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# The Pacific Connection

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Pacific Ocean Division

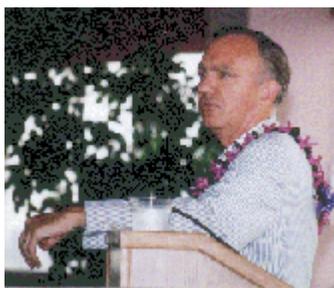
Number 3

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## 'Restructuring' still in construction

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by Larry Hawthorne



H. Martin Lancaster, Asst. Secretary of the Army for Civil Works, talks to POD employees at July 24 Town Hall Meeting about the legislative aspects of the FY 97 Energy and Water Development Appropriations Bill.

Restructuring of Pacific Ocean Division took an added twist recently with an amendment introduced by Sen. Daniel Inouye (D-HI) to a pending energy and water bill that prohibits fiscal year 1997 funding to implement the plan.

"We're just not sure what we'll do," said H. Martin Lancaster, Assistant Secretary of the Army for Civil Works, in assessing the Corps' plans to move forward with Restructuring in light of the Inouye initiative. In a July 24 Town Hall Meeting with division employees, Lancaster alluded to the potential conflict of a federal law that mandates the closing of POD and two other Corps divisions with another that may prohibit spending to execute the closures.

"We do know that we have a federal law that we can't just disregard," Lancaster said, referring to the Energy Appropriations Act of 1996. "I plan to meet with Sen. Inouye when I return to Washington to discuss this."

The existing law mandates the Corps to reduce to "no less than six and no more than eight" from its current 11 divisions by the end of FY 97. The law stipulates Aug. 15, 1996 as the earliest the restructuring plans can be implemented.

Inouye's amendment to prohibit funding of a POD closure was included in a Senate version of the FY 97 Energy and Water Development Appropriations Bill (see related story pg. 12). When the bill eventually becomes law it will fund the Civil Works mission of the Corps. The amendment survived a full Senate vote and has been forwarded to a joint Senate-House committee to be reconciled into a single measure. The surviving bill would be voted on again by both Congressional houses and then sent to the President for signature.

In an earlier House version of the bill, amendments to prohibit Corps division closures in Waltham, Mass. (New England Division) and Chicago (North Central Division) were defeated. (At press time, a Water Resources Development Act had been voted on by the House. In its final House version, the piece of authorizing legislation included language that protected NCD from closure. It, too, will have to undergo reconciliation with the Senate and a full Congressional vote before becoming law.)

However, Lancaster, a former congressman from North Carolina with extensive experience working legislation

on Capitol Hill, said he expected any final bill with the Inouye amendment still intact would likely include measures to protect NED and NCD as well.

"I think it will be an all or nothing proposition," said Lancaster. "I can't imagine that POD would be included without the other two divisions there too," he said of the political negotiations that would lead up to a reconciled House-Senate version of the bill.

The Assistant Secretary said he also imagined that a bill would not be ready for the President's signature before next year, possibly March 1997. He cited a late entrance of the energy bill into the normal Senate committee review process as one reason for the delay. Also, with 1996 an election year, Lancaster envisioned members of Congress returning to their respective districts to campaign at the earliest date possible after adjournment, around Oct. 1, leaving unfinished legislative business.

"My guess is that this particular bill will be left undone," he said.

Without a signed appropriations bill to fund the Civil Works mission of the Corps, a Continuing Resolution Authority would be needed. Although such stop-gap funding has become commonplace in a time of uncertain federal budgets, the level of that funding is usually reduced slightly from the previous year. The Corps would continue to operate, Lancaster said, under a CRA and also a defense bill to fund the military side of the Corps that he said he thought Congress would pass before it adjourns.

When asked if he thought the Corps would use CRA funding to implement Restructuring, the Assistant Secretary said, "We just don't know the answer to that." He agreed that a key test would be the success or failure of the Inouye amendment to survive the joint committee process. But Lancaster said he expected that point would still not be reached until after the Congress reconvenes in January, well into the next fiscal year and long past the anticipated starting point to implement Corps restructuring.

Meanwhile, Lancaster indicated that the Corps would continue to move forward on Restructuring -- at least to do the planning and to make a decision soon on the timeline for execution. He emphasized that his office is not the one to implement the plan. That is the responsibility of Headquarters, USACE.

He admonished division employees at the Town Hall Meeting that a world without Corps restructuring could actually be more costly in terms of forced personnel drawdowns.

"Right now we only have money to support six divisions in FY 97. That's all Congress has given us, assuming we would take the opportunity to implement a plan that would generate the maximum savings (the law allows "no less than six" divisions, although the Corps plan is to retain eight)," Lancaster said. Spreading the available support funding across the existing 11 divisions would mean economies would have to be found elsewhere. "My guess is you could actually lose more people than with Restructuring," he said.

