everything we have known growing up, or do we move away to some strange land and find a new place to live, new friends, and a new life? As the years go by, change occurs daily, but most of us just accept it as a part of our lives.

We change jobs, we get married, and we have children. Family dynamics change as parents and close friends pass away. Change invokes many

emotions, sometimes fear. But in reality, change is only change. Change itself is neither good nor bad.

Then there is change in the workplace. Maybe we have to move to a new building. Maybe we are getting a new boss. Maybe our mission is changing. Maybe we changed performance systems. Whatever the change is, rarely does it happen without purpose. Most times it is easier to accept change if we understand the purpose behind it. If it helps you, ask why the change is occurring.

One of my favorite movies is Jim Carrey's, *Yes Man*. The main character is a lonely man with low self-esteem after his divorce. He avoids his best friend, he has a boring job and he spends his spare time watching DVDs. He decides to participate in a self-help program called "Yes Man."

The basic principle of the program is to say "yes" to all new situations, leaving negativism aside. While, realistically we can't say yes to everything, this new philosophy completely changes his life as it brings new challenges and opportunities.

Change is hard for most people. Gradual change brings less risk and is more palatable for most as it just sneaks up on us. But, if you are deciding to change jobs half way through your career, getting a divorce after 20 years of marriage, going back to college at 40, having a baby, seeking

medical treatment, moving to a new city, or even retiring, these changes are difficult for most to make because we believe we have more to lose.

But, like the *Yes Man*, you have to see change as a new opportunity to take on a new challenge. Change can bring about incredible opportunities and give you the ability to do something new and amazing. Yes, change is sometimes scary and can cause your pulse to race, but isn't that the same thing that happens when you cross the finish line? Your pulse races and that's what it's like to win! Don't ever let change scare you or stop you from taking a chance to be great. Say yes!

**"Change can
bring about
incredible
opportunities
and give you
the ability to do
something new
and amazing."**

Sandi Zebrowski, Director (retired 2019)

**Environmental & Munitions
Center of Expertise**

FOCUS ON BEING THE BEST

Article by Boyce Ross, Director, Engineering Directorate (retired 2019)

Huntsville Center: Always up to the challenge

This past February marked my 36th anniversary with this wonderful organization, and there are many things that have always amazed me about Huntsville Center.

First is its culture: an agile, adaptive, professional, highly technical and entrepreneurial workforce driven to survive and excel within a major command that's designed only to execute military construction or civil works programs. That's amazing.

Second is our desire to be the best at doing the most complex projects, taking on new initiatives, or filling gaps in highly technical niches that the rest of the U.S. Army Corps of Engineers can rely upon to complete their missions.

Some things happen at the oddest times. In 2006, I had the opportunity to fill the regional business director position at Mississippi Valley Division with Brig. Gen. Bob Crear in command. He was trying to assess the impact of Hurricane Katrina on New Orleans. That division has the largest tow boat allowed on the Mississippi River. They use it for missions like dredging, mat-sinking and bank-stabilization.

Twice a year, they run the boat the entire length of the Mississippi River as part of its mission to meet with community leaders that rely on the river for commerce. They make one



summer trip at low water and one in the fall at high water.

That summer the trip started at the head of the Mississippi and went down to New Orleans. On the trip back from New Orleans to Vicksburg, the general invited me and several other much more distinguished commanders, former commanders, SESs and river commission dignitaries to ride back up on the two-day trip to Vicksburg. One of the guests was Lt. Gen. John Morris II (1921-2013). He was the chief of engineers from 1976 to 1980.

I introduced myself, and we struck up a long conversation about the Corps. He told me a story about standing on the Old River Control Structure, which is at the juncture of the Atchafalaya River and the Mississippi River in 1979 as the structure was nearly overtopped.

He explained that at the time the

structure was the only thing keeping the Mississippi River from re-routing its outlet to Baton Rouge. He asked me if I could imagine what it felt like to feel a structure like that shaking under my feet. When I told him I was from Huntsville he started laughing.

"I was the chief that made the decision not to close Huntsville Division," Morris said.

He told me that when the U.S. signed the anti-ballistic missile treaties with the Russians he had to make a decision, so he told our leadership that he would not close the division, but that we were on our own as far as finding work and a mission. The workforce at the time had just finished designing and constructing the Safeguard facility in Minot, North Dakota, that could take a direct hit from a Russian nuke – they were up to the challenge.

