



U.S. Army Corps
of Engineers
Honolulu District

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Opinion

Show your appreciation every day - not just one day a year



By Maj. Scott Schriener
Deputy Commander

Administrative Professionals Week was observed April 22-26, with Secretaries Day officially on the 24th. The word secretary has just got to go. Here's why. Blame it on Webster's 3rd Edition dictionary: Secretary (sek-ri-ter-e) 1. One entrusted with the secrets or confidences of a superior. 2. One employed to handle correspondence, and manage routine and detail work. 3. A writing desk with a top section for books. I don't know about you, but I don't know of any administrative assistants who are that good of a writing desk or look good with a stack of books on their head. In fact, (not that I'm speaking from experience or anything) I know who's really "superior" when it comes to office management and who's really in charge, when you come right down to it.

I hope you did something special for the "boss" of the office. Really. Who else in your office, no matter how big or small, knows what is going on every day, or knows something about every subject? It ain't the supervisor or chief. They may think they know everything but it just isn't so. Face it; admin folks are a vital part of every organization.

I have already mentioned one vital aspect, but here are some more. Think about it. Who sets the tone in the office? Who is the first person a customer encounters when coming into an office area? Who makes sure the calendar is squared away, saving potential embarrassing moments with missed meetings, etc.? Who

takes care of MODERN and CEFMS transactions, leave requests, TDY requests? Who answers the phone and determines which calls make it through and to which callers you are "out of the office?" And most importantly, who really does make the coffee???? The latter comment is meant as a joke. It was an attention getter and I bet I got your attention, didn't I?

This leads to an important point. Many secretaries, administrative assistants and clerks are just taken for granted. I have been guilty of that myself. But, I also very much appreciate what services they perform, even though I may not say it often enough.

Just take a few minutes and imagine your life without your administrative professional. For example, let's say you're the District Engineer. On top of your normal duties of commanding the district, the not-all-inclusive list below would be some of your "additional duties." Read it and ask yourself, "How much sleep do I want to get this week? Will ever make it home?"

Here's a little test you can try. Add these duties to your job:

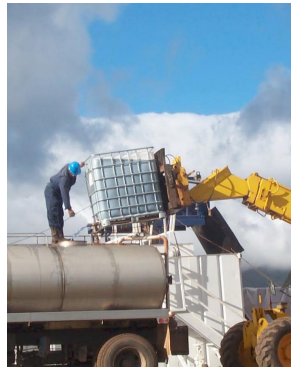
- Plan and synchronize your own calendar
- Answer your own phone and respond to the caller (no matter who it is)
- Do your own typing
- Do your own mailing
- Make your own travel arrangements
- Prepare your own travel requests and settlement vouchers in CEFMS
- Manage the Executive Office GSA car
- Process employee appraisals from cradle to grave
- Coordinate with higher headquarters for meetings of various sorts
- Get coffee for the Deputy Commander (glass ball that can't be dropped no matter how many things are going on)
- Potentially work in MODERN to process SF-52 actions
- And at the end of the day, prepare to start all over again (that is, if the sun hasn't already come up on the next day)

So we are back to the importance of administrative support staff minus the coffee part. Everyone has an important job in the District. But how many jobs are affected by the support they receive from others? Just about every position in the District relies on administrative support in some capacity.

So, I insist, take a moment and thank your administrative professionals for their dedication to duty.

And, if myself, the DE, and the Executive Assistant haven't said it already, a BIG mahalo to Laureen Lau, Janet Kojima, Sybil Hamasaki, Teri Hall, Anne Chang, Linda Jenkins, Marsha Phillips, Amy Tashiro, Linda Hardy, Camella Nirusui, Kathie Chung, Lily Lee, Jeanne Tam, Laureen Vizcarra, Jyun Yamamoto, Charlene Hasegawa, Amy Izawa, Susan Chun, Selma August, CynDee Oleyte, Paola Rosado, Diane Oda, Sharon Kashiwabara, and Wendy Hammer. And for those of you that I don't come in contact with on a daily basis, thank you for doing your part and making HED such an excellent organization. We couldn't do it without you.

On the cover
An employee of PSI, the contractor for the nearly \$4.4 million Waikakalaua Tank Farm and Kipapa Tank Farm pipeline cleaning project, disposes of rinsate from an underground storage tank so that it can be hauled off for disposal. Joe Mau, SBRO, is HED's construction representative on the project.