In a July 25 memo, Maj. Gen. Pat Stevens, Acting Chief of Engineers, outlined the USACE stand on POD/SPD's proposal for the restructuring merger (see related story pg. 7). In general, the USACE commander concurs with the need for a division forward in Honolulu and funding to support forward office personnel during the FY 97 transition year. However, USACE does not see a need to support three Senior Executive Service employees over an extended period of time once the two divisions are merged. The Headquarters indicated two SES would be the maximum. Nor did Headquarters see the justification of an O-6 Colonel position in the division forward, opting instead for a dual-hatted position with HED. Also, FY 98 funding levels to support forward operations in Honolulu are uncertain although expected to be much lower, according to the USACE response to a restructuring plan proposed jointly by POD and SPD.

Stevens said that, although the planning for Restructuring is to continue, the earliest date for any execution would be Aug. 15 and then only with his "expressed order" to implement. Corps officials have said that continuing the planning can insure the lead time needed to implement existing programs that primarily benefit

displaced and impacted employees.

(In a joint POD/SPD response to the USACE position, the need for an SES and Colonel position and additional personnel in the division forward in FY 98 was restated. These issues were still under negotiation and without resolution at press time.)

"The worst thing we could do is not move forward on the mistaken belief that it just wouldn't happen," said former SPD Commander Brig. Gen. Bruce Scott, when he first visited POD in June. "Right now we can take care of our people. If we wait until the last minute and have to scramble to meet the requirements, we won't be able to help them the way we should."

USACE guidance is to run a mock RIF as early as possible after the Aug. 15 date and to await the Chief's orders to execute beyond that point.

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## Jacobsen assumes command of JED

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By Doug MaKitten, JED PAO

Col. Jonathan A. Jacobsen assumed command of the U.S. Army Corps of Engineers' Japan Engineer District from Col. Mark M. Schnabel in a July 19 ceremony at Camp Zama.

Jacobsen came to JED from the Pentagon, where he served for the past two years as the deputy director of training in the Office of the Assistant Secretary of Defense for Reserve Affairs.

Following the ceremony, Schnabel, who commanded JED for three years, departed for his next assignment as the deputy chief of staff for engineering, U.S. Army Pacific in Hawaii.

The ceremony's presiding officer was Maj. Gen. Waldo D. Freeman, Commander, U.S. Army Japan and 9th Theater Army Area Command. During his remarks, Freeman noted JED's many accomplishments under Schnabel's command:

"The Japan Engineer District executed the largest military construction program in the U.S. Army Corps of Engineers; became the 'Engineering and Construction Agency of Choice' in Japan for U.S. forces and DoD agencies; and established a reputation for engineering excellence by providing responsive service to customers and by developing new and innovative techniques for meeting the host nation design and construction challenge," said Freeman.

"JED designed and constructed facilities that met both operational and quality of life requirements for the Army, Navy, Air Force and Marine Corps at 95 separate installations throughout Japan," Freeman said.

That work included the supervision of 500 completed projects valued at more than \$3.2 billion through the government of Japan-funded Facilities Improvement Program.

During his remarks, Schnabel thanked everyone whose combined team effort made possible the dramatic improvement in operational and quality of life facilities at U.S. installations during the past three years.

In his comments, Jacobsen pledged to support the JED vision statement, "Professionals Dedicated to Excellence," in every way possible. JED's new commander is a native of Portland, Maine. He is a distinguished graduate of the U.S. Military Academy at West Point and a registered professional engineer in the state of

Virginia. He also holds a master's degree in civil engineering from the University of California at Berkeley and is a graduate of the Industrial College of the Armed Forces.

Jacobsen is accompanied by his wife Pam, a native of Philadelphia, and their children, Julie, who will be a junior at the University of Virginia this fall, and Robert, who will be a freshman at Virginia Polytechnic Institute this autumn.

The ceremony was attended by a broad range of Army, other U.S. forces, Japanese Ground Self-Defense Force (JGSDF), Zama City and government of Japan representatives. It also included a stirring and colorful drum performance by the JGSDF's famed Kita Fuji Taiko Team.

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## Violence hits close to home

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by Alexander Kufel

The topic is Domestic Violence. Concern for it as something distinctly antisocial is nowadays keen enough to attract 15 POD employees to attend a follow-up class on July 3 conducted by Donna Tani-guchi of the Domestic Violence Clearinghouse at the Logistics building 223.

"The fact that there was enough interest arising out of the May POD/HED Safety Day presentation by the Honolulu Police Department to warrant another class so quickly on the heels of the first one is encouraging," said Karen McKenna, director of Logistics. "It means that people are concerned by what they see going on around them."

Taniguchi agrees and commented that because violence "is a learned behavior, it can be unlearned. Other behaviors can be substituted for violence."

Part of what the participants learned is:

- 95% of the victims of domestic abuse are women.
- 21% of pregnant women had a history of abuse while they were pregnant.
- 20% of women between the ages of 18 and 64 in Hawaii have been victims of battering.
- The FBI reports that one of every two females will be physically abused by males with whom they live.
- During the Vietnam era, 58,000 Americans were killed in the war. During the same period, 54,000 American women were killed by their partners.

