



US Army Corps  
of Engineers  
St. Louis District

# Information Bulletin

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May 1985

## TAA COMPLETES SEMINAR SERIES; ESTABLISHES NEW CONCEPT FOR SLD

In early April, the Technical and Administrative (TAA) Staff, led by COL Beech, completed a series of seminars called "Toward Excellence". This program is an outgrowth of the concepts developed in the book, "In Search of Excellence" (see related article, page 3).

"Toward Excellence" introduced the District's senior executives and managers to a new approach to the challenge of managing SLD's resources in the most effective manner.

In some ways, the program confirmed validated concepts already in use, to some extent, by evaluating them in a formal and conscious analysis. In other ways, new concepts of attitude and methodology were presented for first-time consideration.

Although the "Excellence" concept arises from the arena of private industry, it has been found to be applicable to government operations as well. Many of the specific examples of techniques and tactics available to commercial firms are not permissible under federal rules and regulations. This does not, however, invalidate the principles involved; it means the federal manager must be even more creative and imaginative in developing effective alternative ways of applying those principles.

Seminar attendees expressed a high degree of satisfaction with the course and a commitment to applying the lessons learned to their professional duties.

Members of the TAA will now be initiating actions to translate the general concepts of "excellence" into specifics relevant to their individual areas of responsibility.

### CAC SALAD BAR TERMED TOTAL SUCCESS

The Civilian Activities Council-sponsored Salad Bar fund raising event on April 18 has been termed a rousing success. Pete Puricelli, Chief of Program Development, seconded by other staff members, praised the event in his comments at the April 23 District staff meeting.

Operating from 11 a.m. to 1 p.m., the volunteer workers recruited by the CAC served a broad variety of salad ingredients to more than 300 individuals. Of course the volunteer efforts involved several hours of work both before and after the two-hour serving time.

After expenses were paid, the CAC had

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Over the coming months, your bulletin will be publicizing selected examples of both application of the "Toward Excellence" principles and the kinds of excellent performance being sought.

For immediate application, however, one principle has been selected as relevant to the entire District, that principle is: An excellent organization has a clear understanding and commitment to its basic set of values. Those are the core values that underline and form the basis for all decisions made or actions taken by the organization.

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OF AR 360-81**

## NEW SLD CONCEPT (Continued)

In somewhat lengthy discussion and debate, the District Engineer and his TAA staff reached a solid consensus on the following:

- Quality
- Professionalism
- Integrity

These are the core values on which St. Louis District is to base its operations. They are not really new to District personnel. What is to be new is the conscious and deliberate fostering of these values, and the encouragement of their adoption by all District personnel. The goal will be to establish District-wide habits of thinking which will measure all decision, actions and day-to-day performance against these values. This requires personal commitment.

It was immediately recognized that these three values are inter-related. Producing a quality product is part of being truly professional; professionalism includes standards of integrity; personal integrity covers performing in a manner which produces true quality, not a semblance. Each of these values includes something of the others.

Yet each of these values was deemed significant, in and of itself; each one was considered worth striving for, independent of the others. Each one forms a separate facet of "excellence". The combination of them forms a three-point base, which is the strongest, most cleanly defined, and stable arrangement in geometry.

Every District employee is invited to assist with the introduction of the new concept by helping the DE find an effective way to symbolize our commitment to Quality, Professionalism and Integrity. This could take the form of a motto; a slogan or a logo--or any combination of these.

This issue of the Bulletin (page 7) announces a District-wide contest to produce the desired symbol. Every employee is invited and encouraged to apply his or her imagination and create a graphic presentation which

embodies these three core values in a striking and positive way.

All employees are also urged to think about these values, whether or not they try to translate them into a graphic form, and to seriously consider how these values apply to their duties and responsibilities.

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## CAC SALAD BAR (Continued)

added slightly more than \$600 to their funds--funds being gathered to support activities for District employees.

Benefits from the Salad Bar did not end there. The salad ingredients remaining when the serving line closed were donated to the New Life Evangelistic Center (NLEC) at 14th and Locust. The NLEC is very active in feeding many of the city's less fortunate citizens.

**Deadline for articles to be included in the June Information Bulletin is May 27**

**MOTHER'S DAY**



The mother of a four-year-old boy works from son up to son down.

**"IN SEARCH OF EXCELLENCE"  
SEEKING BETTER WAYS TO DO BUSINESS**

A few years ago, a new concept of management struck the world of business administration like something of a bombshell.

An unorthodox pair of corporate behavior analysts, Thomas J. Peters and Robert H. Waterman, Jr., developed a radical departure from tradition. They stopped studying textbooks and management theories; instead, they went out and studied actual performance in the real world of corporate activity.

First, Peters and Waterman identified those American corporations which display the greatest degree of what they termed "excellence". Not necessarily the largest corporations, by any means. The standard of excellence chosen was a high degree of financial and corporate success, plus consistent growth, sustained over a substantial period of time (nominally at least 20 years).

Then the analysts set out to identify the traits and methods which made these "excellent" companies different from their less successful competitors. The results ran counter to a great deal of the conventional wisdom currently being taught in American schools of business administration and by most management consultants.

