

## VERA/VSIP attracts 35 applicants

Story by Alexander Kufel

**T**he incentive buy-out and early-retirement programs that were offered to Headquarters POD and HED employees at the grade levels of GS-13 and below in an effort to minimize the effects of reorganization drew 40 formal inquiries from interested employees. Of those, 35 met the deadline of submitting the appropriate paperwork by Nov. 14 with 28 people requesting optional retirement, three requesting early retirement under VERA (Voluntary Early Retirement Authority) and four requesting separation from federal employment under VSIP (Voluntary Separation Incentive Program).

The criteria used for determining acceptance involved weighing each application against mission requirements and an aggregate net savings to the organization over a two-year period, said Vernon Kajikawa, chief of POD Human Resources. Consequently, every application was approved, and things will now progress fairly rapidly, with all early retirements required by regulation to be completed by Dec. 30.



Photo by Alexander Kufel  
*Vernon Kajikawa, chief of Human Resources, said, "My goal was to make sure people understood the implications of VERA and VSIP. Judging by the types of questions we received, I think we succeeded."*

HED Commander, Lt. Col. Ralph H. Graves, said that the implications of this buyout were that it clearly avoids the need for involuntary separations at a later date. The downside of this action is that the people leaving are the ones with experience.

The whole process went by much more smoothly than the last time POD offered these incentive programs, said Kajikawa. "My goal was to make sure people understood the implications of VERA and VSIP. Judging by the types of questions we received, I think we succeeded," he said.

Kajikawa also said that organizational objectivity had to be maintained throughout the process to ensure the decision was of each person's own making, and he was satisfied that they succeeded with that too.

The projected RIF (reduction-in-force) action will take place in early January and is the procedure required to assign employees to two stand-alone organizations. Thus, RIF letters are anticipated to go out Jan. 7. All RIF actions are expected to be completed by March 15, and the physical

See "VERA/VSIP," page 15

## Strategic Vision a little hazy but coming into view

**A** clear view of the Corps' Vision is still a long way from being 20-20 in Headquarters POD and HED, if a recent random telephone sampling is any indication.

An informal, albeit non-scientific, survey unearthed the perhaps not-so-startling conclusion that a very small percentage of employees have a firm grasp of the Strategic Vision's three major goals or seven substrategies. About one in seven appear to have knowledge of the Vision's existence and only about one in 20 can

cite the seven substrategies.

"Gee," said one respondent. "I've been working with this so much that it's kind of disheartening to know that most people don't know much about it. Hey, PA, you better get the word out!"

The word is that the Corps' Vision is called "Corps Plus" and it has major goals involving people, mission, and efficiency

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Democracy: *Democracy arises from men's thinking that if they are equal in any respect, they are equal in all respects.*  
—Aristotle, Greek philosopher, 384-322 B.C.



By Col.  
Carl A. Strock  
POD Commander

**Commander's Comment**

# Customer service serves us, too

It is hard to believe that three months have passed since I took command of the Division from Col. Robin Cababa. I have learned much in that short time as I concentrated on understanding who we are and who our customers are. To do both, I felt it important to visit each district, each field office and a representative number of projects. I have been universally impressed with everyone I met and everything I saw. We clearly enjoy a dedicated and competent workforce, exciting projects, and demanding but appreciative customers.

I came to realize that our customers fall in three broad categories: end users, taxpayers, and responsible officials. Our responsibilities to each category are inter-related but each has a different set of requirements that are addressed in different ways.

First and last, we must never lose sight of our most important customer, the end user: from the Alaskan fisherman who now has a safe harbor at Kodiak; to the airman processing passengers in the terminal at Hickam AFB; to soldiers in Korea who are moving from Quonset huts to modern barracks; to families who live, learn, shop, play, heal, and worship in our facilities. I assure you that they know and appreciate all you are doing to enhance the quality of their working and leisure environment.

Taxpayers provide the resources to do our work and give us direction through their elected representatives. We owe it to them to be stewards of both the environment and the national resources entrusted to our care. We do this through striking the balance between responsible growth and preservation of the environment for future generations. I am convinced that we are a respected institution in the eyes of the American people.

Responsible officials include local authorities in civil works projects, but our supported commanders are perhaps our most demanding and visible customers. They must make tough decisions on how to allocate their severely limited funds to keep their units trained and ready while also tending to quality of life issues. The success of almost everything they do relies on the quality of their facilities and infrastructure.

The needs in this area are growing due to advances in technology and the continuing aging of our installations. With requirements expanding and funds shrinking we cannot continue to do business as usual and still provide the quality support our customers demand and deserve. Change is an imperative, particularly in our region of the world where customers have other choices. Recognition of the imperative to change forms the basis for our Corps Vision and our strategy for change.

The three pillars of our strategy are to Revolutionize Effectiveness, Seek Growth Opportunities, and Invest in People. I charge each of you to rededicate yourselves to these pillars with the realization that our ultimate objective is to satisfy, no, delight the customer. In that way you will contribute to the recognition that the U.S. Army Corps of Engineers is, in the words of our Vision, "—a vital part of the Army, the Engineer team of choice, and a values-based organization - Respected, Responsive, and Reliable." And keep in mind, too, something that Sam Walton, the founder of Walmart said, "There is only one boss: the customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else."

We want our customers to choose to stay with us.

“  
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”

—Col. Carl A. Strock

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**Necessity:** *Invention is the mother of necessity.*—Thorstein Veblen, U.S. economist, 1857-1929

Holiday message from the Commander

# POD: United by tradition, purpose

By Col. Carl A. Strock, POD Commander

I have been on the road lately and I can attest with personal experience to the breadth of our organizational geography across the Pacific. Although we may be scattered throughout the region — from Anchorage to Seoul to Tokyo, Honolulu and to Agana — we are bound tightly by tradition and a common purpose. That sense of commitment and purpose that brings us together should carry over at this time of year, to the spirit of the Holiday Season as we gather with family, friends and co-workers to celebrate and worship according to our own personal choices. It is a time to pause and reflect on a year of successes and progress marked by major strides to restructure our organization and position ourselves for an even more fruitful 1998.



Everywhere I've gone over the past several months I have seen evidence of our commitment and the accomplishment of a very important mission in our part of the world.

There is much to be proud of and to be thankful for. Still, the best is yet to come as we move past our current restructuring pains and emerge in 1998 as a robust organization with a clear view of where we are headed.

Meanwhile, as we take a well-deserved break over the next several weeks, I want to wish all of you a joyous Holiday Season. Julie, Chris, John and I wish you and your family a very Merry Christmas and a Happy New Year. Enjoy yourselves, celebrate sanely and safely, and we'll gather again next year to continue the important work we have to do here in the Pacific.

“  
We are bound tightly by tradition and a common purpose that brings us together at this time of year.

”  
—Col. Carl A. Strock

Holiday message from the Chief

# Ample reason to be proud

This past year ranks as one of the best of my career. I am truly blessed to be leading this great organization and working with some of the finest people in the Department of Defense.

As I reflect on the past year, I have ample reason to be proud of the way you have supported the United States and our soldiers. The Corps has protected U.S. forces in the Middle East and continues to support our soldiers in Bosnia. We built numerous facilities at Army and Air Force bases around the nation to enhance their capabilities as power-projection platforms, and to enhance the quality of life of families. We also have the lead in renovating the Pentagon, the nerve center of the entire Department of Defense.

As always, our support to the nation remains

steady. Corps team members saved lives and property by fighting floods in California, the Pacific Northwest, and the Ohio River and Mississippi valleys.

The Corps continues to restore wetlands and wildlife habitat, including taking an active part in restoring the Everglades, the world's largest environmental restoration project.

We cleaned and decontaminated toxic waste sites, including former defense sites in order to turn them back to public use.

Perhaps most importantly, we continue to look to the future, and we have established a Vision and Strategic Plan to guide us as we face the coming challenges. I look forward to the coming year with great anticipation of what we can accomplish together.

The Corps family wishes you and your family happy holidays and a joyous and prosperous New Year.



