



POD Commander promoted to rank of Brigadier General

Story by Alexander Kufel

Weather conditions of intermittent rain kept people close to the gazebo at Fort Shafter, Thurs., Dec. 2, but did not dampen anyone's enthusiasm for the promotion ceremony of Brigadier General Randal R. Castro, commander of the Pacific Ocean Division. In prefacing remarks, Gen. Thomas A. Schwartz, the incoming commander-in-chief of the United Nations Command and Republic of Korea and U. S. Combined Forces Command in Korea, said that he was enormously pleased to officiate and could think of no one more capable of achieving the type of balance necessary to keep POD ascendant into the 21st century.

"Wherever Randy goes, he changes that organization forever," he said. Schwartz said he has known Castro for many years, having met him before he understood Castro's capabilities, and that Castro has instilled in him enormous respect for what he can do, for his fantastic sense of the importance of balance between duty and family, and for the enthusiasm and love of life he brings to an organization.

"Randy has a real love for the soldier and everything it takes



Unfurling of the one-star general officer's flag is a family affair for Brig. Gen. Randal R. Castro as his father, Col. (Retired) Joseph Castro, and mother, Zel Castro, pitch in while wife Judy, daughter Kim and son Jason stand by. Photo by Alexander Kufel



Few things say "Holidays" as clearly as a tree trimmed with lights. When that tree is a palm and not a fir, it just has to be "Christmas in Hawaii." Fort Shafter, 6 a.m. Photo by Alexander Kufel

to bring all levels of the organization together in terms of mutual respect," he said, telling a story in which an enlisted soldier made a point of telling him that Castro's organization was a terrific one to be in because while the soldiers respected the officers, the officers also respected them.

A proclamation from the U.S. Army Chief of Staff, General Eric K. Shinseki, was then read, authorizing Col. (P) Randal A. Castro to wear the uniform and insignia of a

brigadier general, effective immediately. Mrs. Judy Castro joined Gen. Schwartz in removing the old insignia and replacing them with single stars. Son Jason, 17, and daughter Kim, 16, pinned the insignia on their father's uniform cap.

Moments later, the one-star general officer's flag emblematic of rank was uncased and unfurled by Brig. Gen. Castro's parents, Col. (Retired) Joseph Castro and Zel Castro, and POD Senior Executive Service member Louis J. Carr.

At the close of the ceremony, Castro spoke briefly, affirming Gen. Schwartz' remarks, drawing laughter with the comment that he knew that his mother was the only person there who believed them to be unconditionally true.

The rain had continued only briefly into the ceremony and the approximately 150 people present extended their congratulations to the Castro family and then enjoyed a plate of light pupus on the lawn surrounding the gazebo.

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Elixir:

I can give you a six-word formula for success: Think things through—then follow through.
—Eddie Rickenbacker, American aviator and businessman, 1890-1973

**HED Commander's Comment****Best wishes for a happy and safe holiday**

With the Christmas and New Year Holiday season now here, it is a good time to reflect back upon the past year and to consider the next.

The past year has been a tough, but successful one for the District. We navigated through downsizing, realignment of the organization and cross leveling of personnel while simultaneously executing a large, diverse program. We have succeeded in overcoming all of the challenges and have emerged as a stronger, more efficient organization that is doing better work. We have much to celebrate, thanks to the tremendous dedication, achievements and excellence shown throughout the District.

Probably nothing better profiles the outstanding improvement of work despite tough times than customer survey results released recently. The improvements in customer satisfaction from June of 1998 to June of 1999 were extraordinary, with the District's overall

performance rising from 3rd from the bottom among military districts to 6th from the top. This accomplishment reflects great individual and team effort. Everyone should take pride and satisfaction in these results while aiming for still more improvement.