"The important thing," said Taniguchi, "is for people to know that they don't have to stand there and take it. They can plan for their safety and for the safety of the children. They can start things moving towards solving problems constructively and before they escalate out of control."

Awareness is a key element to understanding domestic violence, according to Taniguchi. "I gave up spanking my children the day I saw my son pick up the paddle and approach his sister.

"There is a cycle of violence," she continued, "that is closely tied in with a cycle of abuse. Abuse can be emotional, economic, sexual, prop-erty, or physical and extends to such things as the 'silent treatment,' sleep deprivation and starvation. The earlier the intervention the better. We can start educating children as to other ways of dealing with anger and behavior control, but in the case of adults who come into a person's life it may be all you can do just to get them to stop that cycle."

There are laws in place that are useful in getting assistance to someone who is being victimized: Hawaii Revised Statute (HRS) 709-906 addresses the abuse of family and household members and can result in a temporary restraining order (TRO) for protection against physical harm or property damage. It extends to boyfriends and ex-husbands as well as to girlfriends and ex-wives. A lawyer is not necessary; all that is required is that the Adult Service Branch of Family Court be contacted and a judge informed of the situation. The court will investigate.

For situations where the individuals concerned are not related nor living together, the District Court rather than Family Court becomes involved and can employ HRS 586-1 to accomplish the same protection.

If the police are called during a violent episode and a TRO is in effect, the police can arrest the violator even before physical threats or harm takes place.

"Once an investigation begins," said Taniguchi, "responsibility for prosecution lies with the city prosecutor and not the victim. This is another safeguard built into the system to protect the victim from intimidation."

However, these laws come into effect once the violence has occurred.

"If someone recognizes either themselves or someone close to them in these scenarios," said Taniguchi, "then it is important to intervene early enough to prevent a situation from getting out of control and becoming another statistic. A plan of action can go a long way toward helping this happen. You can know ahead of time where to go and have resources waiting for you when you get there. You CAN break the cycle!"

Counseling services are available through free support groups. Assistance is available from such organizations as the Hawaii Food Bank, Homeless Solutions, and the Welfare Information Line. A place to start is by calling the Domestic Violence Clearinghouse and Legal Hotline at 531-3771.

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## HQ USACE Reviews Restructuring Plan

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Maj. Gen. Pat M. Stevens, Acting Chief of Engineers, approved a Restructuring plan for Pacific Ocean Division that includes a division forward in Honolulu as part of a merged POD/South Pacific Division organization. Although the size of the division forward in fiscal year 1998 remained in question, the Acting Chief committed funding to support 30 FTEs (full-time equivalent spaces) in the FY 97 transitional year in the division forward section.

In his July 25 memo regarding the plan, Stevens wrote that he "totally concurred" with a division presence in Honolulu and that it is the "only reasonable approach to assure successful operations in the Pacific."

The USACE-approved plan calls for a division forward office in Honolulu to represent the consolidated POD-SPD (nominally recast as the Pacific Engineer Division, PED). Stevens said that he would move to upgrade the Honolulu District commander position to an O-6 Colonel and dual-hat it with the Deputy Division Commander (who would head the Division Forward group).

Stevens also indicated that he could not support three Senior Executive Service personnel in a combined division beyond a transitional overlap and "an appropriate reassignment (would be determined) for the SES member who must be reassigned." Currently, SPD and POD have a total of three SES.

The issue of the name change to Pacific Division was left up in the air. Stevens said he would leave it to his resource manager to recommend to him by Aug. 9 how a name change would impact operations and automated

information systems.

In further defining the requirement for completion of Restructuring by Oct. 1, 1997, as mandated in the Federal law, Stevens said he expected the following to be accomplished by then:

- All new division organization structures would be in place;
- Any RIF actions would be completed;
- And all costs associated with Restructuring would be obligated.

Stevens indicated early registration in the Command Special Assistance Initiative (formerly USACE outplacement) would not be allowed because employees impacted would not be known until a mock RIF could be run. He also said the Corps-wide hiring freeze would be lifted Aug. 22, since lightly impacted POD would not be greatly assisted by the freeze, and North Central Division, scheduled to close completely, would have already had the chance to register employees in priority placement.

The Acting Chief said that although the division forward office would be supported in FY 97 with the 30 positions, "future year reductions in the area of division office funding prevents staffing to the . . . level proposed in your plan."

The remaining Honolulu District operation would -- based on projected FY 98 "affordability" factors -- be made up of a work force of approximately 467 employees. POD/HED currently has around 498 employees on board.

Although Headquarters USACE was asked to approve the division portion of the new organization and the timelines, the structure and format for the modi-fied Honolulu Engineer District will be determined locally. Lt. Col. Ralph Graves, HED commander, is working a plan to shape the modified district.

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## Written any good books lately?

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by Alexander Kufel

If literacy were an Olympic event, POD might have a few medal contenders in the published works competition. A quick survey of POD people turned up a list of part-time authors with books to their credit.

Heeding only an inner drive, it takes Olympian amounts of determination, perseverance and fortitude to see a book into print, especially while working full-time. Authors often stay up long after others have gone to bed.