By Lt. Gen. Joe N. Ballard  
USACE Commander

**Fear:** *Xenophobia (fear of strangers) doesn't benefit anyone unless you're playing high-stakes Scrabble.*  
—Dennis Miller, American comedian.

### The "Ohana" or extended family concept is not limited to Hawaii

## Corps family answers when called

*Story by Gloria Stanley, Far East District,  
and Larry Crump, Kansas City District*

**A**fter hearing the phrase "corps family," have you wondered if the Corps really is that close? If so, your doubts will dissolve after reading how people from the Kansas City (KCD) and Far East Districts (FED) worked together in support of the Keast family.

When Mark Keast left his job as a civil engineer in the KCD for an assignment in Korea two years ago, he had no idea he would return to the District as soon as he did, and especially not under the circumstances that led to his return. Nor did he realize the response he would receive from his former team members and friends.

Mark and his two children, Michelle and Ryan, had journeyed back to Missouri for a short vacation. Sandra, his wife, remained in Korea where she had just started a new job. As Mark and the children drove across southwest Missouri to the resort area of Branson, their plans changed abruptly: a pickup truck crossed the highway center line and crashed head-on into their automobile.

Mark and Michelle were rushed by ambulance to a Springfield hospital. Ryan, who had been sitting in the back seat, went via Lifeflight medical helicopter and was operated on immediately because of an intestine torn by the seatbelt. Mark and Michelle also were seriously injured and Mark was put into a medically induced coma for three weeks as part of his treatment. He had two broken legs, a broken arm, two broken ribs and a punctured lung. Michelle, in the front seat with her Dad, sustained a broken ankle and a fractured left femur. Finding out about the accident from her brother, Sandra Keast left Korea immediately on a 17-hour flight to be with her husband and children.

With news of the wreck, KCD employees quickly rallied to help their former teammate. Bill McFarland, the District's point-of-contact, working with Lt. Col. William E. Ryan, the deputy district engineer; Jerry Adams, executive assistant; Cliff Shaw and Janie Cavitt, office of counsel; and Clarissa Grill, of the human resources office, contacted Sandra and two members of the FED—Frank Doyle, construction division, and Jeffrey Mueller, office of counsel—to determine both the immediate and future needs of the Keasts and how best to meet them. KCD quickly

dubbed this group Team KEAST, for Keasts' Extraordinary Assistance Strategy Team.

Upon regaining consciousness, Mark Keast indicated that because his rehabilitation needs would be long-term, he desired reassignment to his former district rather than return to Korea. Coordinating with the family and Corps personnel in Korea, Team KEAST worked to achieve the transfer, and to obtain power of attorney that would allow Sandra to return their car and household goods from Korea and negotiate closure of the lease on their Korea apartment—no small task.

FED willingly met these challenges. Doyle became the Korea point-of-contact and obtained medical records from the 121st Hospital and school records from the American School in Seoul. Mueller assisted in the process of obtaining power of attorney for Sandra and worked out legal questions concerning Mark's pay, leave, and transfer from FED to KCD. He also resolved the family's apartment lease obligations and utility bills.

Linda Sapulo-Warner, Sandra's co-worker, helped to pack up the Keasts' household goods and personal belongings. Gordon Cheatham, another co-worker, assisted in getting their car shipped to St. Louis, Mo. Richard Brown and Mary Beth Martinez of the 8th Army Personnel office, and T. S. Kim of the housing office were invaluable processing the necessary paperwork.

"This story is clear evidence that the Corps is indeed a family. And, that that family is there when one of its members needs help," said Mueller.

The story doesn't end there. In Kansas City, the need was to renovate the Keasts' home, occupied by renters for two years. The call went out. On a Saturday morning, 17 District employees, together with Sandra's parents, Loren and Elizabeth Kling, and brother, David, took it upon themselves to help. Some looked at the possibility of making several interior and exterior renovations to accommodate wheelchair access. Others repainted the inside of the house, did general cleaning and worked in the yard.

Today, the children are attending school in Shawnee Mission, Kan., a suburb of Kansas City. Michelle is no longer on crutches. Mark, who was transferred from Springfield to a rehabilitation center in Kansas City, is now home, walking with crutches. He did get reassigned to KCD in September.

The Corps' family is indeed close. Just ask the Keasts.



**Ideas:** *An idea isn't responsible for the people who believe in it.*—Don Marquis (1878-1937) U.S. humorist

## Opinion

# The perils of visiting the doctor

I can tell you to the exact day each year when I will get the flu. My prediction is more reliable than some clocks. Some people may consider it an uncanny ability on my part to foretell the future. But, I can tell you this — it's no secret—it's always the day after I get my flu shot.

I've learned to take advantage of this realization. I don't schedule anything important for the next couple of days following the shot. I stock up on soups and fruit juices; I get started on a good book and have a video movie or two ready that's perfect for a couch-potato. And, I seek solace in the knowledge that the version I'm experiencing is nothing compared to the full-blown one I would surely get without the shot, or so they say. I also get the flu early and out of the way before the holiday season's parties and vacations. By doing that I skip the weeks and months of anxiety that others may suffer waiting for the dreaded influenza to strike.

There's more to this than it may first seem. I feel that I have an obligation to help my family doctor plan his year, too. For, whatever I have, he is almost guaranteed to have it at the same time as me. Only worse.

When I first went to see him I was very apprehensive. I was coming down with a cold. I called my health plan clinic and they assigned me to a doctor. I didn't know him. He didn't know me. Not only did I have a cold, I had a sore arm and was sure that he would take me to task for applying an herbal adhesive pad over the spot instead of making an appointment with an AMA-approved doctor.

When I took off my shirt, he stood up excitedly, blew his nose in his handkerchief, and said, "Salonpas! You're using Salonpas!"

With that, he put his foot up on a chair, rolled down his sock, and stifling a sneeze, said that he was using it, too. He had turned an ankle while running and was using the topical aspirin in the herbal pad to help reduce swelling. "This is good stuff!" he said. "It contains two different types of

aspirin."

That was the beginning. Over the years, I've had my share of sprains, strains, rashes, colds and complaints. It's never failed. No matter what it was, when I hobbled in to see him, he was hobbling worse. When I had a cold or the flu so bad I could barely make it to the doctor's office, I would be routed to another doctor; mine was home sick. When I complained that a medication didn't seem to work very well, he would suggest another, saying that the new one had just worked fine for him.

It can't possibly have anything to do with me, but I still feel guilty. It has gotten so bad that I find myself waiting until the last possible moment to go to the doctor, simply because I can't stand the prospect of having my favorite medic limping around, wearing crutches, or being too sick to go to work.

Recently, I went to the emergency room of the hospital on a weekend with a badly infected finger. The doctor treated it uneventfully and told me to follow up with my regular physician in a few days. I told him the story and my fears.

"Hey!" he said. "You're the one! We've been hearing about you for years."

I know it's ridiculous, but I've been unwilling to participate in flu-shot programs at work because I'm afraid this might be catching.

Before I take on this alarming concept, I want to try out an idea. I've been thinking of conducting an experiment. I'm going to watch what I eat, exercise regularly, shed some weight and go in to see my usual doctor.

"How are you?" he'll say, no doubt struggling with confusion as to why I'm there.

"Great!" I'll answer, showing him how my clothes no longer fit like sausage casings, my chest rings clear, and my blood pressure is lower than it's been in years.

If he answers, "Me, too!" and shows me how his clothing is even looser than mine, it'll be worth it. Then, I'll see what happens when I elect to get the flu shot at work.



*Just Thinking*  
by Alexander Kufel



**Certainty:** *Faced with the choice between changing one's mind and proving there is no need to do so, almost everyone gets busy on the proof.* —John Kenneth Galbraith, economist

## Clarifying (strategic) vision...

### Formula for success: How to

*At the recent Senior Leaders Conference in Honolulu, representatives of POD and its four districts worked in seven groups to develop initiatives in line with achieving the seven substrategies of the Corps' Vision. A starting point was each group's definition of an end state—the "perfect world if the Vision were attained"—for each substrategy. The "expectations," as they were deemed, required each group to define the substrategy and reach some conclusion with regard to the proper approach in its implementation. Following are the expectations for the seven substrategies:*

**Align for Success.** Transform POD through successful organizational change and strive to realign organizational structure and business processes to focus on customer needs.