Just like now, the people at the division had complex construction expertise, mechanical process and blast design experience, systems engineering capabilities, and an engineering workforce that had literally designed structures that got us to the moon.

The entrepreneurial spirit, agile, adaptive, professional, highly technical people led to the division taking on the ammunition production facility design mission for the Army. The rest was history.

I bragged on everything that the center is now doing and how agile, adaptive, professional, highly technical and entrepreneurial we are today. He was really amazed and, frankly a little concerned, that we had become as successful as we are.

The fact is our culture is what got us here, and it is what will keep us here.

Be the best at complex niches that districts need and that USACE must be able to deliver.

Over the course of time HNC has developed capabilities that all of USACE relies upon. Hazardous and toxicological waste remediation; ordnance and explosives cleanup and remediation; explosive safety; range and training land design; medical facility design; missile defense facility design and construction; medical facility repair, maintenance and operation; electronic security, utility monitoring and controls, and all types of installation support lines of effort.

These niches make us relevant to USACE. All of these capabilities are nested with USACE's Center of Expertise program and contain some of the most experienced and professional subject-matter experts in the world.

Amazingly, Huntsville Center is also now becoming the premiere acquisition organization and project management organization. It is unique within USACE to be organized into PDTs and still maintain some matrix capability. This is really an organizational structure that most districts cannot emulate.

Our culture to take in complex initiatives like power restoration in Puerto Rico while still delivering our normal \$2 billion program is evidence of the success we have had in building a technical, acquisition and project management organization that does anything that is asked of us.

Being the best at delivering difficult projects and enabling districts with our unique capabilities will keep us relevant and give the center a secure future. Essayons!



FOCUS ON PLANNING

Article by G. Brian Prediger
Project Management Chief,
Medical Center of Expertise

Strategic succession planning helps meet future workforce needs

Recently, our country is seeing historically low rates of unemployment. As of May 2019, the Nation's unemployment rate was 3.6 percent, the lowest since 1969.

Such a low percentage should be celebrated, but it could also be used as a catalyst to enhance strategic succession planning to meet the future needs of the workplace and the missions we serve.

Succession planning can be defined as the recruitment and development of personnel for key organizational positions. It is important to understand that strategic planning is not limited to scientific or engineering positions with unique technical competencies, but encompasses all job series within the federal government.

Within the government, there quite often is a lack of human resource planning to ensure mission continuity in light of retirement, transfer or other unanticipated life events.

In order to meet the demands of the ever-changing military mission, leaders should develop a five-year resource plan, to include human capital and financial planning. The focus of human capital planning should concentrate on: predicted timeframes for employee retirement eligibility, opportunities for mission growth, emphasis on

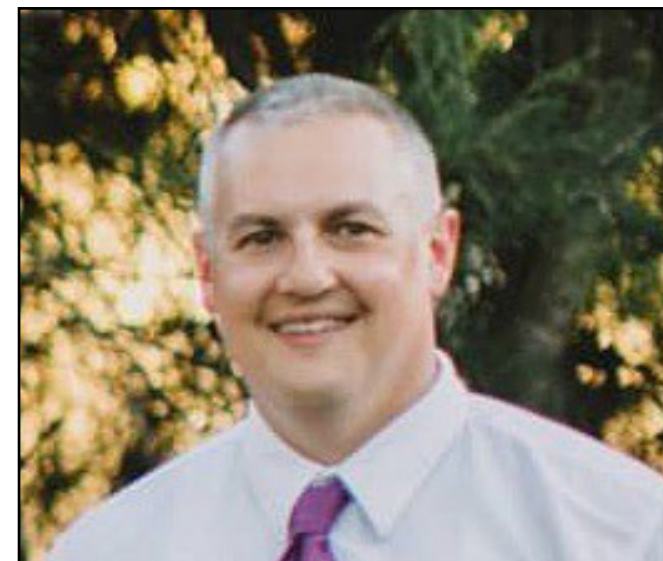
developing emerging leaders, and preparing for potential threats to current staffing levels.

Leaders need to monitor staff retirement eligibility time frames.

