The Pacific Connection

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Light 62nd commander of HED

U.S. Army photo

Lt. Col. Ronald N. Light addresses employees and guests immediately upon assuming command of the District.

In a matter of moments on June 30, in ceremonies at Fort Shafter's Palm Circle parade ground, the flag of the Honolulu Engineer District changed hands and Lt. Col. Ronald N. Light became the District's 62nd Engineer and Commander. Following a brief history of HED, the actual changing of command commenced. The ritual of transferring responsibility and authority moved quickly, with the quiet morning air punctuated by the clicking of the flag standard bearing the District's colors as it passed from Ray Jyo, the Deputy District Engineer for Programs and Project Management, to Lt. Col. Wally Z. Walters, the relinquishing Commander, to POD Commander Brig. Gen. Randal R. Castro, who in turn presented it to Lt. Col. Light. With the symbolic transfer accomplished, the ceremony continued towards its conclusion, once again, Honolulu Engineer District proceeding under new leadership.

Among the approximately 150 people gathered for the occasion were military and government leaders and representatives of the state of Hawaii's congressional delegation.

See "Change of Command ceremony," page 6

Town Hall meeting communicates new commander's agenda

Story by Alexander Kufel

After spending his first several weeks as HED Commander meeting with District workgroups, getting to know people, and listening to employees' concerns, Lt. Col. Ronald N. Light held his first Town Hall meeting at Fort Shafter's Richardson Theatre on Aug. 3. There are several things he wanted to talk about to people as a group, he said. However, his primary purpose was to present his command philosophy. Light shared personal customer-service anecdotes, presented ideas and conducted a spirited question and answer session with District employees.

The nearly-200 attendees were greeted with a "sculpture" in the front center of the theater. It looked suspiciously like the flue

See "Town Hall meeting," page 4

Summer program advances minority students

Hawaii is far from the east coast of the continental U.S., but that has not stopped two engineering students from Morgan State University in Baltimore, Md. from accepting summer jobs with Honolulu Engineer District in a program geared toward advancing minorities' interests in engineering (AMIE). LaNesha Scales and Deirdre Williams arrived in early June and left Aug. 1 after working in various capacities in real-life engineering situations for part of their summer break.

"We are very interested in opportunities to increase our diversity as an organization," said POD personnel management specialist Diane Lau. "We're fortunate this year to not only have students in

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Egotism: ***Some people, when they hear an echo, think they originated the sound.***
—Ernest Miller Hemingway, American author, 1899-1961

Opinion

Actually, I was cured of homework ages ago

Just Thinking
by Alexander Kufel

Yes, it's true that I was seen staggering out of the Major's office the other day, but it was due more to the influence of Simon and Schuster publishers than anything else. The powers that be finally caught up with me, and I was reeling under the weight of an armload of books—required reading for District employees. I hadn't even been offered a drop of anything to drink. Since I haven't seen anyone from Logistics Management running around frantically issuing reading lamps so we can keep up with things, I can only conclude that something I've been avoiding for years—homework—has finally caught up with me. If I want to keep pace with changes fomenting not only in the District, but in the world of business as a whole at the start of the 21st Century, and continue doing the work they pay me for, I'd better get busy reading. There's a whole lot of new approaches to old problems out there and already I'm starting to not understand what people are talking about.

Now I can tell the true story of my past—the reason I graduated from college at all had nothing to do with my career choices, nor with my desire to succeed in life—it was a somewhat obvious and, now it seems all these many years later, feeble, attempt to break away from the expectation that in school you actually were expected to learn something. I always kind of resented the fact that it wasn't enough just to broaden your horizons by meeting new people and partying and nodding knowingly about things, but they had the audacity to test you on it as well. And, if you didn't do your homework..., well, the consequences were dire.

This time, the required reading seems necessary, too, if only to make sense of the changes taking place around me and become a part of it if I can. So, I'm slogging my way through these books. Believe me, "interesting" reading is not necessarily "quick" reading.

Here's what I got for starters: "Empowerment Takes More Than a Minute" by Ken Blanchard, John Carlos, and Alan Randolph; "The Three Keys to Empowerment" also by Blanchard, Carlos, and Randolph; "The Gifted Boss: How to Find, Create, and Keep Great Employees," by Dale Dauten; "Winning with Proctor and Gamble 99" by Charles Decker, "First, Break All the Rules" by Marcus Buckingham and Curt Coffman, and "The Balanced Scorecard," by Robert S. Kaplan and David P. Norton.

Thus, now I'm starting to know about management strategies pervasive throughout corporate America. Like the need to instill responsibility throughout an organization instead of just at the top. Or, the need to involve people in using their talents to make the organization more effective. Or, what a balanced scorecard actually is.

Being down near the bottom, I don't think it takes a wizard to figure out that transforming the hierarchy of an organization is something I should be interested in. Fortunately, government service has its own rewards and I don't have to read up on profit-sharing as well.

In "The Gifted Boss," Dauten writes, among other things, that great bosses and employees often reverse the typical job search: Instead of the employee doing the hunting, it's the boss. It's more like a "talent search" than a job market. I'd better start looking good or I'm in trouble.