**Satisfy the Customer.** Satisfy the Customer by fulfilling expectations of quality, timeliness and cost effectiveness through improved business processes and and greater incorporation of new strategies and technology.

**Build the Team.** Embrace a "unified team" concept which encompasses Army engineer soldiers, members of US Army Corps of Engineers, and members of installation Directorates of Public Works as part of the total Army engineer family. For our part, we will provide "one door to the Corps" for our customers to obtain support from the entire Corps team. We will provide seamless and integrated response through the combined efforts of Corps-wide organizations and skills.

**Serve the Army.** Participate actively in senior forums within PACOM. Develop plans and procedures to support military contingency operations in PACOM. Participate with supported commands in JCS and PACOM exercises. Train the staff in emergency operations. Develop a rapid deployment capability.

**Enhance Capabilities.** Retain current customers and workload and market and capitalize on opportunities for mission growth within core competencies. Identify customer needs and expand core competencies to meet those needs.

**Build Strategic Commitment.** Educate our employees and partners with the Corps Vision. Achieve total understanding of the Vision and individual roles and responsibilities needed to attain its goals and objectives.

**Reshape the Culture.** Shape a culture that reinforces corporateness, customer service, core values and the importance of investing in people.

*Continued from Page 1*

and responsiveness.

In a booklet on the subject that was given Corps-wide distribution, the Vision was described this way:

The Army Corps of Engineers will become "the world's premier engineering organization, trained and ready to provide support anytime, anyplace. (It will be) a full spectrum engineer force of high quality, educated soldiers and civilians (dedicated to becoming) a vital part of the Army; the engineer team of choice responding to our Nation's needs in peace and war; and a values-based organization (that is) respected, responsive and reliable."

The "master strategy" to reach this Vision is articulated in three goals:

- Revolutionize effectiveness
- Seek growth opportunities
- Invest in people

Each of the three goals is further broken down into seven substrategies (See box) — actions more specific to reaching the goals:

- Align for success, satisfy the customer, build the team (Revolutionize effectiveness)
- Serve the Army, enhance capabilities (Seek growth opportunities)
- Build strategic commitment, reshape the culture (Invest in people)

"I think we need to keep what we do and what we observe in the context of these three goals and seven substrategies," said Col. Carl Strock, POD Commander, at a recent senior leaders meeting. "Everything that's important to us should be able to fit within these strategic categories. If they don't then we probably need to question ourselves to make sure we're on the right track."

In discussing the purpose of the Vision, Lt. Gen. Joe N. Ballard, Chief of Engineers, stresses the need for change in the Corps of Engineers to address perceptions of expense and responsiveness. He has said on several occasions that some customers still consider the Corps to be too slow and cost too much and that the actions the Corps Plus strategy prescribes can change that.

"Visions don't mean anything without a burning commitment from the entire organization to make it happen," he said. "We'll make this one a reality."

**Future:** *If you do not think about the future, you cannot have one.*—John Galsworthy, English writer, 1867-1933

## ***POD employee relates her training experience***

# **A year in the life of an intern**

*Editor's Note: The author is a Department of Army Intern (Accountant) in POD's Directorate of Resource Management at Fort Shafter, Hawaii, currently assigned to the Finance and Accounting Division, Military Accounting Branch. She is a graduate of the University of Hawaii. This article originally appeared in Resource Management, 3rd Quarter, 1997.*

By Nanette Nicolas

**T**he life of an intern is never dull; it is rough and tough, rewarding and exhilarating. Each day is constantly changing, posing a totally different look from the one before. It brings new challenges, all met with enthusiasm and an eagerness to succeed and please everyone.

The intern experiences many changes, some good, others not. Each experience is learned and filed away in the intern's ever-growing memory bank. Interns never know what to expect. There is no one set routine, no one specific supervisor, no one set of responsibilities. Interns are expected to learn as much as they can, in whatever situation they find themselves.

There have been whole days when I felt that I had not accomplished much, those countless days of reading standard operating procedures, manuals, memorandums and regulations. Then there are those times when I did feel fulfilled, simply because I completed an assignment. I felt as though I actually contributed to the mission of the organization.

Mandatory courses, such as the "Intern Leadership Development Course" facilitated by members of the Center for Army Leadership, at Fort Leavenworth, Kan., can be very important. This course's aim is to instill the values and ethics of the Army, familiarize interns with Army life and help interns with career progress decisions. In that it is very successful.

As we interns begin our careers, we need someone to turn to and rely on, a trusted counselor or guide—in other words, a mentor. Ideally that person is a supervisor. From each one of mine I took away values and management skills which I will continue to develop as my career progresses.

I consider myself to be fortunate. In the beginning, I admit, I was uncertain which course to take in pursuit of my ultimate goal. I discov-

ered that I had a mentor in the directorate's deputy director. It could have been anybody. I learned both to respect his knowledge and to value his opinion. No matter how busy he was, he made time to talk to me whenever I had something on my mind. He shared with me his career experiences, the highs as well as the lows. I am not entirely sure what he felt about the relationship, but I hope he gained something. I know I got a lot out of it.

Interns face many difficulties in the workplace. Not only are we learning about the job but we are faced with a new work environment every couple of months as we rotate around the organization. It took me a while to get used to the fact that interns are constantly on view. Their every move is watched and commented on. I found that a key to overcoming self-consciousness was to believe in myself. And, the people around me—most of them the kindest and most helpful individuals I will ever meet—were invaluable in helping me do it. Often, too, there are people in the organization who themselves were interns; take the opportunity to talk to them. Their experiences may be similar to yours and they have many insights to offer.

As my first year of internship comes to an end, I have mixed emotions. I have learned valuable lessons—some good, others not so good—that will all remain with me for a long time. What would I tell other interns? "Be confident in everything you do. Do not be afraid to ask questions. Conduct yourself with the highest degree of integrity. The way you conduct yourself now is the way people will remember you in the future."

As someone new to government service, I found everything new and exciting. I went in with an open mind and an eagerness to learn as much as I could from everyone I came in contact with. I know now that I have been creating a solid foundation for my career and I hope that in years to come I don't forget my experiences when that new intern walks in for his or her first year.



Photo by Alexander Kufel

Reading: *To read without reflection is like eating without digestion.*—Edmund Burke, British statesman, 1729-1797

**Knowing what to look out for can reduce hazards**

# Staying alert can add

## Food preparation tips to help keep holiday meals safe

*Practical advice extracted from consumer publications and safety bulletins.*

It's that time of year again! The time for giving thanks, visiting relatives, preparing holiday meals and celebrating a happy time of the year all the way through December.

Here are a few helpful tips to follow, so you can enjoy a healthy holiday.

Bacteria is the main culprit which can lead to food-borne illnesses (such as salmonella poisoning), particularly with poultry. This can be most harmful to pregnant women, the elderly and people with weakened immune systems.

**•Thaw poultry slowly in the refrigerator**

Pleasant room temperatures promote the growth of bacteria on the outside surface of poultry even though the chicken, turkey, duck or goose remains frozen inside. Thawing poultry in the refrigerator can take from one to five days depending on the size of the bird.

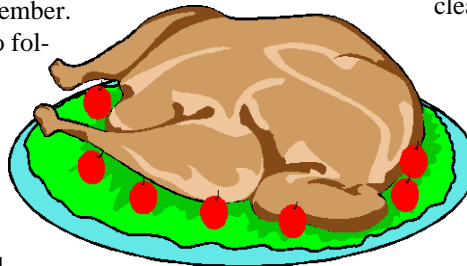
If you must thaw more quickly, place the bird in its *unopened* bag in the sink or large container and cover with cold water. Thawing in cold water can take from four to 12 hours. Change the water every 30 minutes to keep it cold.

If you buy fresh turkey, refrigerate it at 40

degrees Fahrenheit for no more than one to two days before cooking.

