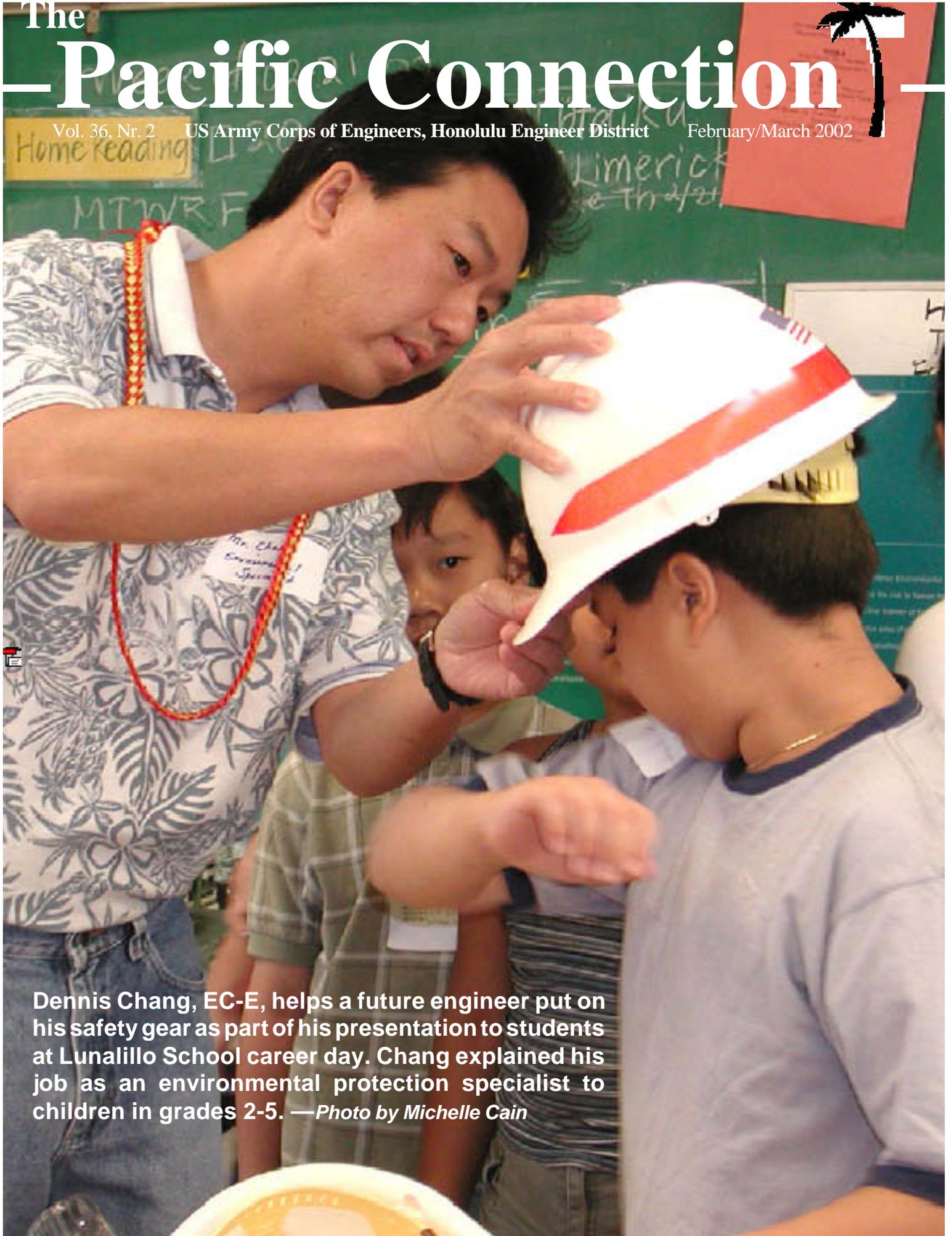


The Pacific Connection

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Dennis Chang, EC-E, helps a future engineer put on his safety gear as part of his presentation to students at Lunalillo School career day. Chang explained his job as an environmental protection specialist to children in grades 2-5. —Photo by Michelle Cain

Opinion

Don't hem and haw... start your LDP reading today



By Doug MaKitten

One thing all of us in HED have in common is our enrollment in Tier 1 of the District's Leadership Development Program. And that's good. It gives us something to gripe about, provides us with a goal to achieve and, ultimately, will help us all become better leaders.

One requirement of Tier 1 of the LDP is reading three books: "Who Moved My Cheese?" by Dr. Spencer Johnson, Dale Carnegie's "How to Win Friends and Influence People," and Army Field Manual 22-100, "Army Leadership."

I have finished all three and it wasn't as bad as you might think. I didn't suffer so much as a paper cut and never had to break out the No Doz. As a result, I am well on my way to claiming the coveted LDP coffee, tea, cocoa or kava mug awarded to those who complete Tier 1 training requirements.

Here, as a public service, are mini reviews of all three books.

I hope these will encourage you to start reading. They also should come in handy when those pau hana discussions turn to stuff like ISO:9001 or the leadership style of Army officers.