Organized approaches to problem-solving are unquestionably more efficient than hit-or-miss efforts. Organizations the size of HED, if not accountable to stockholders, are at least accountable to taxpayers. Thus, figuring out where one wants to go as an organization, how it intends to get there, and overcoming inertia to achieve movement, is meaningless without a means of determining success or failure. I'll admit that a "balanced scorecard" is one of the most interesting concepts offered by these books. *(See book review on page 10)*. The authors compare using financial statements to determine a company's performance to driving a car by looking only through the rearview mirror. What they offer instead is a "multifaceted approach to translating mission and vision statements into a comprehensive set of objectives and performance measures that can be quantified and appraised." Once I figure that one out, I'll be home free.

A truism as I was growing up was that books change lives. Come to think of it, that must still be so because efforts to ban books and prevent people from reading certain things continues unabated today. We may be making media advances at unparalleled speed, but it seems like nothing has yet taken the place of a good old fashioned book when it comes to threatening the status quo.

I hate to admit it, but this whole experience might actually be good for me, particularly if it energizes those little grey cells in my brain and I can keep pace with all the changes going on around me. Now wait a minute...do you suppose the next step in this process is going to be the pop quiz? Help! Where's my Cliff Notes when I need them?

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Pacific Ocean Division Commander.....Brig. Gen. Randal R. Castro

Honolulu Engineer District Commander.....Lt. Col.Ronald N. Light

Chief, Public Affairs .....Douglas S. MaKitten

Editor .....Alexander Kufel

Number of Hours in the Day:

The day is of infinite length for him who knows how to appreciate and use it.
—Goethe (Johann Wolfgang von), German poet and dramatist, 1749-1832

Productive Person

Robyn U. Au
Hometown: Nanakuli
Years with Corps: 14
Works in: Office of Counsel

Robyn Au personifies personal strength and independence.

"Oh, yes," said the attorney. "I'm pretty strong, but I think it comes from knowing who I am and what's available in life."

Au said that she wants the same thing for her three-year-old daughter, Jenna Abigail Uilani Oley, and has already noticed a certain precociousness and independence in her.

"I love to read and I encourage Jenna because I want her to discover the world that lies within books. Lately I'm finding that she has very definite ideas of what she wants. She prefers picking out her own books at the library," she said. Au also likes to cook, especially bake, and said that she and Jenna like to make things together.

Au said that after graduating from Kamehameha Schools she studied criminology at Indiana State in Terra Haute and spent several years working in that field before she enrolled in law school at the Univ. of Hawaii. She said that she was fortunate to have been a clerk for then-Chief Justice William S. Richardson of the Hawaii Supreme Court.

"Studying law was a natural progression for me," she said. "I've worked in the areas of labor and personnel law, litigation, and contracts, but I'm pretty much a generalist. I'm very interested in seeing that justice is served."

Recently, Au returned from Anchorage, where she did some work for the Alaska Engineer District, and said that Alaska really spoke to her, particularly in their cookery and traditions, but also Native-American concerns.

"I guess I became immersed in the similarities between the native Alaskan and Hawaiian cultures," she said. "The geographical differences of course, are enormous. But I found myself looking at local books in their bookstores and was really fascinated by how they have retained their cultural heritage."

Robyn is making HED more productive.

Productive Person

Clifford C. Olivera
Hometown: Kailua
Years with Corps: 20
Works in: Logistics Management

Maintenance worker Clifford Olivera said that he takes a lot of pride in solving problems in imaginative ways to produce better results.

"I think of myself as an analyzer," he said. "I have experience in masonry, carpentry, electricity and plumbing, so when I'm faced with a new problem I try to come up with a solution that's the best balance between immediacy, efficiency, cost and permanence. I think of it as part of my job, it happens just about every day."

A family man, Olivera has been married to Linda for 15 years and they have two daughters: Chelsea Nalani Emiko, 12, and Jordanne Maile Noriko, 5. Olivera said that they named their children so they would be aware of their heritage and be proud of it. He said that he is very close to his family, and finds ways for all of them to do things together, even if it means just going out "window-shopping."

Olivera also said that he loves people and likes to stay busy even during his off-duty hours. Something he really enjoys doing is putting together twice-a-year holiday campouts for extended family groups of 60-70 people.

"I love to cook," he said. "We've got it down now so everything is pretty much taken care of when we go to the beach for a couple of days. There's all males in the cook-tent so the women can take a break."

At one point in his life Olivera took a job as a dishwasher in a Waikiki restaurant and said that he ended up doing everything from busing tables, to being a waiter, and even a cook.

"One of the most satisfying things for me," he said, "was to see people have a great experience just by having dinner. I could almost guarantee that would happen because I would tell myself that those were my folks sitting at my table and show them the same kind of respect."

Cliff is making HED more productive.

Middlemen: ***It is well-known what a middleman is: He is a man who bamboozles one party and plunders another.***
—Benjamin Disraeli, British statesman, 1804-1881

Contractor given construction safety award

The Dick Pacific Construction Company of Honolulu, formerly known as Fletcher Pacific Construction Co., was recognized by HED July 24 for its outstanding performance in construction safety management. Recognition carries with it nomination for the world-wide U. S. Army Chief of Engineers Contractor Safety Award.

A plaque was presented to Dick Pacific president Denny Watts by District commander Lt. Col. Ronald N. Light in a ceremony at the Fort Shafter District headquarters.