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J.A. Jones/IBC Joint Venture earns top honors at annual Corps workshop

*Story and photo by
Doug MaKitten*

The joint venture J.A. Jones/IBC earned top honors at the seventh annual Honolulu Engineer District Workshop held April 12 at the Hale Koa Hotel in Honolulu.

HED Commander Lt. Col. Ronald Light presented the Pacific Ocean Division Military Construction Contractor of the Year award to J.A. Jones senior project manager Brent Smith for the J.A. Jones/IBC joint venture's construction of the \$37 million Roi Namur Power Plant at the U.S. Army Kwajalein Atoll, Republic of the Marshall Islands.

The award nomination lauded J.A. Jones for completing the project on schedule, while working around the Atoll's ongoing crucial space and missile surveillance test programs. J.A. Jones also was praised for its outstanding quality control and resourcefulness in overcoming the logistical and other challenges of completing a major construction project at a remote location.

The award means J.A. Jones will represent Pacific Ocean Division in the Corps-wide competition for Military Construction Contractor of the Year. Last year, Dick Pacific, the HED/POD representative, won the Corps-wide competition.

J.A. Jones/IBC also was recognized as the HED Safe Contractor of the Year for its outstanding record on the Roi Namur Power Plant project, achieving safety excellence in a project that included 424,000 hours of work exposure. The construction staff peaked at 125 workers and there were no injuries or lost time accidents during the life of the contract.

Nordic Construction also received two awards. Nordic earned a safety excellence award and an outstanding performance evaluation rating for its work on a hangar and apron construction project at Wheeler Army Airfield.

Other companies receiving outstand-



HED Commander Lt. Col. Ronald Light presents the POD Military Construction Contractor of the Year award to Brent Smith, senior project manager for the J.A. Jones/IBC joint venture.

ing contract performance ratings awards included:

- Dick Pacific Construction Co., for its work on several Whole Barracks Renewal projects at Schofield Barracks
- Index Builders, Inc., for its work on disconnecting privacy fences at various locations on Oahu
- Alan Shintani, for its repairs to the Immigration and Naturalization Service District Office in Honolulu
- Ocean House Builders, for Whole Barracks Renewal project work at Schofield Barracks
- Mitsunaga and Associates, Inc. for its work on the Hickam Air Force Base joint complex programming charrette
- KAI Hawaii, Inc., for its work on the Maui Bridge Inspection, Phase II contract

This year's workshop theme was "United We Stand - Creating a Different Future." As in the past, HED worked with its industry partners, the American Institute of Architects, the Consulting Engineers Council of Hawaii (CECH), the General Contractors Association (GCA), the Building Industry Association (BIA)

and the Associated Builders & Contractors, Inc. (ABC), to make the event possible. This year AIA Hawaii and its president, James Freeman, shared co-sponsorship of the event with HED.

Approximately 150 people, including architects, engineers, construction contractors and Corps employees, attended the event. They heard a briefing on HED's future work outlook from Deputy District Engineer for Programs and Project Management and Chief, Programs and Project Management Division Ray Jyo. The attendees also participated in a variety of breakout sessions on construction, engineering and contracting topics.

The workshop's guest speaker was Maj. Gen. James Dubik, commander of the 25th Infantry Division (Light) who spoke on Army Transformation.

Both Jyo and HED Chief of Engineering and Construction Division Jim Berson thanked the many HED employees who made the workshop possible, with special recognition going to HED's Chief of Design Branch Gary Nip, the District's primary coordinator for the event.

Talent: *Everyone has talent. What is rare is the courage to follow that talent to the dark place where it leads. —Erica Jong*

Employees of the Month



Warren Kanai

Hometown: Honolulu, Hawaii

Position with Corps and how long: Environmental engineer, eight years

Describe your job in 50 words or less: I prepare scopes of work for a variety of environmental-type projects, for both military and civil works missions. I also negotiate, award and monitor contracts, participate in project delivery teams and work to resolve customer service issues.

What do you like best about your job? Trying to keep the earth clean and healthy.

What is the most difficult part of your job? Dealing with people who don't care to keep the earth clean and healthy — "the mission at all costs..."