Throughout next year we will continue our focus on improving our methods, through complete implementation of the Project Management Business Process. Our goal is to fully empower project teams so that we can work better, faster, more cost-effectively, and with increased customer satisfaction, while still maintaining the highest possible standards of government accountability, fairness and safety. As we succeed in applying more team-focused approaches to work, we have not only the opportunity to raise next year's survey results, but also to make this a more fun place to work.

Thank you for a year of tremendous accomplishments in serving the military and the nation. It has been an honor to serve with you. Best wishes to you, your family and friends for a happy and safe Holiday season.

USACE Holiday Message**Corps chief looks forward to new year, millennium**

During the holidays, people look back and reflect on the lessons of the previous year. But this should be a time to look forward as well! Although the next century and next millennium don't really start until 2001, we will all celebrate the turning point when 1999 rolls over to 2000. So this is a good time to look to the future.

The Corps is changing and growing, and we're more ready than ever to meet the challenges of a new millennium. Response 2000 received its first real-world tests this year and came through with flying colors. During Hurricane Georges the Corps provided ice, water, roofing, debris removal, and emergency power throughout Puerto Rico. During Hurricane Floyd, we assisted in damage surveys, controlled floodwaters with our reservoirs, supplied emergency ice and water and temporary housing, and managed sandbagging operations. The Corps also provided vital damage survey

and clean-up work in Oklahoma after the tornado in May.

New concepts like Divisions as Business Centers and One Door to the Corps ensure that outside agencies will continued to consider us the "Engineer Team of Choice." This past year, other agencies have sought our expertise in growing numbers. To name just a few,

Jacksonville District was an important part of the effort to write the Central and South Florida Comprehensive Review Study which will restore the Florida Everglades. The U.S. Agency for International Development requested Transatlantic Programs Center's help to repair damage after the terrorist bombing of the American embassy in Nairobi. After a gas pipeline explosion in St. Cloud, Minn., the Minnesota Department of Safety turned to St. Paul District for technical expertise. When a ski-equipped C-130 fell into a crevasse in the Antarctic, the National Science Foundation called on the Cold Regions Research and Engineering Laboratory to find crevasse-free taxiways and work areas to free the aircraft.

Our first and most important mission of supporting the Army also continues to flourish. From replacing flood-damaged buildings in

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The Pacific Connection, an unofficial publication authorized by AR360-81, is a bimonthly newspaper produced by the Public Affairs Office, Pacific Ocean Division and Honolulu Engineer District, US Army Corps of Engineers, Fort Shafter, HI 96858-5440. Telephone(808) 438-9862. This command information newspaper is for employees and others who request it in writing. Contents are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Army. Circulation: approximately 1,300.



This newspaper is printed on recycled paper.

Pacific Ocean Division Commander.....Brig. Gen. Randal R. Castro
Honolulu Engineer District Commander.....Lt. Col. Wally Z. Walters
Chief, Public AffairsLarry Hawthorne
EditorAlexander Kufel

Noise: *An inability to stay quiet is one of the most conspicuous failings of mankind.*
—Walter Bagehot, English economist and journalist, 1826-1877

HED customer responses complimentary

Changes in the way of doing business for HED that were just beginning to be put in place last year seem already to be paying off. A USACE annual survey conducted by each engineer district indicates that in virtually every category, the statistical trend for the standing of HED as compared to other districts has risen again after a brief decline.

"In just one year we've gone from being in the bottom 15 percent to the top 25 percent," said HED Commander Wally Z. Walters. It really says a lot for the people of this District that they could elicit such positive responses from our customers during this period of downsizing and reorganization, he said.

The yearly survey consists of questions in 30 categories sent out to all customers of each district, both military and civilian. Responses are reported directly to USACE Headquarters via HED and POD and rated by district. Raleigh Sakado, Deputy Chief PPMD, said that with changes taking place in the marketplace and customers having a choice of agencies for their engineering and construction requirements, he's happy that HED is able to satisfy their needs. He said that while the project managers have been focusing on communications and customer satisfaction, the entire project delivery team, designers and construction personnel alike, can take credit

when everything goes well. Customer ratings and comments are extremely useful, he said, because it gives the District an idea of what the customers feel strongly enough about to respond to in writing. Ideally, response would be 100 percent and from the same respondents each year, but it is normally in the 50 percent range, he said. Nationally, survey responses of 10 percent are considered highly successful.