First, let us look at "Who Moved My Cheese?" I have to admit the title somewhat misled me. I thought it might be one of those celebrity chef tell-alls, like Tony Bourdain's "Kitchen Confidential," or perhaps the title of a "Local Kine Grindz" episode on Oceanic Cable's OC-16 channel.

But no, "Who Moved My Cheese" is a rather long short story that reveals how to successfully deal with change. It involves four main characters, mice named Sniff and Scurry (I kept wanting to call them Scratch and Sniff) and two little people, Hem and Haw. It's not clear if Hem and Haw are Leprechauns or Menehune or what, but that doesn't detract from the plot. The book closes with an upbeat group discussion that makes it clear that with a little help even dim bulb Hem could finally see the light on dealing with change.

On the plus side, this small book with big print is easy to read, covering barely 90 pages, with 20 of those devoted to graphic summaries. You definitely can read it in less than an hour. For those with really limited time, the book's key messages are summarized on page 75, "The Handwriting on the Wall."

On the not-so-good side, the \$19.95 price seems really high — let's hope we got a volume discount! Also, the recurring graphic of an enticing wedge of Swiss cheese is likely to create an irresistible urge for a ham and Swiss sandwich.

Our second book, Dale Carnegie's long-time bestseller "How to Win Friends and Influence People," has been providing self-improvement advice since it was first published in 1937. Its

phenomenal sales — more than 15 million sold — rival some hamburger chains.

Boiled down to the basics, "How to Win Friends and Influence People" aims to be a "working handbook on human relations" that teaches you: "...how to understand and get along with people; how to make people like you and how to win others to your way of thinking."

You might find the sales pitch for Dale Carnegie courses and books a bit annoying, but other than that, "How to Win Friends and Influence People" is a good read. It is

See "Cheese," page 3



Who moved my cheese? The first group to complete Tier 1 of HED's Leadership Development Program are (from left): Vince Faggioli, Richard Say, Robyn Au, Donna Kanetake, and Pat Billington, all from OC; and Rolando Castillo, LM. —Photo by Michelle Cain

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New chief brings fresh approach to RM

Story and photo by Michelle Cain

It's a short move in distance from U.S. Army Pacific Command (USARPAC) to the Honolulu Engineer District, but a



Jan Brissette (left), Resource Management's new chief, goes over paperwork with Roxane Iseri.

huge leap from one side of the Army to the other for Jan Brissette, HED's new Resource Management Chief. Brissette joined the RM team in November, from her most recent position as USARPAC's Finance and Accounting Officer.

"I'm finding things that the Corps does differently from the other side of the Army," said Brissette. "It's challenging. There's a lot to learn because I haven't worked for the Corps before. It's not just learning how the office functions; it's learning how the Corps functions, how they look at things."

Brissette sees this challenge as a positive one, though.

"The one benefit I can see to my not having any Corps experience is that I can look at things totally fresh and see if there are different ways of doing things," she said. "People tend to get into a rut at times, when they're in the same place in the same organization."

After obtaining a degree in biology from the University of Dayton (Ohio) she worked as a medical technologist for several years. She continued her studies in accounting and computer science and became a Certified Public Accountant (CPA).

Although originally from Kansas, Brissette has lived in Hawaii more than 20 years, where she began her career with the federal government in 1980 as an accounting intern at USARPAC. She has since held positions in accounting, budget analysis, and resource management.

During this time she spent a year in Syracuse, N.Y., where she earned a master's degree through the Army Comptroller Program.

"I've had a number of different types of jobs that each presented different challenges and different experiences," she said.

In her free time, Brissette enjoys spending time outside, working in her yard and garden. She also likes to sew and read, and occasionally takes night classes in subjects such as Chinese and Japanese cooking, and building a computer. Of taking classes, she said, "I want something that's relaxing and interesting to me, and you meet interesting people."

"Cheese"

Continued from page 2

broken down into short chapters, with intriguing titles such as "How to Get Cooperation" and "The Big Secret of Dealing with People" that keep you turning the pages. As a result, you can zip through the 264 pages quite quickly. The style also makes it simple to revisit key points.

Army Field Manual FM 22-100, "Army Leadership" is the third volume we all must read to complete Tier 1 of the LDP. The subtitle "Be, Know, Do" accurately describes what is ahead in the next 200-plus pages.

Anything you could ever want to know about leadership and Army values is here. It is also packed with *Reader's Digest* style anecdotes that illustrate various principles. Also included is a copy of the United States Constitution and a helpful, detailed index.

One area in which the FM is a bit lacking is references to the role of Department of the Army civilian employees. I counted only six in the entire book. There may be times when civilian readers puzzle a bit as they try to equate an illustrative example taken from battle to their daily jobs.

However, all of us are part of the Army, and all of us — either directly or indirectly — have military bosses. Accordingly, it behooves us to understand how the Army works and what is expected of us as leaders and contributors to our "unit" — the Honolulu Engineer District. FM 22-100 provides some useful information that will help us do that.

So that's it. Now it's up to you to start reading. As for me, all I have to do is complete one more Tier 1 training course and I can add the LDP cup to my collection! I can already smell the Earl Grey brewing.