If I was the DE for a day, I would... ask myself how efficient is HED? Are inefficiencies caused by ourselves, by our leaders, by our bureaucracy, by our customers, by....??

What is the best improvement in the District in the past six months? The new paint, and the new ceilings in the hallways.

What is the best improvement in your office in the past six months? The intensive workload lately has made us closer as friends and as co-workers.



Shirley Koga

Shirley recently retired from the Corps of Engineers. Instead of the standard Employee of the Month questions, we chose to include a portion of her nomination for this award, as submitted by her boss, Vince Faggioli, District Counsel.

"Shirley has dedicated her life to service in the Corps and to our people. She not only handles all the budget and administrative management actions for the District Counsel Office, but she is the principal assistant for litigation administration.

"This month, during a series of serious medical treatments, she not only persisted, not missing a single day, but excelled in assembling a 250 tab Rule 4 file (legalese for legal "brief") for submission to the court in a multi-million dollar claim defense case.

"As she was preparing for retirement, she was a hard-charger right up until the last day in modifying and justifying our budget. For over 35 years Shirley has shone as a beacon of energy, dedication, and kindness guiding those who come after her across the shoals of difficulties and challenges. She is an example to all, has set the standard this month, and richly deserves to be recognized — yet one more time."

Courage: *Courage is rarely reckless or foolish... courage usually involves a highly realistic estimate of the odds that must be faced. —Margaret Truman*

Savings bond campaign starts in June

In conjunction with the rest of the U.S. Army, HED will observe the U.S. Savings Bond Campaign from June 1-30, 2002.

Now, while the United States is at war with international terrorism, is a particularly good time for Army personnel and government employees to reflect on how they can assist with this crucial effort.

Savings Bonds are one of the few investments that you can make to help your country, while helping yourself. In addition to being good for America, they offer the following individual advantages:

1. Easy to buy: They can be purchased through regular payroll deduction (both manually and on-line), or can be purchased directly from banks, or on-line from the U.S. government directly.

2. Safe: They are as secure as the United States of America and are guaranteed by the federal government. They can be replaced if lost.

3. Market-based investments: Interest rates are competitive, or better, than many other fixed income alternatives.

4. Tax advantages: The interest earned is free from Hawaii state income

taxes, and also free from U.S. federal income tax if used for college tuition costs.

5. Liquid and safe: Principal and interest are guaranteed and you can easily redeem savings bonds when cash is needed.

Individual canvassers in your branch or office will contact all employees during June and provide information and payroll deduction forms. Information is available also on the internet at www.savingsbond.gov, or from the HED Savings Bond Coordinator, Don Cannata (Budget and Manpower Branch), at 438-8473.



“Women Sustaining the American Spirit” That was the theme of this year’s Women’s History Month. In celebration of the role women play in American history, the Special Emphasis Program Committee presented HED’s version of “The View” on April 9. The panel included, from left, Christina Kemmer, Executive Vice President at Communications-Pacific, Inc, and Civilian Aide to the Secretary of the Army; Robyn Au, attorney in HED’s Office of Counsel; Jan Brissette, HED’s Chief of Resource Management; Renee Hicks, contract specialist in the District’s Contracting Office; and Beth Light, wife of District Engineer, Lt. Col. Ronald Light. Nearly 60 District and Division employees gathered in Bldg. 230’s conference room to hear what the panel members had to say about this year’s theme and how they handle the everyday stresses of being wives, mothers, and career-women. —Photo by Michelle Cain

Responsibility: *The willingness to accept responsibility for one’s own life is the source from which self-respect springs. —Joan Didion*

Army Transformation: HED plays key role

**Story and photos
by Doug MaKitten**

(Editor's Note: This is the first in a series of stories that will follow the progress of Army Transformation in Hawaii and HED's key role in the process.)

Transformation of the 25th Infantry Division (Light) is vital to the Army's future in Hawaii and HED has a key role in making it happen.

The Army explained its proposal to transform the 2nd Brigade of the 25th ID into an Interim Brigade Combat Team to the public and accepted comments at seven April scoping meetings on Oahu and the Big Island of Hawaii. However, before the transformation can proceed, the environmental impact statement process, managed by HED, must be completed.