USAGHI customer Kyle Kwock, DCA chief of Facilities Management, said that recently he required assistance with some programming documents and rather than refer him to another office, HED responded immediately and helped him meet several deadlines. He said he enjoys working with the Corps because often the service they receive is "way above and beyond what could be expected."

Comments overall from the respondents suggest that responsiveness, attitude, and technical ability are among the most respected traits exhibited by Corps employees and will figure significantly in decisions for repeat business. As the newly formalized Project Management Business Process (PMBP) and the Project Delivery Teams gather steam and become employed in all projects, customers and employees alike will benefit from the refinements of a system that is based on teamwork, said Sakado.—*Alexander Kufel*

Corps chief looks forward...

Continued from page 2

Korea, to building SEAhuts in Kosovo, to managing a quarter-billion dollars in projects at Fort Benning, Ga., the Corps is making a difference in the Army. At bases throughout the world, soldiers and airmen and their families have brand-new or renovated homes, barracks, schools, and other quality-of-life facilities. And innovations like the Installation Support Forward program, re-engineering Military Programs, the Theater Construction Management System, and tele-engineering will ensure that the Corps is firmly embedded in the Army and that we will continue to carry out our most important mission.

But what gives me the most faith in our future is our people. There has been no shortage of Corps volunteers to serve in austere conditions in Kosovo and Albania. I'm never prouder than when I hear people like Clint Anuszewski from Baltimore District say, "We at USACE believe

in a totally integrated Army, with soldiers and civilians working side-by-side. As civilians, we're looking to fit in and be in the trenches with the Army. I'll move out of the tent when the soldiers are out of tents." After the tornado in Oklahoma, Corps workers collected personal items they found and took steps to return them to their owners. Corps people like Mike Rosales and Matt Burg in Little Rock District unhesitatingly risked their lives to rescue a mother and her baby from a flaming wreck. John Lindermann of the Transatlantic Programs Center is helping build a fissile storage facility in Russia. He and other folks from TAC have joined with people from Bechtel National Inc. to support a Russian orphanage near the project site. With people like these in the Corps of Engineers, I know our future is in good hands.

I am proud of the Corps of Engineers and how far we have come during my time as Chief of Engineers. I look forward with anticipation (and no fear at all) to the challenges of the New Year, and the new century, and the new millennium.

Project Management Business Process Teamworker

Team Building Training. Seven one-day sessions on team building will be conducted February 3-10 and 14. Sessions will cover two major concepts in team building: Teamwork and communications skills. Participants will learn how each individual has a personal responsibility to the success of the work-group and that by helping the team effort, employees are really helping themselves. They also will gain information on tools used to achieve better communications with peers, customers, superiors, family, and friends. For additional information please contact Mr. Jim Hatashima at 438-2264.

In late-March there will be training in "Leadership Skills for the 21st Century." Two three-day sessions will be conducted on skills necessary to manage and implement continuous improvement. Topics will include understanding change and becoming part of the solution, not part of the problem; improving individual accountability; and responsible empowerment. For additional information please contact Mr. Ray Kishaba at 438-9627.

