



The Pacific Connection

Vol. 35, Nr. 2 US Army Corps of Engineers, Honolulu Engineer District

February 2001

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Imagination: *Imagination is more important than knowledge.* —Albert Einstein, American theoretical physicist

Opinion

Be it ever so humble...



by Michelle Cain

Home Sweet Home. We each have a different vision of what that means. To some, it's peace and quiet. To others, it's a gaggle of children and their friends laughing and playing in the yard. And yet others conjure up images of the lady of the house standing over a stove preparing dinner (wearing an apron), while the king of the castle stretches out in his Lazy-Boy with a drink in one hand and the television remote in the other. I can tell you exactly how long that little scenario would last in my house. I would be surprised if you put up with it in yours.

Whatever your idea of home may be, I'll bet we all agree on one thing. It should be a haven for us to retreat to at the end of a hard day's work, a place we can call our own.

Aahhhh. It sounds simple doesn't it? But first we have to find that magical place, that haven of tranquility, that wonderful place we can call "home."

If only it were that easy.

During the past several months I have been searching for a house to rent as our current lease expires soon. We're not talking about dream homes here, but simply a nice place to live. My search has become a nightmare. Ask my co-workers. On the other hand, don't. They've heard (in painful detail) all the ups and downs of my house-hunting adventures.

Apparently, the current rental market on Oahu is so strong that a landlord doesn't need to return phone calls regarding his property. I've left so many unanswered queries over the past three months that if, by some miracle, the recipients of my calls were to actually get back to me all in the same day my telephone would likely explode due to caller overload. Now, realistically, if the property has been rented I can understand them not taking the time to return phone calls. But in many cases, the ads are still

running in the paper a month after I left the last of several messages! How badly do these people want to rent these houses? Why do they keep placing the ads?

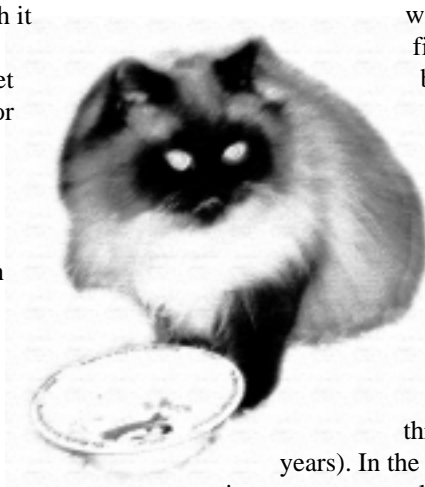
In all fairness, there have been those who have returned my calls. But after answering their questions (yes, I have a job; no, I've never committed a felony; no, there won't be any children living with me; yes, as a matter of fact, I do have a pet) I am invariably brushed off. I can only conclude that it's because of my pet.

I have a cat. I can understand why this is an issue for some people, but why a cat is a problem is something I'll never understand. He's neutered and de-clawed; in essence, he's a stuffed animal that breathes. Fred (yes, his name is Fred) isn't capable of causing nearly as much damage as small children are. (I promise, I don't allow him to drink red Kool-Aid, particularly on a white carpet, so there's no chance of him spilling any. And, I haven't bought him any fingerpaint or crayons recently so I know that even if Fred is a budding Michelangelo he won't be using the walls as his canvas.)

A quick check of my furniture will show that Fred is a low-impact resident—there's no sign of him on any of the drapes, chairs, couches or table legs. If Fred were at all destructive, I would think that those things would be the first to show signs of his unacceptable behavior. In reality, if Fred were destructive, he (along with his suitcase of cat toys) would've been booted out of the house a long time ago.

Those of you who have pets can understand my assertion that pets are as much a part of our families as our children are. None of us would give up our child in order to appease a landlord (although it might be tempting for just a fleeting moment if the child is going through the "terrible twos" or the teenage years). In the same respect, we shouldn't be expected to give up our pets as long as we're willing to bear responsibility for their actions. Come to think of it, the actions of children, too.

It's my feeling that people who like animals are pretty nice people. (Okay, so I'm biased.) So, I guess I'll just have to keep looking for a house that has my name on it until I find that landlord who feels the same way. I sure hope that the landlord who is also a pet-lover isn't one in a million. But, when I do find him, I'm sure he'll understand the overwhelming joy of coming home to a ball of fluff that is happy to see you, doesn't talk back, and has already decided that "home sweet home" belongs to Fred D. Cat. I'm the one who will be welcome there... as long as I don't forget my place.