Briefly, the IBCT is the intermediate step between the Army of today, the so-called Legacy Force and the Army of tomorrow, the Objective Force. The future, transformed Army, will be more responsive, deployable, agile, versatile, lethal, survivable and sustainable than current units and better suited to the meet the defense and security challenges our nation faces in the 21st century.

Besides the 2d Brigade, active component units designated by the Army for transformation include the two initial IBCTs at Fort Lewis, Wash., one brigade at Fort Wainwright, Alaska, and the armored cavalry regiment at Fort Polk, La. A reserve component brigade in Pennsylvania will also become an IBCT.

The stakes are high. Top Army officials, including Chief of Staff of the Army Gen. Eric Shinseki and 25th Infantry Division (Light) commander Maj. Gen. James Dubik, have said transformation is a must.

"Readiness is about today's responsibilities and today's missions. Transformation is about tomorrow's readiness for the missions we can't even envision today," said Shinseki at a March 28 ceremony naming Fort Riley, Kan., an American war-fighting center.

Dubik made similar remarks to the attendees at the April 12 annual Corps of Engineers workshop.

HED commander Lt. Col. Ronald Light describes the IBCT as the District's "number one project."

During the April scoping meetings U.S. Army Garrison

Hawaii Transformation Manager Ron Borne said transforming the 2nd Brigade of the 25th Infantry Division (Light) into an IBCT would require an additional 480 soldiers, 400 vehicles, new or modified weapons systems and a variety of other actions.

Borne also discussed the 32 projects, estimated at \$693 million, the Army thinks will be necessary to create the IBCT and the infrastructure it needs to train and maintain readiness. This would include everything from firing ranges, training buildings and fuel and ammunition storage facilities to road and airfield runway improvements and vehicle wash areas. Most of the construction would be at Schofield Barracks, headquarters for the 25th ID (Light), and the Kahuku Training Area on Oahu and at the Pohakuloa Training Area on the Big Island.

There is a lot riding on successful, timely completion of the IBCT EIS for both the state of Hawaii's economy and HED.

Local contractors will have the opportunity to bid on the transformation projects. Once the IBCT EIS is completed, HED will shift its focus to designing, renovating and constructing the infrastruc-



Dr. Laurie Lucking (right), Cultural Resources Manager, U.S. Army Garrison and Directorate of Public Works, 25th Infantry Division (Light), listens to a visitor asking questions about resources at the Army's Pohakuloa Training Area on the Big Island of Hawaii. The exchange took place at the Hilo scoping meeting for the IBCT EIS.

Luck: *I'm a great believer in luck, and I find the harder I work, the more luck I have. —Thomas Jefferson*

ture needed to support the IBCT.

In a recent interview, Borne emphasized the key role HED has in the success of the IBCT and how much Army leadership in Hawaii is depending on the District.

“The IBCT is vitally important to the Army in Hawaii and the Army has asked us (the Garrison and Director of Public Works staffs) to expedite the complex process necessary for the IBCT to become a reality,” said Borne. “A further challenge is that the Garrison staff and DPW are taxed to the limit with other initiatives and the many daily requirements that come with running installations.

“We look to HED to quickly assemble and build the team of Corps professionals, including those from other Districts, and contractors, to help us make Army Transformation in Hawaii happen,” Borne continued.

“We have very high expectations for HED,” said Borne. “We are relying on the Corps to lead us through the very difficult NEPA (National Environmental Policy Act) process and to provide the technical expertise, manpower, real estate and acquisition capabilities to help us transform.”

Unquestionably, the EIS process is a key to the successful implementation of Army Transformation in Hawaii.

The Army has legal and regulatory responsibilities to be good stewards of the lands it owns and leases. Additionally, the Army must conduct training in a way that protects the environment and minimizes impacts.

The EIS will inform Army decision makers, other government agencies, and the public of the potential environmental impacts, both positive and negative, and issues associated with the transformation. The final EIS will also select a preferred alternative.

At the scoping meetings it was clear there is intense interest in both Army Transformation and in the EIS process. The meetings included lively public comment periods, with some speaking in favor of Army Transformation and others opposing it. However, regardless of their views on transformation, virtually every speaker made it clear the EIS will be closely scrutinized to ensure the Army considers all the environmental and cultural factors that make Hawaii unique.