Happiness: *A happy woman is one who has no cares at all. A cheerful woman has cares but doesn't let them get her down. —Beverly Sills, American opera singer*

HED Christmas Party a great success,

Story and photos by Alexander Kufel

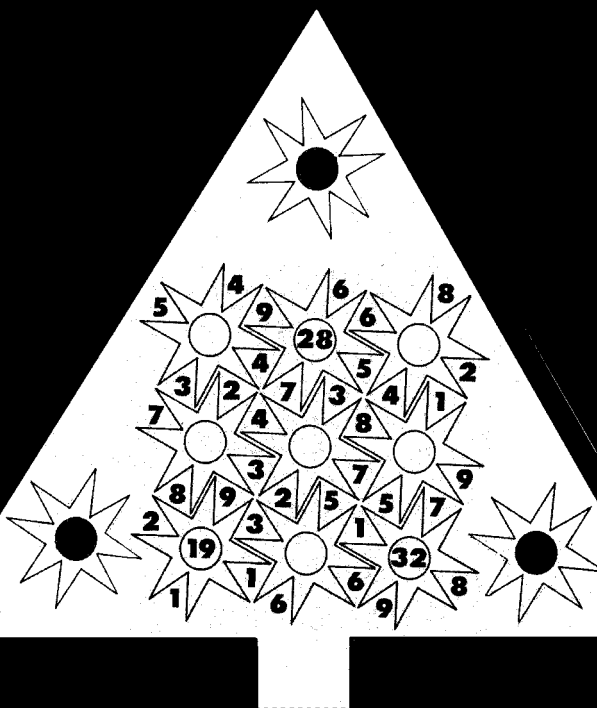


(Top) POH TV2 "news anchors" Levida Hardy, RM-B, and Gary Nip, EC-DA, give the floor to HED Commander Wally Z. Walters (but not for long). (Above) "Broadcasting" live to the TV projection screen are Kit Lee, IM, and Roland Stine, IM. (Left) The Hale Ikena main dining room dressed up for the occasion, too.

The second annual HED Holiday party as put together by the Special Emphasis Program Committee took on a slightly different tone this year as Gary Nip, EC-DA, and Levida Hardy, RM-B, stole the Dec. 9 show as the Channel 2 News anchors, "POH2" that is. Kit Lee and Roland Stine, IM, provided an on-site television studio at Fort Shafter's newly opened Hale Ikena Combined Community Club, "broadcasting" to a large screen so the 215 lunchtime partygoers could see.

But, as masters of ceremony, Hardy and Nip quickly handed the spotlight back to person after person. Building on the television theme, the primary game played this year was based on the wildly successful show "Who Wants To Be A Millionaire?" Afterwards, Mr. And Mrs. Santa Claus appeared on the scene to hand out gifts in a friendly version of "grab-bag," where the person whose name is selected can choose an unopened gift, or the one newly opened by the person before them. Although the buffet line was long, the food was good and the party was deemed "great fun" as everyone filed out the door wishing each other an early "Merry Christmas" and returned to the business of running an engineer district.

CHRISTMAS STARS



Fill in the six numbers which are missing from the empty star-centers. To get you started in the right "direction," three totals have been positioned for you. All 36 of the satellite numbers which hover around the edges determine the nine star center totals. Solution on page 6.

Success: *To me success means effectiveness in the world, that I am able to carry my ideas and values into the world, that I am able to change it in positive ways.*—Maxine Hong Kingston, American author and professor

lots of fun for everyone



(Photos, above clockwise) Santa Claus (Maj. David Goddard, DD) and Mrs. Claus (Pat Billington, OC) having fun handing out doorprizes. It's a Christmas party, Anne Chang, PP-M, in a red suit and Janet Kojima, PP, in a green suit have to sit next to each other. Vernon Kajikawa, HR, shows off his Christmas socks. Clifford Olivera, LM, helps get everyone into the spirit with his design and painting of the HED Christmas card display. It isn't all games and prizes, what's a party without food?



Originality: *I probably have traveled and walked into more variety stores than anybody in America. ... Most of us don't invent ideas. We take the best ideas from someone else.* —Sam Walton, founder of Walmart stores

The Electronic Library

By Ruby Mizue

(<http://www.starbulletin.com>)

Britannica.Com—Encyclopedia Britannica, widely respected as an authoritative source of information, has launched a *free* website at

for several years, the Honolulu Advertiser

(<http://honoluluadvertiser.com>)

<http://www.britannica.com>.