**•Rinse poultry before cooking**

Work with a clean bird on a clean working surface, and do not stuff poultry until you are ready to cook it. Then, stuff loosely (no more than two-thirds full) and remove immediately after cooking.



**•Cook turkey at oven temperatures of at least 325**

**degrees Fahrenheit** Lower temperatures will not sufficiently kill bacteria. Always cook to the well-done stage so there is no pink color to the meat, and juices run clear. Never partially cook to finish later, for this also promotes bacterial growth.

**•After cooking, transfer food to shallow containers**

Don't let food sit out in the hot sun! Refrigerate leftover poultry within two hours after cooking. Food does not have to cool completely before refrigerating, so you can't put it away too soon. The best way to store food is to divide it into small containers. Turkey stored in the refrigerator will keep three or four days, but stuffing will keep for only two days. Frozen food will keep for 30 days.

## Personal Safety



- Shop in the company of other people.
- Lock your vehicle.
- Put packages out of sight or locked in trunk.
- Park in well-lighted areas.
- Carry bags, backpacks or purses close to your body.
- If you feel threatened or that someone is following you, seek out police or security guards.

**•Wash dishes that held raw poultry very well in hot, soapy water before re-using.**

The same goes for any serving utensils. Wash anything that touches raw poultry with soapy water before it's used again to prevent the spread of any bacteria. This includes hands, utensils, kitchen counters, sink and cutting boards. Wooden cutting boards should be carefully cleaned after cutting raw poultry. If not, the bacteria can remain in the wood contaminating anything else cut on the board. Supermarkets now carry sprays which kill bacteria which are excellent for cleaning countertops.



**Competitiveness:** *Anyone who believes that the competitive spirit in America is dead has never been in a supermarket when the cashier opens another checkout line.—Ann Landers, American advice columnist*

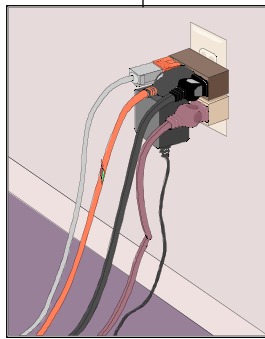
# to holiday happiness

## Avoiding fire hazard at home critical during holidays

**F**ire is the second leading cause of accidental death in the home. Each year, more than 3,500 people die in home fires, and nationwide there are more than 400,000 residential fires serious enough to be reported to fire departments.

With increased use of electrical outlets for decorations, a fused outlet strip can help avoid trouble. Also, install smoke detectors in each room and keep fresh batteries in each unit.

About 90 percent of U.S. households have smoke detectors installed. However, a recent Consumer Product Safety Commission (CPSC) survey showed that the smoke detectors in 20 percent of those households — about 16 million — were not



working, mostly because the battery was dead or missing.

“Smoke detectors can save lives, but they won’t work if they are not maintained,” said CPSC Chairman Ann Brown. “They should be tested monthly, and the batteries should be replaced at least once a year or when they make a ‘chirping’ sound.

Long-life smoke detectors with 10-year batteries have been available to consumers since 1995. These long-life detectors also should be tested monthly. CPSC recommends consumers place a smoke detector that meets the requirements of Underwriters Laboratories’ (UL) standard outside their bedrooms and on each level of multistory home.

## Motor vehicle safety extends to both car and driver

**E**xercise good judgment on the highways and byways. Don’t drink and drive! Allow extra time to reach destinations due to increased traffic congestion caused by holiday shoppers, tourists, family visitors and travelers.

Make sure that your vehicle is in good working order: Check water and oil levels whenever you fill up with fuel; check belts and hoses for wear, nicks and tears, and looseness; check brakes frequently; have someone stand behind the vehicle while you turn on lights, turn-signals and press the brake pedal to check that lights work; keep tires properly inflated and watch for pre-mature wear; keep safety inspections current.

Stay alert! Don’t drink and drive. Select a designated driver when partying. Avoid driving while taking medications that cause drowsiness.

Obey all traffic laws. Don’t enter an intersection once the green light changes to yellow.

Come to a complete stop at all stop signs and before making a right turn after a stop, where permitted.

Ensure that all vehicle occupants are wearing seatbelts, including back seat occupants

Secure baby-carriers in the back seat. Be aware

of air-bag limitations and hazards.

Give pedestrians the right of way regardless of the situation.

Give yourself enough time to get someplace.

React to special conditions such as inclement weather or slippery roads and adjust speeds accordingly.



## Travel Safety

- Make provision for pets to be taken care of while you are gone.
- Lock all doors and windows before leaving home.
- If your residence will be unoccupied during your absence, make it look lived-in: use timers for lights; have mail held; cancel newspaper.
- Turn off water heaters and flammable appliances.
- Ask your neighbors to keep an eye on your residence.
- Secure cash, tickets and valuables separately from primary luggage.
- Don’t leave bags unattended at the airport, hotel or enroute.
- Report losses of wallets, credit cards, identification immediately.

Equality: *I like pigs. Dogs look up to us. Cats look down on us. Pigs treat us as equals.*  
—Winston Churchill, British statesman

Snow? Who needs snow to create the holiday spirit?

# It's beginning to look a lo

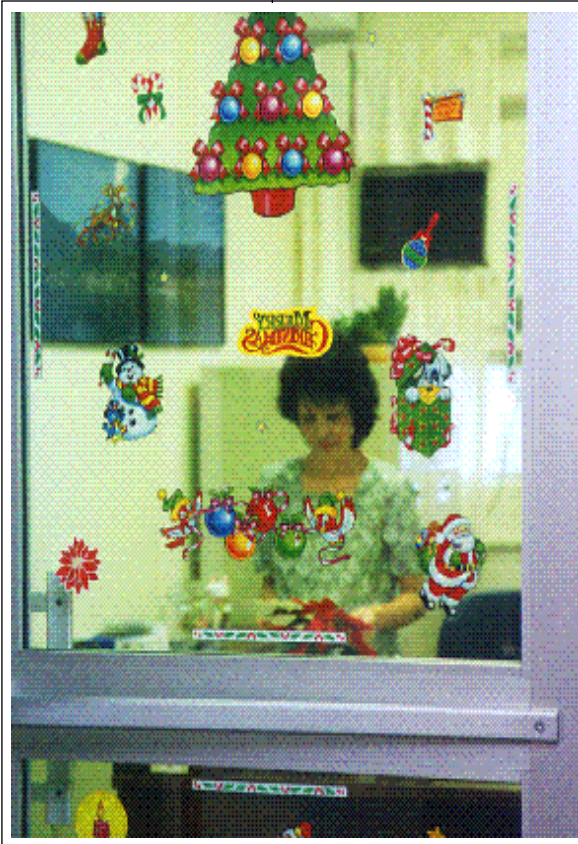


Photo by Jim Dung

Christmas cheer starts building a full head of steam shortly after Thanksgiving. People around POD put up decorations and make and set up the annual display Christmas card. They also collect items for distribution in the community.

*(Left) For HED secretary Judy Awaya it's "back to work" now that the decorations are up. (Right) The POD Christmas card takes its place on Chapel Field with a message for everyone.*



Photos by Jim Dung

*(Above) Provost Marshal Maj. Linda Fischer announces with a porcelain bell that "the holiday season has begun!" (Right) Sybil Hamasaki, ET, extends her "Season's Greetings" through the help of light shining through an office window.*



*(Right) Paahan Clifford from L... intalling Christmas... Not wor... "over-b... they support... enough... stand pr... mile-p... gusts o... Within... was one... still stan...*



**Stock Market:** *Of all the mysteries of the stock exchange there is none so impenetrable as why there should be a buyer for everyone who seeks to sell.*—John Kenneth Galbraith, economist

# Not like Christmas



Photos (above and below) by Alexander Kufel

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Photo by Alexander Kufel

(Above) Volunteers Sgt. Stephanie Jones and 1st Lt. David Troutman are hard at work painting the Christmas card. A group effort by HQ POD and HED employees, not pictured are Kit Lee and Roland Stine from IM; Alexander Kufel, PA; and Sonyo Graham, EM. Jeannette Anderson, LO, provided logistical support. (Right) Deborah Tindell, ET-T, puts the finishing touches on her office's Christmas tree.



