

under the aegis of OFD (Oberfinanzdirektion) Koblenz.

Fröhlich implied that this team could manage in a more streamlined fashion the construction measures required by the District and be able to do so more efficiently and economically.

The shared desires of Fröhlich and the District were made public at the town hall meeting. "We're at the stage now where we've got to develop some specific customer action plans ... tailored to each customer about how we're going to specifically address that particular customer's concerns and achieve better success," Burcham said. "And then, once we got a plan, we gotta implement it. And we've got to get back to the customer to see how we're doing."

Burcham also brought up the conclusions of the workshop. Of prominent importance was proactive involvement with the customer, Burcham said. She explained this as, "going out and seeing what their needs are, what their concerns are. Don't wait until

they come to you."

Other conclusions included maintaining consistent messages and priorities and ensuring a quick flow of communication. "Whenever there's a change, tell them about it right away," she said. "If you know they need something and you're not going to be able to meet it, let 'em know as soon as possible. That gives them a chance to react."

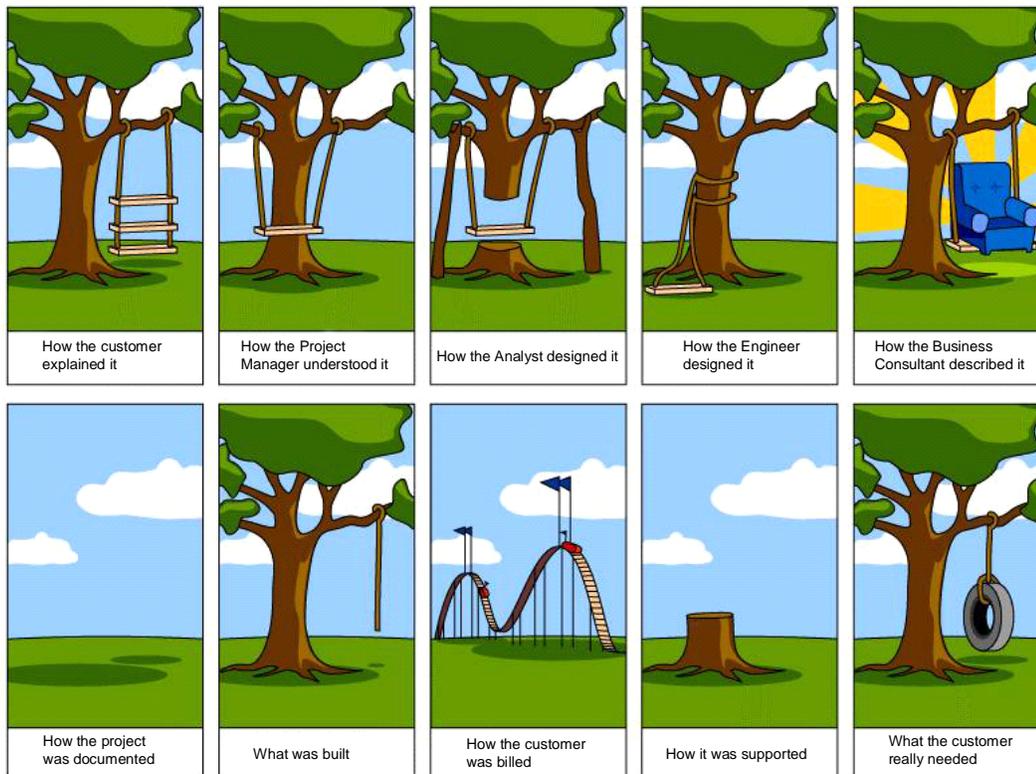
**"If you know they need something and you're not going to be able to meet it, let 'em know as soon as possible. That gives them a chance to react."**

**-Col. Margaret Burcham, speaking about customer notification.**

The Customer Care Workshop was the first step in forward momentum for the District. The topics discussed at the workshop could be expected to reappear at the monthly staff meetings and town hall meetings.