The outcome of the Peters-Waterman collaboration was the book, "In Search of Excellence", which has become one of the top non-fiction best-sellers in the nation.

Why were theories of management out of touch with reality? In oversimplified and somewhat ironical terms, because those theories had been so successful for a significant period. During the 20-year period of roughly 1942 to 1962, the U.S. achieved totally unprecedented rates of production and economic growth. There seemed to be no reason to question our theories.

Now, in hindsight, it appears that our success during those years may have been somewhat in spite, rather

than because, of our management practices. There is indisputable evidence that, during those 20 years, our economy operated under some un-typical, if not artificial, conditions.

First, there was the highly positive attitude of a workforce coming out of severe depression--just having a job was reason enough for enthusiastic performance. Secondly, there were the tremendous pressures of a fully-mobilized war-time economy. This was followed by the third factor, an explosion of pent-up consumer demand in a post-war world in which the U.S. had little competition. Our productivity accomplishments were truly mind-boggling.

Unfortunately, for a variety of complex reasons, our relative position in the global economy/industry has been generally deteriorating ever since the mid-60s.

It is Peters and Waterman's thesis that one reason for this slippage is our teaching and, in too many instances, following of outmoded management concepts. Their findings indicated that the "excellent" companies are precisely those who have not been following conventional wisdom in their corporate management practices--those who have adopted better ways of doing business.

Perhaps surprisingly, most of these "better ways" are not really new and many of them seem to be "just common sense". What is new is the systematic identification and analysis of these operating concepts, and the revelation of their true significance. Fast acknowledgment of these concepts, usually just in passing, described them in terms of limited application and little general significance. Peters and Waterman, conversely, found them to be of profound significance, very basic importance and virtually universal application. We may now be in the early stages of a real revolution in our perceptions of what constitutes effective management of resources--particularly human resources.

What are these marvelous "better ways"? This is not the place to go into any sort of detailed presentation--space

## "IN SEARCH OF EXCELLENCE" (Continued)

considerations alone prevent that. But we can present a very brief thumbnail outline for a more thorough understanding, we recommend reading "In Search of Excellence"; there are numerous copies around the District.

In very abbreviated outline, here are the attributes of an "excellent" organization (not necessarily in any priority order):

1. Clear understanding of and commitment to basic corporate values.
2. Bias toward action rather than contemplation of planning; "do it, try it, don't fear failure."
3. Close and positive working relationship with customers; filling needs rather than trying to create desires.
4. Highly developed sense of the importance of people, both as customers and as employees, recognizing, encouraging and rewarding individual worth.

5. Tolerance for non-structured corporations and encouragement of experimentation, even outside of official channels.

6. Tight focus on corporate purpose and goals, tending to knitting.

7. Strong commitment to high quality products and services.

8. Simple organizational structures and minimal administrative overhead.

9. Broad but firm operational guidelines, with individual autonomy to be creative and imaginative within those guidelines.

To repeat, understanding the implications of these seemingly simple concepts requires some study. As does the grasp of how these concepts translate into day-to-day activities and, more impressively, how they translate into productivity and corporate achievement. It's in the book!

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### DISTRICT DOINGS

#### Mark Twain Lake

Using the theme "Mark Twain Lake 1985--be in it," with a photographic display, the Corps of Engineers was represented at the 4th Annual Monroe City Home, Garden, Farm and Recreation Show. Technicians Anne Behrens and Jay Riley staffed the booth, answering questions and handing out information about the lake.

New London 5th graders spent the day at Mark Twain Lake touring the power plant with Superintendent Dale Russell, exploring the visitor center and seeing the slide presentation "A Friend for All Seasons" with Anne Behrens, and hiking the Hickory Bluff Trail with Chuck Crocker. Chuck also led a local Cub Scout pack on a nature hike and through the visitor center.

Anne presented a visitor center program to Head Start groups from Mexico and

#### Monroe City.

Technicians John Cannon and Cynthia Dierks spent a day with 43 students from Wellsville Elementary. They toured the power plant and visitor center, then saw a film on Mark Twain and played "Mark Twain Trivia."

#### Rend Lake

Park manager Phil Jenkins and Park Rangers Dave Berti, Lowell Summers, and Joan Guilfoyle have been busy presenting programs to such diverse groups as the Benton Lions Club, Cahokia Mounds Council of the Boy Scouts of America, Quail Unlimited, and students from Southeastern Ill. College.

Keep America Beautiful Day was celebrated with over 2,000 tree seedlings being planted by area Scouts. Park Technician Ken Pierson directed the reforestation, aided by Park Aid Jon Williams, and volunteer Kenvin Oller from SIU/Carbon-

## DISTRICT DOINGS (Continued)

dale. Thirty-one Scouts received Conservation Award Patches for their work.

Residents of Mercita Hall, an extended care facility for delinquent or disturbed young women, located in St. Louis, enjoyed an overnight campout in the Sleepy Hollow Group area. The campout was a first for the girls.