Derral Herbst is an Environmental Protection Specialist by day. He is co-author, together with Sy H. Solmer of the Bishop Museum and Warren Wagner of the Smithsonian Institute, of a work called "Manual of the Flowering Plants of Hawaii," a two-volume set with a separate indexed bibliography acclaimed as "remarkable" by botanists and other scientists.

"I worked about twenty hours a week for, oh, seven or eight years," said Herbst. "I did it because I felt it was really important. There were no other sources for the information we included about Hawaii so we just kept going."

Educated initially as a science teacher, and later as a botanist, Herbst had 30 years of field experience at the time of starting the project. Twenty hours a week meant evenings, weekends, holidays and vacations.

"It really wasn't anything unusual," said Herbst. "I've authored and co-authored over a hundred articles. What is

unusual is that I first went to college at Blackhills State University in Spearfish, S.D., the fourth generation of my family to do so. I came to Hawaii on a vacation with my parents and absolutely fell in love with the place. I transferred to the University of Hawaii, Manoa as soon as I could and have been here ever since."

Kenneth Suiso, Emergency Operations Coordinator, concurs that writing a book has to be a labor of love. Suiso and Rell Sunn wrote and published "A Guide to Beach Survival," considered by many to be the definitive manual on safety in and out of the water at Hawaii's beaches.

"We were both lifeguards when we got the idea. The first publisher we approached wanted it," said Suiso. "We didn't realize how lucky we were to get that acceptance and backing, but we opted to publish it ourselves because we wanted more creative control. I'm not sure I would do that again.

"Collaborating on a book is an interesting process," said Suiso. "Rell and I worked on the idea for a long time before we finally completed the book. You have to learn to give up some of the things you feel very strongly about in favor of seeing the book go into production. You're negotiating with others all the way through."

Not everyone is so fortunate as to have someone to work with. Laboring alone, the required inner resources increase dramatically.

Larry Hawthorne, Public Affairs Officer, developed an interest and respect for the culture of Germany while working for the Corps in Frankfurt. A writer by profession, Hawthorne could contain his enthusiasm for only so long until it emerged as "The Beer Drinker's Guide to Munich," a book he, too, opted to publish himself. "This book is not about beer," said Hawthorne. "It's about Munich." Now in its third edition, The 'BDG2M,' as he refers to it, emerged out of family field trips to Munich on Saturday afternoons and developed into an off-beat guide to the culture of German beer gardens. Aside from obvious jokes about conscientious "field research," long hours of investigative work are indeed evident not only in the breadth of 70 establishments, but also in the depth of information that includes detailed maps, descriptions, a rating system, a calendar of "fests," the words to 21 "beer songs" and practical advice!

"If you sit at a stammtisch (a table reserved for regulars) by mistake, you'll soon know it," said Hawthorne. "Look for the signs or be prepared to spend the evening talking war stories from a completely new point of view."

Hawthorne said he takes pride now in seeing his book sold around the world.

Several people emerged with books in progress. Linda Fischer is in the process of writing an autobiography scheduled for completion in September. The physical side plays an important part in the system that Fischer has developed toward becoming a complete person, and she started out by earning a degree in physical education from Southwestern University in Georgetown, Texas. By telling her story to others, she hopes to empower other women with the same strength she has cultivated.

"Self-discovery, together with state-of-mind, physical well-being and financial security, is the key to completeness," said Fischer. "I learned this the hard way and decided to do what I could to give others the strength to be masters of their own lives."

Mary Ann Tilton, an accounting technician with RM-FR, also learned some things the hard way and likewise wants to share her experiences with others. Divorced the day after her second child was born, Tilton acquired lots of experience raising two children as a single parent. She feels driven to write and has been writing longhand, in the quiet hours of the night, for several years. She now has nearly 200 pages.

"This book is about making your children the priority of your life," she said. "We grew, and grew up, together and became very close. I remarried four years ago, and even though my children are now grown up with lives of their own, we stay in touch and get along very well. I want to share what we learned with others."

Many POD employees publish regularly in professional journals and publications: Chuck Streck and Kanalei Shun, ET-ES, publish articles on archaeology; Kathy Dadey, ET-PO, regularly writes scientific articles and will have another one published later this year in the Corps Water Quality 96 symposium volume. Bruce Swofford of JED wrote a book for the government of Japan on curing concrete. Still others said that they have publications in their past, mostly related to their jobs, although Lt. Col. Ralph H. Graves, HED commander, noted that while he was still in high school he got a summer job that required him to write a 50-page book on algae and space applications for NASA.

While POD authors have not (yet) appeared on the "best sellers" lists, their books and their efforts address the need for finding a niche among the millions of books that are published.

Bestsellers are not the only things people write, of course, and POD authors appear to not have had that as an all-consuming goal. Rather they've been driven by their enthusiasm and love for a craft they would gladly pursue for free. POD writers write because they want to share what they've learned. In some cases they want to share their joy; in others, they want to spare people pain.