Love: *Love is when a girl puts on perfume and a boy puts on shaving cologne and they go out and smell each other. —Karl, age 5*

Employees of the Month



Judy Awaya

Hometown: Honolulu

Family: Husband Herbert, and two grown children

Position with Corps and how long: Executive Office secretary for 10 years, recently retired

Describe your job in 50 words or less: I performed a wide variety of secretarial/administrative duties in support of the commander, deputy commander, executive office staff, auditor, and safety officer.

What do you like best about your job? Although it was constantly busy and stressful at times, it gave me satisfaction knowing that I was contributing to the organization and hopefully making a difference. Also, all the people that I came in contact with were wonderful to work with. The other thing was knowing that retirement was getting closer.

What is the most difficult part of your job? Having too much to do and not enough time and energy to accomplish everything.

If I was the DE for a day, I would... promote all the secretaries and give everyone a day off on their birthday.

What is the best improvement in the District in the past six months? Of course the new office furniture, which was a first for most of us, and the new awards program which gives the employees more visible recognition for their outstanding achievements.

What is the best improvement in your office in the past six months? It's been more than six months, but the arrival of Maj. Scott Schriener and Alex Skinner has made the executive office and the District an even better place to work.



Lauren Vizcarra

Hometown: Kalihi Valley

Family: Husband Ed, two daughters, one son-in-law, and one grandson

Position with Corps and how long: Admin Support Assistant, with Corps since January 1987

Describe your job in 50 words or less: I assist my branch chief, his section chiefs and resident engineers and their staffs, with all administrative actions. If anyone understands the PDT concept it is the admin types in this organization. Everything we accomplish depends on a team effort. As the "team leaders" we initiate, organize, guide and execute an action to its fruition.

What do you like best about your job? My greatest satisfaction comes from knowing that my efforts make a difference to a fellow worker.

What is the most difficult part of your job? Prioritizing all the taskings that, these days, seem to all be urgent and demanding of my immediate attention.

If I was the DE for a day, I would... boost the morale of the admin support staff by giving them a clearer understanding of the criteria used to determine the GS-level of their type of positions. Job descriptions aren't enough —there is a perception of inconsistencies.

What is the best improvement in the District in the past six months? The OPLAN objective of developing a "workforce with the required technical expertise, creativity, leadership, team building, and human resource skills to meet the workload and workplace demands of the future."

What is the best improvement in your office in the past six months? Without question, the new furniture. It's a good feeling to sit in a color-coordinated, well-planned work space.

Love: *Love is when you go out to eat and give somebody most of your French fries without making them give you any of theirs. —Chrissy, age 6*

Safety and health seminar a success

**Story and photo
by Alexander Kufel**

A seminar entitled "Safety and Health Training for Small Business Contractors" conducted at the Prince Kuhio Federal Building in late January attracted 25 representatives of local firms. It's obvi-

ously a hot topic, that's all the room would hold, said Monica Kaji, HED's deputy for small business. Participants commented immediately afterward that the session was very useful and worthwhile and that it went a long way toward helping them understand government expectations.

The January 30 session was hosted by HED and facilitated by Dick Pacific

Construction, Ltd. Tracy Lawson, Dick Pacific's Director of Environmental Safety and Health, said the attraction of the seminar was the "jump-start" it offered small businesses eligible under the Small Business Administration (SBA) 8(a) Program in writing an effective accident program for their company, a requirement for doing business with the U.S. government.

Jeff Cochran, HED safety and occupational health officer said he was pleased with Dick Pacific's involvement because the firm won the U.S. Army Corps of Engineers Contractor of the Year 2000 award for its successful safety program. Dick Pacific was not compensated for their time or effort. Lawson said that the firm wanted to share its knowledge as a community service.

The 8(a) program is SBA's effort to promote equal access for socially and economically disadvantaged individuals to participate in the business sector of the nation's economy.

Another seminar on the same topic is scheduled for March 27 and appears to be filling up quickly. For further information contact Monica Kaji at 438-8586 or Jeff Cochran at 438-1316.

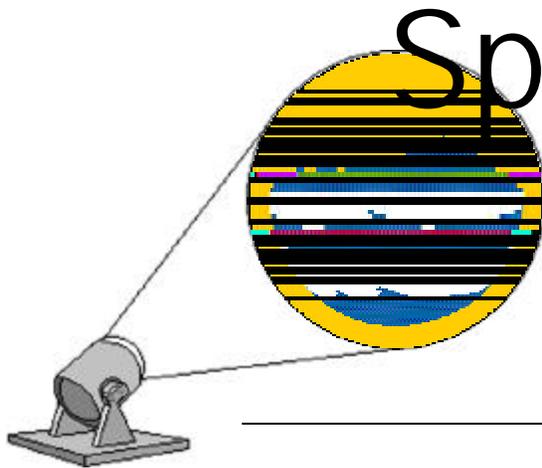


Tracy Lawson, director of environmental safety and health for Dick Pacific Construction, Ltd., gives a presentation at training hosted by HED.

