



Walters assumes HED command

Story by Alexander Kufel

Army engineering in Hawaii saw a change in leadership July 2 when Col. Ralph H. Graves, commander of the U.S. Army Corps of Engineers Honolulu Engineer District, relinquished command to Lt. Col. Wally Z. Walters in 10 a.m. ceremonies at Fort Shafter. Col. (P) Carl A. Strock, Commander of Pacific Ocean Division, officiated.

An overcast morning gave way to clear, sunny skies as the ceremony began, with about 200 guests and employees in attendance at the Fort Shafter Palm Circle parade field. Among the audience were military and government leaders, including Representatives Neil Abercrombie and Patsy Mink.

Strock passed the symbolic flag of command from Graves to Walters, with Elsie Smith, senior length-of-service employee, assisting. The flag transfer marked the change of command from the Honolulu District's 63rd to its 64th commander.

Distinguishing the ceremony to change commanders was the promotion of Graves from the rank of lieutenant colonel to colonel. Graves had been selected for the higher rank several months before and was officially promoted the day before he left command.

In remarks during the ceremonies, Abercrombie spoke cordially of his relationship with Graves, commenting that the Corps had a special place in his heart as the first government organization to



Members of the 249th Engineer Battalion color guard march into position opening the change of command ceremonies. Photo by Jim Dung.

officially welcome him when he first assumed elective office in Hawaii. He then welcomed the new commander.

Graves had served as District commander and district engineer since July 6, 1995. He and his family left July 5 for his next assignment with the Army's Assistant Chief of Staff for Installation Management in Washington, D.C.

Matters of Affordability and Downsizing won't wait

Hard issues first items of business for new commander

The honeymoon was over before it had hardly begun, according to incoming HED Commander Lt. Col. Wally Z. Walters. In only his second week in his new command, Walters told a Town Hall Meeting of district employees that personnel cuts were inevitable due to declining workload and income to pay salaries. He reported as many as 49 people could be involuntarily separated as the District considers drawing down from 419 to 353 positions by the end of next fiscal year. The remaining cuts he expected could

be handled through attrition and buy-out and incentive retirement programs. These might even prove to significantly reduce the total number of involuntary separations.

"Normally when one assumes a new command, you can expect maybe a couple of weeks of appropriate honeymoon period," he said. "I feel like this one has been more like about two hours," he told a group of about 200 employees at Fort Shafter's Richardson Theater.

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Problems: *Problems are opportunities in work clothes.* —Henry J. Kaiser, American Industrialist, 1882-1967



By Lt. Col.
Wally Z. Walters
HED Commander

HED Commander's Comment

We will confront the future together

Thanks to all of you for the great aloha afforded to Terry and me at the change of command ceremony and the picnic that followed. It was a wonderful ceremony that we will always remember. We feel truly fortunate to join this outstanding organization. The District has an extraordinary history, continuing important missions and magnificent people. I have been truly impressed by the exceptional cheerfulness, talent and dedication of everyone I have met in the District.

Of course, the District will face some substantial challenges in the next few years, among them: downsizing, realignment of functions, adjustments in our facilities, major projects at Schofield Barracks, Hickam Air Force Base and Palau. However, having lived in Hawaii for the last three years, the great work of the District is familiar to me. The successes and great engineer work of the recent past demonstrate that the inevitable problems can be overcome.

The most immediate challenge is sizing the District so that it is both affordable and capable in executing the missions our customers bring. While still completing the task of becoming a fully independent District within Pacific Ocean Division, we must face the need to downsize as our income declines in FY99 and FY00. I have already issued early guidance to begin dealing with this inevitability and have spoken to as many of you as possible at the recent Town Hall Meeting. Acting quickly, but responsibly, is the best course to ensure we can sustain our mission and as much of the workforce as possible. Over the longer term, we need to become as efficient as possible in delivering the maximum value and quality of work to those we support. Doing so will ensure we remain the provider of choice for engineer services and allow us to take advantage of opportunities for new missions and new customers.

Nobody wants to hear the term "RIF" again, and all that that entails. I certainly dislike having to undertake a RIF. But in this my first Commander's Comment to you,

let me reemphasize some themes I have tried to express at the Town Hall as we together confront the problems resulting from reduced income:

- I promise to be open, honest and candid. Those present at the Town Hall Meeting may have thought I was too open, too candid, and too pessimistic in presenting the prospects for a major downsizing of some 17 percent of the work force. However, to find the right solutions we will need to confront the challenges together and without illusions.

- Taking care of each other so we can ensure the most possible "soft landings" for everyone that is affected. I mentioned that as many as 49 people could

face the possibility of losing their jobs involuntarily. Working together, and devoting a major effort to the tasks involved, we should be able to reduce that possibility and its impact, to help people find good jobs and to take advantage of the many opportunities available within the Corps and elsewhere. This is a great organization with a great spirit of ohana, which we do not want to lose. All of us need to work to take care of those around us, especially in this difficult time.