This popular site includes the complete, updated version of the oldest and largest general reference in the English language. In addition, selected articles from more than 70 of the world's top magazines, such as Newsweek, Discover, and The Economist, provide interesting feature and current events coverage to enhance the around-the-clock coverage of world and US news from the Washington Post. If that isn't enough, the site serves as a gateway to a well-organized collection of links to over 125,000 of the Web's best sites.

recently produced its online version as well. Both publications are published daily on the Web and provide breaking news and updated headlines as the events occur.

Coming Soon—Need a smartcard and don't know how to get one? Having problems using Formflow? Want to add new employees to your office email distribution list? *Akamai Alakai*, the Honolulu District 'smart' guide has the answers! This handy online guide to instructions and procedures for district operations will be launched as soon as it finds a suitable place on the district *Intranet*. Arranged in alphabetical order by topic or title, this tool will eventually include helpful articles from all functional areas. Watch for announcements of its availability!

Local Newspapers Online—Although the Honolulu Star-Bulletin has been online

PRODUCTIVITY CORNER

Fun Facts Of No Particular Use!

- If a statue in the park of a person on a horse has both front legs in the air, the person died in battle; if the horse has one front leg in the air, the person died as a result of wounds received in battle; if the horse has all four legs on the ground, the person died of natural causes.

- Coca-Cola was originally green.

- Every day more money is printed for Monopoly than for the US Treasury.

- Men can read smaller print than women; women can hear better.

- The city with the most Rolls Royce's per capita is Hong Kong.

- State with the highest percentage of people who walk to work is Alaska.

- The portion of Africa that is wilderness: 28%; North America: 38%.

- Average number of people airborne over the US any given hour: 61,000.

- Intelligent people have more zinc and copper in their hair.

- The world's youngest parents were 8 and 9 and lived in China in 1910.

- The youngest pope was 11 years old.

- The first novel ever written on a typewriter was *Tom Sawyer* by Mark Twain.

- Each king in a deck of playing cards represents a great king from history: Spades - King David, Clubs - Alexander the Great, Hearts - Charlemagne, Diamonds - Julius Caesar.

- $111,111,111 \times 111,111,111 = 12,345,678,987,654,321$

- The term "the whole 9 yards" came from W.W.II fighter pilots in the South Pacific. When arming their airplanes on the ground, the .50 caliber machine gun ammo belts measured exactly 27 feet, before being loaded into the fuselage. If the pilots fired all their ammo at a target, it got "the whole 9 yards."

- Hershey's Kisses are called that because the machine that makes them looks like it's kissing the conveyor belt.

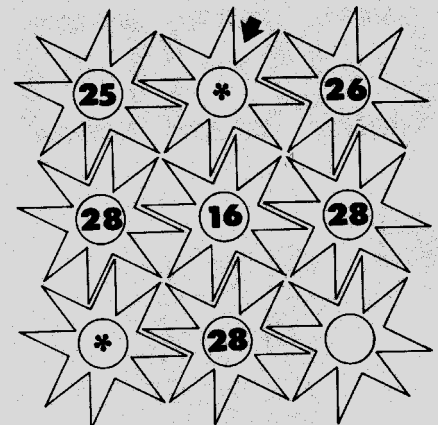
- The phrase "rule of thumb" is derived from an old English law which stated that you couldn't beat your wife with anything wider than your thumb.

- The Eisenhower interstate system requires that one mile in every five must be straight. These straight sections are usable as airstrips in times of war or other emergencies.

—Information Please Kids' Almanac

Solution to puzzle on page 4

The direction in which a "V" slot points determines the star-center or centers in which the number must be totalled. This example shows that the number in the "V" slot marked with an arrow must be added together in the two star-centers marked with asterisks.



—Puzzle reprinted with permission of Sterling Publishing Co., Inc., 387 Park Avenue South, New York NY 10016 from *Test Your Math IQ* by Steve Ryan, C1994.

