

## INLAND MARINE TRANSPORTATION SYSTEM (IMTS)

# IMTS News

March 2009

IMTS Newsletter

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This is an informal newsletter for USACE employees and customers on the IMTS.

### Special points of interest:

- Work is underway to implement the improvement ideas in the first five BPR topics
- Workforce and industry will be asked to provide input on draft documents for implementing improvement ideas
- Workforce invited to submit comments about IMTS Insignia idea.

Send questions, comments or suggestions on the IMTS to this e-mail address:

[IMTS@usace.army.mil](mailto:IMTS@usace.army.mil)

## USACE Launches IMTS

The U.S. Army Corps of Engineers (USACE) launched the Inland Marine Transportation System (IMTS) in the first quarter of FY09. The IMTS was created to implement the improvement ideas that came from the USACE Navigation workforce and industry during a study conducted 2007-8.

The study focused on how to improve the USACE business practices (how we do our work). This type of study is a standard practice of modern business organizations in the private sector.

The creation of the IMTS will not create a new national organization or cause any major disruption to the existing workforce. Rather, the IMTS will strengthen the existing chain of command and use existing employees in virtual teams to implement the ideas for improvements.

More details on the IMTS are in the final report from the study available at <http://www.navlocks.usace.army.mil/>. Questions, comments or suggestions can also be sent by e-mail to [IMTS@USACE.Army.mil](mailto:IMTS@USACE.Army.mil).



Industry users participated in generating improvement ideas from start to finish



IMTS will implement the ideas for improvement that came from the USACE Navigation Workforce and Industry during a study conducted 2007-8. The study team aggressively sought ideas from the workforce during visits (above) and from industry during open forums and listening sessions (above right).

## IMTS Board of Directors Meet and Make Key Decisions

The IMTS Board of Directors met in November 2008 and immediately made several key decisions. The board approved the nominees for its Working Group after adding a member.

The board also noted that there are external events of major impact to the Navigation business line and decided that addressing these will be included as part of the work of

the board. Some of these might lead to new IMTS-wide initiatives that would be worked as part of the IMTS process.

The board is chaired by the Deputy Commanding General for Civil Works and Emergency Operations and composed of the divisions commanders and the Chief of the Operations Division at HQ USACE. The board oversees the Working Group (next page).

# Working Group Prepares for Action at Kickoff Meeting

The Working Group for the IMTS Board of Directors immediately began gearing up for action after its nominees were approved by the Executive Board.

The Working Group decided to immediately begin implementation of improvement ideas from the NavLocks study by picking five improvement topics to start right away. Leaders for each of the five action teams were also selected to work on implementation of the improvements.

The Working Group made substantial progress on getting organized for success and made key decisions on its overall approach. One part of the overall approach is to have action team develop draft documents on the improvement plans and allow for input from the IMTS

Workforce and industry.

For example, the group will have an industry open session at its next meeting in March 2009.

The Group also emphasized that communication is of the highest importance. The

group decided that the first order of business was the development of a communication plan. The comprehensive plan includes Newsletters, a public web site, briefings, e-mail address, etc.



**Jim Walker stressed the importance of IMTS to the Navigation Business Line.**



**The Working Group held its kickoff meeting to begin implementation of improvements.**

## Industry Open Forum Scheduled for Mar 3 at Nashville

The IMTS Working Group has scheduled an industry open forum for Tuesday March 3 at 10:30 a.m. in Nashville. The session was scheduled to make participation at it convenient for industry users who are attending the Inland Waterways Navigational Conference at a nearby hotel that is only 10 minutes away by car.

The session will enable industry users of IMTS waterways to discuss their ideas and priorities as the IMTS action teams begin work on implementing improvements.

Attendees will be asked for input on such things as Standard Locking Procedures, Scheduling Major Maintenance, and the use of Navigation Data on web pages. Attendees will also be asked for suggestions on the best ways to communicate to industry users and obtain comments on draft outputs from action teams.

The industry session will be held at the Hermitage E room in the Magnolia section of the Opryland Hotel on Tuesday, Mar 3 at 10:30 a.m. A circular is available with details.