The Pacific Connection, an unofficial publication authorized by AR360-1, is a monthly 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.

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- Honolulu Engineer District Commander.....Lt. Col. Ronald N. Light
- Chief, Public AffairsDouglas S. MaKitten
- Public Affairs Specialist.....Alexander Kufel
- EditorMichelle Cain



This newspaper is printed on recycled paper.

Ability: *Big jobs usually go to the men who prove their ability to outgrow smaller ones.* —Ralph Waldo Emerson, American author

Employees of the Month



Fred Goto

Hometown: Honolulu

Position with Corps and how long: 6 months

How I got started with the Corps: Transferred from the Navy

Education: Bachelor of Architecture, UH

Family: Wife, Gail; children, Donovan-10; Dylan-7

Hobbies: Tennis, fishing, spending time with family

Community Activities: Coach youth baseball

My favorite quote: "There are no wrong answers!"

My biggest success: Having a family

My favorite book: "Illusions: The Adventure of a Reluctant Messiah" by Richard Bach

My favorite movie: "Life is Beautiful!"

A talent I wish I had: Wish I could make everyone happy!

Famous person (past or present) I'd most like to spend a day with, and why: My father is not a famous person but he passed away suddenly. Wish I could spend a day with him.

A place I'd like to visit, and why: With the Internet, the world has become very small. We can access information from all over the world from our computer.



Wendy Mow

Hometown: Honolulu

Position with Corps and how long: Program Analyst, 16 years

How I got started with the Corps: Temporary GS-4, Hawaii Resident Office

Education: BBA, UH-Manoa

Family: Husband, Creighton; children, Kimberly-12; Chelsie-9; Brandon-5; Leighton-3

Hobbies: Shopping, experimenting with all types of crafts

Community Activities: Member of Pali Preschool Committee for United Church of Christ; swimming official for local swimming committee, USA Swimming

My favorite quote: "Everything that goes around comes around."

My biggest success: My children

My favorite book: Don't have one - I like mysteries

My favorite movie: Don't have one - I like comedies

A talent I wish I had: Playing a musical instrument - piano

Famous person (past or present) I'd most like to spend a day with, and why: Too many to choose from

A place I'd like to visit, and why: China, to explore my culture and find my family's relatives

Experience: *Experience is a good school, but the fees are high.* —Heinrich Heine, German lyric poet and critic

HED involved early in USARHAW transformation

Story and photo by Alexander Kufel

HED and the Corps of Engineers are not alone in changing their way of doing business at the beginning of the 21st century. The Army is looking the future squarely in the face as well. Because it believes future wars will be fought differently, the Army has developed a vision of what it will take to make itself more lethal, survivable and sustainable.

Last year, the Army officially began the transformation of two brigades at Fort Lewis, Wash., to Initial Brigade Combat Teams (IBCT's), a new interim design that will enable the Army to deploy brigades faster and in a configuration ready to fight upon arrival.

HED is already supporting this transformation. From mid-December through the beginning of February, HED Project Manager Derek Chow assisted U.S. Army Hawaii's (USARHAW) Directorate of Public Works (DPW) for six weeks on a full-time basis to assess and define USARHAW's ability to support the IBCT transformation process. He continues to work with the planning group on an as-needed basis. Chow's assignment was with the DPW's IBCT support planning cell which addresses facilities infrastructure support planning. His participation followed a request for planning assistance from DPW, one of the Honolulu District's key customers.

"It is exciting that HED is a part of attaining the Army's vision," said Chow. "I've found the process really interesting."

"Derek Chow has actually spearheaded the planning effort up to this point," said DPW Deputy Director Alan Goo, who said that Chow is much more than simply a participant and has played an integral role in the planning process. He also said that Chow's participation has been of enormous benefit to DPW as its planners are engaged in other projects.

Chow said that his role has been to gather available information that will assist the planning cell group to make solid assumptions and predictions of what the IBCT Brigade Combat

Team will need in order to transform the existing installation to one supporting the IBCT. The goal is to help prepare the installation so that the brigade will achieve successful transformation into its ultimate form, known as the "objective force." Once planning is completed, supporting the IBCT and Army Transformation will be a program in itself, Chow said.