“
*While right now
it is about
affordability,
in the end
it will be
about value.*
”

—Lt. Col. Wally Z. Walters

- Sharing the pain. Every part of the organization and every individual is affected by the possibility of cuts. While spreading the pain we also have to distribute changes in the organization to protect the core expertise, experience and skills that will be required to execute the future workload we expect, not the workload we may have lost.

- Everyone is important to the organization. This downsizing is not because anyone has failed to do a good job. It results from national trends reducing the amount of money available to defense work and changing the demands on how we do our work. Within the District, no part of the organization has failed to perform. We all need to continue to treat each other with respect for their contribution and talent, regardless of

See "Together," page 6

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Fair Share: *A hundred percent of nothing is nothing, but 2 percent of a lot is a lot.*—Anonymous

Opinion

Fireworks are fun but, boy, they make me jump

I go through the same thing every Fourth of July: I greet this holiday with a mixture of sheer joy for my love of military spectacle and absolute revulsion to the horror of war and the price people have paid for us to enjoy a semblance of “independence” and “freedom.” While America’s history is the story of one battle after another, I feel that this century has been extraordinarily bloody. Thus, while I can’t say Independence Day is my favorite holiday, it contains elements necessary to human existence that must never be forgotten.

I won’t tell you how old I was when World War II ended. Suffice it to say I was alive and kicking. My family lived in one of several hundred four-family row houses that had been constructed for military dependents in upstate New York during the “war.” War was still on everybody’s mind and I don’t think you could find a more patriotic neighborhood if you tried—our 32-family block would organize a parade at the drop of a hat—we even held one when an older boy I didn’t even know was accepted to the U.S. Military Academy at West Point.

We kids played soldier a lot and anything that could be used to increase the reality of being in uniform was actively sought after. So, in 1949, when President Harry S. Truman declared June 14, U. S. Flag Day, a day of national observance, of course we had a parade. Every family had at least one veteran in it, so the driveways fronting each residence were decked out with American flags and military gear. I don’t know who started it, but people took every military item they had and laid them out for people to see. Every service was represented. Uniforms ranged from full dress to camouflage fatigues with full field gear. There were dozens of weapons, insignia by the hundreds and a 24-man tent. Sgt. Bailey had brought a right-hand drive MG sportscar back with him from England, so he left it in his driveway, the Stars and Stripes draped over the hood.

Because I was so busy parading—we had marched up and down the block about six times—I didn’t notice until I went home that my next-door neighbor’s driveway was filled with Nazi German uniforms,

flags, and military gear. He even had a ceremonial sword, an olive-drab Leica camera and a Luger pistol. It was thrilling!

It was so thrilling that, according to my mother, I picked up a German helmet with a shiny metal spike on the top, put it on, and goose-stepped my way around the yard in ever-widening circles. When Mr. V. saw what I was doing, he ran after me, so I took off. Neighborhood dogs and other kids followed, we picked up adults as we went, and pretty soon there was another parade on our street, this one without music and much faster paced! My mother said that it cured me of any real need I had to wear a uniform. The draftboard didn’t know that, so I went when my time came.

Those things did not, however, cure me of my interest in military ceremony, and may have contributed in some way to my desire, each year, to attend Fourth of July Festivities, it doesn’t matter where. I’m not that crazy about parades, but I do love a military band. Combine that with Peter Ilich Tchaikovsky’s War of 1812 Overture with live cannon and the howitzer salute to the flags of all 50 states and I’m as happy as

a clam. If you went to Schofield Barracks Army Post this year you would have found me close to the stage, grinning from ear to ear.

Once I was talking to somebody who had spent so much time among Vietnam veterans who had not escaped the war undamaged that he was inclined to speak authoritatively about human aggression and its consequences. “I’ve been there,” he said. “I know what it’s like.” Well, as far as I knew, he had neither been in the military nor to Vietnam, but he left no doubt in my mind that even when violence is used with good intent, the violence continues on inside of people long after the noise is over. And, that perhaps is the clue to why I like the noise and clamor and bright lights of the Fourth of July celebrations so much, even though they awaken my own devils. They serve to remind us that certain essential things—things like justice, equality, tolerance and freedom—can be easily lost among the hubbub of other concerns, and we have to remember to *not* be quiet the moment they are threatened, even when we are not the ones in jeopardy.



Just Thinking
by Alexander Kufel



Experience: *Experience should teach us that it is always the unexpected that does occur.*
—(Anna) Eleanor Roosevelt, American diplomat and former First Lady, 1884-1962

Change of Command punctua

Photos by Jim Dung unless indicated

Lt. Col. Wally Z. Walters



64th Commander
and District Engineer
of the U.S. Army
Corps of Engineers
Honolulu District,
Pacific Ocean Division