Photo by Jim Dung

## Christmas is a time for looking out for others

Christmas is just around the corner, but it's not too late to set aside canned goods, toys, books and clothing for POD's annual Christmas Project, coordinated through the division Equal Employment Opportunity (EEO) office.

Lolly Silva, ET-PO, said that this year is particularly hard economically for a lot of people in the community so she's certain that the efforts of POD will be greatly appreciated. The Special Emphasis Program Committee (SEPC) will meet to identify the community organization that will receive POD's donations this year. POD employees may e-mail suggestions to the EEO office in care of Anita Naone.

Throughout most of December,



Photo by Alexander Kufel

until the 19th, collection boxes will be set up on each floor in buildings T-1 and 230 at Fort Shafter. Other buildings will be serviced directly by members of the SEPC.

POD employees have a history of generosity. It is estimated that during the 11 years SEPC has been doing this project, several tons of goodies have been collected and distributed.

**Hindsight:** *It is the mark of good action that it appears inevitable in retrospect.*—Robert Louis Stevenson, Scottish author

**Contribution level held its own**

# CFC deemed successful

Story by Alexander Kufel

**D**espite the uncertainties of our times, 362 POD employees contributed \$43,538 to the 1997 Hawaii-Pacific Combined Federal Campaign (CFC).

Gary Shirakata, ET-TA, POD's project officer said that he was impressed by people's generosity, noting that statistically, while the number of POD employees is down 8-percent from last year, the contributions are down only



4-1/2 percent, thereby indicating an increase in contributions.

"The contributions will help ensure that health and human services in our community will be made available throughout the year for those who need them," said Shirakata.

He said that he is especially thankful to everyone who contributed for making this year's campaign a success and for being a "good neighbor," caring for their community.



### Christmas Word Search

|   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| L | P | D | I | P | U | C | U | Y | G | U | S | B | A | U |
| Z | B | I | O | H | S | I | Z | N | L | F | R | A | T | S |
| A | D | P | Y | N | R | U | D | O | L | P | H | R | R | M |
| V | E | K | O | U | N | G | A | E | A | L | E | E | E | U |
| I | L | C | T | H | V | E | E | L | B | K | E | M | E | L |
| X | S | A | M | T | S | I | R | H | C | D | M | B | Z | P |
| E | T | S | P | A | N | K | B | A | N | A | Y | C | E | R |
| N | O | H | R | E | O | T | R | I | A | N | T | A | P | A |
| F | C | O | E | R | R | C | E | O | M | C | S | N | R | G |
| U | K | P | S | W | T | R | G | M | W | E | O | D | A | U |
| D | I | K | E | U | H | F | N | K | O | R | R | Y | N | S |
| Z | N | W | N | M | P | B | I | O | N | C | F | C | C | O |
| R | G | O | T | R | O | H | G | G | S | E | C | A | E | P |
| G | B | H | P | B | L | I | T | Z | E | N | W | N | R | X |
| Y | D | A | S | H | E | R | C | H | I | M | N | E | Y | D |

|           |             |             |
|-----------|-------------|-------------|
| BALL      | FROSTY      | SANTA CLAUS |
| BELL      | GIFT        | SLED        |
| BLITZEN   | GINGERBREAD | SNOWMAN     |
| CANDYCANE | NOEL        | STAR        |
| CHIMNEY   | NORTHPOLE   | STOCKING    |
| CHRISTMAS | NUTCRACKER  | SUGARPLUMS  |
| COMET     | PEACE       | TOY         |
| CUPID     | PRANCER     | TREE        |
| DANCER    | PRESENT     | VIXEN       |
| DASHER    | REINDEER    | WORKSHOP    |
| DONNER    | RUDOLPH     | WREATH      |
| ELF       | SACK        |             |

© 1995 Grace Sylvan

## Senate approves extension of COLA

WASHINGTON, D.C. — U. S. Senator Daniel K. Inouye announced that the Senate approved the House-Senate Conference Report to the Fiscal Year 1998 Department of Treasury, Postal Service, and General Government Appropriations Bill. The bill contains an extension of the Cost-of-Living Allowance (COLA) rates for Alaska, Hawaii, and the U.S. territories to the Year 2000. The COLA rates help an estimated 17,000 federal employees in the state of Hawaii.

As a result of controversies and litigation surrounding the COLA program for federal employees in Alaska, Hawaii and U.S. territories outside the 48 contiguous states, the 1992 Treasury, Postal Service and General Government Appropriations Act directed the Office of Personnel Management (OPM) to conduct a study of the new methodology used to set COLAs, and while the study was underway, it barred any reduction of existing COLA rates.

The authority for the Hawaii COLA stems from Executive Order 10,000 signed by President Harry S. Truman in 1948 to provide additional compensation for federal employees outside the continental United States to help ensure that qualified federal employees would accept positions in remote areas to perform necessary government functions. The criterion for this additional compensation was, and continues to be, that living costs are substantially higher than in the District of Columbia.



**Change:** *A competitive world has two possibilities for you. You can lose. Or, if you want to win, you can change.*  
—Lester C. Thurow, American economist

## Unique relationship covers public works functions

# Full-service partnership developed

Story by Paul Levesque

Reprinted with permission from the Rock Island Arsenal *Target*

**R**ock Island Arsenal and the Rock Island District of the U.S. Army Corps of Engineers have joined in a partnership that is the first, but probably not the last, of its kind in the Army.

Under the partnership, the Rock Island District will take over the day-to-day operation of most of the functions now performed by RIA's Directorate of Public Works. The Arsenal commander will retain responsibility for planning, programming, budgeting, funding and setting priorities for public works requirements on the installation.

The partnership officially took effect on Oct. 1 and will continue on a test basis through fiscal years 1998 and 1999. At the conclusion of the test, the move of PW functions to the Corps could become permanent.

The success or failure of the test will be tracked very closely by the Department of the Army, which is considering the idea of turning public works functions at all Army installations over to the Corps of Engineers.

While two other installations are testing public works partnerships on a limited basis, RIA can claim to be the only installation testing a full partnership with the Corps.

In remarks delivered at a ceremony marking the partnership, Rock Island District commander Col. James Mudd described it as a "brave effort" that would require a lot of trust and cooperation on both sides.

"I believe this partnership has a really good chance to succeed," Mudd said, "because of the hard work and dedicated effort of the people involved in it."

RIA commander Col. Steven Roop admitted that he was skeptical about the partnership at first but agreed to it when he realized its implications for the future of the Arsenal and the Army.

"This is our chance to be part of setting a new policy, rather than reacting to a policy imposed on us," Roop remarked.

Dan Holmes of the Rock Island District, who is serving as the district's primary liaison with the Arsenal, said that the partnership shared similarities with the consolidation efforts that led to the formation of organizations such as the Civilian Personnel Operations Center and the Defense Finance and Accounting Service.

"Unlike CPOC and DFAS, which are new organizations, the Corps was already here," Holmes said. "But this partnership allows us to consolidate certain engineering functions into one organization, with the goal of achieving efficiencies and improving services."

According to Holmes, the Rock Island District already performs nearly all of the functions that are performed by the Public Works Directorate. These functions include management, contract oversight and engineering support in areas such as the construction, renovation and repair of buildings, roads, grounds and other real property assets; utilities; snow removal; environmental compliance; historic preservation; janitorial services; and pest control.

"Now we will do them at the Arsenal as well as at other sites in the district," he said.

Holmes stressed that Arsenal was not ceding control of public works and would still make management decisions and set priorities in the DPW arena.

At the time the partnership was formed, DPW had about 70 employees on board. Nearly 90 percent of them have been detailed to the Rock Island District, where they will work in a separate project office under the district's Operations Division.

The other former PW employees will be assigned to a public works cell within the proposed Base Operations Directorate, where they will carry out the management and oversight functions retained by RIA.

