



Col. William Bayles, District Engineer, assists Tom Heinhold, Engineering Division, and personnel from the Two Rivers Levee District with sandbagging at Tama Road section, located north of Burlington, Iowa.

# People, Process, Communications

By Col. William Bayles, District Engineer

Three months ago, I started sharing a few thoughts about the Chief of Engineers' Strategic Vision with thoughts on "people." I continued that with a short article on "process" in April. This month I conclude this series with thoughts on "communications."

Communications. This element of the Chief of Engineer's Vision is applicable to three levels - national, local and internal. Let's discuss each in turn.

## National Level

Lt. Gen. Flowers intends to tell America the value and history of the Corps. He has already carried that message to Capitol Hill many times since assuming command of the Corps. He believes in communication and sets the example for the rest of us to follow.

The Corps' headquarters in Washington is revitalizing its website and is sending its best spokesmen on the road to carry this message to civic leaders and groups across the country. We will be important supporters of that effort.

## Local level

The Rock Island District is doing its part in this public relations effort. Each month I read about the activities of our Speakers Bureau and learn of your volunteer efforts to make our communities a better place to live.

Now that warmer weather is here, our rangers are welcoming more visitors to our project sites. Likewise, many recreational boaters will pass through our locks.

We should have our 30-second

"infomercials" ready to share with people we contact. We need to explain what the Corps does for our neighbors, as well as the part we play.

I expect lock operators will know a little about flood control, structures crews will be familiar with our natural resource missions, and engineers will know something about lock operations, and so on. While we all contribute our individual pieces to this organization, I want everyone to be able to step back and understand the quality and service we provide our neighbors through our many mission areas.

## Internal Level

Internal communication is essential to us. Whenever I see a piece of information, I ask myself, "Who else needs to know this?" And when I figure that out, I tell them (and generally several others)!

Important parts of internal communications are our knowledge-management initiatives like the Quality Management Program and my requirement for performance counseling by supervisors. This is mandatory! Each one of us deserves a candid review of our performance. This is not to create an adversarial relationship, but to prevent it. I repeat ... performance counseling is mandatory.

Communications on all levels was put to the test recently during this spring's flood. The flood put the District in the spotlight and resulted in a national, local and internal audience scrambling for information. Our success in meeting that demand was due, in

no small part, to the District's Internet pages. Media from around the country confidently linked to our Internet pages to access timely information on flood levels, as well as National Weather Service flood predictions.

Some of the best information came directly from our subject matter experts. The information provided to numerous river communities by flood area engineers, and all involved in the flood, was crucial to the success of the area flood fight. That information not only helped the communities, but also educated local and national media about the Corps' vital role in the flood fight.

You'll read more about the District's role in the flood in this issue of the Tower Times.

Finally, to enhance our internal communication, I have established a "hotline" open to all employees. The number is designed for you to tell me things that are really right or really wrong with our workplace. I want anyone with a concern over the propriety of any activity to be able to report these to me, without concern for any reprisal. I ask that calls to this hotline be factual and that any allegations be as specific as possible so that proper authorities can investigate. I hope you will use this hotline only when needed, because I hope people report issues to their supervisors and resolve them together.

I am committed to keeping the District a challenging and rewarding place to work and most importantly ... making it a better place to work all the time. ■

# New Vision

By Mark Kane

In less than a year after taking command of the Corps, Lt. Gen. Robert Flowers, Chief of Engineers, has visited numerous districts, personally defended the Corps against allegations of misconduct, and has created a Strategic Vision to lead the Corps into the 21st Century.

"The people of the U.S. Army Corps of Engineers continue to provide vital services to the Army and the nation," said Lt. Gen. Robert Flowers, Chief of Engineers. "You are a critical part of the Army, from quality of life and readiness on installations to transformation of the force for the future, helping to shape the Army for success. You are especially important to the well-being of the nation, and the livelihood of most Americans, through developing, managing, protecting, and improving our nation's water resources."

The Vision breaks Flowers' philosophy into five main areas -- water resources, environment, infrastructure, disasters, and warfighting.

"All Corps team members should be able to see their role in at least one of these areas," said Flowers.

The Corps Vision statement today reads:

**"The world's premier public engineering organization responding to our nation's needs in peace and war. A full spectrum Engineer Force of high quality, dedicated soldiers and civilians: trained and ready, a vital part of the Army, dedicated to public service, an Army values-based organization."**

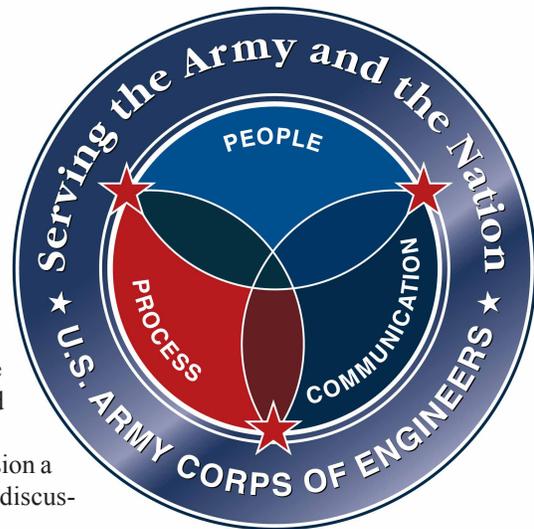
"I want you to read the Vision and talk it over until you understand it," said Flowers in his video for employees. "Then live it! I expect leaders and supervisors to set the example. Make the Vision a part of your everyday discussions."

Also detailed in the Vision are Flowers' Strategic Goals: People, Process and Communication.

**People** - "Be recognized for the technical and professional excellence of our world-class workforce, functioning as teams delivering projects and services." **Process** - "Use the Project Management Business Process to operate as One Corps, regionally delivering quality goods and services." **Communication** - "Communicate effectively to build synergistic relationships that serve the nation."

Flowers says, "Our purpose is simply serving the Army and the nation. Our missions are varied and complex, spanning the spectrum from peace to war."

The Corps' new Strategic Vision was discussed in the Town Hall on May 30 and is being distributed throughout the District. It can also be accessed through the Corps' Intranet at: [corpsinfo.usace.army.mil/mp/n/50th](http://corpsinfo.usace.army.mil/mp/n/50th).



## Make Your Summer Camping Reservations Now

By Sue Clevestine, Operations Division

To reserve the best campsites at Corps of Engineers' campgrounds for the summer holidays, make

your reservations now. For reservations, call 1-877-444-6777 or visit the web at [www.reserveusa.com](http://www.reserveusa.com).

made. Visa, MasterCard, American Express and Discover Cards are accepted. Telephone reservations can be made seven days a week between 7 a.m. and 11 p.m.

Local Corps campgrounds where reservations can be made include Lake Red Rock, Saylorville Lake and Coralville Lake, as well as sites along the Mississippi River, including Shady Creek, Clark's Ferry, Blanding Landing, Fisherman's Corner, and Thomson Causeway. Sites can also be reserved at Grant River in Wisconsin.

For those who prefer to camp without reservations, the Corps still maintains some first-come, first-served sites at all facilities.

For more information, contact Sue Clevestine at 309-794-5839.

The National Recreation Reservation™ System can book your reservations at more than 1,700 Corps of Engineers campgrounds nationwide.

Reservations can be made 240 days in advance. Group sites can be reserved 360 days in advance. Service users should be prepared to pay for their entire stay at the time the reservation is