Ray Kishaba, chief of Military Construction for HED's Pro-



HED Project manager Derek Chow (center) briefing other project managers and construction representatives on the District's role in Army Transformation.

grams and Project Management Branch said that HED would continue as part of the support planning cell until transformation planning was accomplished.

"The activity currently is to educate and inform the various departments within the District about their roles in the transformation process so that "when the flag goes up we're ready to respond," said Kishaba.

This is the first phase of the Army's three-phase strategy for transforming the current force. The IBCT's, while providing an initial capability not currently in the force, will also serve to rapidly identify necessary changes in doctrine, organization, equipment, training, and leader development required for the second phase, the Interim Force.

Basically, there are three parts to the equation: The "Legacy Force" of today will be sustained through the period of transition.

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”

See "Transformation," page 12

Age: *The secret to staying young is to live honestly, eat slowly, and lie about your age.*—Lucille Ball, American comedienne



HED volunteers help at local school...*HED's Thom Lichte (EC), a volunteer proctor at the 18th annual Oahu MathCounts competition held at Honolulu's Kamehameha Schools on Feb. 9, watches students calculate answers to test questions. Other HED volunteers, serving as either proctors or test scorers, included John Gouveia (RM-F), Lou Muzzarini (EC-C), Stephen Mora (EC-CF), Earl Nagasawa (PP-E), Robyn Au (OC), Tom Goto (EC-DE) and Ken Smith, husband of Zandra Smith (RE). More than 100 6th, 7th and 8th graders from 32 Oahu schools competed. The winners progress to state level competition in March and ultimately the top scorers will represent Hawaii in the national finals held in Washington, D.C., later this year. MathCounts is sponsored by the National Society of Professional Engineers to emphasize the importance of math skills in the development of future technology and to motivate students to excel in these areas. HED volunteers have participated for many years.*—Photo by Doug MaKitten.

National Engineers Week...*Jim Bersson, HED's chief of Engineering and Construction Division, and Larry Hawthorne, POD chief of Public Affairs set up the Division's display at Kahala Mall. POD, along with other engineering organizations, was invited to set up its display in honor of National Engineers Week, February 20-26. National Engineers Week was founded in 1951 by the National Society of Professional Engineers. It is always celebrated at the time of George Washington's birthday; our first president was a military engineer and land surveyor. Since 1951, beginning with President Truman, U.S. presidents have sent special messages of appreciation to the engineering profession in recognition of the week. At its beginning, National Engineers Week included a few scattered government proclamations, dinners, and speeches. It has since grown to involve tens of thousands of engineers in a variety of community outreach activities, such as technology and education exhibits at shopping malls, to presentations of student scholarships.* —Photo by Michelle Cain.



Failure: *Ninety-nine percent of the failures come from people who have a habit of making excuses.* —George Washington Carver, American educator

Improving soldiers' quality of life

Whole Barracks Renewal Phase I

Story by Michelle Cain

Construction of a \$152.2 million, five-year Phase I project of the Army's Whole Barracks Renewal Program in Hawaii has been ongoing at Schofield Barracks since 1996 and will soon be wrapping up this year. It includes construction of soldier community buildings, barracks, a dining facility, Directorate of Public Works (DPW) shop facilities, and road infrastructure upgrades under various contracts.

"It's a pretty sizeable phase," said David Lindsey, HED project manager.

A portion of the Fiscal Year 99 project, contracted to Dick Pacific Construction Company, includes the construction of three battalion headquarters and three company operations buildings.

The project has a scheduled contract completion date of December 2001, however, the battalion headquarters buildings are virtually finished, well ahead of schedule, and will be turned over to the 25th Infantry Division's 2nd Brigade this month.

When asbestos was found in F Quad, that project was moved up from the FY05/06 timeframe to the FY01 contract, said Lynette Oh, DPW master planner. This created a need for "swing," or temporary, space.

"With F Quad having to vacate quickly, they moved into swing space that was designated for someone else and 2nd Brigade was still there," said Oh. "In essence, 2nd Brigade had to move out sooner."

The completion of 2nd Brigade's three battalion headquarters was accelerated in order to allow the units to



These three battalion headquarters buildings, part of the FY99 contract for Phase I of the Whole Barracks Renewal project going on at Schofield Barracks, are nearly completed and the units from 2nd Brigade, 25th Infantry Division will be able to begin moving into them in March. —Photo by Kimberly Jyo.