To elaborate, Hawaii’s isolated location makes it a haven for endangered species. Protection of these species was a top priority of many speakers. So, too, was the protection of cherished native Hawaiian cultural sites and practices. At each session attendees also raised concerns about the transformation’s impact on noise, traffic, air, water and fire danger and called for a complete, full-disclosure EIS.

So, is HED up to the challenge?

“We are here, we are part of the Army and we are part of Hawaii. We have the right people and the right values to do this job properly and we will be responsible for the follow-on design and construction,” said Wendell Awada, chief of Environmental Branch and deputy chief of Programs and Project Management Division.

HED formed a talented, experienced IBCT EIS project delivery team that hit the ground running. They are putting in long hours, including working many nights and weekends, to ensure the fast-tracked EIS stays on course. Project manager Earl Nagasawa is the

point man for HED, but many other Environmental Branch and Environmental Technical Branch staff members, including Dr. Molly Kihara, Steve Kim, Kanalei Shun and Warren Kanai play key roles in the PDT.

Other HED offices and organizations, including Counsel, Contracting, Information Management, Real Estate and Public Affairs are also actively involved in the PDT, as are their counterparts at DPW, the 25th Infantry Division (Light), U.S. Army Garrison and U.S. Army Pacific. In addition, many of these offices are working other Army Transformation-related issues.

HED quickly contracted with two experienced firms, Wil Chee Planning and Tetra Tech, to prepare for and produce the EIS. Wil Chee Planning did the initial work including preparing a notice of intent, developing a community relations plan, coordinating the scoping meetings and developing a scope of work for the EIS.

Tetra Tech, which also prepared the Army-wide programmatic EIS for transformation, now has the lead in preparing the IBCT EIS for Army Transformation in Hawaii.

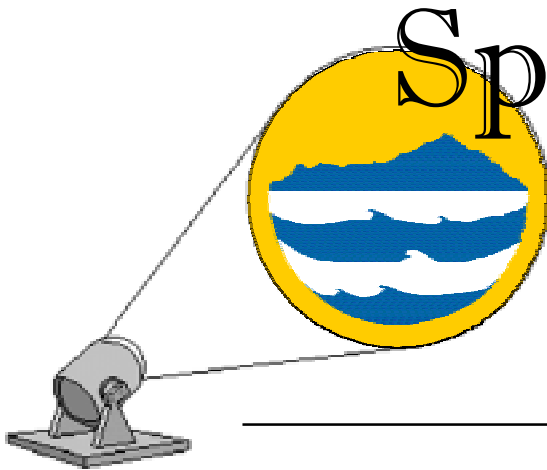
Due to the expedited process, early on HED also contracted with other organizations and companies with specific expertise and institutional knowledge of Army facilities and installations in Hawaii. This includes the U.S. Army Engineering and Support Center, Huntsville, Ala., for training range and doctrine; the Colorado State University Center for Environmental Management of Military Lands, for botanical and biological work; and the International Archaeological Research Institute, Inc.

The April scoping meetings are just the beginning of the IBCT EIS process. A Draft EIS is scheduled for completion in February 2003. That will be followed by more public comment, including formal hearings, before the EIS is finalized. The schedule calls for a record of decision on the IBCT EIS to be completed in October 2003.

For more information on the IBCT EIS visit the Internet site at: <http://www.ttsfo.com/ibcteis/>



Maj. Gen. James Dubik, 25th Infantry Division (Light) commander, discusses Army Transformation in Hawaii at the Corps of Engineers Workshop.



Spotlight on HED

Administrative Professionals

*Spotlighting an office that is helping to make the Honolulu Engineer District
"The Best Place for the Best People to Work"*

Compiled by Michelle Cain

Last month HED recognized its administrative staff during National Administrative Professionals Week. In honor of the event I asked the "bosses" in the District to share with me their thoughts on the importance of their admin staff.

Although the responses varied, all had a common thread: The Honolulu Engineer District couldn't function without its admin support staff. Here is just a sampling of the enormous praise the leaders in the District have for their secretaries.

"Our secretaries are essential to our success. Their daily (often unseen) support makes or breaks our mission!"

"My secretary doubles my efficiency. She plans ahead, stays situationally aware, and helps me be a public servant. We are a team!"