Dick Pacific was recognized by the District for its outstanding performance in safety management of two contracts involving the construction of more than $22 million of facilities and infrastructure for the Whole Barracks Renewal Program at the Schofield Barracks from 1996 to 1999. The work included a new 5-story barracks and a 2-story operations facility, including related utilities and roadway improvements; a public works complex with administrative support offices; a petroleum products storage building, a utilities shop and parking areas.

In all, an astounding 123,451 work hours were completed by Dick Pacific employees during these projects without any lost-time accidents.

Representatives of the Dick Pacific Construction Co. took time off to receive recognition for on-the-job safety performance from HED. (l - r) detailer Tom Oshita, project manager Sam Ho, vice-president Wilfred Ideue, president Denny Watts, HED chief of Construction Branch Louis Muzzarini, and Dick Pacific project manager Robert Moon. **Photo by Alexander Kufel.**

The award citation noted that all tiers of the company demonstrated an excellence and commitment toward implementing and maintaining an effective and viable safety program. This was a key factor in Dick Pacific's success in completing quality work ahead of schedule. Additionally, the citation said the company's high-level focus on safety resulted in savings to the taxpayers and enhanced customer satisfaction for the Honolulu Engineer District, U.S. Army Corps of Engineers, 25th Infantry Division (Light), and the Department of the Army.

"This award symbolizes the Corps' commitment to on-the-job safety," said HED Safety and Occupational Health program manager Roger Blankenship. "The outstanding performance of the Dick Pacific company deserves recognition and sets a standard for others to emulate."--*Doug MaKitten*

Town Hall meeting...

Continued from page 1

pipes of an old kerosene space heater, and turned out to be exactly that: a graphic depiction of a stovepipe. Before the meeting was over, the Commander dismantled it and handed out sections to employees for them to hold horizontally. He used it to make the point that among many changes facing the District was the reality that the traditional "stove-pipe" hierarchy of sending and receiving work-related information, responsibility and authority was no more. Problems were to be solved by teams of individuals from across the spectrum of functional areas, led by project managers. Concepts such as "empowerment" and "balanced scorecards" were the new reality.

Light said that he believes that "repetition is the foundation of clarity," and that District employees would hear him repeat four themes that were the foundation of his command philosophy. He also said that these themes materialized partially from his initial weeks of "listening to the District" and that some were already being employed. As Commander, he wants people to know that he desires for these themes to always be part of their actions.

First, always do the right thing. Next, provide service. Service to each other; service to our other customers; service to the nation. Third, provide leadership. Light said that leaders are those with the courage to identify problems and set solutions in progress.

"I want to empower people in the District to make the tough calls," he said.

Lastly, Light said that the final item in his command philosophy is a steady progression of both individual and corporate improvement. Light also said it was important to share ideas and lessons learned with others.

Light told those assembled that their "exit ticket" from the Town Hall meeting was to write down three categories of information on the 3-inch by 5-inch cards they had been given upon entering the hall. Attendees were to provide him with a list of three things they thought the District did well; three things the District did not do well; and one item they would like to see the District focus on during his tenure.

Following a practice he intends to employ throughout the District, Light immediately held a "lessons learned" session after the Town Hall meeting to discuss the effectiveness of his communications. Light said the meeting was video-taped so that employees unable to attend could still learn what he had to say. "I want everyone to know my goals for HED," he said.

Extra value: ***The genius of communication is the ability to be both totally honest and totally kind at the same time.***
—John Powell, American businessman

District IM office gets new chief

One measure of the success of Information Management (IM) is its invisibility within the District.

"When everything is running smoothly, people hardly know we're there," said electronics engineer Lori Sorayama, IM's recently promoted chief. "But it takes our staff a very large amount of effort and planning to sustain the local network at a high level, and the better we do, the easier it is to overlook that fact."

Asked what she thought would be useful for people to know about IM, Sorayama said that it is crucial for their customers to realize that information technology (IT) is not a "cure-all" solution in itself, but rather, a powerful and a critical tool used to implement successful solutions. Currently, there are a number of HED OPLAN (Operating Plan) initiatives underway in which IM staff members participate. For example, they serve on the team that is looking at the issue of "premises" wiring, which is the physical cabling infrastructure designed to support building occupants and communications engineering. They also are on several teams looking at various issues related to extracting data from databases and presenting them to an array of customers. In addition to contributing ideas and suggestions, Sorayama said that she also sees the IM role on these teams as "enablers." Specialized knowledge about possibilities can help build a solution to a particular problem or issue.

Profile

Lori Sorayama, Director of the HED IMO (Information Management Office). **Photo by Alexander Kufel**

In recent years, said Sorayama, IT has increasingly provided the District with "empowerment capabilities" that enable people to access information as never before. Many network resources have been made available and are fully incorporated into the HED information infrastructure, including Web interfaces to email, the electronic bid set, sharable CD technology, and Division-wide corporate shared areas, she said. To support today's larger volume of information, IM has increased the bandwidth of the HED communications network via high-speed equipment and fiber optic cabling.

Like the rest of IM, Sorayama, too, prefers to stay out of the limelight. Following graduation from Farrington High School and completion of the Univ. of Hawaii electrical engineering program, she attended Massachusetts Institute of Technology where she earned a master's degree. She did her thesis on artificial intelligence. Sorayama has been with the IM division of HED 13 years and most recently was assistant chief. She is an avid physical fitness enthusiast, successfully competes in "Tin Man" triathlons—doing well in her division—and said that she also has enjoyed rollerblading and lifting weights. Sorayama is quick to deflect attention away from herself and said that outside-of-work activities are commonplace to all the people she works with. She points to the quality of the people in IM and the value of teamwork for any successes they have enjoyed.