*Jim Walker at Dec 2008 kickoff meeting "...We are talking about a two billion dollar program, about 40% of the entire Civil Works program. I am counting on you people to lead this. I pledge that what you come up with will be implemented."*

*The IMTS Working Group is committed to working with users to implement the improvements and establishing effective communication channels. Ideas and suggestions can be sent to*  
**IMTS@usace.army.mil.**

# BPR Improvement Topics Selected for Immediate Implementation

At its December 2008 meeting, the IMTS Working Group selected the first five improvement topics for implementation from the NavLocks Business Process Review (BPR) study. The Working Group made a commitment to implement all 25 of the improvement topics from the study but wanted to get started right away with five of them.

The first five Improvement topics are shown in the table below. The first column shows the original number from the NavLocks study report. Since the NavLocks study team grouped these into "Pillars", the pillar for each is shown in the second column.

Members of the Working Group group volunteered to serve as the Point-of-Contact (POC) for each of the five and get action teams started. The Working Group POC for each is shown in the next column followed by a short description of the BPR topic.

<b>BPR #</b>	<b>Pillar</b>	<b>WG POC</b>	<b>BPR Topic Description</b>
<b>#1</b>	System Availability	Chad Linna	Share Corporate Knowledge of Major Maintenance
<b>#2-2</b>	System Availability	Aaron McGee	Share Corporate Knowledge of Preventive Maintenance and Repair: workshops (part 2)
<b>16-4, 5</b>	System Availability	Leon Mucha	Scheduling and Budgeting Major Maintenance: parts #4 and #5
<b>#3</b>	Human Capital	Harry Stone	Enhance the Hiring Process
<b>#20</b>	Operational Improvements	Mike Kidby	Standardize Locking Procedures (all elements, long-term)

More information is available on these in the NavLocks study report available on a public web site. To view the report, go to this link: <http://www.navlocks.usace.army.mil/report.htm>.

The IMTS Working Group is committed to an open process for the implementation of the improvements. The Working Group will make an extensive effort to communicate results of progress from the action teams and invite review on draft outputs before they are implemented. In particular, draft documents from the action teams will be available for review and comment on a public web site by IMTS workforce and users. Of course, comments and suggestions can be sent anytime to [IMTS@usace.army.mil](mailto:IMTS@usace.army.mil).

For the remaining 20 BPR topics, the Working Group has set up a process for prioritizing them and will report the recommended priorities to the Executive Board of Directors. Action teams will then be formed to work on them as resources permit.

*The IMTS Working Group is committed to an open process...draft documents from the action teams will be available for review and comment on a public web site by IMTS workforce and users.*

## IMTS Provides Benefits to Workforce and Industry Users

The IMTS was created to implement improvements that will provide benefits to both the IMTS Workforce and users.

During the NavLocks study to identify improvement ideas, users said their #1 priority was system availability. They want to know that the system is available for use by their boats when they need it. So the improvement ideas that relate to system availability was given the highest priority.

Customers also wanted the locks, dams and waterways treated more as a "system". So that theme was woven

throughout the improvement ideas. Finally, customers wanted the locking process to be standardized from one lock to another along a waterway. That is incorporated in BPR #20.

Many ideas were also received from the workforce that will provide benefits to them. These include better opportunities for training and certification, stronger ability to share knowledge, more consistency for workers from one district to the next, and an improved hiring process that will reduce hardships from being shorthanded when a vacancy occurs.



# IMTS Leadership Team Guides Implementation of Improvements

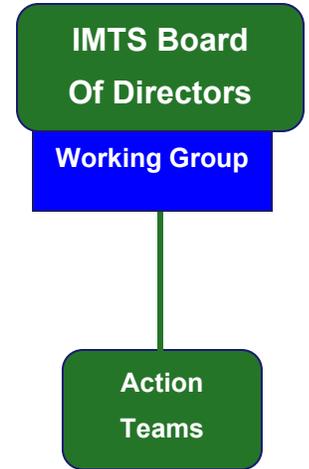
USACE has established an IMTS leadership team to guide the implementation of improvements. The team is led by the Board of Directors as illustrated in the diagram below and explained on page 1.

The Board is empowered to establish and implement USACE-wide Navigation policies and strategies. A Working Group was formed to assist the executives on the Board and are non-voting members of the Board.

The Working group establishes Action Teams to work on specific BPR improvement topics. The Action teams will consist of Operations (Ops) Chiefs, Ops Managers, lockmasters, and other field experts as needed to work on practical ways for implementing the improvements.