No employees were displaced from their jobs as a result of the partnership. In fact, as former DPW director John Ruble pointed out, the vast majority of detailed employees are still performing the same jobs they did before, are still at their old desks on the first floor of building 102, and still have the same telephone numbers and e-mail addresses.

"We wanted to complete the transition with a minimum of disruption," Mr. Ruble said, "and we wanted to make it transparent to our customers." He noted that procedures for calling in work orders and reporting problems with services have not changed, and that messages would continue to be sent by the Arsenal's public works staff informing employees of bridge closures, planned power and water outages, and other items of interest.

During and after the test, audits will be conducted to determine whether or not the partnership is succeeding.

## Bias:

*There are a hundred sides to every question, until you know the answer. Then there's only one.*  
—C.S. Lewis, English writer, 1898-1963

### **HAP can mitigate a loss**

## **Homeowners forced to sell low can get assistance**

*Story by Alexander Kufel*

The Department of Army recognizes that buying high and selling low is not the road to economic survival in real estate. The financial impacts on employees displaced suddenly in a declining housing market due to base closures or realignments can be considerable. Under a program administered by Sacramento District and supported locally by Honolulu District, the fiscal bite is lessened for some federal government employees on Oahu.

The Homeowners Assistance Program (HAP) was initiated locally late in 1996 in response to the imminent closure of Barbers Point Naval Air Station. Sacramento's HAP office is one of three nationwide, with others in Dallas and Savannah, Ga. The Corps is executive agent of the program for the entire Department of Defense and the Coast Guard. In its support role, the Honolulu District provides on-site appraisal assistance to Sacramento District. All homeowner's queries and applications have to be made directly to Sacramento. (See telephone number at end of article.)

Sacramento District office realty specialist Dan Kelly said that a marketing survey of Oahu several years ago painted a bleak picture and a clear need for the program. Projections at the time pointed to 350-500 homeowners who might require assistance. Close-of-calendar-year numbers listed some 323 applicants for the program.

"That really exceeded our projections," said Kelly.

The program is scheduled to run through fiscal 1999, and could be extended, he said.

Prior to enrollment in the program, the homeowner has to assemble proof of ownership, transfer orders, or even retirement orders, or a separation letter, and receipts from the utility company verifying that the applicant occupied the house being sold on the date of the base closure or realignment announcement. In the case of Oahu, the date is Oct. 5, 1994, according to Mary Jorgenson, chief of Relocation Services Branch.

A signed and dated statement describing efforts to sell the house, such as Realtor

listings or newspaper advertisements can help expedite an application. If the house has already been sold, a copy of the deed transferring the property to the buyer and a copy of the closing/settlement statement also has to be included.

When a house is put up for sale locally, HED sends out a real estate specialist to evaluate the home and pass that information on to Sacramento District. Jill Tomishima, who is the HED HAP coordinator, said she looks for obvious signs of condition, such as any holes in the walls, or broken windows and the like.

"I have to work quickly and provide the information back to Sacramento as fast as I can, because there is a lot of work to be done with the program," she said.

Ray Takamiya, HED Real Estate, said the workload is heavy and the District needed to establish a new position just to handle the queries locally.

"There's plenty for a full-time person to have to handle," he said.

Eligible individuals who qualify for benefits under HAP receive them in one of three forms:

- the government can reimburse an individual for part of the loss from selling the home;
- the government can buy the home by paying off the mortgage;
- or, HAP can provide assistance if the homeowner defaults on the mortgage.

If the HAP application is approved and the applicant meets all the eligibility requirements, payment can be an amount up to the difference between 95 percent of the fair market value prior to the 1994 announcement of base closure and the appraised value at sale time.

It is worth noting that HAP literature advises the homeowner to sell at the best price possible because HAP will not reimburse for the total loss in value.

Eligibility is restricted to military members of all services, federal civilian employees and Non-appropriated Fund employees assigned or employed anywhere on the island of Oahu. Civilian employees with reemployment rights also are eligible. To obtain further information and application forms, call 1-800-811-5532.

**Competition:** *The underdog in many products can pick and choose where it wants to hit the giant; the giant, by contrast, must defend itself everywhere.*—George H. Lesch, former president, Colgate-Palmolive

## POD commander tours HED

Visitors to Honolulu Engineer District are not particularly rare, but when the caller turns out to be the division commander, with offices on the third floor of the same building, something is afoot. This was noted when Pacific Ocean Division Commander Col. Carl A. Strock made his rounds recently of HED as part of his ongoing division orientation to POD's four districts. Only this time, the district was down the hall rather than across the Pacific as in the case of earlier visits Strock made to Korea, Japan and Alaska. It's all part of the continuing process leading toward a separate division and district here in Honolulu, said HED commander Lt. Col. Ralph H. Graves.

Thus it was during the first week of December that the POD commander made office and site visits that took him to Maui, the Big Island, and around Oahu. He visited virtually every office at Schofield Barracks and Fort Shafter. Depending on one's point of view, said one employee, these are either the final days of a POD/HED operating division or the early days of the restructured separate division and district organization.

As POD and HED grow increasingly closer to becoming stand-alone organizations, this sort of thing will become a frequent event, said Raleigh Sakada, acting-chief of Engineering Services Division.

*(Right) It's "high-tech time" as architect James Pak, ET-TA, demonstrates 3-D modeling to Col. Strock as 1st Lt. David Troutman and Richard Schiavoni, ET-TE, look on.*



*(Above) Col. Carl A. Strock talking shop with surveyors (from left) Richard Abe, Henry Yonamine and Hollis Fletcher.*



Photos by Jim Dung  
Structural engineer Roland Chong, ET-TA, says, "This is great! This is the first time I'm meeting the division commander. Because of my job I probably wouldn't meet him otherwise."

## VERA/VSIP...

*Continued from Page 1*

separation of Headquarters POD and HED will take place at that time.

Each employee retiring or resigning under these programs was granted a monetary "incentive" at a rate determined by the formula used in calculating severance pay. While there was a ceiling of \$25 thousand per person, the actual amount received was based on the base pay of the individual, the number of years of civilian service, and an adjustment for age. The net payment is dependent upon the individual's tax bracket.



**Greatness:** *Be not afraid of greatness: some are born great, some achieve greatness, and some have greatness thrust upon them.—William Shakespeare, English playwright*

## Coalition for a Drug-free Hawaii

# Developing personal resiliency

Story by Alexander Kufel

**C**elebrating its 10th anniversary this year, the Coalition for a Drug-free Hawaii is proud of the role it plays in young people's lives in the community.

Executive director Sandra Lacar said recently that the basis of the Coalition's approach to fighting substance abuse involves enhancing positive influences while reducing known risk factors. This means helping youngsters develop personal skills and strengths sufficient to make positive decisions and avoid the pitfalls of an anti-social lifestyle. These goals are accomplished through a program of education within Hawaii's schools, and cooperativeness with other community organizations.

Maj. Linda Fischer, POD Provost Marshal, agrees with the effectiveness of this approach, as attested to by her own involvement in the organization. She has been a member of the board of directors since 1996. Her current term ends in October 1999.

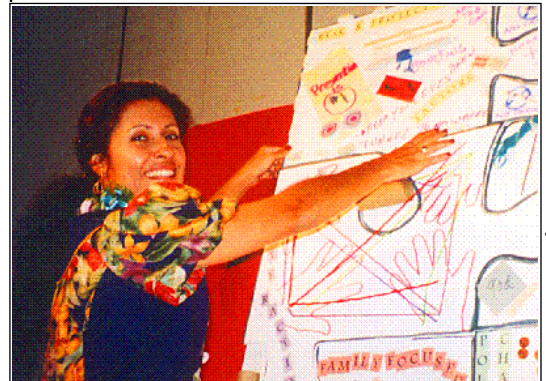


Photo by Alexander Kufel

Maj. Linda Fischer, PM, places her team's "piece of the puzzle" at the Coalition for a Drug-free Hawaii's annual meeting to complete a board depicting how everyone in the community can contribute to create a "drug-free" Hawaii.

"I think it's a fantastic organization," said Fischer. "People from all aspects of the community are working together to provide kids with positive alternatives to drugs."