Sorayama said there is more to IM than one would imagine, and while some of it is highly visible, most is not unless there's a problem. IM offers an broad spectrum of IT services to its customers, she said. Networking services include maintaining the e-mail system, providing corporate and departmental shared resources, and providing access to the Internet and Corps of Engineers systems. IM provides electronic workstation configurations which are standardized throughout the District, development of the HED Web page, audio-visual and graphics assistance by way of preparation of sound amplification systems, presentations, certificates, and specialized graphic elements, and online and traditional library services. She said that IM is also responsible for telephone operation, video telephone conferencing (VTC), and copy-machine reproduction. And, of course, she said, there is the HED Helpdesk, which is perhaps the most visible element of all as a source for technical assistance and problem solving.

"Our customers go beyond everyone in HED to include POD, the Army's Civilian Personnel Operations Center at Fort Richardson, Alaska, the Fort Shafter Garrison Civilian Personnel Assistance Center and Directorate of Public Works, and the Navy, to whom HED provided network design and setup services," Sorayama said. They also have assisted the 30th Signal Battalion, located at Fort Shafter, she said. Electronics engineer Benjamin Simao was detailed to them for a year to provide premises wiring design and review services.

In the immediate future, goals for IM include filling vacant key positions such as a technical section supervisor and a programmer and contractor to support DETS, PP, and RM data management requirements. They are also in the midst of preparations for the forthcoming final POD/POH moves into newly renovated facilities. Sorayama said that IM's goal is to minimize downtime as a result of each move, so they have been "prepping" areas with significant forethought and planning so that when a person relocates, phone and data capabilities are immediately available. Just around the corner is the traditionally frantic end of the fiscal year, and IM is working to ensure 100 percent network and systems "up-time," for year-end procurements and distributions.
—Alexander Kufel

Growth: *Each forward step we take we leave some phantom of ourselves behind.*
—John Lancaster Spalding, American author, 1840-1916

Palm Circle ceremony

Change of Command ceremony ushers in 62nd District Engineer and Commander

Continued from page 1.

Castro commended Walters on the quality of his command and welcomed Light as the incoming commander into the POD family.

Walters served as District commander and engineer since July 2, 1998. His new assignment will be as the Inspector General, U.S. Army Hawaii and 25th Infantry Division (Light) at Schofield Barracks. His wife, Lt. Col. Terry Walters is currently commander of the Schofield Barracks Health Clinic.

A reception was held at the nearby Gazebo for people to meet Light and his family: wife, Beth, daughter Jennifer, 15, and sons Christopher, 13, and Patrick, 10. An "aloha" lunch for employees sponsored by both commanders was served outside of building T-1.

District command changes hands every two years. The tradition of the passing of the colors dates back to Roman times, said MaKitten. The colors served as a rallying point to troops in battle, but also became symbolic of the pride, tradition, and continuing progress of the unit itself. The colors commemorate the glory of past achievements while inspiring greater deeds in the future.—*Alexander Kufel*

(Above) The parade ground at Fort Shafter's Palm Circle appears dwarfed by the surrounding mountains of Oahu but is ready for the HED Change of Command Ceremony. (Above right) The color guard from the 249th Engineer Battalion moves to a position in front of the reviewing stand. (Below left) The 25th Infantry Division (Light) Tropic Lightning band provides music throughout the ceremony. (Center) Anna Tarrant, RM, gives the invocation in English and Hawaiian while master-of-ceremonies Doug MaKitten looks on. (Right) Seen immediately before the ceremony, Donna Kanetake, OC, Pauline Kahalioumi, IM, and Myran Higa, IM, prepare table decorations for the luncheon that followed. **Photos by Alexander Kufel. More photographs on page 7.**

Experience: *Experience is a name everyone gives to their mistakes.* **—Oscar Wilde, Irish poet and playwright, 1854-1900**

Change of Command ceremony... *(Continued from page 6)*

(Below l to r) Passing the Corps of Engineers colors in a traditional ceremonial transfer of District responsibility and authority, Deputy District Engineer Ray Jyo hands the flag to Lt. Col. Wally Z. Walters, the relinquishing commander, who returns it to the POD Commander Brig. Gen. Randal R. Castro, who in turn passes it to the assuming District commander, Lt. Col. Ronald N. Light, who returns the flag to Jyo.

U.S. Army photo

Alexander Kufel photo

U.S. Army photo

Photos byAlexander Kufel

(Left) Immediately upon assuming command of the District, Lt. Col. Ronald N. Light speaks to the people assembled while POD commander Brig. Gen. Randal R. Castro and outgoing HED commander Lt. Col. Wally Z. Walters look on.

(Bottom left) Following the formal reception for the new commander at the Palm Circle Gazebo, District employees joined the two commanders, Light and Walters, for an "aloha" luncheon in the area adjoining building T-1.

(Bottom right) In the formal reception line immediately following the Ceremony, Lt. Col. Light and his family: wife Beth and daughter Jennifer, greet well-wishers while Deputy HED Commander Maj. David Goddard looks on. Not pictured are sons Christoper and Patrick who also were in the receiving line.