Advice: *We give advice by the bucket, but take it by the grain.* —William Alger, public speaker

nearly complete at Schofield Barracks

move into their new buildings ahead of schedule. This required the cooperation of everyone involved in the project, said Oh.

A partial turnover will take place, according Lindsey. “Because we wanted to help out the 25th ID and DPW we’re going to turn the battalion headquarters over early,” he said.

Lindsey gives much of the credit for the early turnover to the Schofield Barracks Resident Office and to the contractor, Dick Pacific.

“I think that all the people involved are working well together,” he said. “The resident office has a great deal to do with the success, as does the contractor. He has to keep his people out there working, with no real delays.”

“Dick Pacific has been very responsive to our needs,” said Kimberly Jyo of the Schofield Barracks Resident Office, the project’s quality assurance representative. “They were able to schedule their work in order to complete the three battalion headquarters buildings early in the year, in order to accommodate the needs of DPW.

“The communication has been good; they’ve kept us informed of work scheduling, problems, and outstanding issues,” she said.

Oh said the relationship between the organizations is important in order to produce the desired results.

“They’re good contractors,” she said. “At the same time, you have that good working relationship between the Corps of Engineers and the contractor; the day to day coordination and communication with the people that are actually out there doing the work.”

This is a positive move for the battalions involved.

“Sooner is better than later,” said Lt. Col. Michael Coss, commander of the 1st Battalion, 14th Infantry, one of the three battalions that will be occupying the new buildings. “We’re going to move eventually anyway, so it’s good to move and have that new, well-designed battalion headquarters that obviously will be fully modern and have all of the state-of-the-art capabilities for a resource center and battalion classroom, things that we don’t have now.

“Geared toward the soldier, it will provide us with a better environment in which to teach classes and hold other meetings that right now we either do out in the quad or in an old abandoned mess hall, which is just not the right environment to foster learning.”

Whole Barracks Renewal is an Army-wide program to build new barracks and renovate existing ones using modern design standards that provide a larger living space for single soldiers, thus raising their quality of life and increasing military readiness. Hawaii currently has 38 barracks buildings on Oahu that are part of this program; half were built before 1922. Most of them have open-bay living areas and common latrines.

Under the new design standards only one or two soldiers will occupy a room, living space will increase 30 percent, and each room will have a bathroom and closet space. Separate community buildings will provide storage and laundry facilities and dayrooms.

Coss sees this as a great improvement for his soldiers. “I think it’s going to have a tremendous impact,” he said. “In the old design they have no privacy. In the new one they have complete privacy and

the ability to arrange their rooms the way they want.”

Master Sgt. Larry Chapman, acting Command Sergeant Major of 1st Battalion, 14th Infantry, agrees.

“The new barracks is a focus that the Army has had for many years. It is going to provide for our soldiers, and it also points out that the Army’s number one priority is our soldiers and their quality of life.”

The individual companies won’t move until the company operations facilities are completed, hopefully by the end of the summer, said Coss.

“We’re anxious for that to occur so that all of the headquarters are over in the new area, as well as the final barracks getting built for the soldiers. I’d like to get the other half of my battalion out of these old barracks as soon as possible,” he said. “Once that’s complete we’ll be totally ensconced over there and obviously it’ll be a better environment for them.”

Raising the soldier’s quality of life is the main goal of the Whole Barracks Renewal project, and these new barracks help accomplish that, said Oh.

“If the customers are happy in the end, then we have met our goal,” she said.



Workers put the final touches on the landscaping of 2nd Brigade, 25th Infantry Division’s new battalion headquarters buildings. —Photo by Michelle Cain.

Respectability: *The more things a man is ashamed of, the more respectable he is.* —George Bernard Shaw, English playwright

Interviewing techniques help job applicants present themselves

Story by Alexander Kufel

Few situations in life are more nerve wracking than having a job interview, and few are more important to acquiring the job one wants, said HED EEO (Equal Employment Opportunity) officer Gayle Connelly in an early-February interviewing Workshop at Fort Shafter sponsored by the EEO office and the Special Emphasis Program Committee. Interest in the topic was apparently high as about 75 people turned out for the event.