Lou Muzzarini, EC, (right) acts as a proctor for the 2002 MathCounts competition Feb. 9. This year had the largest participation yet, with 30 teams comprised of 80 students. The competition, sponsored by the Hawaii Society of Professional Engineers, gleans its scorers and proctors from local engineering societies and is part of National Engineers Week activities on Oahu. Other HED personnel who voluntarily gave up their day off to participate at the event are: Lorayne Bennett, EC-T, Anne Chang, PP-M, Tom Goto, EC-DE, John Gouveia, RM-F, Stephen Mora, EC-CF, Earl Nagasawa, PP-E, Christi Shaw, EC-E, Darren Walls, EC-CF, Thom Lichte, POD, and Ken Smith (husband of Zandra Smith, RE). —Photo by Anne Chang



Love: Love is when mommy gives daddy the best piece of chicken. —Elaine, age 5



Spotlight on HED Office of Counsel

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

Interview and photos by Michelle Cain

This month I talked with Vince Faggioli, HED's District Counsel, about the Office of

Counsel and how it contributes to the mission of the Honolulu Engineer District. As you can see from his responses, he is very proud of the impact that Office of Counsel has on the District and its employees.

Vince Faggioli

(VF): Welcome to the best legal office in the U.S. Army Corps of Engineers! We are proud to be associated with HED. It has such an important mission, and consists of so many wonderful people that we savor the opportunity to be of service to them.

Pacific Connection (PC): What is the Office of Counsel?

VF: The Office of Counsel is a group of five attorneys, two paralegals and a secretary who work together to provide litigation support, representational services, legal advice and other support services to the Honolulu Engineer District.

On any given day you will find attorneys drafting court documents, writing internal memoranda of law, provid-

ing informal advice via e-mail, on the telephone or in person, or consulting with other legal offices on island or higher headquarters attorneys concerning important legal and policy issues that define the way we do business in the District. Virtually every single activity the

District and its employees are involved in derives from law or regulation, and, as a result, we are involved in the entire spectrum of endeavor that confronts the District every day. You name it—from advising Lt. Col. Light on federal law and regulation, to advising project managers on environmental law—it falls under our responsibility.



Vincent J. Faggioli
HED District Counsel

PC: What are some of the duties and responsibilities of Office of Counsel?

VF: We are task-organized to conduct legal practice in support of our clients - the American people and the Honolulu Engineer District. I make the point that our clients are the American people rather than a given individual because it is important to note that they really are our "bosses."

We could answer the question of what our duties are by saying that we are an integral part of the PMBP process, and that we work hard to ensure that we play an indispensable role in assisting the

District to execute its OPLAN and reach its goals consistent with the Corps and Division Campaign Plan. We try and participate in every single Project Delivery Team from the beginning to avoid legal problems before they begin. But specifically and on a day-to-day basis with regard to those whom we serve here in Honolulu District, our diverse professional staff is responsible for advising the commander, principal staff, and the various substantive areas of practice such as the Civil Works and Regulatory Branches.

We practice contract law, fiscal law, environmental law, personnel, labor and equal opportunity law, torts, historic preservation, Hawaiian and other indigenous peoples law, litigation, bid protests, claims, administrative law, ethics and Freedom of Information/Privacy Act law. We even become involved in criminal law, civil frauds law (Qui Tam) and Procurement Fraud law.

Then there is the "catchall" - anything that walks through the door! The main point I would like to make here is that we have or can find answers for any question that anyone has, regardless of the derivation of the question - as long as it involves what the District does. Every single District employee has an attorney on retainer. All they have to do is come see us, call or write us an e-mail (preferably in that order). We believe in being personally involved, visiting our fellow District employees, and we try to ensure that everyone who leaves our office is satisfied that we have done the best for them to help them solve their problem. We have

Love: *Love is when mommy sees daddy smelly and sweaty and still says he is handsomer than Robert Redford. —Chris, age 8*

been in the practice long enough to know that we cannot always provide a “yes” answer, but what we can guarantee is that we will do our best to find alternatives that are practical, and most importantly, legal.

PC: Do you have dealings with many people and organizations outside of Honolulu District?

VF: On a daily basis, in pursuit of District goals and missions, we reach outside, sometimes far outside of our organization. We have an ongoing dialogue with other legal offices in the 25th Infantry Division, U.S. Army Pacific (USARPAC), and even the Commander in Chief, Pacific (CINCPAC). We have

“I make the point that our clients are the American people rather than a given individual because it is important to note that they really are our ‘bosses’.”

—Vince Faggioli

detailed and recurring discussions with the Environmental Protection Agency, State Historical Preservation Offices, The U.S. Attorney for Hawaii, The U.S. Justice Department, Pacific Ocean Division, USACE and Army Headquarters legal offices, and even the Army Judge Advocate’s School. This list is not exclusive; suffice it to say that we go wherever we need to go to get the mission done in a legal way.

PC: What are some of the biggest challenges the OC faces?

VF: Probably the biggest challenge we face is how to avoid lawyer jokes — just kidding! We, like most of the offices in the District, work on a treadmill from morning till night. We are staffed from 6 a.m. to 7 p.m. every week-day and several

hours most weekends. The reason for this is that everything that the District does is increasingly complex, driven by increased statutory and regulatory requirements as well as increasing workload for the District in terms of increased customer work. Last year we had almost 1,000 legal actions for opinion/assistance, and this year we are on a course to exceed that by about 25-percent.