At a time of public concern for the literacy rate in America, comparing it unfavorably to countries like Iceland with its 100 percent literacy, people in POD demonstrate that they are willing to "burn the midnight oil" in order to exercise their rights of free speech. And, so they do. Who knows? The Great American Novel may not be far behind.

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## Remember the Hatch Act?

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In 1939 U. S. Congress passed a definitive act forbidding federal employees from engaging in certain types of political activity and placing ceilings on campaign expenditures. Its purpose was to separate civil service from politics. Although no longer as restrictive, it is still in effect today.

"People should not lose sight of the philosophy behind this Act," said Mike Feighny, division counsel. "That is, their primary purpose is to accomplish their job, rather than engage in political activity."

This particular act originated with Senator Carl Atwood Hatch of New Mexico. It was amended in 1940 to forbid political campaigning by civil servants and remained severely restrictive until 1993 when many of the provisions were relaxed.

Now, a Federal employee interested in politics may:

- Take an active part in political management or in a political campaign, unless they are SES, an Administrative Law Judge, or Contract Appeals Board member, then they may not.
- Distribute campaign literature.
- Register and vote as they wish.
- Assist in voter registration drives.
- Express opinions about political subjects and candidates.
- Contribute up to \$1,000 to political organizations.
- Attend political fund raisers.
- Wear or display political badges, but-tons, stickers, tee-shirts while off-duty.
- Run for office in nonpartisan elections.

However, there are still restrictions. Federal employees may not:

- Run for office in partisan elections.
- Use official authority or influence for the purpose of interfering with or otherwise affecting the outcome of an election.
- Knowingly solicit or discourage political activity on the part of any person who is doing business with that employee's agency.
- Pressure employees concerning political functions, political activities, voting, or political contributions.
- Engage in political activity while on duty, on government premises, in a government vehicle or while in a government uniform.
- Solicit contributions from anybody else for the purpose of influencing any election for federal office.
- Solicit contributions for personnel services rendered to a political committee without charge for any purpose.

Related to this, you should know that DoD (Department of Defense) does not engage in activities that could even be interpreted as endorsing partisan political causes, issues, or candidates.

Commanders should not permit the use of installation Corps of Engineers facilities by any candidate (incumbents or those seeking office), by members of their staff, or by their campaign representatives for political assemblies or meetings or media events, including speeches or fund-raising social events for political candidates, parties or causes, regardless of sponsorship or for any other activity that could be construed as political in nature.

Political activities of individual military members are regulated by DoD Directive 1344.10.

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## Sen. Inouye amendment seeks fund block of POD Restructuring

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WASHINGTON, D.C. -- United States Senator Daniel K. Inouye announced he has successfully introduced an amendment to a pending Senate fiscal 1997 appropriations bill that prohibits expending any funds to close Pacific Ocean Division. The amendment to the Energy and Water Development Appropriations bill was accepted by the Senate conference committee and later voted on and approved by the full Senate.

From there the bill must go to a joint House-Senate committee to reconcile differences between it and the House version of a similar bill. If the amendment survives that process it faces another full Congressional vote before it is sent to the President for signature.

"I am very pleased with the (Senate) Committee's decision to accept my amendment," the senior Senator from Hawaii said. "POD has the largest civil works jurisdictional area in terms of sheer size, covering almost one-third of the global area and plays a key role in maintaining U.S. interests in the Pacific."

Inouye's amendment is in response to the Fiscal Year 1996 Energy Appropriations bill in which Congress directed the Secretary of the Army to reduce division offices from 11 to not more than eight and not less than six. The Army Corps of Engineers' plan proposes to close three division offices, one of which is POD, Inouye said.

"The next century has been touted as the 'Century of the Pacific,' and at this critical time, we should not be diluting the role and importance of POD with our international partners in Korea, Japan, and other Pacific Rim nations," Inouye said.

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## Clinton nominates Maj. Gen. Ballard as next Corps Chief of Engineers

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Secretary of Defense William J. Perry announced Aug. 1 that President Clinton has nominated Major General Joe N. Ballard, United States Army, for appointment to the grade of lieutenant general and assignment as Chief of Engineers and Commanding General, United States Army Corps of Engineers, Washington, D.C.

Since July 1995, he served as the chief of staff, United States Army Training and Doctrine Command, Fort Monroe, Va.

Maj. Gen. Pat M. Stevens IV has been serving as the Acting Chief of Engineers since Lt. Gen. Arthur E. Williams' retirement in June.

The Chief of Engineers has Army Staff responsibility in the areas of engineering, housing, construction, real property, natural resources, and environmental programs for Department of Army. The Chief of Engineers provides advice and assistance on military engineering and topographic matters.

Maj. Gen. Ballard was born on March 27, 1942, in Meeker, La. He is married to the former Tessie LaRose, and they are the parents of three daughters.

Maj. Gen. Ballard has held a wide variety of important command and staff positions, including most recently the commanding general of the U.S. Army Engineer Center and Fort Leonard Wood.