Silence: ***Some people talk because they think sound is more manageable than silence.*** **—Margaret Halsey, American author, b. 1910.**

Year 2000 Emerging Leaders promote program

Story by Raynette Gurney

The Corps' goals to revolutionize effectiveness, seek growth opportunities and invest in people are being fostered through Pacific Ocean Division (POD) participation in two leadership programs within its Districts: the Emerging Leader Program (ELP) and the Leadership Development Program (LDP). In May, Dickson Y. Ma, PP-E, and Raynette H. Gurney, CT-S, were selected to participate in HED's EL program. They joined current HED participants David Lindsey, PP-A, and Gerald Young, EC-CF.

The Emerging Leader Program provides an opportunity for federal employees working in positions at GS-09 through GS-12 grade levels; at WG-09 levels and above; to foreign nationals at equivalent grade levels; and to company-grade officer levels. GS-13s also may be selected if they have not been in a supervisory position on a permanent basis.

The Leadership Development Program targets first line supervisors, team leaders and non-supervisory POD and District personnel who demonstrate leadership potential regardless of their grade. Foreign national employees are also included in this program.

Participation in the Emerging Leader Program is for two years and requires that the Emerging Leaders (ELs) attend POD Senior Leader Conferences and meetings, perform Division and District taskings as assigned, observe leaders in action and become mentors to future ELs. The ELP seeks to foster a corporate perspective and dedication to the USACE Strategic Vision.

LDP participants attend management level training, enhance their skills through cross-training, learn management techniques and styles by shadowing established managers, and stimulate their personal and career growth through guided and self-development activities.

Each District Commander selects the Emerging Leaders and the participants in the Leadership Development Program.

HED emerging leaders, along with ELs from Japan Engineer District (JED), Far East District (FED) and Alaska Engineer District (AED) participated in the POD Senior Leaders Conference that was hosted by FED in Seoul, Korea from May 16-19. While the senior leaders were attending their sessions, leaders from both the Division and District levels presented the emerging leaders with their views on leading and managing an organization. During the conference, participants also attended "breakout" sessions which were facilitated by Anita Naone, POD Equal Employment opportunity officer, and Vernon Kajikawa, POD HR, adviser to the group. The ELs brainstormed different topics and gave a presentation to the senior leaders. During the conference the ELs shared that they had learned about such components of leadership as "deterrence," "balance," "success," "pride," "sense of urgency" and "leadership aura."

The emerging leaders are tasked with working on one special project and have already assembled a "Team of Teams" with participants from JED, FED, AED and HED pitching in. Hudson Kekaula, JED, is team leader. This year's project focuses on developing a "grass roots" interconnection among districts. Together they will work to solve the challenges presented by the project and communicate by e-mail and video teleconferences.

Last year's ELs worked on the guidance and application package for the "Emerging Leader Program" as well as the "Leadership Development Program".

The ELP and LDP are excellent opportunities for interested individuals to progress in their careers by seeking developmental opportunities, training, problem-solving experience, developmental assignments and by attending meetings and conferences. Anyone interested in participating in next year's ELP or LDP please contact HED Commander Lt. Col. Light, Vern Kajikawa, Anita Naone or any one of the above HED ELs.

Demonstrating that an EOC (Emergency Operations Center) is where you make it, ***employees from Emergency Management (EM), Information Management (IM), and Logistics Management (LM) install a District EOC in the third floor conference room of Fort Shafter's building 230 in preparation for Hurricane Daniel at the end of July. Daniel, however, had other plans, downgrading himself to a tropical storm and avoiding Hawaiian waters after all. The efforts were not in vain, however, as it gave folks an opportunity to field-test readiness preparations. Permanent facilities collocated with POD in building 525 are currently under construction and are expected to be operational early this fall. (Above, left to right) Herbert Koga (IM), Katie Tamashiro (EM), Rudolfo Atoigue (LM), Clifford Olivera (LM), Adalina Chun (IM), Debbie Alexander (LM), and David Tam (IM).*** **Photograph by Alexander Kufel.**

Expectations: *As a man gets wiser, he expects less, and probably gets more than he expects.*
—Joseph Farrell, American economist

Regional Roundup

"Listening Session" creates forum for people's concerns

"Join the Dialogue" was the theme and polling local citizens and their government representatives was the purpose of a recent open forum or "Listening Session" in Honolulu designed to identify important water resources related issues in Hawaii and the Pacific. One of 14 such regional sessions the Corps of Engineers is scheduling across the United States this year, the Honolulu meeting July 26 attracted about 45 participants, mostly government representatives and locally elected officials, to discuss water-related issues.

Although the five-hour session at the Ala Moana Hotel was open-ended in water topic subject matter, session organizers posed a pre-set list of six "challenges" to help prime the discussion. In opening remarks, Brig. Gen. Randal Castro, Pacific Ocean Division Commander, summarized the challenges, which included flood control, environmental restoration, aging water-resources infrastructure, navigation and commerce, emergency response to natural disasters, and positive growth issues.

A professional facilitator led participants through various group "brainstorming" exercises and small-group efforts to priority-rank various water issues considered important in Hawaii and the Pacific region. Dominating the discussion were issues of available water supply, navigation improvements and addressing backlogged water projects, as well as more systematic means to address cultural and regional differences that exist in Pacific Island areas.

