

## **RACKING UP SAVINGS.**

The search for excellence took a giant step forward in December 1984 when the Tulsa District was designated a Corps' "model district" to test innovative management techniques. The concept was adapted by Robert A. Stone, a Deputy Assistant Secretary of Defense, from *In Search of Excellence*.

The program launches a counter-offensive against bureaucracy. It allows managers to improve efficiency through decentralizing management, identifying bad or counterproductive rules or regulations, and implementing better methods of operation.

At its heart, the model district program encourages all employees to identify better ways to do the Corps' job and put those ideas on the table for discussion. Financial savings are shared with the employees. But it is more than an employee suggestion program, because nothing is sacred; anything can be challenged. And anyone in the chain of command above the District Engineer can say yes to the ideas, but few have authority to say no.

Three years into the program, Tulsa District employees had submitted 2,000 ideas. Five hundred had been adopted — and tangible savings had been measured at \$1.2 million.

Another Corps endeavor racking up savings in the Tulsa District was "value engineering," a program established in the 1960s to find more economical ways to build projects without sacrificing functional integrity. By 1988, the Tulsa District had logged nearly \$50 million saved through value engineering and in savings on a wide spectrum of jobs and projects throughout the district.

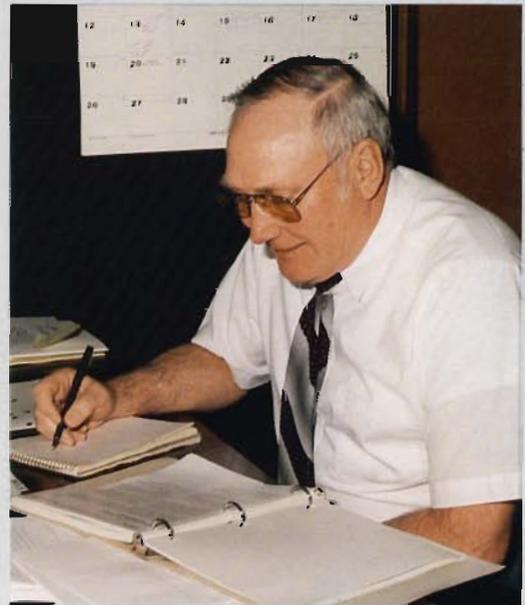
### **THE INFORMATION REVOLUTION**

*He who possesses accurate, accessible information can rule the world — but the information glut has stopped more than one bureaucracy dead in its tracks.*

*The Tulsa District works constantly to streamline information systems.*

*One example: the ISP (information systems planning) study conducted between November 1984 and April 1985. The ISP Team, of managers from all parts of the district, was headed by Lt. Col. David L. Wooden, team chief, and Maj. Sonny Bryant, deputy team chief. Members included Don Henderson, Pat Clark, A.W. Gibson, Claude Marshall, Charles Pearre, David Steele, Larry Redford, and recorder Tamra Moreno.*

*The study determined what information is available, who creates it, and who uses it. The team developed a streamlined information management plan to reduce waste, cut costs, and improve efficiency.*



**Don Henderson**