### **Lake Shelbyville**

A variety of activities were held in April, including Scavenger Hunts, Snake programs, The Hive & the Honeybee, and dam tours. Eleven activities were presented to a total of 642 people

"Campground Management" was the topic of a program given by Al Lookofsky, at the Park Ranger/Park Manager Institute at Michigan State University.

Leanne Cruitt, Glen McCabe and George Quick participated in "Career Days on Wheels" for the Sullivan School District. Over 300 students toured vehicles used in various careers, including a patrolling ranger vehicle and maintenance boom truck.

A Hunter Safety Course was held for 30 local residents. Maria Shafer, assisted by Ill. Dept. of Conservation instructors, presented the 8-hour class.

Winston Campbell was a guest on both WSHY, Shelbyville, and WLBH, Mattoon, radio stations. He spoke about upcoming events at the lake.

### **Wappapello Lake**

Park Technician John Mabery informed Three Rivers Community College students about careers with the Corps at their Career Day activities.

Volunteers from two area youth groups teamed up with Park Aids Steven Tatlow and Dan Camden to pick up litter from the highways leading to the lake. This project helped kick off a statewide cleanup week, sponsored by the Mo. Beautification Assn., which coincided with the nationwide Keep America Beauti-

ful week. Their efforts produced 100 bags of trash.

Park Technician Maureen Murrin and volunteer Carolyn Damron attended the first meeting of the newly formed Wayne County Historical Society. Carolyn who has been doing a lot of historical research of the Wappapello area was appointed to the Steering Committee.

Individuals from Sears Youth Center in Poplar Bluff helped Corps employees give the Pine Ridge Trail a facelift when they spread new bark chips, installed erosion bars, and cleaned weeds from the path.

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Wappapello Lake was recently awarded the Division Safety Award for the third time in the past four years. This year they also won the District Safety Award. Congratulations to all the employees who made this possible.

### **Lock & Dam 26(Replacement)**

Len Ross gave a talk for 85 from Kirkwood Rotary Club at the Flaming Pit.

Jimmy Bissell gave a briefing for 45 members of the Gillespi, Il., Zion Lutheran Church.

Ed Berghoff hosted a group from Lakeland College Construction Technology class.

A tour for Planning Associates was hosted by Bissell, Burnett and Seibel.

Virgil Sanders and Ed Berghoff briefed 100 from the Alton Middle School.

### **Around the District**

Lloyd Hartenberger (Kaskaskia Lock & Dam) went to Sparta, IL. to give seminars on basic electricity and small engines for 45 students from Randolph County, IL. 4-H Groups.

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DISTRICT DOINGS (Continued)

Dave Rahubka and Hank Martin briefed the Regional Commerce and Growth Assn. about SLD studies, projects and missions.

Terry Norris lectured to 50 students at Maryville College on "Archaeological Site Preservation--a St. Louis District Perspective." Terry also lectured to 100 members of the St. Louis Antique Arms Association. His subject was "Recent Archaeological Investigations within the St. Louis District."

Dan Buckley at Lock and Dam 24, gave a tour for 40 Social Studies students of the Bowling Green, MO., Jr. High.

Clyde Wilkes represented the St. Louis District, giving an update to the Mark Twain Lake and Cannon Dam Area Development Association's annual meeting.

Joe Schwend (ED-FS) gave a presentation at a seminar on Dynamic Monitoring of Pile Driving: Its Application in Foundation Design and Construction Control, hosted by the University of Colorado in Boulder.

Dave Rahubka briefed the Missouri Department of Natural Resources and the Missouri Conservation Commissioners about various SLD activities.

Bill Sutton gave a briefing on L&D26(R) to a Professor of Civil Engineering from the Israel Institute of Technology. Ken Koller took him on a tour of L&D 26 and Locks 27.

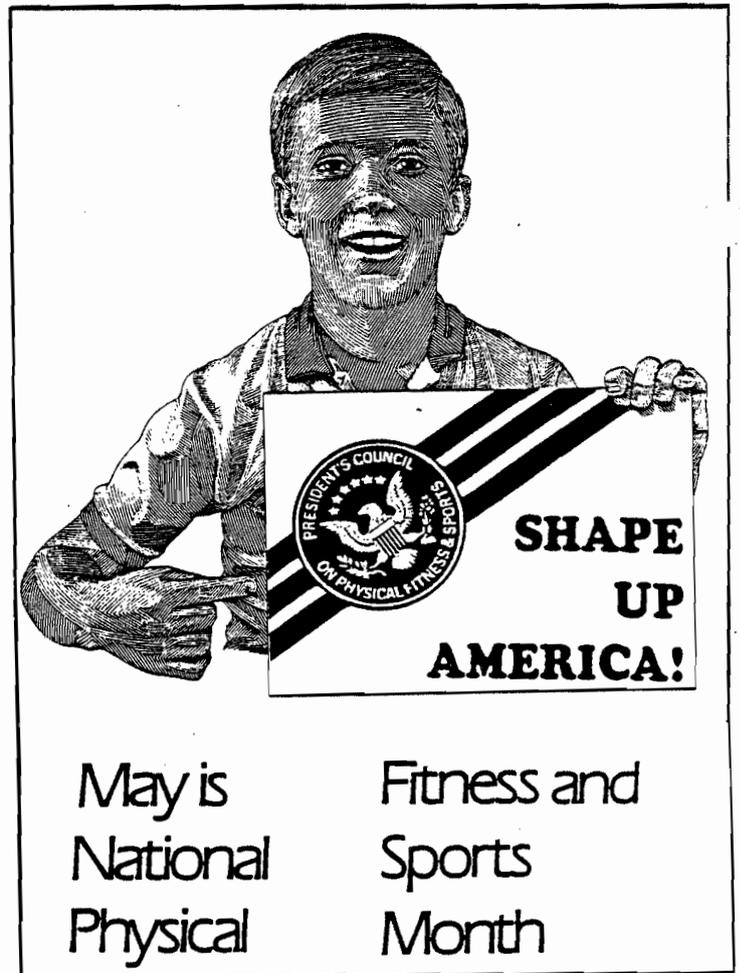
Gary Turner spoke to a class at Wright City Jr. High about the Corps and how it operates.