Lacar points out that in just a few short years, the Coalition has been able to change the focus of Hawaii's people from one of helplessness in the face of drug and alcohol abuse to one of hope."

The Coalition for a Drug-free Hawaii could use more assistance from other volunteers. If you'd like to get involved, call 545-3228.

### Current programs

- **Prevention Resource Center (PRC)**; the state's most comprehensive library of books, periodicals, and videos on drug abuse.
- **Strengthening Hawaii Families (SHF)**; training facilitators to work with entire families in a culturally comprehensive environment.
- **Youth Helping Youth (YHY)**; teaching youth leadership through a Youth Advisory Board made up of high school students from across the state.
- **Lei 'Ilima**; based at Ilima Intermediate School in Ewa Beach, emphasis is placed on prevention programming for girls.
- **Community Partnerships**; Ke Kumu Ho'olaha (The source from which things are spread) works with groups in Kauai, Maui and Oah'u to develop community involvement.
- **Drug-free Hawaii Awareness Month**; conducted each February raises awareness about substance abuse issues.
- **Drug-free Hawaii newsletter**; official bimonthly publication that provides information about alcohol, tobacco and other drugs.
- **Drug-free Workplaces newsletter**; business-oriented, this quarterly publication focuses on safe and drug-free workplace issues.

## The Electronic Library

By Ruby Mizue

In a few weeks, we will be introducing our revamped INFORMATION Page on the POD website as the new Electronic Library. Visit our *Photo Gallery* to view various project sites, or signifi-



cant events and people in POD history. Drop by the *Reading Room* to browse the online publications for current events, local news, or armed forces activities. Connect to our partners, counterpart agencies, and community groups, by linking through the *Related Resources* room. Check on current POD regulations, forms, and Commander's Policies through our *POD Collection, Publications/Forms* page. Need a copy?—just click and print!

Be a part of this constantly evolving "information central" by offering your ideas and useful links to the *Suggestion Box*. Watch for the announcements unveiling our new INFORMATION page and instructions for accessing the Electronic Library!

### Official Digital Visual Library

Another exciting, new resource now available on the Web comes from HQ USACE at <http://images.usace.army.mil/>. This website was developed as a joint effort of the Information Management, Public Affairs, and Department of History offices at Headquarters. This searchable library of high quality photographic images features Corps of Engineers civil and military projects throughout the Corps and from around the world. The site has not yet been officially introduced, and guidance on procedures for submission of photographs is forthcoming. In the meantime, visit the site and try the Controlled Search to view the possibilities for adding many of our unique POD photographs to this outstanding collection.



**Scruples:** *Conscience is like a baby. It has to go to sleep before you can.*—Anonymous

### Know what to do when retreat sounds

## Respect for the flag more than a gesture

*Story by Alexander Kufel*

It's 5 p.m., you're driving in your car on-post. The sound of a cannon punctuates the air, the strains of a bugle sounds "retreat" shortly afterward. You know that the behavior of someone who's in the military might be guided by regulations. You're a civilian, a civilian employee of the federal government, or a member of the U.S. armed forces wearing civilian clothes. What do you do?

- Pretend you don't hear anything out of the ordinary and keep going.
- Hunker over the steering wheel and mash the gas pedal to the floor.
- Go around the idiot in front of you, who just stopped for no apparent reason, and show him your special salute, reserved for occasions like this.
- Stop your car where you are, wait quietly until you see the flag has been lowered, or can no longer hear the bugle, then continue.
- Stop your car, get out, stand at some semblance of "attention" facing in the direction of the flag, and



place your right hand over your heart until the flag is lowered, or you can no longer hear the bugle.

According to Staff Sgt. William J. Davis, NCOIC Headquarters Commandant Office at Schofield Barracks, if you answered "d," and simply stop your car, you are correct. At one time, exiting the vehicle was required, but that practice was discontinued because of safety reasons. Stopping the vehicle and waiting quietly is not necessarily a matter of regulations for civilians and civilian employees, but a means of rendering courtesy to the flag of the United States of America, and to the military installation that one happens to be on.

Military personnel have the option of exiting the car. If they are in uniform, they're required to display full military courtesy to the flag: that includes exiting the vehicle, standing at attention, and saluting.

In the morning, when "reveille" sounds, no action is required. Courtesy is shown only at the end of the day.

## Entertainment Books still available

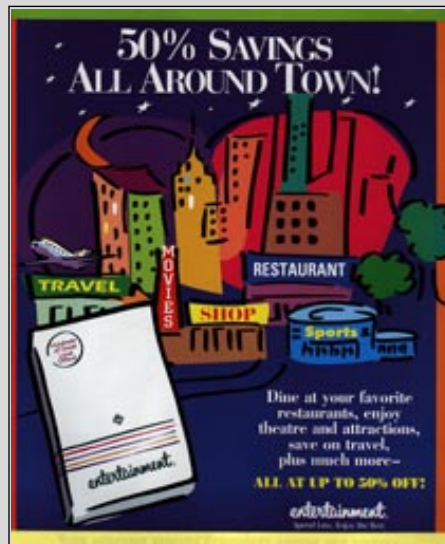
The POD Ho'okupu Ohana still has Entertainment '98 books for sale and will be happy to help you give someone a wonderful Christmas present. Particularly if you need a last-minute gift.

Chairman David Lau said that they have books available for \$38 and that \$7.50 from each sale goes directly to the Ohana.

Ho'okupu Ohana is a stand-alone organization that provides support to POD in ways not available through normal funding, such as providing refreshments for the savings bond drive, lifeguards for Organization Day, gifts for hospitalizations and condolences for funerals. The Ohana also purchases flower leis for retiree day, the executive board luncheon, and vari-

ous ceremonies.

"Ohana" means family in Hawaiian. If you are part of the POD "family," this is your "ohana," too.



To purchase Entertainment '98 books call:

David Lau, PP-MC, 438-8881  
 Helen Stuppelbeen, ET-PP, 438-0430  
 Tim Young, ET-PP, 438-7013  
 Bingo Chee, ET-CS, 438-6965  
 Ron Pang, ET-S, 438-9530  
 Jody Yoshishige, ET-TC, 438-8416  
 Cyndee Oleyte, ET-CB, 655-5275  
 Dora Nishihara, HR, 438-2072  
 Val Lee, PP-MD, 438-2573  
 Wendy Mow, PP-MD, 438-6907

**Unification:** *Loyalty is developed through the unifying of action. The more decisive the action becomes, the greater the bond.*—S.L.A. Marshall, U.S. general, historian, 1900-1977

## In the Field



*A new community center and new family housing at Helemano Military Reservation were inaugurated in late-October grand-opening ceremonies by Maj. Gen. James T. Hill, commander of the 25th Infantry Division (Light) and U. S. Army Hawaii; Lt. Col. Ronald W. Pontius, commander of the 125th Signal Battalion; Maj. Gen. (Ret) Alexis T. Lum, executive assistant to Sen. Daniel K. Inouye; Col. (P) Carl A. Strock, commander of the U.S. Army Corps of Engineers, Pacific Ocean Division; and Rev. Kordell Kekoa of Kamehameha Schools. —Photo by Jim Dung.*

*POD has launched its own home page on the World Wide Web. Find it at: <http://www.pod.usace.army.mil>*

### PRODUCTIVITY CORNER

#### Salesmen with gimmicks

John Henry James was 6 feet 6 inches and weighed 245 pounds. He was an expensive dresser who made his rounds in a chauffeur-driven limousine. At each stop, the chauffeur would leap from the car and roll out a red carpet. Then he would enter the store and announce, "Ladies and gentlemen, Mr. John Henry James has arrived!" James would enter, open his sample case, and croon, "I do believe we're going to do some business today."

Nine times out of ten he was right.

The second superseller—Bob Englund—wore a raccoon fur coat year round. Englund said it wasn't a fur coat at all. The coat was his icebreaker, his trademark. With it, Englund never had to worry about how to open conversations with clients, and he never had to explain who he was and what he wanted to talk about. When they saw the coat, they were ready for business.