"She keeps our office running smoothly. The office is just not the same, and doesn't operate as efficiently, without her."

"In our office, it is not the boss that matters. He only thinks he knows all the answers. The secretary is the most important person."

"She is an invaluable asset to our branch. Without her loyal and dedicated support, office operations, in general, will come to a grinding halt."

"In 30 years of government service I have never had such a terrific secretary as I have now. We simply could not operate without her."

"These professionals play an important role in the organization. They deserve praise not just today but every day!"

A big mahalo to all of our support staff for the role they play in making the Honolulu Engineer District the "best place for the best people to work."

(Photo of Linda Hardy, KRO, unavailable.)



*Laureen Lau
DE*



*Laureen Vizcarra
EC-C*



*Jyun Yamamoto
CT-C*



*Janet Kojima
PPM*



*Lily Lee
EC-R*



*Amy Izawa
FSRO*



*Camella Ngirusui
PRO*

Success: *The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather in a lack of will. —Vince Lombardi*



Sharon Kashiwabara
EC-D



Sybil Hamasaki
EC



Diane Oda
SBRO



Wendy Hammer
EC-M



Kathie Chung
SBRO



Linda Jenkins
PP-C



Jeanne Tam
OC



Teri Hall
EC-T



Anne Chang
PPM



CynDee Oleyte
EM



Selma August
PRO



Charlene Hasegawa
FSRO



Marsha Phillips
IM



Amy Tashiro
EC-D



Paola Rosado
FSRO



Susan Chun
PPE

Experience:

Experience is that marvelous thing that enables you to recognize a mistake when you make it again. — F. P. Jones

Electronic Library

by Ruby Mizue

Digital Army Library Service (DALIS)

<http://www.libraries.army.mil>

Recently each of us was required to register with **Army Knowledge Online (AKO)**, the Army portal on the Internet. Among the many features and services offered by this Army portal is access to eight commercial databases and more than 2,000 e-books through the **Digital Army Library Service (DALIS)**. These products were purchased with year-end funds by the U.S. Army Community and Family Support Center (USACFSC) General Library Program for U.S. Army military personnel, family members and civilian employees.

AKO users may access these commercial reference sources from the DALIS website **Research Tools** page, via password protection provided by AKO for authentication. Use your AKO user id and password to link to a wealth of accurate information on people, literature, countries, colleges, careers, and current events.

The DALIS website provides access to the following searchable, full-text databases:

Biography Resource Center—Comprehensive biographical reference database

CountryWatch.com—Comprehensive and current political, economic, cultural, business and environmental database

ESBSO Military Full Text—Full text of nearly 240 periodicals including "Army Times" and "Sports Illustrated," as well as the *American Heritage Dictionary*

Facts.com—News digests from U.S. newspapers and international news services, the *World Almanac Yearbook*, and *Funk & Wagnall's New Encyclopedia*

Health & Wellness Center—Consumer health magazines; nursing and medical journals; and seven authoritative health books

Literature Resource Center—Criticisms and information on 90,000 novelists, poets, essayists, journalists, and their works

Peterson's Resource Center—Information on accredited colleges and universities in the US and Canada. Practice tests for SAT, ACT, MCAT, LSAT, GMAT, GRE, and DSST

Student Resource Center—Material for students in middle and high school, based on national curriculum standards

NetLibrary e-books—No fee computer access to more than 2,000 books, including classics, military history, special dictionaries, mysteries, and college guides

There are two ways to access these services:

1. Access with AKO id/password from AKO (www.us.army.mil)

>AKO Services/Other Services

>Military Libraries

>Research Tools

>General Library Online Commercial Databases

>Choose Database

2. Access directly from DALIS (www.libraries.army.mil)

>Research Tools

>General Library Online Commercial Databases

>AKO Login

>Choose Database

If you need a refresher on what AKO is and how to use it, visit the POH Intranet home page (<https://pohinfo>) for links to AKO and to an **AKO User's Guide**.

Hawai'i Directory of State, County and Federal Officials

The Legislative Reference Bureau has completed the 2002 edition of its *Directory of State, County and Federal Officials*. The directory can be accessed on the Internet at: <http://www.state.hi.us/lrb/dir> You can download and print out the entire directory, or use the handy Table of Contents to view just the Legislative office or public agency you are interested in.