A paper written by Gary Dyhouse was published in the April issue of the ASCE Journal of Hydraulic Engineering. The technical paper, "Stage-Frequency Analysis of a Major River Junction", described studies performed for the Illinois River as part of the Eldred Levee Design Memo.

SLD was visited by Ji Changhua, the Engineer Deputy Director, Yangtze Valley Planning Office, Ministry of Water

Resources and Electric Power. Mr. Ji was in SLD from the 17th to 29th of April and was briefed by various members of Planning and Engineering Divisions, Public Affairs Office, and visited L&D26, L&D26(R) and Locks 27.

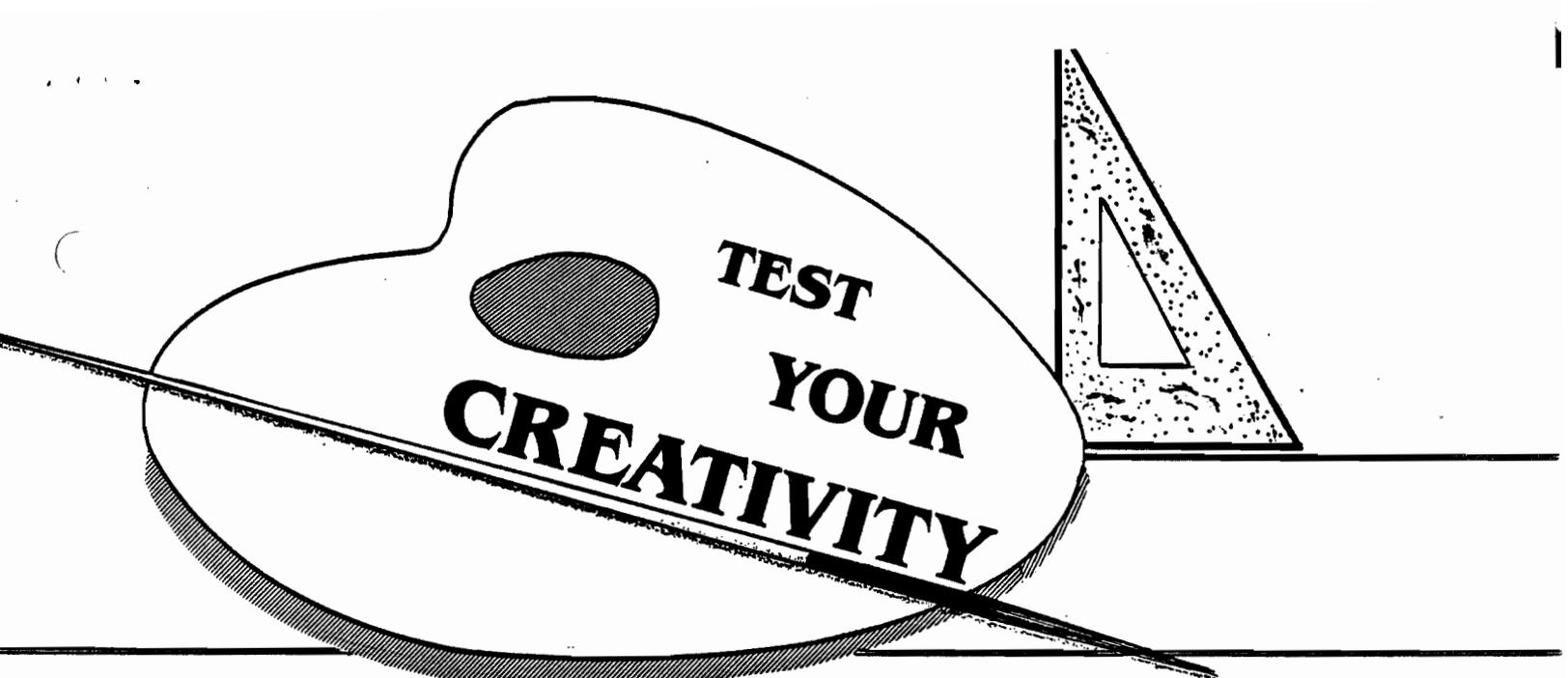
On 27 April Dave Gates, (PD-A), Beth Pitrolo (OD-R) and Jim Talian (ED-HR) took part in a panel discussion sponsored by the Illinois Audubon Society, Nature Institute, and Sierra Club. The central theme was man's influence on the riverine ecosystem--past, present and future. Specific topics of discussion included, fleeting, channel maintenance, pool regulation, levee construction, dikes, bank stabilization, timber sales, and navigation traffic.