Interviewing is unforgiving of normally endearing character traits such as modesty, humility, reticence and sharing credit with others, said Connelly, and one of the functions of the workshop was to help people prepare for successfully presenting themselves. From the supervisor's point of view, she said, interviewing takes a lot of the guesswork out of the selection process and is a key element in hiring practices. A trend within the Army Corps of Engineers at the GS-14, 15 and Senior Executive Service levels is the inclusion of the "Gallup Interview Technique" in which an individual's responses are weighed against responses of existing successful leaders. Connelly said that there is the possibility of its administering being a standard procedure "Corps-wide, across the board" in the near future.

"Experience makes for a better employee," said HED Commander Lt. Col. Ronald N. Light. One way to "grow people" and develop new leaders is to encourage employees to do diverse things so they can create a broad experience base for themselves, he said to supervisors assembled for the workshop.

Panel discussions that examined two completely different facets of the interview process were a unique aspect of this particular workshop. The first group was made up of leaders who spoke from the standpoint of what selecting officials look for in job seekers and about how an applicant becomes a viable candidate having successfully passed the résumé screening process. It was made up of Lt. Col. Light, chief of Engineering and Construction James Bersson, POD civil engineer Linda Hihara-Endo, and chief of the HED Environmental Branch Wendell Awada.

The second panel consisted of four individuals who themselves had recently successfully navigated the shoals of the selection process and spoke from the point of view of the interviewee. David Kam, chief of Contracting Division; Gary Kitkowski, POD program manager; Lori Sorayama-Chang, chief of Information Management; and Joel Hendrix, chief of Emergency Management, made up that group. Connelly facilitated both panel discussions by asking questions that had been prepared by the SEPC.

Light said that he felt the most effective thing an interviewee could do was to demonstrate their competence by showing that they had prepared for the interview. Hihara-Endo said that the interview process gives the panel an opportunity to see that the applicant can think on their feet.

"Paper (résumés) give an incomplete picture," said Awada. The interview completes that picture by giving the candidate an opportunity to show their interest and sincerity. He said that one of

the things he looks for is "mutual buy-in," and that doing homework about an organization before the interview helps to communicate that.

Bersson said that in addition to showing a desire for the job, candidates also need to present a brief picture of their personal values.

"Positions at the (GS) 13 and 14 levels are all about risk," said Light. Volunteer work helps to create a broad base of experience, he said.

The second panel presented life on the other side of the interviewing table. Hendrix said that he prefers a

telephone interview because he can control the environment from which he's speaking and minimize distractions, and have lots of notes around that he can refer to if he needs to. The other panelists said that, by and large, they preferred the personal contact of going before a panel to the anonymity of the telephone.

"Body language is important," said Kitkowski. Kam said that selling yourself is "easier in person." Sorayama added that it's much easier to talk to someone when you can see their face.

Connelly commented that she knows of situations where, in the interest of fairness, telephone interviews were conducted with people already in the same building as the interviewing panel and that candidates have to be prepared for either scenario.

Each panelist felt that preparation was very important and regardless of personal inclinations, it was appropriate during the interview to "brag about things you've done well." If necessary, said Hendrix, practice before a mirror.

"State your assumptions up front," said Sorayama. Then answer questions asked of you. This is particularly important where the question seems a little "cloudy" or if the questions are in multiple parts.

A somewhat surprising observation that came from the panelists is that looking at the job announcement exclusively for information about the job is of limited usefulness because the interviewing board members may not even have seen it. The consensus seems to be: study the job by talking to people; use the Internet to gain knowledge about the organization; then, present yourself as well as you can.

Interviewing is unforgiving of normally endearing character traits such as modesty, humility, reticence and sharing credit with others.

Character: *Nearly all men can stand adversity, but if you want to test a man's character, give him power. —Abraham Lincoln, 16th U.S. President*

Bedside ceremony marks Smith's retirement from federal service

In a brief ceremony at Honolulu's Island Nursing Home on Feb. 2, long-time Corps of Engineers employee Elsie Smith was presented her certificate of retirement by Lt. Col. Ronald N. Light, Honolulu Engineer District commander, following the 59 years of service that made her one of Hawaii's longest tenured federal employees. During that period she received numerous awards, including the Superior Civilian Service Award, presented last June, and was twice selected as Hawaii's outstanding federal woman employee of the year.

She was known by many as the media relations specialist of both the Corps' Pacific Ocean Division and the Honolulu Engineer District, although she worked in a variety of public affairs positions since 1962.