In 1965, he graduated from Southern University A&M College with a bachelor's degree in electrical engineering and was commissioned into the Corps of Engineers. In addition to his master's degree in engineering management from the University of Missouri, he is a graduate of the Engineer Officer Basic and Advanced Courses, the Army Command and General Staff College, and the Army War College. He is a registered professional engineer in civil engineering.

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## Capka becomes SPD Commander

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Tom Ushijima, director of Programs and Project Management, reminisces with Brig. Gen. Rick Capka at a July meeting in Honolulu with Brig. Gen. Bruce K. Scott, outgoing commander of SPD.

In an Aug. 2 change of command ceremony, Brig. Gen. J. Richard Capka became the Commander and Division Engineer for the South Pacific Division, U.S. Army Corps of Engineers, replacing Brig. Gen. Bruce K. Scott.

General Capka's previous assignment was as the Assistant Chief of Staff, Engineer, for the Eighth U. S. Army,

Seoul, Korea. Other major assignments with the Corps of Engineers have been as Commander and District Engineer, Baltimore Engineer District, and special assistant to the Chief of Engineers for International Activities.

Capka was assigned to POD early in his career. He came to Hawaii as a Captain in March 1980 and left as a Major in Spring 1984.

Brig. Gen. Scott will be assigned as the Deputy Director, Strategy, Plans and Policy Directorate, Office of the Deputy Chief of Staff for Operations and Plans in Washington, D.C.

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## COMMANDER'S COMMENT

Mission: As we move toward Restructuring let's keep our eye on what's important

By

Col. Robin R. Cababa

POD Commander

It would be easy to become distracted at times like this and to lose sight of the most important function we have to perform: accomplishment of our engineering design and construction mission here in the Pacific.

Restructuring is a fact of life. It is a Federal law that has to take precedence until and unless some other Federal statute indicates otherwise. As you are aware, Sen. Daniel Inouye has proposed an amendment to a pending piece of legislation that would prohibit FY 97 funding to implement restructuring in POD. That amendment is still in a Senate bill that will be reconciled by a joint Senate-House Committee. Of course, if the amendment emerges in a Federal law, signed by the President, it will have a major impact on the execution of any plans for Restructuring. That is a given. Meanwhile, the planning, at least, moves forward.

When Brig. Gen. Bruce Scott (departing SPD Commander) and Brig. Gen. Rick Capka (his in-coming replacement) visited us recently, they were intent on continuing the transitional planning that Restructuring will require. They were just as committed to reassuring our customers that regardless of the future of the Restructuring initiative, we will continue to provide the highest quality engineering planning, design and construction that our customers both deserve and have rightfully come to expect from us. That will not change.

While they were here, Generals Scott and Capka met with leaders of the major commands we serve to underscore our ongoing commitment to their engineering and construction needs. Brig. Gen. Scott said last June when he first visited us that the worst thing we could do right now is to not plan for the Restructuring on the chance that it would not happen as scheduled. His point was that to wait and then have to make the personnel adjustments in a hurry to meet legal mandates would be paid for with major turmoil among our work force. It is far better to have a plan we never execute than to have to try and execute with a plan we never devised. And our Headquarters USACE has instructed us to continue with our planning, and execute only upon the expressed order of the Chief of Engineers.

Can we plan to become a district here in Honolulu while we continue to do the job of both a division and a district? Not only are we able to do that, we must do that. Remember, Restructuring is unusual in that it is not program-driven. Fiscal Year 1996 should soon close out with some \$1.07 billion in construction placement; FY 97 is expected to remain strong as well, with \$1.15 billion in scheduled construction placement. For now, FY 98 remains a question mark.

We have plenty to do the remainder of this year and next. We all can take great pride and, yes, some sense of reassurance that our services are still in demand and needed by the military and civilian customers we serve.

So, while I want to ensure that we move forward with our Restructuring plans and programs to take care of our people, I reemphasize the need to keep our eye on the ball when it comes to performing and accomplishing the mission. We have plenty to keep us busy. Sometimes it will almost seem that our major mission is to reorganize or restructure or otherwise modify our organization. It is not. Engineering planning, design and construction -- that is what it is all about. And, since we are primarily a military support organization with a lot of our work coming due as the fiscal year ends, the push to remain focused is greater than ever.

I ask all of you to remember this as we do what we must in planning for the merger of our two divisions while we continue to maintain and enhance our reputation as the best engineering organization in the Pacific. If we lose that focus, it really won't matter much whether we're POD, SPD, or PED come a year from now. What will matter most is our track record in meeting our customers' needs and our commitment to continuing that history of service under whatever name and whatever headquarters we continue to operate.

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## Opinion

Restructured The lighter side

The View from Here by Larry Hawthorne

If Dr. Jack Kervorkian -- the man who proved you don't need repeat business to be successful -- should expand his activities, I look for him to incorporate under one of those shock-absorbing euphemisms like "Longevity Adjustment Services, Inc." or something like that. And he might want to leave all his automation chores to those enterprising folks who gave the world AutoRIF (a ridiculous-sounding-but-nevertheless-real piece of specialized software).