According to a recent report published in Government Executive 14 percent of current federal employees are eligible for retirement as of today. Approximately 30 percent of current federal employees are eligible for retirement within less than five years. Leaders should assume that the national unemployment rate will remain low in light of an aging population and a constant population disenfranchised from the workplace. It is imperative to monitor current retirement eligibility of staff and promote a recruitment strategy that proactively manages personnel strength. Review of such timeframes should occur at minimum on a semiannual basis.

The dynamic nature of our national defense strategy and current world events have provided potential opportunities for mission growth.

Strategic planning to support new missions must be correlated to effective human resource planning. Without key billets in place to support new mission requirements, there is a risk of unqualified or understaffed personnel



that could result in mission failure. Leaders must be willing to take risks to develop new competency training in current personnel and future position descriptions to support new requirements.

The importance of proactive management of current employees' individual development plans cannot be underestimated. Additional training opportunities and targeted individual growth will enhance morale and serve as effective tools for retaining employees in a competitive workplace hungry for qualified personnel.

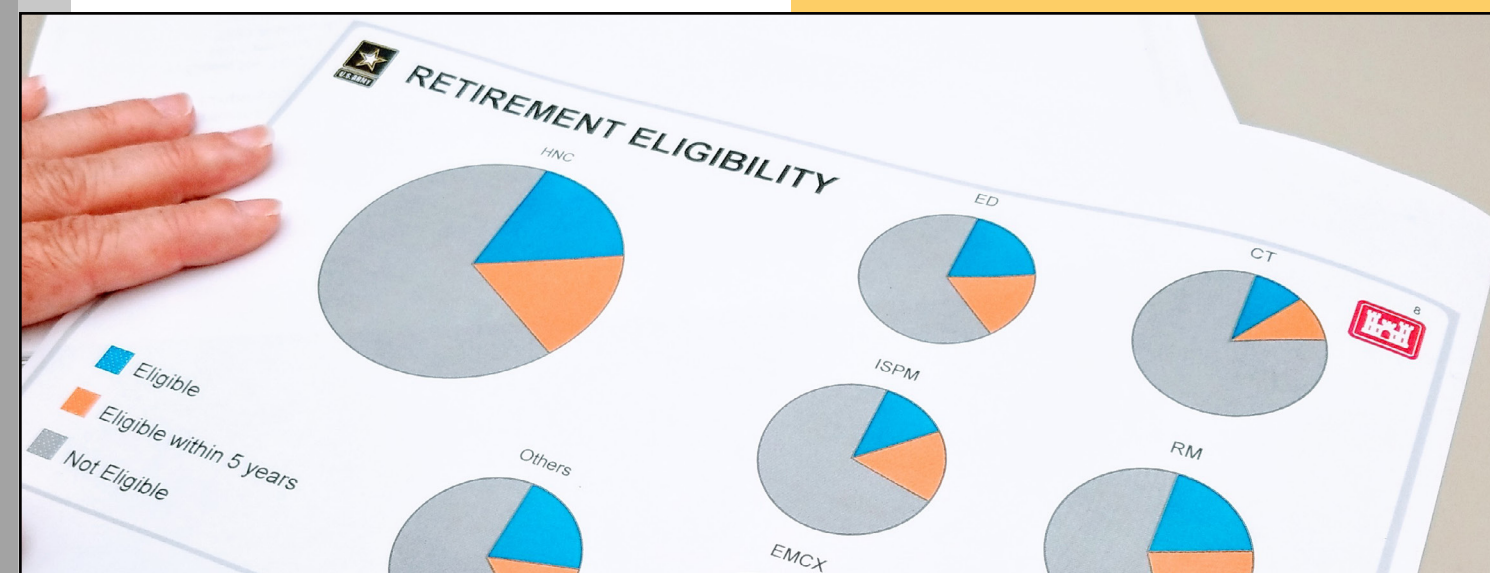
A major motivator for employee transfer to other agencies and outside of federal service is lack of professional

development. The return on investment in training resources will enhance future mission support.

The risk of other threats to staffing levels must also not be ignored. Leaders must be able to gauge employees' abilities to balance workload with personal fulfillment. Employees who are valued by compassionate supervisors respond with enhanced dedication to their organization. Leaders should also monitor the succession planning practices of similar government organizations and private industry to dynamically enhance their own succession planning technique.

In the current and future employment environment, organizations that ignore proactive succession planning could be left behind, struggling to fill critical vacancies and subjecting current personnel to enhanced stress levels.