It is our goal to give fast customer/client turnaround so that someone who has a legal problem can get an answer or other assistance within three days. Many walk-in customers get immediate attention. So as we overlay our policy of trying to give timely assistance, with increased complexity and workload, you can see how the treadmill could be a problem. Thankfully we are blessed with extremely talented and good natured people who work hard and smart, to get the most out of every day and give the best to every client.

PC: Has OC been recognized for outstanding performance?

VF: Interestingly, it is hard for a legal office to receive recognition as an organization, because we usually act as part of other organizations, in PDTs, or other elements rather than as a legal office. That having been said, several of our employees have received special recognition as team members of PDTs, Employee of the Month, and in the case of Shirley Koga, she was recognized this last year as a recipient of a USACE-wide award for customer service excellence. She received the Bert P. Pettinato Award for Pride in Public Service from Rob Andersen, the Chief Counsel of the U.S. Army Corps of Engineers.

PC: Do you have any final thoughts?

VF: It is dangerous to hand an attorney carte blanche with an opportunity to say something! We in the legal office like to consider ourselves as team players. We have few missions of our own, but most all that we do is attached to a mission of another organization. We try very hard to provide added value, and we know that we do. But it is always difficult to get people to come to see a lawyer *before* there is a problem. Yet, we know that it is

easier to avoid legal pitfalls than to dig oneself out of a legal hole.

One of our goals is to make sure that our nation’s laws are obeyed in the

“We believe in being personally involved, visiting our fellow District employees, and we try to ensure that everyone who leaves our office is satisfied that we have done the best for them to help them solve their problem.”

—Vince Faggioli

conduct of Corps business. Accomplishment of this goal requires an indefatigable zeal in ensuring that laws and regulations are upheld. Of the importance of obedience to law, it has been said, (by Kipling) in prose much more eloquent than I could offer, “Keep ye the law — be swift in all obedience. Clear the land of evil, drive the road and bridge the ford. Make ye sure, to each his own, that he reap where he has sown.” If we start out on the straight and narrow from a legal perspective, it is unlikely that we will deviate from there.

Our Chief of Engineers, Lt. Gen. Flowers, has said that we are empowered to act with his permission when that act is 1) good for the customer, 2) legal and ethical, and 3) is something we are willing to be accountable for. We want to try and make sure that our employees can fulfill the Chief’s vision of standing permission to do the right thing - and we can help determine if it is legal and ethical. And, we love doing it.

Smiles:

If you’re not using your smile, you’re like a man with a million dollars in the bank and no checkbook. —Les Giblin

Office ergonomics can make the difference in workplace comfort

By Eric Bjorken
HED Safety Specialist

Nearly all jobs in the Honolulu Engineer District involve sitting and working at a desk and nearly every desk has a computer on it. The risk of acquiring a work-related musculo skeletal disorder (WMSD) from using an improperly fitted or ill-adjusted workstation is directly proportional to the time spent working with that computer.

Various combinations of adjustable equipment will accommodate a wide range of operator sizes and preferences. An articulating key-

board arm with mouse tray, along with an adjustable chair and/or desk, can promote movement and frequent posture changes. Workstation design should not constrain operators, and administrative practices should support the

use of properly designed equipment and frequent microbreaks.

There is no single 'right' office workstation layout. The personal preferences of the operator and the unique requirements of each job are important variables influencing equipment selection. Properly arranged office equipment and adjustable furniture, in conjunction with proper movement and posture on the part of the operator, is a winning situation that can:

- Promote operator efficiency.
- Improve work quality.

Minimize muscle strain and discomfort.

Reduce the risk of cumulative trauma disorders.

Chair

A well-designed, adjustable chair is the single most important piece of office equipment a video display terminal (VDT) operator uses. A good chair will promote appropriate body postures, maintain adequate circulation in the body, and reduce the amount of strain on the spine, as well as allow freedom of movement. An adjustable chair allows the individual operator to position himself at an ideal height in relation to the keyboard and the VDT. The chair should allow the operator to make any adjustments easily from the seated position.

Footrest

Often, a shorter operator must choose between sitting back in a chair with his feet dangling or sitting with the feet firmly on the floor without any back support from the backrest of the chair. In another scenario, the chair may be so high (in order for the operator's hands to be at the proper working height) that the operator's feet no longer reach the ground.

The footrest, in effect, raises the surface of the floor, allowing the operator to sit comfortably with back support. When the feet are not supported, the weight of the lower legs just hangs from the knees. This puts pressure on the region behind the knees and can interfere with circulation, causing discomfort and swelling.

Work surface height

The work surface height influences the VDT monitor height, wrist position, elbow angle, thigh clearance, and chair height. The work surface must be at a height that allows the operator to keep the upper arms relaxed and the elbows close to the body and bent at approximately 90 degrees. Many operators are able to type comfortably with hands held higher, but wrists should not be sharply angled, and the operator should not be in an unsupported reclining posture.

Government desks are frequently not adjustable. The use of a keyboard articulating arm with keyboard tray can help, but be aware of two potential problems:

The keyboard tray may be too small. Too of-



ten, the keyboard tray is not large enough to accommodate an input device; therefore, the VDT operator must overextend his/her arms, causing shoulder and upper arm fatigue. Make sure the keyboard tray is large enough to accommodate an input device.