Some of you will remember the confab we had over at the Fort Shafter Flats Reserve Center recently. What little levity there was among talk of restructuring, drawdowns and "bumping scenarios" was provided when someone suggested that the ultimate work force reduction would be conducted on a computer with the help of "AutoRIF" software. Evidently, anything the manager with a clipboard can do, the man or woman in the ADP room staring into the screen of a non-partisan boxed bundle of micro-chips can do better. Or at least with less emotion.

Imagine the day when your vital personnel statistics are fed into a Pentium-based machine (a Mac would freeze at the thought) that has only one thing in mind -- er, random access memory: Sort them according to the rules, list them in order of their exit out the door or fast trip to a lower grade, then get out of the way.

Auto, as in automated. RIF, as in reduction in force. Nice pairing of terms, and truth in advertising if there ever were any. So, I hereby nominate AutoRIF as fair game for the gallows humor that will -- I think by necessity -- follow with any serious RIF proceedings in POD. Of course, other worthy nominees include CEFMS (always a candidate for ridicule), VSIP/VERA (some people think this is a gal who overdraws on her credit card, ol' "Visa Vera"), PPP (speaks for itself), "outplacement" (why isn't recruitment called "inplacement"? And when this process is restricted to the internal organization shouldn't this be "inside-outplacement"?), and "right-sizing" (perhaps my all-time favorite telling-it-like-you-want-them-to-think-it-is term).

At times like this, I draw great strength from the wit and wisdom of immortal Americans, like Yogi Berra.

Yogi, the bard of the base paths, poet behind the plate, said -- wisely if not wittily -- "when you come to a fork in the road, take it."

OK, so we're at a fork in the road. We can all take Yogi's advice, without having to fog up our logic with a lot of distracting decision-making. To me, it's "deja vu all over again," (another Yogi truism). Before I came to POD/HED/SPD/PED, I was in EUD, which soon became TAD/EUD and of course is now the EPC under the TPC (Europe Program Center, subordinate to Trans-Atlantic Program Center). Back in 1989, there was no Act of Congress that caused the Berlin Wall to tumble and our military construction program in Europe to drop faster than the price of a used East German Trabant (that funny little automobile that topped out at 45 miles-per and looked like the one in the circus that 100 clowns get out of). No federal law required it, but we were nevertheless destined to lose, oh, about 80 percent of the work force in about 18 months' time. AutoRIF would have been a godsend back then.

And it was not without its dark-yet-humorous side, of course.

"BAD NEWS" BOB: "Charlie, I've come to tell Jane that, well, I've got some bad news for her about the upcoming RIF, third round, fourth phase, make-up session. She survived the Mock RIF OK, but the Almost-for-Reals RIF was leaning heavily toward her. We just ran the We-Might-Not-Be-Kidding RIF and it definitely identified her to be impacted."

CHARLIE: "Impacted?"

BN BOB: "Yeah, it looks like her position will be reclassified to 'non-existent' and lowered five grades, based on her new job description. Of course, since she is currently a GS-4, she will likely have to pay back one grade and take the next available flight out of Frankfurt."

CHARLIE: "You mean?"

BN BOB: "Yeah, she could lose her job."

CHARLIE: "Too late. She PCS'd five days ago."

I'm here to tell you that I was one of the last to take that flight out of Frankfurt some five years ago. And the good news was that no one -- as in not one -- lost their job. Some 900 people left EUD; some 900 people left with new jobs waiting for them. I'm not even suggesting that we face anything like that here in POD/HED. There is almost no comparison with the major exodus from Mideast Division that occurred after Saudi work phased out in the early 80s and the stream of emigrants that left Europe Division when the Cold War ended later that same decade. This is not a workload-mandated restructuring. As we all know, it's an Act of Congress.

So I'm going to suggest that we keep our heads, our hopes, and our humor. There is a plan, and it even makes sense. It was formulated -- at least in part, because we had a say ourselves -- by some folks who know full well what it is like to be a takeover target. The restructuring plan hasn't been implemented yet, but there is still a good chance it will and it makes even more sense to prepare for it.

So that's it.

Well, Yogi did have one other oft-quoted pearl: "It ain't over 'til it's over." Dr. Kervorkian eat your heart out.



## In the Field



1st phase progressing on barracks renewal program at Schofield Work is 30 percent complete on a barracks complex at Schofield Barracks as part of 1st-phase development in a comprehensive "Whole Barracks Renewal Program." The \$17-million barracks project will house 300 soldiers and include a community building to accommodate 500. The contractor on the job is G.W. Murphy Construction.

## Productive People



Lauren Hensley  
Hometown: Kettle Island, Kentucky  
Years with Corps: 10  
Works in: Resource Management

Following 20 years trekking as an Army wife, raising three children, and often working full-time, Lauren Hensley of Resource Management decided to return to college. Not surprisingly for a management analyst, she had a master plan for herself. The timing wasn't particularly good, however, as she was already with POD full-time as an intern, and she had other commitments as well; her schedule was full.