The highest priority for a successful leader is the development and sustainment of a successful staff. This includes succession planning. Leaders must be willing to drive in for the score – and run up the score – before the game clock expires.



FOCUS ON LOYALTY



Article by Arthur Martin III
Director, Installation Support and Programs Management

Why did you come? Why did you stay?

As I turn the corner on my 33rd year as a U.S. Army Corps of Engineer employee, I reflected on two questions that are of the utmost importance to me: Question 1: Why did you come to the Corps of Engineers? In pondering that question, it is easy to say “money”. I started as a GS-02, and at that time, the minimum wage was \$3.35 per hour.

I asked myself in 1986, do I want to flip burgers for \$3.35 an hour or go to work for this organization that I never heard of – The US Army Corps of Engineers. I thought they were going to teach me about trains and machines and pay me \$5.25 per hour. The decision was simple – I’m going to learn how to build train!

As I sat with the man who would ultimately become my supervisor, I quickly learned that trains were the last thing on the minds of the people who worked here. They opened my mind to the miracle of HVAC, plumbing, drafting and a host of lock and dam factoids that I never thought I would ever care about.



I took the plunge and have never regretted that decision. Which brings me to the second question: Why did you stay? As I learned and evolved academically and professionally, there were many companies that thought that offering me \$2.50 more per hour would create the same response – I will jump for the money, but they were dead wrong.

It only took a few months for

me to completely and totally buy into the mission of the U.S. Army Corps of Engineers and all that we do in service to the nation and specifically the military. I tell new employees who enter into one of my mentoring sessions to never forget the reason we come here every day and do the things that we do. One of the most rewarding parts about what I do is knowing that people who don’t know that I exist are receiving the services or comforts they deserve because of the things that we do at the Corps.

The faces of the people that we help as a part of our emergency

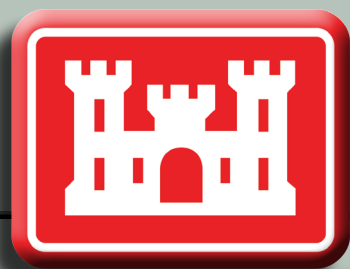
support functions mission after a hurricane, fire, earthquake or other humanitarian calamity gives me an unmatched sense of pride in what we do and the good that comes from our being here.

It may have been the money that brought a recently graduated high school student into this great organization, but it was the commitment to a mission greater than my individual needs that has kept me coming back for 33 years. Always remember why you came, but never forget the people who count on you staying, even though they will likely never meet you.



Arthur Martin III, Director ISPM

Installation Support and Programs Management



FOCUS ON GROWTH

Article by Margaret Simmons
Chief, Office of Counsel

Counsel chief recalls Huntsville Center's early days, mission growth

I began my career with the U.S. Army Corps of Engineers in April 1985, as an attorney in real estate with the Nashville District. I was assigned to support a new program being managed by the Huntsville Division – the Formerly Used Defense Site, or FUDS Program.

There, I had the honor and privilege of traveling with the Huntsville program manager and others to train many Corps district personnel on that program. I also did real estate closings for properties being acquired at the Nashville District for the Big South Fork National River and Recreation Area, and for some flood control projects in Kentucky.

When the environmental attorney at Huntsville left to go to the Space and Missile Defense Command, the folks I worked with on the FUDS program said I should apply for that vacated position. I did and I started here in August 1991. In addition to environmental work, I worked the Freedom of Information, labor, contracts and other legal matters. Then, the office consisted of three attorneys including me and a legal technician. In late 1992, another attorney was added to support the Chemical Demilitarization Program.

To say Huntsville Center has grown is an understatement.

During the early 1990s, Huntsville had a chart highlighting the programs it worked since it was established in 1967. That chart was nicknamed the coat of many colors. You could see programs that once existed, and either went away, grew or branched into other programs. I have heard all the stories about HNC “poaching” work.

I remember Lt. Gen. Joe N. Ballard (a former Chief of Engineers) saying that HNC had a license for all the work we executed. That was ignored by many – but I still use that quote today. Huntsville Division became Huntsville Center around 1995 when USACE was “restructuring.”

I was actually involved with franchising work to other districts in the early 2000s. For a year, I traveled to Omaha and Baltimore with other HNC employees providing structured training for the districts to become design centers for the Ordnance and Explosives program. Once the design centers were approved, we trained South Pacific Division who used the division, and the Sacramento and Los Angeles District personnel in setting up their OE design centers.