DoD Special Buyout Authority Authorizations - VSIP

Many of you have heard about the initiative to buyout employees throughout DoD. USACE received only 31 slots in the current FY02; however, 6,000 buyout authorizations are expected DoD-wide for FY03. While the allocations for the Corps, and its implications for Pacific Ocean Division and Honolulu District will not be known until early FY03, you can become familiar with basic aspects of the buyout program by visiting the Army Civilian Personnel website at <http://cpol.army.mil/permis/6316.html>

WANTED

YOUR

SUGGESTIONS

FOR



FOR MORE INFORMATION CONTACT
YOUR SUGGESTION COORDINATOR
Beverly.L.Ledesma@poh01.usace.army.mil

Perspective:

A pessimist is one who makes difficulties of his opportunities and an optimist is one who makes opportunities of his difficulties. —Harry Truman

Commander's Comments

“
*...the only guarantee
of quality is your
own desire to com-
mit to achieving
quality results...*
”



By Lt. Col.
Ronald N. Light
HED Commander

Quality ultimately depends on us

(Editor's Note: Some of the text in this article originally appeared in Lt. Col. Light's August/September 2001 Pacific Connection Commander's Comments column.)

On May 29 the District will spend time focusing on the issue of quality, joining all of Pacific Ocean Division in a discussion and examination of what quality is, and how we can achieve it. The fact that we are doing this does not mean you or the District in general are not delivering quality products and services. The vast majority of our work *is* high quality! Of the nearly 450 projects we are currently delivering to our customers, only a very few have problems. Better than 99 percent of our work is superb! What we will do on May 29 is reflect on how we can improve the one percent of our work which doesn't meet our quality standards.

Many of you are now aware that the Honolulu Engineer District has begun to align business processes to something called the "ISO 9001: 2000 model." Briefly, ISO (the acronym means "International Organization for Standardization") seeks to apply a "plan, do, check, act" model to work. An example of a business process already in the District which is based on this model is our After Action Review (AAR) process. The intent of our efforts under ISO 9001: 2000 is simply this: to delight our customers. We think we can do this better if we fortify what we currently do with the "plan, do, check, act" model.

Regardless of the processes we adapt to help us ensure we deliver quality work, *quality ultimately depends on us*. There is no magic formula out there to guarantee quality! There is no special flow diagram, no fancy process manual, and no magic wand to guarantee we'll deliver quality work to our customers. I do believe that ISO 9001: 2000 will get us far, and I do believe it will be worth the effort to align our business processes to the "plan, do, check, act" model (many others are doing this, by the way). Change of this magnitude needs all the help it can get. But

ISO by itself cannot provide the fundamental ingredient to ensure quality.

What is that ingredient?

It's "us." It's support staff who care enough to ensure they thoroughly staff every action, think it through, develop the best alternatives, and follow up to ensure the job is done properly. It's designers who stay abreast of the latest standards and codes, thoroughly back check documents, consider all review comments, and proudly state "this is my work and I stand behind it." It's project managers who ensure that the customer's wishes are known, who write a useable project management plan that everyone on the project delivery team embraces, and who work schedules and costs to consensus. It's field personnel, far away from "the flag pole," who carefully provide oversight of contractor work, ensuring specifications are adhered to, and stopping unsafe practices on the spot. It's you and I responding to customer queries in one day, like we said we would.

What drives people to ensure their work meets these kinds of quality benchmarks? Is it a process manual? Is it a policy letter written by the District Engineer? I believe the answer is more people-oriented than that. Although knowing what the standards are for your job is vital, the answer has to come from within. I do think the only guarantee of quality is your own desire to commit to achieving quality results — no matter what we do — for our customers. For our internal customers. For our external customers. For ourselves.

What does the District look like if we don't have the desire to achieve quality? In one way, it's like a boat. When we're all in that boat, we're all headed in the same direction. When we're all focused on providing quality to our customers, everyone shares the load, we know where we're going (our azimuth!), and there's movement toward getting there.