Both the Working Group and Action Teams are virtual teams composed of existing members of the workforce. When an action team has completed its mission, it disbands.

The leadership of the Working Group is shown below. Jim Piper and Jeff Hill are both lockmasters with many years of hands-on experience in working at locks and dams. John LaRandeau has been the Navigation Program Manager at NWD since 1992 and has 34 years of experience in the Corps in a various of positions. All three have in-depth knowledge of the BPR improvements from two years of service on the NavLocks study team. Jim Walker is the Navigation Business Line Manager at HQ. He has many years of experience in a variety of positions in SAD since he began his career in 1976 at Mobile District. He came to HQ in Jan 2007.



## Board of Directors

**Chair:** Deputy Commanding General for Civil and Emergency Operations

**Members:** Commanders, LRD, MVD, NWD, SAD, SWD; HQUSACE Chief Operations Div.

## Working Group

<i>Jim Piper</i>	<i>Jeff Hill</i>	<i>John LaRandeau</i>	<i>Jim Walker</i>
			
<b>MVR</b>	<b>LRL</b>	<b>NWD</b>	<b>HQ USACE</b>
<b>Co-Team Leader</b>	<b>Co-Team Leader</b>	<b>Executive Secretary</b>	<b>Navigation Business Line Manager</b>
<ul style="list-style-type: none"> <li>• Provide guidance, direction and leadership</li> <li>• Delegates work to members, resolves conflict</li> </ul>		<ul style="list-style-type: none"> <li>• Manages operations</li> <li>• Communicates with Executive Board</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Direction</li> <li>• HQ perspective</li> </ul>

**Shown above is the leadership team for the IMTS with an Executive board of Directors and the leaders of the Working Group.**

## IMTS Insignia Contest Suggested

It was suggested that the IMTS Working Group hold a contest to develop an insignia for the IMTS. The insignia could be used on training certificates, uniforms or other places where the workforce felt it would be valuable.

The idea for the contest was submitted as follows:

1. Employees submit candidate IMTS insignias by e-mail to this address  
IMTS@usace.army.mil.

2. After review by the Working Group, the selected insignias would be posted on the public web site for the workforce to vote on.

The winning employee would receive an award and recognition from the district commander.

Employees are welcome to send comments on the idea and candidate insignias to the e-mail address: IMTS@usace.army.mil.

<b>IMTS Working Group Members Dec 2008</b>		
<b>Name</b>	<b>Office</b>	<b>Position</b>
<b>Jim Walker</b>	HQUSACE	USACE Navigation Business manager
<b>John LaRondeau</b>	NWD	IMTS WG Executive Secretary
<b>Dave Coleman</b>	NWW	Operations Manager
<b>Dan Wilson</b>	NWK	Assistant Area Engineer
<b>Kathleen Wu</b>	SWD	Navigation Business Line Manager
<b>Aaron McGee</b>	SWL	Deputy Operations Project Manager
<b>Simon Desoto</b>	SWG	Lockmaster
<b>Angie Premo</b>	SAD	Navigation Business Line Manager
<b>Harry Stone</b>	SAM	Operations Site Manager
<b>Steve Jones</b>	MVD	Deputy Chief of Operations
<b>Dennis Norris</b>	MVK	Chief of Operations
<b>Leon Mucha</b>	MVP	Locks & Dams Program Manager
<b>Jim Piper</b>	MVR	Lockmaster
<b>Jeff Hill</b>	LRL	Lockmaster
<b>Chad Linna</b>	LRD	Operations Maintenance Manager
<b>Kent Browning</b>	LRH	Dredging Team Leader
<b>Dave Sneberger</b>	LRP	Chief of Locks and Dams Branch
<b>Kenn Shoemaker</b>	MVR	NavLocks Study Team Leader (Consultant during transition)



*The IMTS Workforce and industry users are welcome to send ideas and suggestions to any member of the Working Group. The members and their positions are shown at the left.*

## Congratulations to Larry Lang!

Larry Lang, former deputy chief of Ops at HQ USACE, received an award at the Dec 2008 meeting of the IMTS Working Group. He was recognized for his service on the NavLocks study team that led to the creation of the IMTS. Larry retired in January and will be deployed to Iraq for a year! Congratulations and best wishes to Larry Lang on his future adventures!

Larry Lang (left) receives an award from Jim Walker at the Dec 2008 meeting.