"Elsie was a unique individual," said Larry Hawthorne, POD Chief of Public Affairs, who was Smith's supervisor for many years. "She had a vast amount of institutional knowledge, far beyond her pay grade. She was very committed and dedicated to the Corps.

"She was absolutely one-of-a-kind."

In January 1999, when Elsie was felled by a brain aneurysm she had accumulated more than 3,000 hours of sick leave and just recently completed using them. Physically, her health is stable although she is still convalescing.

"I never did get to meet Elsie on the job," said Light. "But I heard of Elsie Smith even before I arrived and am greatly impressed by her achievements. She won many awards over the years and it was her esprit de corps that helped make the District the excellent organization it is today."

She was a Corps of Engineers employee since 1957, serving initially as secretary to the POD commander before assuming public affairs duties. Her first federal job was as a



Elsie Smith, far right, is shown with her former coworkers, Jim Dung, Alexander Kufel, and Larry Hawthorne. Smith retired from federal service in January after 59 years. —File photo by Jim Dung.

clerk in July 1942.

Long-time Corps employees who worked with Smith through the years had nothing but high praise for her.

Janie Takata, member service representative with the

Honolulu Engineer Area (HONEA) Federal Credit Union, said Smith was on the board of directors at the credit union for 46 years. "She was very devoted," she said. "It was like a second full-time job.

"I enjoyed working with her. She was a pleasant, cheerful, very giving person. She was also generous."

Sam Song, Engineering and Construction Division, echoed that sentiment.

"Elsie had a high spirit of ohana," he said. She was a very friendly lady, always smiling and enthusiastic. She loved people. She knew everyone and everything. I've got nothing but positive

thoughts about her. I miss her great aloha spirit."

“
I heard of Elsie
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greatly impressed by
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”

—Lt. Col. Ronald N. Light,
HED Commander

Ego: *Good breeding consists in concealing how much we think of ourselves and how little we think of the other person.*
—Mark Twain, American author and humorist

Electronic Library

by Ruby Mizue

WHAT'S NEW ON THE INTRANET. . . .

The Honolulu District Intranet [POHINFO] continues to grow! We have added a new page called "From the Commander," <<https://pohinfo/FromCmdr/VideologHP.html>> This page includes Lt. Col. Light's video clips, as well as his "Commander's Comments" column from the Pacific Connection.

New items are added every week to the After Action Review (AAR) page and the Information Papers (In-house seminar summaries) page. We have posted a new survey from HQPACAF Engineering Division on the "From Our Customers" page, and the USACE Summary Reports have been updated to include all customer surveys received through mid-February 2001. All of these updates can be accessed by visiting the POHINFO home page regularly at: <<https://pohinfo/>>. IM will send out periodic email announcements of new items and additions to the Intranet.

With Lt. Col. Light's approval, Division staff in Building 525 have been provided access to the POH Intranet as a courtesy. The information on this site is primarily for Honolulu District staff and internal use; therefore, none of the information should be released or disseminated without prior approval of the District Engineer.

TAX TIME AGAIN!

Be sure to check out the Internal Revenue Service's (IRS) home page for the latest tips, forms, publications, and information to help you complete your 2000 income tax return. See their web page at <<http://www.irs.ustreas.gov>>. Since April 15 falls on a Sunday this year, you get an extra day to file your 2000 returns on the April 16th due date!

CONSTRUCTION CRITERIA BASE (CCB) UPDATE

For those of you who use CCB on the network, a new edition, #54, has replaced the networked DVD. If you have previously installed CCB 51, 52, or 53, you can update automatically by running a simple executable file. Instructions for updating as well as new installations are posted in the POH Public Folders, Information Management Folder, Elibrary Connection box.

For those unfamiliar with CCB, visit CCBOnline at: <<http://www.ccb.org>> for general information about the electronic collection of over 10,000 documents used in building design and construction. You will be able to find most CCB documents on the Internet, with the exception of Private Industry Standards. Call Ruby Mizue at 438-8348 if you need a username/password.

PRODUCTIVITY CORNER

Building Bridges

The Brooklyn Bridge that spans the river tying Manhattan Island to Brooklyn is truly a miracle bridge. In 1863, a creative engineer named John Roebling was inspired by an idea for this spectacular bridge. However, bridge-building experts throughout the world told him to forget it; it could not be done.