I learned that HNC was not the only

USACE organization working in other people’s backyards. We were just the most visible.

I am truly amazed by all that we accomplish each year. I sometimes think I know what we do, but then I will see something new come across my desk and realize that due to the expertise within this organization, we will always be tackling new problems and new projects, and delivering those solutions to our customers.

It is rewarding to work for an organization that views every challenge as one having a solution – and making sure the right team is dedicated to finding that solution. We have had a few bumps and bruises along the way, but those bumps and bruises are required for an organization such as ours. You have to experience a failure every now and then if you are truly going to learn and grow.

There is always risk with new challenges – and I think that the culture here is that you have to weigh the risks, make the best decision you

can, and move forward. You identify mistakes – so those are not repeated. You identify best practices to make the next journey smoother – and hopefully to share across USACE so that the enterprise is successful.

HNC employees have so many opportunities to establish programs, work with customers, and even travel to foreign countries.

We provided ordnance detection support in 2003 when the Army went into Iraq. We destroyed hundreds of tons of munitions there. We have so many opportunities to touch lives across the world and make places safer for many generations, the same as we do for our nation.

The opportunities to learn, grow and contribute here are endless. I am and always have been proud to be a part of HNC. Each and every one of you play an important role in the support we provide to our Soldiers, the war fighter and our nation. I look forward to our continued success. Essays!





FOCUS ON MESSAGING

Article by Ralph Campbell
Director, Ordnance and Explosives

Effective communication is critical



In March, Huntsville Center's Programs Director Chip Marin wrote in these pages about the importance of effective communication, calling 2019 the HNC Year of Communications. Chip emphasized that the content and delivery of our communication needs to fit both the way and level of the intended communication.

To expand on that idea, we also need to think about why we are

communicating this information.

Three things I think about in communications: What is the purpose of this message? What is the desired end state? Who is the intended audience?

Generally, we have two purposes for communicating at the Corps: A decision needs to be made or the recipient needs to be aware of certain information. State up front, in the first line, why you are

sending this message (e.g. "I need a decision on; this is for situational awareness only; no action required on your part; the general is about to call you.")

It is critical we be succinct and to the point. Be precise in your language. If you communicate in a vague, imprecise manner, don't be surprised when you don't get your desired outcome.

What is my desired end state once the message is sent and acted upon? If the end state is to inform someone, make sure to provide the appropriate level of detail for the intended audience. If you are requesting a decision, provide enough information, at the appropriate level of detail, and the preferred course of action.

Depending on the complexity and importance of the decision, you may need to present multiple decision options, along with your

analysis of each option. State when you need the decision. As a rule, never quibble (i.e. using language that misleads or attempts to evade the subject) when communicating.

Who is the target of this communication? Do they need this information? If so, why? If they do not need the information, then don't send it. If they do need the information, assess why they need it and tailor your messaging accordingly in purpose and detail.

We are well past the midpoint in our Year of Communications, and it is important we continue to ensure our communications are effective. The need for effective communications does not end but only gets more critical as the volume of information increases.

At Huntsville Center, we must make sure we continue to focus on effective communications to assure our continued success.

"It is critical we be succinct and to the point. Be precise in your language. If you communicate in a vague, imprecise manner, don't be surprised when you don't get your desired outcome."



FOCUS ON IMPROVEMENT

Article by Sally Parsons
Chief, Facility Technology Integration

Self-Improvement Learning to embrace criticism

Learning to embrace criticism was hard for me, but it made a huge positive difference to my career.

Feedback is key to improving our projects and ourselves. As employees, we learn about the Plan-Do-Check-Act cycle for continuous quality improvement of our business processes. That “Check” part is challenging when it’s about your work or about you as an individual. It’s human nature to surround ourselves with our friends and colleagues who give us positive feedback.

I have learned that, while it’s nice to be told what I’m doing right, it’s more helpful to me to learn where I need improvement.

I first learned about appreciating negative feedback from Mirko Rakigjija, who was Installation Support director when he tasked me with starting the Access Control Point, or ACP, Equipment Program back in 2002. John Brown (Electronic Security Center Mandatory Center of Expertise) and I worked hard to put together a comprehensive plan for how to quickly set up the program and to obligate hundreds of millions of dollars



in a short period of time.