The keyboard tray may be too low. When the desk height cannot be adjusted but the keyboard tray

“The personal preferences of the operator and the unique requirements of each job are important variables influencing equipment selection.”

— Eric Bjorken

extends too low to allow adequate thigh clearance, one easy solution is to raise the desk with risers under the legs of the desk.

Document holder

A document holder should be:

At the same height as the monitor to avoid stressing the neck by looking up and down between the monitor and the document

Close beside the monitor to avoid stressing the neck by looking from side-to-side between the monitor and the document.

The same distance away as the monitor to reduce eyestrain from repetitive refocusing at different distances.

Keyboard

Conventional keyboards force a non-neutral bend in the wrist which can be relieved with alternatively designed keyboards. However, operators must be willing to use them. Often people are reluctant to use equipment that is different from that to which they are accustomed.

Input devices

Place other input devices (mouse, trackball, keypad) at a height that allows the operator to keep elbows close to the body and bent at approximately 90 degrees. As with the keyboard, the same principle of keeping a neutral wrist posture applies.

VDT

The VDT, or computer monitor, plays an important role in operator comfort. A poorly placed monitor will cause neck and eye discomfort. Position the VDT so that the operator can maintain a neutral neck posture (i.e. looking forward with the neck inclined slightly forward). Keeping the neck in a non-neutral posture (flexed - head bent far forward, extended - head bent backward, or laterally rotated - head turned sideways) may cause the operator to suffer muscle tension in the neck, shoulders, and upper back. Accordingly, do not place the screen in a very high or very low position. Many people are most comfortable with the monitor directly in front of them and the top of the monitor at eye level or a little below.

For typical office tasks, the VDT should be located about 24 inches from the eyes. This distance will vary depending on the size of the characters on the screen and the operator's preferences. If the monitor is placed too close or too far away from the operator, then eye discomfort, eye fatigue, or headaches could result.

Operators who wear bifocals may benefit from glasses especially designed for VDT work. Trifocal or progressive lenses may help them focus at multiple viewing distances without straining the neck.

Ideally, the screen angle should be adjusted so that the face of the monitor is perpendicular to the operator's line of sight (facing the operator's eyes). When the monitor is not perpendicular to the line of sight

the characters on the screen are distorted, causing the operator to work harder to focus on the characters. This can lead to eyestrain, as can poor character resolution on the monitor, screen flickering, and dirt on the screen of the monitor.



A footrest raises the surface of the floor, allowing the operator to sit comfortably with back support.



Work surface should be at a height that allows the operator to keep upper arms bent at approximately 90 degrees.

Love: *When my grandmother got arthritis, she couldn't bend over and paint her toenails anymore. So my grandfather does it for her all the time, even when his hands got arthritis too. That's love.* —Rebecca, age 8

Electronic Library

by Ruby Mizue

Records Management Annual Inspection/Training

In preparation for May 2002 office inspection, training sessions will be held on **March 27 and 28** to familiarize staff with the procedures for determining what constitutes federal records, assigning MARKS numbers to files, and purging, transferring, storing, and retrieving files from various records holding areas. The training schedule and presentation will be posted on the Records Management Web Page at <http://www.pod.usace.army.mil/info/podrecs.html>. A videotape of the training session will be available for those who miss these sessions. Contact the records manager, Anna Tarrant at 438-8349 for more information or questions.

Our Aging Workforce—Essential Information for Informed Decision-making

The FY01 OPLAN included goals to revitalize the district workforce in which the average age was 48.6 years! In the next three years, about 25-percent of our HED staff will become retirement-eligible. Employees should not wait until the last year before retiring to begin the planning process. There are mid-career retirement planning courses available for those within 10-15 years of retirement, as well as pre-retirement courses for those within 5-10 years of retirement. Regardless of the number of years away you are from retirement, it is *never too early* to start planning, and for many who put off examining the various benefits and options

available to them, it may be too late to exercise some of those options.

Among the key considerations are making sure your Official Personnel Folder contains all pertinent documentation and knowing how to correct errors or locate and submit missing items. Will you be able to continue health benefits and life insurance into retirement, or enroll if not already covered? Social Security benefits, life insurance, Thrift Savings Plan accounts, forms galore, and numerous calculations. . . . are you prepared to tackle the process and make sound decisions for you and your family?

In addition to signing up for a basic retirement course, there are many retirement websites, which provide vital information. A good starting point is the **Office of Personnel Management's (OPM) Retirement Benefits** site at <http://www.opm.gov/retire/index.htm>. This comprehensive site provides links to many publications, forms, and calculation tools related to retirement benefits. As Army employees, you will also find the **Army Benefits Center (ABC) Retirement** site at <https://www.abc.army.mil/Information/ABCRetirement/Retirement.asp>. This site is very helpful with Frequently Asked Questions, forms, general information, and links to retirement-related sites. You might also check your **Social Security benefits** at <http://www.ssa.gov/retirement>. Many independent groups also offer free retirement information, such as <http://federalhandbooks.com> and *FirstGov for Seniors*, <http://www.seniors.gov/fedcalc.html>. These are just a few of the electronic resources offering a wealth of information for sound retirement decisions. Use them to link to more helpful sites!