Roebling convinced his son, Washington, who was a young, up and coming engineer, that the bridge could be built. The two of them developed the concepts of how it could be accomplished and how the obstacles could be overcome. With unbridled excitement and inspiration, they hired their crew and began to build their dream bridge.

The project was only a few months under construction when a tragic accident on the site took the life of John Roebling and severely injured his son, Washington. Washington was left with permanent brain damage and was unable to talk or walk. Everyone felt that the project would have to be scrapped since the Roeblings were the only ones who knew how the bridge could be built.

Even though Washington was unable to move or talk, his mind

was as sharp as ever, and he still had a burning desire to complete the bridge. An idea hit him as he lay in his hospital bed, and he developed a code for communication. All he could move was one finger, so he touched the arm of his wife with that finger, tapping out the code to communicate to her what to tell the engineers who were building the bridge. For thirteen years, Washington tapped out his instructions with his finger until the spectacular Brooklyn Bridge was finally completed.

—Ragan's Communications

Hire Only Giants

Legendary adman David Ogilvy was a big believer in the importance of trying to hire people better than yourself and doing everything possible to help those people succeed. Whenever he promoted someone to the management level at his company, he sent that person a wooden Russian 'matryoshka' doll—the kind of doll that opens to reveal a smaller doll inside, which in turn opens to reveal a smaller doll, and so on until you come to a very small doll. Inside the smallest doll, the new managers would find a note from Ogilvy himself: "If each of us hires people who are smaller than we are, we shall become a company of dwarfs. But if each of us hires people who are bigger than we are, we shall become a company of giants."

—Ragan's Communications

Education: *You cannot teach a man anything; you can only help him find it within himself.*
—Galileo Galilei, Italian astronomer and physicist

Reducing Costs: Good Business for Our Customers and the District!

In the last issue of the Pacific Connection, I wrote about the results of our USACE 2000 customer survey. Our customers indicated in the survey that we are *too expensive*. We are working this problem from two angles. First, we are working with customers to explain our costs, and improve our estimates for work. Second, we are exploring ways to reduce costs, and therefore, eventually reduce what we charge for our work. Here are the details.

As you may know, most of the federal government is funded by an appropriation in the president's budget. The Honolulu Engineer District is not funded in this way. We are *project funded*, and this makes a huge difference in how we operate. We keep a small percentage of the dollar value of each project as our fee. From this fee, which typically ranges from about 6.5 percent to 8 percent, we pay for salaries, benefits (leave, retirement), computers, furniture, office supplies, General Services Administration cars, and so on. Some of our work is based on a fixed fee. For example, we charge a flat 6.5 percent to manage military construction projects (MILCON). More and more of our work is done on a *reimbursable basis*. That is, we charge a customer exactly what our costs are for a project.

Some of our customers do not understand that we are project funded; it is our job to explain what that means, and what they "buy" when they come to us to manage their projects. Unlike some of our competitors (for example, GSA), HED applies a full suite of services to every project we manage.

These services include our robust contracting staff; legal staff; resource management and finance and accounting staff; in-house technical review and cost engineering; design; field personnel and quality assurance representatives; safety personnel; and of course project and program management.

(For more information on how the Corps charges for its construction supervision and administration services and fees and the great value the Corps provides its customers on every project, visit this Headquarters web page:

<http://www.hq.usace.army.mil/cemp/c/s&a.htm>)



By Lt. Col.
Ronald N. Light
HED Commander

Commander's Comments

“
We owe it to our customers...to operate as efficiently and effectively as possible.
”

Moreover, the District will be here in the future: *we have a commitment to the Pacific Region*. And, if we cannot provide a service in HED, we can go to the many other districts and labs in the Corps of Engineers to get that service for our customer. (At present HED works with seven other districts and two labs in exactly this way!)

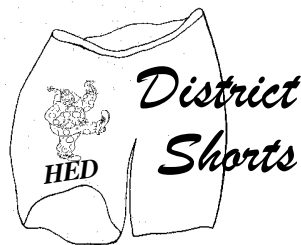
You can help our customers understand our fees and services by sharing the facts above with them. And remember: if we fail to delight our customers, they will go elsewhere for their engineering and design services needs. If we have no projects, we have no income, and we cannot pay salaries. I am sure you can see how closely the success of the District is tied to repeat business from delighted customers.