About 15 members of both POD and HED staffs attended, although their primary roles were to observe, assist, and to "listen." Generated notes were logged and will be compiled with a copy of the report sent to each participant. The session report will also be posted on the Internet at:

www.wrsc.usace.army.mil/iwr/waterchallenges

along with reports of earlier sessions.

Organizers from the Institute of Water Resources said the compiled reports will be used to help future planning of water resources development in the United States for use by the Corps and other agencies or regional governments as appropriate.

A second POD-region public session is scheduled for Anchorage, Alaska, in mid-September.—*Larry Hawthorne, POD PAO*

Electronic Library

by Ruby Mizue

CCB on LAN as DVD!

The current edition of the Construction Criteria Base (CCB #52) is now available on a *single* DVD disk on our local area network (LAN). Instructions for installation are posted in the **CEPOH Public Folders/Information Management/E-Library Connection** mailbox. The installation procedure is much simpler than for the previous *seven*-CDROM set!

NFPA Fire Codes Subscription Service

Installation instructions for the current edition of the fire codes on CDROM can also be found in the **CEPOH Public Folders/ Information Management/E-Library Connection** mailbox. NFPA is now offering the same subscription service over the Internet as a limited-time *free trial.*.

If you are interested in checking out the web option, call Ruby Mizue for instructions and passwords. If you find this option useful and preferable, let your supervisors know since renewal of the subscription is under consideration.

Internet Search Engines and Other Interesting Sites

Looking for a specific document or just browsing a subject area can be a daunting task on the Internet. The Corps Library Program Toolbox offers these:

http://www.usace.army.mil/library/libtoolbox.html

www.google.com

Google! offers a process called PageRank, which lists sites based on relevant links, screening your "hits" to give you the most pertinent pages to your search. It has no advertising on its website.

http://plasma.nationalgeographic.com/mapmachine/

If you love maps of all kinds, especially the colorful ones in National Geographic, visit this site. All you supply is the printer and paper.

http://www.uncle-sam.com/best_stat.html

If STATISTICS of any kind intrigue you, visit the above for links to a wide variety of authoritative government statistical sources.

http://www.howstuffworks.com

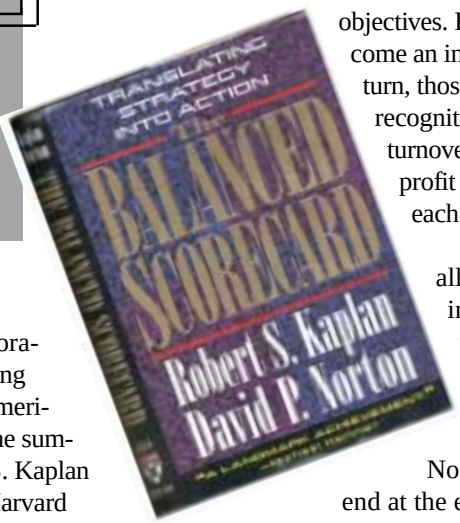
And if you are always curious about what makes things work, from automotive to electronics, to your body, have fun here.

Movies: ***What puzzles most of us are the things which have been left in the movies rather than the things which have been taken out.***
—Agnes Repplier, American essayist, 1855-1950

PRODUCTIVITY CORNER

Book Review

The Balanced Scorecard
Robert S. Kaplan & David P Norton
Harvard Business School Press
Boston: 1996



by Alexander Kufel

Approaches to improved tactical management of large-scale corporations seem to come and go with alarming frequency. One that has been on the American business scene since 1992, when the summary of a study conducted by Robert S. Kaplan and David P. Norton appeared in the Harvard Business Review, and appears to be gathering strength over time is called the "Balanced Scorecard." Is it "BS" or is there something to this approach? Let's take a look:

"If you can't measure it, you can't manage it," say the authors. Since an organization's measurement system strongly affects the behavior of people both inside and outside the company, using traditional means such as financial statements is akin to flying an airplane with only a single instrument. Skill and daring might get one where they want to go, they said, but they won't necessarily guarantee repeat performances or future successes.

The premise of the Balanced Scorecard approach is that if a company, large or small, is to survive, it must know exactly who it is, who its customers are, where it is going, and what it intends to do when it gets there. A balanced scorecard provides a balanced view. That picture is provided by looking at at least four areas: Financial, Customer, Internal Business Processes, and Learning and Growth. Within each area, measures are established to help achieve the objectives. For example, under Learning and Growth measures can come an infrastructure that includes Employee Capabilities. In turn, those measures can focus on employee involvement, recognition, and access to information. They can look at staff turnover. They can measure productivity in terms of revenue or profit per employee. They can place a quantitative value on each of those actions.

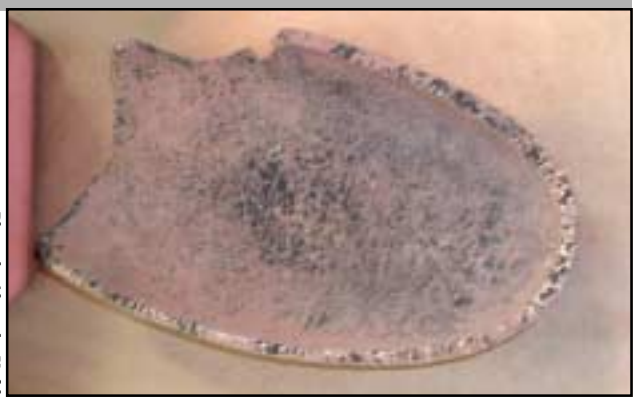
By acquiring a broader base of information about all facets of the organization, the company can use the information to create a strategic management system that measures actions with multiple instruments instead of only one.