May is National Physical Fitness and Sports Month

"It has always amazed me how desk personnel thousands of miles away seem to acquire wisdom and special knowledge about local field conditions which they assume goes deeper than that available to the man on the spot."

--Allen Dulles



**TEST  
YOUR  
CREATIVITY**

## **QUALITY – PROFESSIONALISM – INTEGRITY**

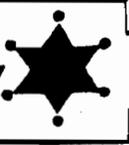
### **THE CORE VALUES OF ST. LOUIS DISTRICT**

How can the St. Louis District, coupled with these three concepts, best be expressed in a simple graphic design? All District employees are invited to submit suggestions.

#### **Contest Rules:**

1. **Eligibility:** Participation is open to, and restricted to, all St. Louis District employees, retirees, and their immediate family-members.
2. **Deadline:** All entries must reach LMSPA by close-of-business 24 May 1985.
3. The winning entry will be selected by a panel of judges to be appointed by the District Engineer.
4. **Prize(s)\*** will be awarded at the District picnic on 14 June 1985.
5. All entries become the property of St. Louis District.
6. The winning entry will be the one which, in the opinion of the judges, best exemplifies the St. Louis District and its commitment to the three core values of Quality, Integrity and Professionalism.
7. Entries may be in the form of a motto, a slogan, an emblem, or any combination of these forms.
8. There is no limit on the number of entries per person.
9. Judging criteria will be originality and effectiveness; a polished or professional presentation is not necessary. Rough sketches are acceptable as long as the idea is clear.

\*More than one design may be chosen.

**NEW SECURITY OFFICER JOINS DISTRICT**

The District has a new face on the TAA portrait board. Mr. Richard Shaumburg has been selected to fill the vacant post of Director of Security.

Richard comes to the District from the Defense Investigative Service, here in St. Louis, where he worked for the past three and one-half years. Prior to that, he was employed by the Department of Labor.

A veteran of the U.S. Air Force, Shaumburg is a native St. Louisian. He and his wife, Barbara M., are the parents of three teenagers

**FOR SALE**

12-ft. Aqua-Cat 1980 Catamaran w/Custom Holsclaw Trailer. \$1,200.00. Call 521-4538 after 5 p.m.

**INCENTIVE AWARDS****PROMOTIONS:**

Harold Schweiger, RO-L  
Construction Inspector, GS809-5

Larry Roskilly, RO-L  
Construction Repr., GS-809-11

James Burns, RO-L  
Construction Inspector, GS-809-5

Lawrence Whitt, ED-DC  
Civil Engr Tech, GS-802-7

Donna Zoeller, ED-DA  
Engr. Draftsman, GS-818-5

Stephen Farkas, ED-DM  
Mechanical Engr., GS-830-11

Martha Plyler, DC-F  
Accounting Tech., GS-525-7

Albert Schlenker, OD-NL  
Master, Towboat, WS-5724-16

George Knight, PD-A  
Archaeologist, GS-193-11

Roy Parks, ED-DA  
Structural Engr., GS-810-11

**EXCEPTIONAL RATINGS:**

Raymond Steege, ED-DS  
Robert Barkau, ED-HD  
Irene Smugala, CD  
Charles Grojean, PO-U  
William Meldrum, ED-SC  
Richard Siemons, ED-DW  
Oliver Helbig, ED-DW  
Walter Wagner, ED-DM  
Janice Hitchcock, ED-DM  
John Cullen, ED-DM  
Gary Jones, ED-DM  
Steve Dierker, ED-DG  
Robert Lutz, ED-DC  
Michael Rector, ED-DG  
Robert Johnson, ED-DG  
John Jaeger, ED-DA  
James Smith, ED-DA  
James Worts, ED-DA  
Aloysius Saller, ED-DA  
Milan Hornak, ED-DA  
Thomas Leicht, ED-DA  
James Soehngen, ED-DA  
Richard Sovar, ED-DA  
John Naeger, ED-D  
Ken Kruchowski, PA  
James Zerega, PD-U  
Edward Ewing, PD-U  
Jean Lindhorst, DE  
Jean Cozart, EEO  
Katharine Hayes, AS-L  
Shelia Rodriguez, BC  
Thomas Johnson, OD-PI  
Ezra Williams, OD-NL  
Robert Wich, ED-R  
Stephen Redington, ED-DG  
Dennis Gould, ED-DM  
Gary Dyhouse, ED-HE  
Michael Skinner, OD-RS  
Teresa Montgomery, OD-NL

**QUALITY STEP INCREASE:**

Ricky Hansen, OD-F  
Larry Green, RO-LCG

INCENTIVE AWARDS (Continued)

TANGIBLE SUGGESTIONS:

Richard Hogan, a Core Drill Operator in the Materials and Exploration Section, Foundation and Materials Branch, Engineering Division, was presented with a suggestion award for recommending a new method be adopted for cleaning fine sand from wells using standard rotary rigs. The suggestion was implemented in the St. Louis District 15 Jan 85.