A topic to be discussed at the next workshop was strategic and tactical approaches to customer care

recovery. "We really have to think our way through this," she said, "especially if [there are] customers who are totally dissatisfied with the Corps. ... Those are the ones we want to zero-in on right away because I believe we can normally always recover from that."



**This tire swing cartoon, shown during the Customer Care Workshop April 4-5, comically illustrates the outcome of multi-filtered communication. It demonstrates not only departmental barriers but also the challenges of active listening and of interpreting customers' needs.**

*Illustrator unknown*

## In the spotlight



The spotlight shines bright on center stage. Actors, singers, dancers, orators - all get applause for delighting an audience. But, what about the lighting directors, the set designers, the orchestra, the writers, and the countless others who are just as worthy of the spotlight's warmth? **Story by Brian H. Temple**

Sometimes the best these contributors see is a handshake from an appreciative cast member. But they know a show will not go on without their teamwork.

Without public accolades, they return because they enjoy what they do. They are part of a team, and they know the applause heard from beyond the curtain is for them as well.

In the process of construction management, there are players in the wings who do not get that center stage bow: the Project Delivery Team. People may applaud the addition of an important quality of life improvement in their community, but those on the PDT usually do not get the kudos.

Don't tell that to William "Bill" DeLozier, a Regional Program Manager from Europe District who led the PDT that recently completed the Dr. Benincaso Mother and Infant Pavilion at Caserma Ederle in Vicenza, Italy.

DeLozier, who held the position of the Contracting Officer Representative, was recently awarded the U.S. Army Contracting Command Europe's 2005 Award for Contracting Excellence for Outstanding Contracting Support.

He led an unconventional team of 15 agencies and contractors to award a \$3.2 million contract in 38 days with a performance period of 150 days to design and construct the facility.

"Mr. DeLozier kept the Project Delivery Team on track and focused on the task," said George "Leo" Hargreaves, of the Regional Contracting Office. "He provided timely design review and acceptance with no delays to the contractor's

construction schedule."

But, in construction, there isn't such a thing as a one-man show.

DeLozier said it all came together because each member had the passion to make it work. "Keys to this success were teamwork; communication and more communication; openness; the willingness to take risks, set schedules and deadlines and keep them; and looking forward for solutions and alternatives immediately."

Indeed, with so many players coordinating with each other, the process is easily left open to pitfalls. But the unconventional roles that many assumed meshed together to form a strong team and deliver an unparalleled facility.

"This was not your typical Corps PDT. This team consisted of members who are normally competitors for projects," DeLozier said of the RCO and the Navy construction office in Vicenza, who compete for business.

And, this was not the only unconventional approach.

The team took shape when European Regional Medical Center, the primary customer, chose the garrison's Department of Public Works and the RCO, instead of the Corps, as the primary lead agency. The twist was that ERMC agreed to

the DPW's request to farm out the project management and to provide design review and quality assurance support.

Also unconventional was the RCO's appointment of a Corps employee as their COR for this project - a first in Vicenza.

To make it even more unique, the project also had multiple directors.

Commanders from U.S. Army Europe, ERMC, the Southern European Task Force, and the Area Support Group provided continued direction, which ensured the project's timely completion.

"All approvals and funding were provided in a quick manner to keep this project on track and on time. They were involved in weekly updates and decisions," DeLozier said.

Also key was the active involvement and coordination of the prime contractor, the designers, the sub-contractors, and the six major vending contractors providing equipment for this project.

DeLozier is one of 14 devoted practitioners who received an Army Contracting Command Europe Award for contracting excellence. But according to DeLozier, no matter what the make up of the team, they all share the limelight for this production.

### Dr. Benincaso Mother and Infant Pavilion PDT Members

- USAG Vicenza - DPW
- Regional Contracting Office - Vicenza
- European Regional Medical Center
- Navy Regional Office in Charge of Construction - Vicenza
- Vicenza Health Clinic
- Securitas di Scambi Dott.
- Prisma Engineering
- Andriolo SRL
- Homewood
- STERIS
- Phillips
- Hermann Miller
- Vicenza Resident Office