Obviously, a lot of work is involved in defining a company's measures. Kaplan and Norton say the value of the system doesn't begin and end at the executive level. Rather, measures can be distributed throughout the company, allowing departments, work groups and even individuals to devise Balanced Scorecards that show their contribution to the strategy of the organization.

It seems to me that while this book is slow reading, the handwriting is on the wall. Organizations such as Honolulu Engineer District must know where they are going if they are going to survive into the future. Individuals within HED have the choice of determining their own destiny or of having someone else do it for them. In an increasingly competitive business environment that is clearly affecting the way government does business, such a comprehensive system is here to stay. This is a powerful book. I think we had all better get used to the term "Balanced Scorecard."

In The Field

Photos by Alexander Kufel



Caught in the act of explaining archaeology ***to a KGMB television crew at the International Archaeological Research Institute in Honolulu, HED archaeologist Chuck Streck, PP-E, talks about discoveries made while surveying route possibilities of the 53-mile-long Palau Compact Road project on the island of Babeldoab in the Rupublic of Palau. Streck said that history is literally being rewritten because of culturally significant discoveries. The original route was realigned 44 times to minimize adverse affects to cultural resources. The feature aired on both the 5 and 6 o'clock evening news, Aug. 10. (Left) Streck, Chris Skapik, KGMB cameraman, Rob Young, KGMB reporter. (Above) Pit-fired ceramic bowl.***

Courage: ***Tell a man he is brave, and you help him to become so.*—Thomas Carlyle, Scottish historian 1795-1881**

Thank you for a great beginning

By Lt. Col. Ronald N. Light HED Commander

Commander's Comments

"I'm especially interested in developing leaders..."

I want to thank everyone again for the warm hospitality extended to my family and me. I know that many of you spent countless hours preparing for the change of command ceremony, the reception at the gazebo, and the lunch afterwards near building T-1. My family and I will never forget the day. Mahalo!

You may be aware that I've tried to spend the first month in command getting to know the people in HED. Your professionalism and your commitment impress me. I am proud to be your new commander. As you briefed me, as I met with customers, and as I read various USACE and POD policies and plans, several themes emerged. I want to share those themes with you here, in the event you haven't seen them yet. These themes comprise my command philosophy.

First of all, I expect you to ***always do the right thing***. As you may have heard me say during the change of command ceremony, I view service to our Nation as a public trust. I take that notion of trust very seriously. Doing the right thing extends to everything we do: from how we treat each other, to how we treat our customers and contractors, to how we balance work and family, to how we spend customer and government funds, and so on. I think you already know what I mean. When you're not clear what to do—and I know that knowing what to do is not always black and white—I expect you to ask for a little guidance. So, the first part of my command philosophy, which underlies everything else we do, is to ***always do the right thing.***

Service forms the next part of my philosophy. Service to each other, such as the service you render to a project manager as part of a project delivery team. Service to a customer. Service to the nation. ***Service*** is what we are about; the District exists to serve.

The next piece is ***leadership.*** Leaders make the tough calls. They have the guts to identify problems and set solutions in progress. Leaders confront unhappy customers and resolve issues. Leaders reward excellent employee performance; likewise, they confront poor performance. I'm looking for leaders; I am especially interested in developing leaders through the emerging leader program. You don't need to be in a supervisory position on the District's organizational chart to be a leader. Someone once noted that the "person with the clipboard" is the leader. To each of you in the Honolulu Engineer District I say: *get a clipboard*. Success during the next several years depends on ***leadership.***

The final item in my command philosophy is ***improvement.*** We can improve in many ways, individually and corporately. Execution of projects, delighting our customers, learning from our successful work and not-so-successful work are areas I think many of you agree can be improved. When we make mistakes, I want us to learn from them. Work conditions for most of the District requires improvement. I am committed to ***improvement.***

I ask each of you to stand beside me and operate according to the above command philosophy. ***Always do the right thing. Service. Leadership. Improvement.*** Where do I hope this will take us? Answer: ***That HED will become known throughout Hawaii and the Corps of Engineers as the best place for the best people to work.*** Essayons!

New Commander accessible early

Late in May, Lt. Col. Ronald N. Light, HED's incoming commander, was already in demand and he hadn't even left his last duty station. However, tracking him down for a pre-assumption-of-command interview was not hard to do. He sent his residential telephone number via e-mail and all it took to reach him was a simple call to his home in Kansas— Fort Leavenworth to be exact— where, as he thought he would be, he was "up to his eyeballs" in packing and moving. His wife, Beth, answered the phone and said that if we spoke for a few minutes her husband should be returning from the office momentarily from being called back to work a short while earlier. HED civil engineer David Lindsey said that he met the new commander at the Senior Leadership Conference in Korea and that he was very approachable and easy to talk to. If it wasn't true of him, it was certainly true of his family.

"Hello," he said shortly. "I'm glad to talk to you. We're a real 'bloom where you're planted' kind of family and are excited about coming to Hawaii. We're in the middle of making that happen right now. " He said that he enjoys people, is looking forward to meeting everyone in the District, and intends to get up to speed as quickly as he can once he assumes command.