SPECIAL ACT/SERVICE AWARDS:

Robert Morgan, a park technician at the Rend Lake Management Office, Operations Division, was presented with a Special Service Award for his dedication and enthusiasm both as an employee and a volunteer which contributed significantly to the success of several programs including the Handicapped Deer Hunt.

Ronald Bockhorst was presented with a Special Act Award for his efforts which resulted in the successful preparation of Project Status Maps for the FY 86 budget request.

Raymond Steege was presented with a Special Act Award for his performance as Acting Chief of the Specifications Section, Design Branch, Engineering Division, from Jul 84 to Dec 84. He assumed full responsibility of the Section in an extremely critical situation with the 26(R) Lock P&S and several other contracts scheduled for award prior to 30 Sep 84.

Thomas Gardner, Vito Polizzi, and Ronald Rauh of the Construction Division, received a Special Act Award for their outstanding performance while assigned to a task force team to reduce the backlog of modifications for Lock and Dam No. 26(R), First Stage Dam, from 14 May to completion of the project.

Karen Pinca was awarded a Special Act Award for writing a program to automatically select and compute contract service charges, total charges, rearrange infor-

mation by organization code, and separate and format information in 20 line batches for further computer batch processing.

SUSTAINED SUPERIOR PERFORMANCE AWARDS:

- Joseph Effertz, ED-PC
- Michael Navin, ED-FG
- Theodore Postol, ED-HQ
- Leland Lenzner, ED-FM
- John Gaal, ED-C
- Lewis Kent, OD-NL
- Cindy Prater, OD-NL
- Eugene Beckham, OD-NL
- Hershel Ahart, OD-NL
- Bruce Douglas, CD-CC
- Irene Smugala, CD



BOOK



BAKE



PLANT

CAC FUND RAISER SALE

May 21, 1985  
0700-1300  
Room 1040

Donations of bakery goods, books and plants are needed for this event. Please bring plants and books you are willing to part with to Room 546 (EEO); Books any time; Plants close to the sale date.

SUPPORT YOUR CAC!

JUNE 14<sup>th</sup>  
CORP'S PICNIC

## CAC MAKES A FRESH START

The District Civilian Activities Council has a new constitution and bylaws and is now composed of 11-15 members with at least one from each major Division/Office. The purpose of the Council is to meet employee needs for special programs, activities and services and to promote social and recreational activities such as the Engineer Day Picnic and the Christmas Dinner Dance. The following individuals have been appointed to serve on the council:

Joan Schick, Chairperson, SD-C  
Joe Strinni, Vice-Chairperson, PO-M  
Laurel Lane, Secretary, ED-P  
Jean Cozart, Treasurer, EE  
Irene Smugala, Custodian, CD-C  
Warren Jones, AC  
Bill Groth, OD-F  
Sharon Hornbeck, ED-HS  
Joe Przada, RE  
Ulas Wilson, AS  
Larry Jenneman, PD-U  
Beth Pitrolo, OD-R  
Jan Aponte, CD-Q  
Ed Hick, DC-AS

In addition to the above officers, elected as Chairperson, Vice-Chairperson, Secretary, Treasurer and Custodian, the following have been appointed as Chairpersons for three committees:

Warren Jones, Picnic  
Larry Jenneman, Dinner Dance  
Jan Aponte, Fund Raising

The new council is dedicated to increasing fund raising, as well as promoting greater employee involvement in District activities. Employees are encouraged to support the council projects and provide help when possible. For example, the Salad Sale, held on 18 April, was quite a success because of employee contributions and participation. Funds raised from this and future activities will be used to help defray the cost of the dinner dance and picnic.

The next fund raiser is to be a "Plant and Book Sale" on May 21. This event is covered in more detail elsewhere in this issue. DONATIONS ARE WANTED.

The Engineer Day Awards Ceremony and

Picnic will be held on 14 June 1985, at Granite City Army Depot. The picnic committee is hard at work and is planning a wide variety of activities designed to appeal to as many people as possible. Volunteers are needed to assist in many jobs required to make the picnic a success. If you would like to volunteer to help, please contact your CAC representative.

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## LATE FLASH

As this issue of the Bulletin was going to press, word was received that the CAC Rose Sale, April 24, brought in another \$430!!

**American  
Red Cross**



## BE A BLOOD DONOR

Here are but a few examples of people with whom you will make the human connection as a blood donor.

- \* People with bad burns.
- \* Leukemia patients.
- \* New mothers who need a transfusion.
- \* Open-heart surgery patients.
- \* Cancer patients.
- \* Victims of automobile and other accidents.
- \* Very tired persons with severe anemia.
- \* New babies who need a complete change of blood supply.
- \* Little kids who manage to open up a bottle full of poison.
- \* People with bad cases of hepatitis.
- \* Kids who need blood for sickle cell exchange transfusions.