Individuality: *When you can do the common things of life in an uncommon way, you will command the attention of the world.* —George Washington Carver, American botanist and educator, 1864-1943

PRODUCTIVE PEOPLE



Victoria M.L.K. Cleaver

Hometown: Honolulu

Years with Corps: 18

Works in: Accounts Payable, RM

Accounting Technician Vickie Mei Ling Kama Cleaver tells a story about how she was born at home, on a hot summer day, delivered by an uncle named Victor who suddenly was drafted for mid-wife duties. The name her mother had chosen for her was quickly put aside. Although she couldn't realize its significance until much later, she said it was a sure sign that events in her life would continually change people's plans for her. She values truthfulness most of all, she said.

"I really like to get a complete picture of how things are developing before I voice my opinion," she said. "Too many times I've seen people say things they regretted that it was too late to take back." Although negative things have taken place around her, she said that she has the strength to survive and the strength to be a good friend to others.

Cleaver said that she grew up surrounded by "kupuna (elders)" who had lived a hard life and were willing to give a youngster advice, whether she understood it or not. Their patience allowed her to work out things herself. She feels that because support was there, her spirit is somewhat indomitable. As a child, Cleaver had one leg amputated below the knee. By the age of 13 she was a serious "hula" dancer, performing professionally until she was 26.

"I had to make a decision about taking studies seriously, so that's when I stopped dancing," she said. Nowadays, she dances only at parties.

Vickie is making HED more productive.



Kanalei Shun

Hometown: Suva, Fiji

Years with Corps: 7-1/2

Works in: Engineering and Construction

The study of mathematics drew archeologist Kanalei Shun from Fiji to schools in New Zealand and Illinois. The study of archeology drew him to Hawaii. Shun said that, in between, although he did receive a degree in mathematics, it was while working summers as an archeological field worker on the mainland U.S. that he realized that he could put his love of precision to good use in a very human way by formalizing his archeology training. The University of Hawaii was just the place to provide a link with his birthplace. Early in his career he worked with the Bishop Museum doing extensive site surveying on Kosrae in Micronesia.

"Now that I have children," he said, "I realize that how well I do my work will have some affect on what our society leaves the kids."

Married for 11 years to wife Cathleen, the Shuns have two children: son Kasey, 9, and daughter Teresa, 7. Shun said that they also have six cats and a rabbit.

His job as an archeologist with the Corps requires frequent travel, he said. He goes to the Northern Marianas, Palau, Samoa and Korea regularly. His next trip will be to Okinawa.

"Because I'm gone quite a bit, I like to spend as much time as I can while I'm home with my family," he said. Both children are involved in soccer, his son plays basketball and baseball, and his daughter takes hula and music lessons. He said that he also likes to help his wife as much as he can.

Kanalei is making HED more productive.

Dreams: *Always dream and shoot higher than you know you can do. Don't bother just to be better than your contemporaries or predecessors. Try to be better than yourself.* —William Faulkner, American author, 1897-1962

Regional Roundup



(Above left) Newly appointed Brig. Gen. Randal R. Castro, POD Commander, expresses his feelings following the promotion ceremony. (Above) The tents stand rain-guard at the gazebo. (Right) Celebratory cake heralding the new Brigadier General. (Left) Gen. Thomas A. Schwartz and Mrs. Judy Castro remove the old insignia of rank and pin on the general officer's star. (Lower left) POD Senior Executive Service member Louis J. Carr hands the unfurled flag emblematic of rank to Col. (Retired) Joseph Castro, Brig. Gen. Castro's father. Photos by Alexander Kufel



Project for the Needy. Toys, clothing and miscellaneous items were loaded into several pick-up trucks and delivered to the Honolulu Community Clearinghouse Dec. 13 as POD/HED's annual contribution. This year 623 pounds of items were donated. A \$50 gift certificate won as a prize at the HED Christmas Party was converted from paper into canned goods and added in. Photo by Alexander Kufel.