The new Commander became HED's 62nd District Engineer in change-of-command ceremonies June 30. He came to Honolulu from his position as senior engineer for the U.S. Army Battle Command Training Program (BCTP), at Fort Leavenworth, Kan.

Light graduated from the Pennsylvania State University in May 1981 with a Bachelor of Arts degree in environmental sciences and technical writing. He said that he comes from a military family and attended college on a four-year R.O.T.C. scholarship. He knew he was headed toward the Army but he said that he couldn't have predicted that it would become both a career and a satisfying experience. That was 19 years ago. Since joining the Army, Light earned a Master of Science degree in environmental engineering from the University of Virginia and said that he is keenly interested in environmental concerns. Accompanying him to Hawaii are his wife, Beth, daughter Jennifer, and sons Christopher and Patrick.

—*Alexander Kufel*

Memory: ***Memory is not just the imprint of the past time upon us; it is the keeper of what is meaningful for our deepest hopes and fears.*** **—Rollo May, American existential psychologist, 1909-1994**

District Shorts

Congratulations to HED Deputy-commander Maj. **David Goddard** on making the Lieutenant Colonel's promotion list which came out July 18. Lt. Col. Light said that Goddard's sequence number is 200, which means his promotion can occur fairly rapidly.

Aloha means Hello to **James Proctor,** who came on board July 3 as executive assistant to the POD Commander, Brig. Gen. Randal R. Castro. Proctor recently worked for CINCPAC at Camp Smith.

Aloha means Goodbye to civil engineer **Gary Wible**, EC-CC, who transferred to Los Angeles District July 15 after 24-1/2 years with POD and HED. Wible said he will be working with the L.A. Unified School District project to install fiber optic cables in the schools.

Congratulations to 1st Lt. Kevin Brown, aide-de-camp to Brig. Gen. Castro on his promotion to the rank of Captain in ceremonies July 5. **Photo by Alexander Kufel**

Aloha means Goodbye and Good Luck to construction representative **Edward Edamatsu** on his retirement July 28. During a career that spanned nearly 40 years, Edamatsu worked at the Hawaii Resident Office, Family Housing Resident Office, Sasebo Project Office, and Schofield Barracks Resident Office.

Condolences to civil engineer **Karen Chang** of the Fort Shafter Resident Office on the death of her husband Stephen, June 21.

Condolences to the family of **Franciszek (Ski) Krukoski**, office automation clerk at the Fort Shafter Resident Office, who died June 26.

New Chief of Engineers named

WASHINGTON--Secretary of Defense William S. Cohen announced July 25 that the President has nominated Army Maj. Gen. Robert B. Flowers for appointment to the grade of Lieutenant General with assignment as Chief of Engineers and Commanding General, U.S. Army Corps of Engineers.

Flowers is currently serving as the commanding general, U.S. Army Maneuver Support Center and Fort Leonard Wood and commandant, U.S. Army Engineer School, Fort Leonard Wood, Mo.

Summer program...

Continued from page 1

each of our four districts that are training to be engineers, but we were also able to coordinate with the Fort Shafter Garrison DPW (Division of Public Works) to place two more," she said. Lau said that resumes of engineering students interested in Hawaii were submitted to USACE at a job fair in Baltimore earlier this year, and screened in a process that resulted in Scales and Williams being hired for the summer. For AMIE positions, the federal government pays a salary and provides housing; the student's sponsoring college pays for transportation. Plans are in the works to develop a partnership with the Univ. of New Mexico in Albuquerque to do the same thing with Hispanic students.

The chief of regulatory branch, George Young, said that a very good aspect of this particular program is that the students who participate have already made a commitment toward becoming an engineer and are able to adapt to technical assignments more easily than a student who is earlier in their academic progression or in a field of study other than engineering.

LaNesha Scales, assigned to Regulatory branch, said that it has been a very positive experience for her because working side-by-side with professionals and seeing the work they do first-hand has affirmed her goals of going on to architectural engineering in graduate school once she completes her degree as a civil engineer.

Civil engineer Gerald Young, EC-CF, a project manager at the Fort Shafter Resident Office located at Tripler Army Medical Center, echoed George Young's sentiments.

"It's been good to have someone with Deirdre's understanding of engineering here, even if it is only for a short time, so we've tried providing her with design experience as well as field experience," he said. Williams has just completed a two-week cycle of CADD (computer-aided design and drafting).

"It's been outstanding experience for me," said Williams. "I really appreciate being trusted and it's been exciting to see what civil engineering is like in the field," she said.

Williams, who is a junior at Morgan State, said that she would like to work for two years following graduation.

"I'd really like to get more field experience, before I continue my education," she said. "Then, I'd like to go to one of the Ivy League colleges to get an M.B.A. degree (Master of Business Administration)." Williams said that she has always worked hard to stay at the top of her class and hopes to get another scholarship for graduate school. Ultimately, she said, she hopes to become a supervisor in an engineering firm.

Advancing Minorities' Interests in Engineering (AMIE) is a non-profit organization created to provide a proactive approach to fostering diversity as an essential business strategy, according to their mission statement. It is the outcome of an initiative by Abbott Laboratories in 1992 to create a coalition of representatives and engineering professionals from Fortune 500 companies and nine Historically Black Colleges and Universities, who see a diversified workforce as a competitive advantage.

To find out more about AMIE partnership opportunities, contact the AMIE office at 443-885-3077.