The human connection, giving blood when you have the opportunity, will help you save someone's life. That's pretty important.

Please sign up as a blood donor today.  
Be a hero!

**COURSE EVALUATIONS  
COPY #9 OF DD1556**

Every employee attending a training course which has been authorized on DD 1556 is provided an "evaluation" copy which is to be returned to PO-T upon completion of the course. It is important that these be returned to the Personnel Office as soon as possible to assure receiving credit for attending the course. No record of training can be placed in an individual's Official Personnel File until copy #9 has been received.

Employees and supervisors have a joint responsibility in the completion/forwarding of the form.

**ARE YOU TAKING A CORRESPONDENCE COURSE?**

Are you? It is easy to set it aside to be worked on at a "better" time--and then easily forgotten. If you are pursuing a correspondence (home study) course this is just a memory jogger to remind you not to let it get away from you. All schools have maximum time frames for completion of the course. If you fail to complete it in that time you are automatically cancelled by the school.

If you have enrolled you might as well take the time to complete it. Do it now before the warm, summer weather takes up your idle time.



**SOMETHING TO SNEEZE AT**

Even though it is one of our most common afflictions, sneezing has been misunderstood for centuries and continues to be a mystery, according to an article about the topic printed in the Journal of the American Medical Association.

The father of medicine, Hippocrates, found sneezes to be useful. "Sneezing coming on, in the case of a person afflicted with hiccup, removes the hiccup," he wrote.

Pioneering physiologist William Harvey once wrote that he used sneezing to help a woman through a difficult childbirth. Seeing that his patient was suffering from a prolonged labor, Harvey applied sneezing powder to a feather and put it to her nose. Her sneezes advanced the delivery, Harvey wrote.

Aristotle explained that sneezing was a divine sign, while others have theorized that it is the brain's way of expelling what it finds offensive.

Some ancients believed that when a person's time to die arrived, he sneezed and his soul left through the nose. Such beliefs led to the custom of blessing the sneezer.

**IN FLANDERS FIELDS**

In Flanders fields the poppies blow  
Between the crosses, row on row,  
That mark our place; and in the sky  
The larks, still bravely singing,  
fly  
Scarce heard amid the guns below.

We are the Dead. Short days ago  
We lived, felt dawn, saw sunset glow,  
Loved and were loved, and now we  
lie  
In Flanders fields.

Take up our quarrel with the foe;  
To you from failing hands we throw  
The torch; be yours to hold it high.  
If ye break faith with us who die  
We shall not sleep, though poppies  
grow  
In Flanders fields.  
Lt. John McCrea

## FRAUD, WASTE AND ABUSE

The following memo for the director of the Army Staff was signed by the Secretary of the Army and the Chief of Staff of the Army on 22 March 1985:

"It is essential that strong and effective measures be applied, consistent with applicable law and regulation, to those individuals who are found to have engaged in theft, fraud, or other intentionally dishonest conduct against the Army.

"Service members who engage in this type of misconduct are already subject to punishment under applicable provisions of the Uniform Code of Military Justice and to adverse personnel actions.

"Effective with the promulgation of

Army Regulation 690-700, Chapter 751, it is the policy of the Army that fraud, or other intentionally dishonest conduct against the Army will be considered for removal from the Federal service. Any lesser penalty will require justifiable mitigating circumstances. It is the duty of all supervisors to ensure that this policy is implemented.

"This strong disciplinary posture is a necessary element in the Army's campaign against fraud, waste, and abuse. The vast majority of our civilian employees are honest, hard working, and fully aware of their fiduciary responsibilities to the public. We must assure that they are not required to tolerate or work with those who will not live up to this public trust."

### Flexitime Is Running Out

Flexitime is running out...the federal alternative work schedule law in which employees may work variations of the 8-hour day, 40-hour week, or set their own hours within an 8-hour-a-day framework, expires at the end of July.

The General Accounting Office (GAO) is conducting a survey of employees' attitudes on alternative work schedules to help prepare data and testimony this spring for Congress on whether to continue the flexible work schedule and compressed work schedule programs.

About 2,700 questionnaires were sent out to employees selected on a random basis to represent various job classifications and geographic locations. Results are expected to be compiled to help GAO present testimony before the House Civil Service Subcommittee on Human Resources. If the flexible work schedule and compressed work schedule programs are to continue past July Congress must enact legislation to this effect.

(Reprinted from Weekly Federal Employees' News Digest)

### COLLEGE GRAD TO ARMY OFFICER

The Army recognizes a college degree as an important qualification for becoming an officer. College grads can build on their college educations in the Army's Officer Candidate School (OCS). This 14-week course teaches the science of management and the art of leadership.

OCS grads are commissioned officers. They move right into positions of authority. They handle a level of responsibility which would probably be years away in a civilian management job.

And as Army officers, they receive the pay, benefits and other privileges of their rank, including the opportunity to go on to graduate school with the Army paying 75% of the tuition.