—Victor Kiam, in *Going For It!*, Speaker's Library of Business Stories

#### On listening to naysayers

When IBM invented the self-correcting typewriter, everybody told Vic Barouh, president of the company that made Ko-Rec-Type, a product that corrected typing errors, that his company was doomed.

Instead of believing the naysayers, Barouh went to an IBM showroom and

had the salesperson demonstrate the new self-correcting typewriter. Barouh went back to his plant, gathered his employees around him, and told them, "Here is what we have to do. We have to make this ribbon, our product is perfect for this application. Then we have to make the cartridge, because the cartridge isn't available, and we have to go into the injection-molding business to make the spools that hold that tape. Then, we have to develop the machinery that will do these things for us. So, we've got a lot of work ahead of us."

Within six months, the company produced the first ribbon. Within six months, it went from a problem to the only company in the world that made a product everybody was going to need.

—Speaker's Library of Business Stories



**Intelligence:** *Intelligence is quickness in seeing things as they are.*—George Santayana (born Jorge Augustín Nicolas Ruiz de Santayana), Spanish-American poet, philosopher, 1863-1952

## PRODUCTIVE PEOPLE



### Jane Shimonishi

*Hometown: Wahiawa, Hawaii*

*Years with Corps: 17-1/2*

*Works in: POD Executive Office*

Responding to what needs to be done is a way of life for Jane Shimonishi, secretary to the commander. She said that throughout her 34-year-long career she has worried things through until they're successfully completed. Thus, she brings to her daily work not only the ability to keep things organized, but a great deal of skill as well.

"I still use shorthand," she said. "It's quick and accurate. If I were to transcribe from tape-recordings, that task alone would be a full-time job."

The ability to respond doesn't end with her working hours, and Shimonishi said that it's so important to her to stay healthy and feel fit that she lifts weights three times a week, does step-aerobics three times a week and walks for exercise with her husband of 34 years, Fred, another three times a week. "I love the way exercise gives me so much energy," she said.

Her two children — Sterling and Stacy — are grown now, and on their own, but Shimonishi burns off any excess energy she might have as a weekly practitioner of Japanese flower arranging. She has studied *ikebana* for many years and likes the sense of beauty that natural arrangements bring to a room.

Then, she adds that she can't imagine why there do not seem to be enough hours in a week and she feels like she's always rushing around.

Jane is making POD more productive.



### Robert Wah Kwai Lau, Jr.

*Hometown: Waipahu, Hawaii*

*Years with Corps: 11*

*Works in: Resource Management*

Work-oriented thoughts never seem very far out of mind for finance and accounting officer Robert Lau. For the past two years he has been involved with the development of POD's ability to disburse foreign currency, and the creation of a foreign currency module for CEFMS, the newly instituted automated accounting system. The intensity of his involvement shows.

"We're one of the first DoD agencies to work with foreign currency outside of the host nations," he said. "We're disbursing in both Japanese *yen* and Korean *won*. There hasn't been anyone to show us the way so we've been in steady contact with USACE, the Defense Finance and Accounting Service, and the Corps' systems programmers in Huntsville, Ala., to ensure disbursements are processed timely and in accordance with regs."

Lau said that he likes being a part of things and enjoys working in a job that gives him a sense of purpose.

"The uniqueness of what we're doing in POD kind of ties in with the fact that I like to play as hard as I work," he said. "I love tennis and have played it since I was eight. But, what I really enjoy most is playing in tournaments. I'm not as fit as I was when I played on the University of Hawaii tennis team, but for me it's the challenge to compete in a win-lose situation where only the winner will advance."

Robert is making POD more productive.

**Wealth:** *The good thing about being rich is when you drop a Tic Tac, you don't have to pick it up—until nobody's looking.*  
—Jack Kent Cooke, owner of the Washington Redskins



## Division Shorts

**Aloha means Goodbye** to **Sgt. Rebecca Bring**, POD military personnel NCO, who left active-duty service in early November in anticipation of the birth of a baby girl in January. Baby Anneliese, however, couldn't wait until then and came into this world on Nov. 21, weighing 3 pounds, 13 ounces and measuring 17 inches tall. So, **Congratulations** are also in order! Rebecca was on

loan from the 29th Eng.

Bn. on a part-time basis since June. She will remain in Hawaii until March, when husband,

Robert, also in the Army, will finish his current assignment and attend warrant officer's training on the mainland.

**Congratulations** to **Lt. Col. Ralph H. Graves**, HED Commander, on being named to the O-6, Colonel, promotion list.

**Aloha means Goodbye** to environmental engineer **Kathleen Dadey**, ET-PO, upon her leaving at the end of November to enter private business as a consultant with Planning Solutions, Inc. Kathy was with POD for four years.

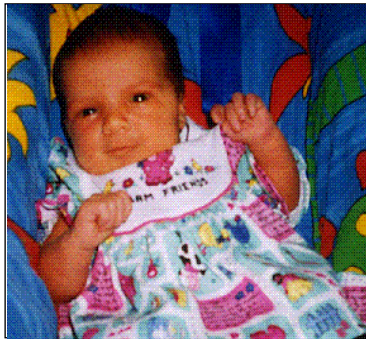


Photo by Susan Ireland

**Congratulations to Susan Ireland, RM-P, and her husband, Vincent, on the adoption of a newborn daughter from Oregon. Kathie Marie entered this world on Oct. 10 at 7 pounds, 12 ounces and was 20 inches long.**

**Aloha means Goodbye** to mechanical engineer **Ryo Nakamoto**, ET-PO, upon his leaving at the end of November after 13 years with POD to work for Headquarters PACAF Energy Management Division at Hickam AFB.

## Former POD commander retires

It was announced in early November that **Brig. Gen. Henry S. Miller, Jr.**, commander of POD from July 1994 - Aug. 1995, will retire after completion of more than 31 years of service. Since Sept. 1995, he has been serving as the Commanding General, Southwestern Engineer Division in Dallas, Texas.



**Do you recall Captain Honolulu?** **Elsie Smith, PA**, reports that her former husband, **Robert S. Smith, Jr.**, popularly known as **Sgt. Sacto** on the "Captain Honolulu" television show in the 50's and 60's, died Oct. 17 in Fresno, Calif., at age 69. **Sgt. Sacto** answered to a phantom **Capt. Honolulu** on the **KHVH** show and eventually became known locally as **Capt. Honolulu** because the "real" captain never appeared. A mason and Korean War veteran, **Smith** was buried in Fresno with Masonic Temple rites and military honors. He is survived by two sons, **Keith** and **Robin**, as well as six grandchildren.

## Aloha means both Hello and Goodbye

to auditor **Walter Kobayakawa**, AO, who returned from three years in the JED Finance Office long enough to wish everyone well and retire after 35 years of federal service. Walter was with POD 15 years.

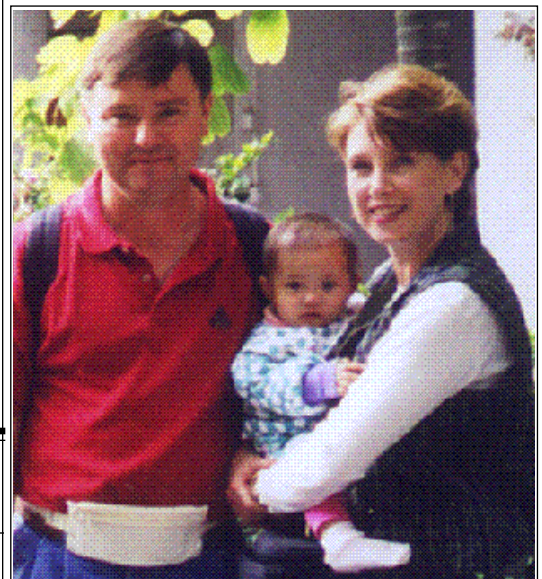


Photo by Hilton Kalusche

**Congratulations to Hilton Kalusche, SO, and his wife Brenda on the adoption of their daughter Mary Joycelyn Quitan from Guangdong, China. Mary Joyce celebrated her first birthday Oct. 22.**