PRODUCTIVITY CORNER

True love

In a supermarket, Kurtis the stock boy was busily working when a new voice came over the loudspeaker asking for a carry out at check register four. Kurtis was almost finished and wanted to get some fresh air, so he decided to answer the call.

As he approached the check-out stand a distant smile caught his eye; the new check out girl was beautiful. She was an older woman (maybe 26, and he was only 22) and he fell in love.

Later that day, after his shift was over, he waited by the punch clock to find out her name. She came into the break room, smiled softly at him, took her card and punched out, then left. He looked at her card, *Brenda*. He walked out only to see her start walking up the road.

The next day, he waited outside as she left the supermarket and offered her a ride home. He looked harmless enough, and she accepted. When he dropped her off, he asked if maybe he could see her again, outside of work. She simply said it wasn't possible. He pressed and she explained she had two children and she couldn't afford a baby-sitter, so he offered to pay for the baby-sitter. Reluctantly she accepted his offer for a date for the following Saturday.

That Saturday night he arrived at her door only to have her

tell him that she was unable to go with him. The baby-sitter had called and canceled, to which Kurtis simply said, "Well, let's take the kids with us." She tried to explain that taking the children was not an option, but again, not taking no for an answer, he pressed. Finally Brenda brought him inside to meet her children. She had an older daughter who was just as cute as a bug. Then Brenda brought out her son, in a wheelchair. He was born a paraplegic with Down's Syndrome.

Kurtis asked Brenda, "I still don't understand why the kids can't come with us?" Brenda was amazed. Most men would run away from a woman with two kids, especially if one had disabilities; just like her first husband and father of her children did. That evening Kurtis and Brenda loaded up the kids and went to dinner and the movies. When her son needed anything Kurtis would take care of him. When he needed to use the rest room, he picked him up out of his chair, took him, and brought him back.

The kids loved Kurtis. At the end of the evening, Brenda knew this was the man she was going to marry and spend the rest of her life with. A year later, they were married and Kurtis adopted both of her children. Since then they have added two more kids.

So what happened to the stock boy and check out girl? Well, Mr. & Mrs. Kurt Warner now live in St. Louis, where he plays quarterback for the St. Louis Rams.

— Author Unknown

Love: *When someone loves you, the way they say your name is different. You know that your name is safe in their mouth.*
—Billy, age 4

Commander's Comments

“
Everyone plays a
role to deliver as
much project to the
customer as possible.
”



By Lt. Col.
Ronald N. Light
HED Commander

Project delivery success is in the details

Recent events have had an effect on our workload and income projections for fiscal year FY03 and beyond. While our current projections continue to show healthy growth, several major projects appear to have slipped beyond FY04. While there is little the District can do about these program-level slippages, each of us plays a role in delivering projects we currently *do* have in such a way as to delight our customers. Project delivery is the topic of my comments to you this month.

Once each month the District Corporate Board (consisting of Maj. Scott Schriener, Ray Jyo, Jim Bersson, Vince Faggioli, and Jan Brissette) and others meet to review the most critical District projects. This meeting is called the Project Review Board (PRB). Customers routinely attend this meeting. The typical PRB lasts about four hours; in February the PRB reviewed about 60 of the 469 projects we are executing.

We review projects in terms of five critical factors: budget, schedule, safety, quality, and customer satisfaction. Project Managers (PMs) represent their Project Delivery Team and the customer at these meetings, and we expect PMs to come prepared with facts about project status (whether the project is in the planning, execution, or close out phase), and raise issues which they and the PDT cannot resolve. The best PMs bring problems together with solutions. It is evident to the PRB when a PM has prepared, and when the PM has the full support and technical prowess of his or her PDT standing behind them. All of us have a role in project delivery (remember, delivering projects is how we earn our salaries!). Here's how you can help ensure every project meets our budget, schedule, safety, quality, and customer satisfaction goals:

Project budgets matter! Remember that it's "customer money"

for which we are charged to be good stewards. One District staff officer says it well: "The better we do defining project scope, crafting rock-solid independent government estimates (IGEs), and negotiating with contractors, the more bricks and mortar we can put on the ground." Or the more square feet of aircraft pavement..., or pipeline cleaning..., or ordnance cleanup..., or biological assessment.... Money is not getting any easier for our customers to come by, especially for the island nations we support throughout the Pacific. Everyone plays a role to deliver as much project to the customer as possible. We're doing a number of things as part of our FY02 OPLAN, by the way, to improve this area, such as streamlining our small project execution process. We think we can save customers money in this area. *Project budgets matter a great deal!*

Safety matters! It is not enough to finish a project within budget. The Corps of Engineers has a tremendous corporate safety record, and it takes everyone to maintain that record. Safety is not just the responsibility of our safety manager, our field engineers, or our construction representatives. Safety is everyone's responsibility. I need your constant vigilance, on the job site and off, at work and at home, to eliminate accidents. Our *best* contractors plan and deliver projects with a perfect safety record time after time. *Safety matters a great deal!*