"Life is not a spectator sport!" exclaimed Hensley, so she enrolled.

She achieved her goal of a bachelor's degree a year ago and kept going. In January she received her master's in business administration.

Hensley loves the out-of-doors and said that she "prefers lawn mowing to kitchen duties." She is an avid



Charles Hardee  
Hometown: Honolulu Hawaii  
Years with Corps: 5  
Works in: Construction Branch

A degree in architecture is not a bad background for a construction representative working for the Corps, said Chuck Hardee recently. Hardee got a bachelor of fine arts degree in architecture from the University of Hawaii 26 years ago. As it happened, life had other things in store for him and he never did do what was necessary to become licensed.

"I understand construction very well," said Hardee. "Because I can visualize the project while it is still on paper, I can catch problems early and work things out before the contractor gets too far ahead. If necessary I can even communicate through drawings, in a language contractors comprehend."

With POD continuously since 1992, Hardee worked for the Corps for one year following college. He then went to Korea for a year and a half where

bicyclist and a runner. She successfully completed a marathon. Now she has plans to take up the violin where she left off.

"I've always loved music," she said. "I got my first snare drum in the 6th grade, then studied clarinet, saxophone and violin."

Perpetually busy, Hensley likes to read but leans toward audio-books, non-fiction. Work concerns are never totally out of mind. She said that she works primarily for the gratification of contributing to the organization adding, "a huge chunk of your life is spent on work. Therefore, you must receive something satisfying in return in order to keep being generative." Lauren is making POD more productive.

he not only taught soldiers in a State of Hawaii-sponsored transition program, but met his wife of 23 years, Kuna, as well. Most of his work experience has been as a construction representative for the Air Force.

Hardee and Kuna live in Ewa Beach and have three grown children. He said he spends a lot of home time watching TV and writing computer programs to help him accomplish things more efficiently at work.

"Actually," said Hardee, "I noticed that a lot of engineers like television. We spend so much time looking at a computer that TV is the closest thing to it." Chuck is making POD more productive.

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## Division Shorts

Aloha means goodbye! Aloha Karen McKenna, Director of Logistics. Karen relocated to Wiesbaden, Germany, right around the 4th of August where she will work for the Transatlantic Program Center, Europe.... Aloha Maj. Rick Kearney, deputy commander, HED. Rick left June 19 with his family to move to Washington, DC where he will work at the Army Concepts Analysis Agency in Bethesda, MD.

Aloha means hello! Aloha Maj. Joseph W. Corrigan, incoming deputy commander, HED, joins us Aug. 5th. Joe, who hails from West Lafayette, Indiana recently was the operations officer of the 65th Engineer Battalion at Schofield Barracks.

Congratulations! Sharon Freitas, PP-M, and her husband Alan, on the birth of Tiana, Sunday, June 23. Tiana weighed in at 7 pounds, 12 ounces and is Sharon and Alan's second daughter... Dr. Linda A. Hihara-Endo, ET-PO, on the birth of her daughter Sarah Emiko Endo July 18 at 9:00 a.m. Sarah was 19 3/4 inches and 8 pounds 1 1/2 ounces. Helen Stuppelbeen, ET-PP, said that she heard the baby crying and that she has very healthy vocal cords... Grandma, you say? An elated Marsha Phillips, IM, became a grandmother for the second time on June 26 when her daughter Annie gave birth to Nicole Kaleikaumaka Kimiko Toi at Castle Hospital in Kailua. Nicole weighed 6 pounds, 3 ounces and was 17 1/2 inches long.

Congratulations and good luck! Steve Philben, EM, on his June 22 marriage to Christine Johnson at Hickam AFB. Christine is a computer network administrator with Sprint.

So, how do you spend your days off? On at least one Sunday in July Civil Engineer Horace Marshall Barber,

ET-TD, aka Marshall, and his wife Tammie got up before dawn, not specifically to take care of Heather, who turned one on July 31, but to help the Pacific Velo bicycle club conduct a full day of bicycle racing.

The Kakaako Criterium is not a road race like the Tour de France, but a competition for a set period of time with a final lap of frantic sprinting toward the finish line and bonus prizes for fast laps in-between. The half-mile long track was set up at Mother Waldron Park in Kakaako where they were able to close off some otherwise quiet streets and stage six races ranging from 30 to 60 minutes. Marshall compensated for long hours spent in front of a computer by competing in the Master Men's Division race. Everyone, including Marshall, was surprised by a stranger who registered late and finished the race nearly one lap ahead of everyone else. Who was that man?

Hurray for Linda! Maj. Linda Fischer, SM, participated in the Outrigger Hotels Tinman Triathlon on July 14. Not satisfied just to walk around like ordinary people, Linda swam 800 meters, bicycled 26 miles, then ran 10 kilometers, all within 2 hours and 46 minutes to finish 30 out of 62 in her division. She was cheered on by her support team of Mike Foster, HR, and Anna Tarrant, IM, and placed 736 out of a field of 1052 .