What are we doing to reduce our costs? First of all, I want you to know that our resource management professionals closely monitor every aspect of our financial health. Leaders throughout the District, and many of you, carefully watch costs to ensure we're within budget, and to keep costs down. But we are doing more than that: we are fundamentally changing the way we look at our costs.

Since October, we have been reviewing our costs, searching for ways to reduce spending, as part of our FY 01 OPLAN. I can tell you that this effort is really picking up steam, and many of you have identified concrete ways to make us cheaper, do work better and faster, and so on. For example, we have streamlined how you buy and track purchases for expendable office supplies. We have also eliminated 30 phone lines that were no longer in use; turned in computer hardware that was too expensive to maintain; and reduced our fleet of GSA vehicles. Our costs *are coming down*, and our productivity *is going up*.

So, I ask each of you to help spread the word about the full range of services we bring to the table, and the fact that we are working to reduce our costs. As a government agency, we have neither desire nor authority to make a profit. We owe it to our customers, and to those who will follow us in the District, to operate as efficiently and effectively as possible. Doing so will bring customers back to the District for repeat work. In our project-funded environment, that's a powerfully important notion!

Truth: *The greatest homage we can pay to truth is to use it.* —Ralph Waldo Emerson, American author



Aloha means Hello to...Richard Oleniacz, Emergency Management Office, who is coming to HED from the Pittsburgh District.

Aloha means Goodbye and Good Luck to...Roger Blankenship, Safety Office, who is returning to the Louisville District; and **Al Hu**, POD Resource Management, who is

transferring to Germany.

Presentation to ABC...Jim Bersson, Chief of Engineering and Construction Division, participated in a panel discussion sponsored by the Hawaii chapter of Associated Builders and Contractors in January. Others on the panel included representatives from state, city and county agencies, private industry, and the Navy.

Media Training...

HQSACE Public Affairs staffers George Halford and Scott Saunders provided media relations training for 17 key leaders at HED and POD during the week of Feb. 12-16. The training, required for all Corps division and district commanders and their deputies, is usually conducted at the Army's Pentagon television studio. However, it is expensive and difficult to schedule such a large group for training there. Accordingly, in an innovative and cost-saving initiative, headquarters brought the training to the field. Students learned the basics of media relations, how to deal with reporters and how to develop and deliver key messages in brief, 7 to 10-second, "sound bites". The highlight of the training was practical exercises in which students were videotaped answering questions from "reporters" Halford and Saunders. The training was coordinated by POD PAO chief Larry Hawthorne and HED PAO chief Doug MaKitten. HQ PAO plans to bring the training to Alaska District later this spring.

HED Takes Top Honors in PAO Competition...

Carrying on a long tradition of excellence, the Pacific Connection and its staff won several awards in the annual Corps-wide Herbert A. Kassner journalism competition. The Project Management Business Process special issue earned first-place honors in the "Special Achievement in Print Media" category and Alex Kufel took the top prize in "Commentaries." The publication also earned third-place in the "Army Funded Newspapers" category.



"I have this much work to do before they'll let me go..." Al Hu, POD Resource Management Office, enjoys the Aloha party given by his coworkers on Feb. 16. Hu is leaving POD for a position in Germany. —Photo by Alex Kufel.

Transformation

Continued from page 4

The "Interim Force" bridges the gap during transformation, and through scientific and technological improvements combines with the "Legacy Force" to become the "Objective Force," the "more lethal, deployable and survivable" force of the future.

The Interim Force will be fielded primarily with off-the-shelf equipment and technological insertions and will provide immediate deployability and breakthrough maneuver capabilities to bridge the current gap between the Army's heavy and light forces until technology developments make fielding of the Objective Force possible. The final phase of the Transformation, the Objective Force, will begin with fielding of "Future Combat Systems," currently being studied by the Army.

The first IBCT's will feature significantly different organizations from the Army's current brigade configuration. Each will consist primarily of three infantry battalions, an artillery battalion and a reconnaissance battalion. The reconnaissance battalion, known as the RSTA squadron (Reconnaissance, Surveillance, Targeting and Acquisition), will significantly increase the intelligence gathering capability of the brigade.

The new brigades will also include organic engineer, military intelligence and signal companies.

Another significant change is that the companies of the infantry battalions will be combined arms teams, consisting primarily of medium armored gun systems, infantry, and mortars. Previously, Army companies and battalions were organized as pure tank or infantry units, then task organized based on mission requirements.