When the plan was about 75 percent complete, Mirko sent the document to the major subordinate commands, or MSCs, for early review and feedback. Internal HNC reviews had resulted in a few small tweaks. I didn’t want to hear MSC leadership tell me that my “baby” was ugly.

There is a physical reaction to negative feedback. The primordial

parts of your brain go into overdrive. Your heart beats faster. You prepare to defend yourself or flee. I have learned not to react instinctively to criticism by instead focusing on breathing and calming myself down. A self-imposed pause gives my cerebrum, which is the part of the brain that controls judgment, emotions and behavior, time to kick in. This simple step allows me to consider, absorb and learn instead of jumping straight to self-defense.

Knowing the motivation behind criticism is essential for deciding what to do with it. The aim of destructive criticism is to hurt someone or destroy their creation or reputation.

Back in 2002, MSC criticism of the initial ACP Equipment Program plan felt like a personal attack to me. I wanted to defend the plan with “Of course, they hate the plan; the divisions and districts hate Huntsville Center.” The truth is that much of the criticism was valid, well-reasoned, and came from the MSC’s desire for USACE to be successful. It was constructive criticism.

This experience taught me how to evaluate criticism for motivation and relevance, to ask clarifying questions for greater understanding, and to decide what to do with it. It turned out that the most useful feedback I received on the draft program plan came from the negative feedback. Because their perspectives differed from my own and others at HNC, the MSCs were able to identify gaps in the plan that no one else had considered. I was then able to fill in those gaps and brief a much improved version of the program plan to headquarters.

Over time, I’ve also learned to express gratitude for negative feedback. As a division chief, asking for criticism from my employees can be awkward. Most employees don’t feel safe providing negative feedback directly to supervisors. I’m fortunate to have a few employees who have little trouble letting me know where they think I come up short.

After my division moved to 475 Quality Circle, one of my project managers told me that he noticed I talked to people who sit in cubicles and at the ends of rows, but I hardly ever spoke to people sitting in the middle of a row. Ouch! He was right.

I thanked him for making me aware of my shortcoming in this area. Thanking someone for constructive criticism lets him know that it’s safe to provide that kind of feedback to you. I soon made an effort to speak to people sitting in the middle of the rows.

The last step in embracing criticism is to let the critics know what you did with their feedback. In the case of the 2002 feedback on the ACP program plan, I sent the revised plan along with a document noting how we had addressed their comments to MSC leadership. In the case of my employee’s criticism, I followed up with him a month or so later to see if he had noticed how I had changed my behavior as a result of his feedback.

I think that trying to avoid negative feedback is all too common. I encourage everyone to seek constructive criticism because embracing feedback is essential for your career and personal growth and for the continuous improvement of Huntsville Center.



FOCUS ON QUALITY

Article by Wesley Turner
ISPM, Medical Division Chief

Delivering quality

As a young engineer assigned to the U.S. Army Corps of Engineers Mobile District Construction Area Office, I quickly learned the importance of delivering quality facilities to the Air Force. Let me take you back to early '90s; the era of 100% designs followed by low-bid construction.

I had the responsibility to verify contract compliance with delivering new facilities in support of the Air Force Officer Training School and Air Force Senior Noncommissioned Officer Academy moves to Air University at Maxwell/Gunter Air Force Base, Montgomery, Alabama.

With the pressure of meeting delivery schedules there often comes a conflict to complete the work and marginalize defects. The success of delivering projects always comes down to a balance of "Scope of Work, Cost, Schedule and Quality."

There are some universally held relationships among these factors such as an increased scope of work with no corresponding changes to project schedule or quality typically results in increased project cost. Similarly, if there is a government caused delay on a project with no change in scope or cost, then expect quality to decrease.

This relationship is commonly illustrated by the project management triangle, a model of the constraints of project management.

In my experience, the quality of a delivered project is the most enduring facet of the triangle for our customers.

Years after completion, day after day as a customer walks through their facility and sees

a misaligned ceiling tile grid, they remember "this renovation work was completed by Huntsville Center."

To aid us in providing quality products and services, we need to ensure our projects include the right criteria and standards included at the time of initial award. In the construction arena, processes and systems like the U.S. Army Corps of Engineers three-phase inspection system afford contractors, USACE and our clients to routinely agree that work emplaced in the field meets the government's expectation for quality.