For those students who plan on going to college, OCS is a worthwhile program after college graduation. OCS will give them the opportunity to turn their leadership potential into the solid management qualities of an Army officer.

## EEO CORNERSTONE

### St. Louis District Outstanding Handicapped Employee

Patricia M. Bauccio accepted the col-lateral duty assignment of Equal Employment Opportunity (EEO) Counselor. During the period, May 1984 -January 1985, Pat was given two precomplaints which she successfully resolved at the informal stage. Pat attended the OPM Basic Counseling Course, quickly learned her counseling duties and has been a valuable asset to the EEO Program. She is cheerful, dependable and can always be relied upon to render her best work in each task assigned. She willingly accepted the responsibility of giving in-house counselor training to a newly appointed EEO Counselor. Pat's enthusiasm, dedication, attitude and manner of conduct in her duties as an EEO Counselor are demonstrated in an outstanding manner.

Pat was afflicted by polio in 1958 and was paralyzed from the neck down. Through physical therapy and persistence, she regained the use of her body, excluding her legs. She now uses crutches and braces or a wheelchair to mobilize herself.

In 1971, as a sophomore at Mehlville Senior High School, Pat had several discussions with the Assistant Principal attempting to encourage him to include hand controls on the drivers education cars to enable physically disabled persons to obtain driver's license. Eventually this idea became a reality and made it possible for other disabled individuals in the community to learn to drive. One Mehlville High School teacher, who became a paraplegic due to an automobile accident, was able to resume his driving ability by using a Mehlville High School driver's education car equipped with hand controls.

Pat finished her last two years of high school at South County Technical High School, where she attained a Trade and Industrial Certificate in the field of Offset Lithography.

Pat began her Federal career in January 1981 and is presently a Budget Assistant in the Project Management Branch, Engineering Division. In 1981, while maintaining a full-time job, Pat attended Meramec Community College in the evenings to earn credits in data processing and accounting to help perform her job more successfully and accept new responsibilities.

In 1984, Pat earned a Real Estate License from the Missouri Real Estate Board.

Along with her roles as wife, mother, and active church member, Pat has achieved a truly admirable record. She displays a willingness to "become involved" by volunteering her services to the Engineer Family and to the community which serves as an example to all employees.

Pat is the St. Louis District's nominee for the LMVD Outstanding Handicapped Federal Employee of the Year.

#### Employers Liable in Sex Harassment

Following is quoted from an Associated Press story in the Atlanta Journal (1-26-85)

"WASHINGTON -- The U.S. Court of Appeals ruled Friday that employers may be held accountable for sexual harassment of employees by key supervisors, even if the employers had no knowledge of the situation.

"Once the employer delegates power to a supervisor 'The supervisor's stature as an 'agent' of the employer cannot be doubted,' the three-judge court said in an opinion by Chief Judge Spottswood W. Robinson III.

"The mere existence--or even the appearance--of a significant degree of influence in vital job decisions gives any supervisor the opportunity to impose upon employees,' the opinion said.

"The Opportunity is not dependent solely upon the supervisor's authority to make personnel decisions; the ability to direct employees in their work, to evaluate their performances and to recommend personnel actions, carries attendant power to coerce, intimidate and harass. For this reason, we think employers must answer for sexual harassment of any subordinate by any supervising superior," the court added.

"The decision overruled a Feb. 26, 1980, ruling by Judge John H. Pratt dismissing the complaint of Mechelle Vinson against Sidney L. Taylor, a vice president of Capital City Federal Savings and Loan Association and manager of its northeast Washington, D.C., branch.

Miss Vinson, who was hired by Taylor as a teller-trainee in 1974 and was promoted to teller, head teller and

finally assistant branch manager; testified in the lower court that Taylor asked her to have sexual relations with him because he obtained the job for her. She also said that, after initially refusing him, she yielded to Taylor because she was afraid the continued refusal would jeopardize her employment.

Taylor denied Miss Vinson's accusations and contended that she aired them in retaliation for a business-related dispute. Capital City said any sexual harassment by Taylor was unknown to and unauthorized by it."

A contract employee was prying shoring apart with a rebar when it slipped, striking him in the chest.

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PERSONAL INJURIES - GOVERNMENT EMPLOYEES - APR 85: One

Total accidents for FY 85: Three

Total accidents for FY 84: Fourteen

A government employee was removing debris when he strained a muscle in his upper leg.

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LAKE FATALITIES FOR APR 85: Two

Total lake fatalities for FY 85: Two

Carlyle Lake - 1  
Rend Lake - 1

Total lake fatalities for FY 85: Eight

Carlyle Lake - 3  
Lake Shelbyville - 3  
Rend Lake - 1  
Wappapello Lake - 1



**National Safety Council**

**ACCIDENT SUMMARY**

VEHICLE ACCIDENTS FOR APR 85: One

Total Vehicle accidents, FY 85: Three

Total Vehicle accidents, FY 84: Two

A Government driver lost control of the vehicle and ran off the road hitting 4x4 post.

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PERSONAL INJURIES - CONTRACTOR EMPLOYEES - APR 85: One

Total accidents for FY 85: Seven

Total accidents for FY 84: Nine