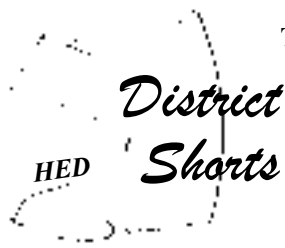
This boat, however, is not a perfect craft. What happens when some of the people on board don't care about quality is that the structure weakens and the boat leaks. There are some real gushers coming up through the planking. We spend time bailing it out we have less energy to move forward. The leaks — the "quality leaks" — distract us from where we want to go, and what we want to do. We lose sight of our customers; we begin operating in crisis mode and quality gets set aside.

Experts say that it is much, much easier, and far less expensive to prevent quality problems before they occur. The ISO 9001: 2000 model will help us do that. But it will only go so far: quality ultimately depends on us.

Are you committed to doing quality work? You can only answer this yourself. You can answer "yes" if you see yourself in some of these statements: "I know my job and am doing it to the highest levels of service." "I'm going to get this done right...no shortcuts that erode quality." "Even when no one is looking, I will do the right thing to deliver quality." And finally, "I still care."

I know most of us don't want to be in a leaky boat. And, we all know that our customers won't tolerate a "leaky boat" for long. I hope you will join me in a personal commitment to achieving quality, wherever you work and whatever you do in the Honolulu Engineer District. Remember: the only guarantee of quality...is us.

Curiosity: *I think, at a child's birth, if a mother could ask a fairy godmother to endow it with the most useful gift, that gift would be curiosity. —Eleanor Roosevelt*



Aloha means hello to **Amy Thomas**, intern in Engineering and Construction, who comes to HED from a position as field engineer for Kiewit Pacific.

Aloha means hello to **Diane Oda**, secretary at the Schofield Barracks

Resident Office, who comes to us from the Directorate of Public Works. **Aloha means hello** to **Rebecca Kalamasz**, who has joined HED until August on a temporary developmental duty assignment from the Walla Walla (Wash.) District. **Aloha means hello** to **Richard Duong**, electrical engineer in the Quality Assurance section, who comes to us from POD. **Aloha**

means hello to **Troy Eckert** and **Joseph Hohaia**, contractors with Information Management's technical staff. **Aloha means hello** to **Miles Takayesu**, staff realty specialist in the Real Estate division. Miles comes to HED from the Portland, OR District. **Aloha means hello** to **Sherri Lee**, HED's first Workforce Management Analyst, who comes from the Directorate of Resource Management at U.S. Army Garrison, Hawaii. **Aloha means good-bye** to **CynDee Oleyte**, EM, who is leaving Hawaii to accompany her husband to Korea. **Congratulations** to **Jeri Sato, CT-S, Jyun Yamamoto, CT-C, Teri Hall, EC-T, Larry DeGroot, IM, Elaine Nagasawa, EC-S, Lt. Col. Ronald Light, DE, Michelle Cain, PA, Donna Kanetake, OC, and Vince Faggioli, OC**, who are the most recent recipients of the District's Lokahi Award.

Historical HED: A step back in time

One year ago...

Newly renovated unaccompanied officer's quarters were dedicated at Schofield Barracks. The \$3.75 million project was completed by PMJ Builders of Waipahu, under the management of the Schofield Resident Office.

Approximately 30 District and Division employees turned out for an early-morning run/walk on May 22 in recognition of Safety Day.

Five years ago...

Lt. Col. Ralph H. Graves, Honolulu District Engineer, joined Hawaii Mayor Stephen K. Yamashiro in dedicating the completed Alenaio Stream flood control project to the Hilo community. The \$17.1 million project is the largest single flood control project ever constructed in the County of Hawaii.

Chief of Engineers, Lt. Gen. Joe N. Ballard, spoke

to nearly 400 POD and HED employees at a town hall meeting during a tour of POD districts.

Ten years ago...

Lise Ditzel-Ma, Maydean Martin, Bruce Chun, and Stephen Cayetano were nominated by POD Commander Brig. Gen. Ralph V. Locurcio to receive the Secretary of the Army award for outstanding achievement in equal employment opportunity in recognition of their leadership in the growth and success of the career outreach program.

Senator Daniel K. Inouye, D-HI, was taken on a tour of housing facilities and briefed on ongoing construction programs during a visit to POD.

David Lau won well-deserved praise from the judges of the Chief of Engineers' design and environmental awards program for his design of Laupahoehoe Harbor on the Big Island.

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Expectation: *Expectation is the greatest impediment to living. In anticipation of tomorrow, it loses today. —Seneca*