Quality matters! Like safety, quality depends on many people. Quality starts with clear project scope definition and thorough planning. We build quality into our designs. Our review and back-check process builds quality. Our construction representatives and other field staff inspect for quality. The only way to ensure quality projects is to pay attention to quality every step of the way of project execution. The Honolulu Engineer District is known for quality work, and maintaining that reputation requires planning for and demanding quality. *Quality work matters a great deal!*

Finally, schedules matter! Nothing infuriates our customers more than learning about project schedule slippages after the fact. Sure, this is never good news, and some slippages may be out of our hands. In all cases, however, we owe it to our customers to keep them informed. Sometimes the slippage may have no consequences. Other times the delay may affect other plans the customer has. We've got to share the bad news early, ask the hard questions (what effect does this slippage have on you?), and take swift action to get projects back on track using tools available to us. Good contractors deliver projects on time. When this doesn't occur, it is up to us to find a solution. *Schedules matter a great deal!*

All of this —attention to project budgets, safety, quality, and schedule —translates into a level of customer satisfaction. Our goal is that 100-percent of our customers will be satisfied with 100-percent of the projects we deliver to them. What happens when we reach for these lofty goals? Customers notice. What happens when we achieve these goals? Customers come back to the Honolulu Engineer District with more work. So, while we cannot affect slippages in major customer programs, we can, on a day-by-day, week-by-week, month-by-month basis deliver projects we *do* have to a degree that delights the customer. And this will bring them back for more. And this return work virtually guarantees that you, and the Honolulu Engineer District, will be able to continue to serve, and continue to be "America's Engineers in the Pacific."

Love: Love is when my mommy makes coffee for my daddy and she takes a sip before giving it to him, to make sure the taste is okay. —Danny, age 7

Aloha means hello to **Walter Nagai**, government negotiator in E & C's Engineering Services Branch, who comes from a position with DPW. **Aloha means hello** to **Julius**

Kaneshiro, contract specialist in the Construction/A-E Contracts Branch, Contracting Division, who returns to HED from JED. **Aloha means hello** to **Christopher Bammel**, quality assurance representative in the Palau Compact Road Resident Office, who

comes to us from a position in Misawa, Japan.

Aloha means hello to **Richard Totten**, attorney in Office of Counsel. **Aloha means goodbye** to **Ray Takamiya**, RE, who has accepted a position with U.S. Army Japan. **Congratulations** to **Glen Takishita** on his selection as ISO/CBP Program Manager in the Programs and Projects Management Division.

Congratulations to **Darryl Hasegawa, IM, Renee Hicks, CT, Roy Yamanaka, LM, and Maj. Scott Schriener, DDE**, HED's most recent Lokahi Award recipients. **Condolences** to friends and family of **Richard Brambley**, former HED construction division chief, who we've learned passed away several months ago at the age of 95.



Now that's a lot of fire power... More than 3,000 pieces of ordnance at the Palau Compact Road project, ranging from detonator caps to 500-pound depth charges and everything in between, have been located and disposed of through detonation.



Any ordnance found in the future will be accumulated to a net explosive weight of 40 pounds, then destroyed at a detonation range, according to Paul Bowen, Palau Resident Office. —Photo by Paul Bowen

Historical HED: A step back in time

One year ago...

Elsie Smith, long-time Corps of Engineers employee, was presented her certificate of retirement in a ceremony at Honolulu's Island Nursing Home on Feb. 2. The bedside ceremony recognized Smith's 59 years of federal service, which was cut short due to a brain aneurysm in 1999.

The early completion of 2nd Brigade, 25th Infantry Division's three battalion headquarters buildings allowed an early turnover of a portion of the FY99 project, part of Phase I of the Army's Whole Barracks Renewal Program in Hawaii.

Five years ago...

The Pacific Ocean Division was preserved after Secretary of the Army Togo D. West approved a revised plan to restructure the U.S. Army Corps of Engineers divisions. The revised restructuring added Alaska as POD's fourth district.

The foundation of the final portion of the 1,800-foot-long concrete channel is laid in place at the Alenaio Stream flood control project.

The 3.67-meter Advanced Electro-Optical Sys-

tem telescope at the U.S. Air Force Space Surveillance atop Mt. Haleakala on Maui nears completion. The telescope houses a unique retracting dome that uses eight hydraulic cylinders to move the dome to a position below the base of the telescope while eliminating the vibration associated with traditional rotating design.

Ten years ago...

Army engineers sweep the former Fort Ruger military reservation in Diamond Head Crater in search of any remaining unexploded ordnance or toxic or hazardous waste as part of a nationwide Department of Defense program to rid the environment of waste materials that may have resulted from military use years ago.

Construction continues to progress on the new \$9.5 million seven-story enlisted barracks with dining facility adjacent to Fort Shafter's Richardson Theater. Other construction includes the Army Reserve Center at Fort Shafter Flats and the central logistics facility at Tripler Army Medical Center.

Al Cambra, Ted Lucero, and David Solomon returned from recovery work in American Samoa.

Love: Love cards like Valentines' cards say stuff on them that we'd like to say ourselves, but we wouldn't be caught dead saying. —Mike, age 8