For those who have never worked in a USACE construction field office, the USACE Three-phase Quality Control/Quality Assurance process for each definable feature of work is laid out in three phases as:

Phase 1: The Preparatory Phase is the planning phase for controlling quality on an upcoming feature of work. It includes a requirements review, site inspection, and a preparatory meeting.

Phase 2: The Initial Phase is accomplished at the beginning of a definable feature of work. It should accomplish the following:

- Check work to ensure that it is in full compliance with contract requirements. Review minutes of the preparatory meeting.
- Verify adequacy of controls to ensure full contract compliance. Verify required control inspection and testing are in compliance with the contract.

- Establish level of workmanship and verify that it meets minimum acceptable workmanship standards.
- Resolve all differences.
- Check safety to include compliance with and upgrading of the safety plan and activity hazard analysis.
- A government representative should attend the initial phase inspection for each definable feature of work and the contractor should prepare minutes to be included with project documentation reports.

Phase 3: Follow-up Phase inspections assure that work conforms to quality project requirements. These are daily checks to assure control activities, including control testing, are providing continued compliance with contract requirements. Conduct final follow-up checks and correct all deficiencies prior to the start of additional features of work which may be affected by the deficient work. Do not build upon nor conceal non-conforming work.

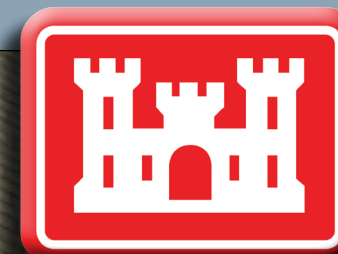
Although the USACE three-phase inspection process was developed for our

construction projects, many of the tenets of the phases are applicable to service and supply contracts.

Now flashing back in time again. The on-time delivery of Air Force projects with leaky roofs, unreliable HVAC systems and senior NCOs taking cold showers in January resulted in multiple warranty issues with contractor call-backs that could have/should have been corrected before the Air Force accepted the facilities.

To achieve true project success, we often need to attain an understanding with our customers that increased scope will result in both increased cost and schedule. Although it is difficult, our customers typically have to convince their leadership that project changes may extend schedules.

Holding a contractor to the original schedule in this circumstance often results in rushed work that is sub-par. Project quality is an enduring feature of our delivered projects and services, and a decision to compromise on quality is often a bad decision with long-term consequences, and ultimately result in an unhappy customer who may not return to Huntsville Center for their project requirements.



FOCUS ON CONNECTIONS

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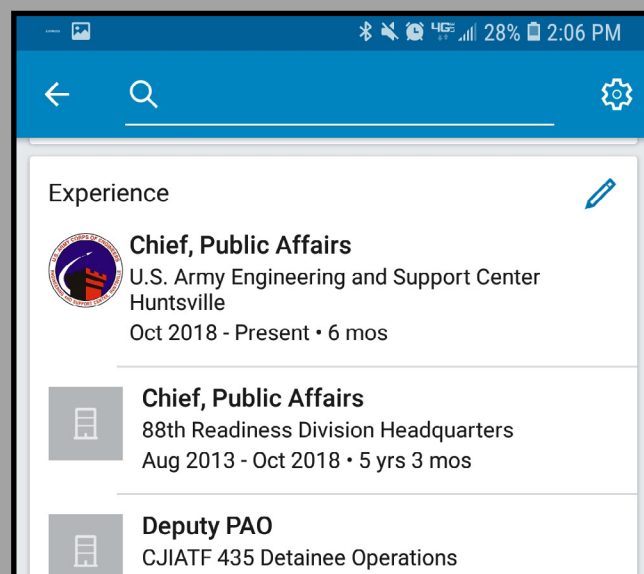
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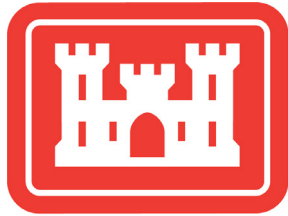
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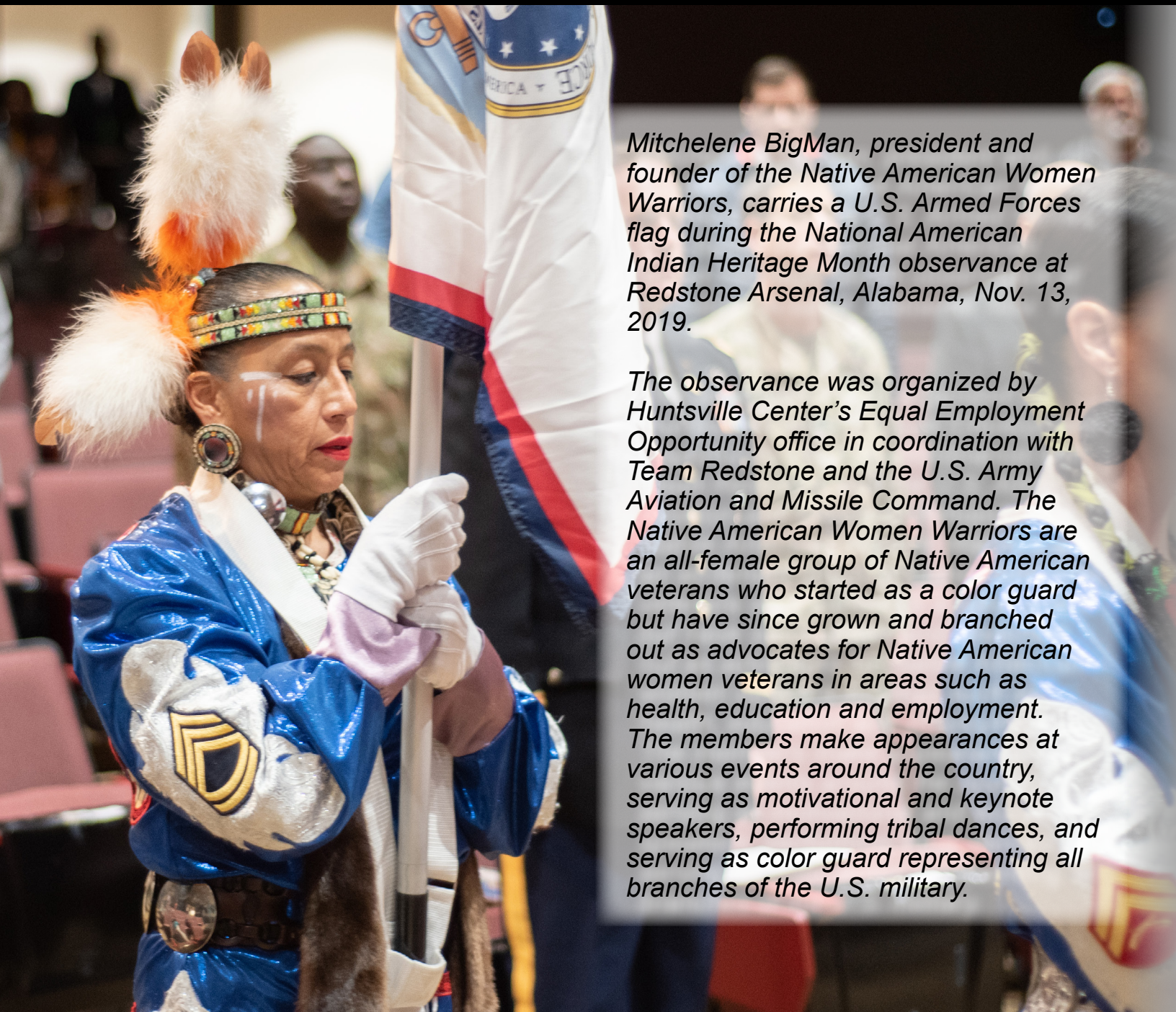
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Throughout November, HNC celebrated Native American Indian Heritage Month



Mitchelene BigMan, president and founder of the Native American Women Warriors, carries a U.S. Armed Forces flag during the National American Indian Heritage Month observance at Redstone Arsenal, Alabama, Nov. 13, 2019.

The observance was organized by Huntsville Center's Equal Employment Opportunity office in coordination with Team Redstone and the U.S. Army Aviation and Missile Command. The Native American Women Warriors are an all-female group of Native American veterans who started as a color guard but have since grown and branched out as advocates for Native American women veterans in areas such as health, education and employment. The members make appearances at various events around the country, serving as motivational and keynote speakers, performing tribal dances, and serving as color guard representing all branches of the U.S. military.

The U.S. Army Engineering and Support Center, Huntsville, engineers adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort: Energy, Operational Technology, Environmental, Medical, and Base Operations and Facilities.