- Served in Hawaii since 1995, as a strategic planner for the Commander in Chief, Pacific, and as Operations Officer and Executive Officer of the 29th Engineer Battalion (Topographic).
- Served as an engineer trainer at Fort Belvoir, Va.
- Battalion, brigade and division staff officer at Fort Lewis, Wash.
- While at Fort Lewis, commanded C Company, 15th Engineer Battalion (Motorized), testing new engineer equipment and tactics.
- Served as a Foreign Area Officer for Russia and Eurasia and taught international politics at the U.S. Military Academy at West Point, N.Y.
- Graduate of the U.S. Military Academy in 1980 with specialties in nuclear engineering and social sciences.
- Master of arts degree in international relations from George Washington Univ.
- Master of military science degree from the Marine Corps University.
- Master of philosophy degree in political science from Columbia University.
- Graduate of the U.S. Army Russian Institute, the U. S. Army and U. S. Marine Corps Command and Staff Colleges, and the Armed Forces Staff College.
- Military decorations include the Defense Meritorious Service Medal, the Army Meritorious Service Medal with oak leaf cluster and the Army Commendation Medal with two oak leaf clusters.
- Born in Cincinnati, Ohio. His wife, Lt. Col. Terry Walters, M.D., is the Division Surgeon of the 25th Infantry Division (Light) at Schofield Barracks. Their daughter, Victoria, attends elementary school in Aiea, Hawaii.



(Above)
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(Left)
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(Bottom)
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Learning: *One of the reasons mature people stop learning is that they become less and less willing to risk failure.*
—John W. Gardner, American educator

ated by promotion ceremony



Photo by Alexander Kufel

ve) POD Commander Col. (P) Carl A. Strock passes the
ict colors to Lt. Col. Wally Z. Walters, cementing the symbolic
ge of command from the 63rd to the 64th commander of HED.

Lt. Col. Walters and his wife, Lt. Col. Terry Walters, M.D.,
on surgeon of the 25th Inf. Div. (Light) at Schofield Barracks.

om from left) Elsie Smith, senior civil service employee with 56
passes the flag from the military honor guard to Col. Graves,
n turn relays it to the POD Commander Col. Strock. Following
ring the District colors, the new District commander hands the
back to Smith, who then returns it to the color guard.

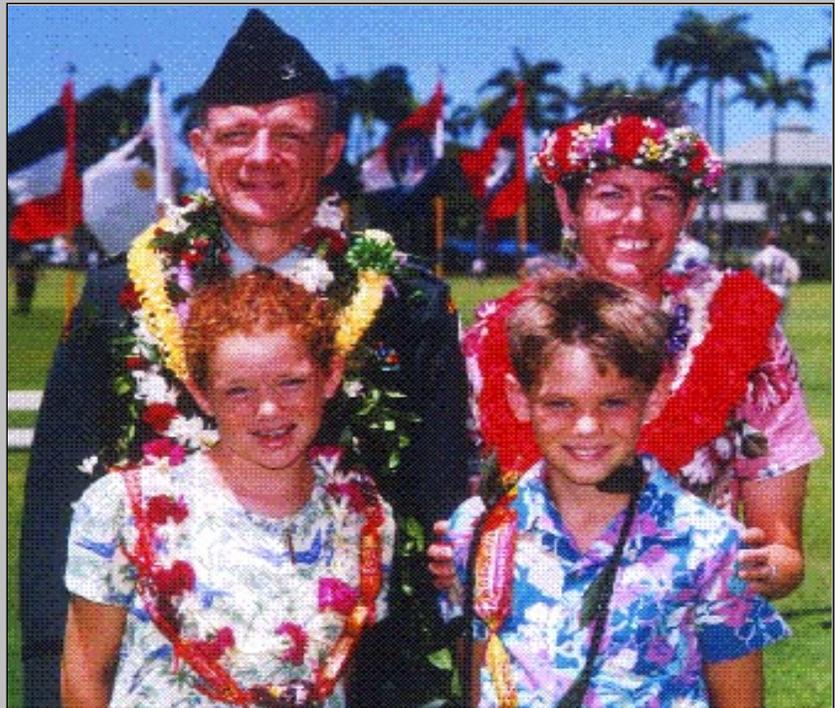


Col. Ralph H. Graves promoted in ceremonies during Change of Command

Although it was official the day before, Col. Graves didn't don the insignia of the rank of colonel until the actual ceremony took place on the Palm Circle parade field at Fort Shafter on July 2.

During a momentary pause in the process of transferring leadership, Graves repeated the officer's oath as Strock officiated, then Strock and Mrs. Carolyn Graves pinned the eagle insignia on the colonel's uniform.

The Graves' two children, Elizabeth, 11, and Frederick, 9, assisted by handing their father a new cap with colonel's insignia to replace his old one. Afterwards, the family assembled for a portrait.



New York: *You know, the more they knock New York, the bigger it gets.*

—William Penn Adair “Will” Rogers, American humorist, 1879-1935

Hard issues...

Continued from page 1

In announcing the bad news, the new district commander emphasized that the cuts are in positions and do not reflect failure of any person or office in the organization. Downsizing is based on declines in expected income and changing types of work, Walters said. He proposed a philosophy of “taking care of each other” to help reduce the turmoil employees will face as the cuts are enacted and said he would do all he could to assist people affected by the impending downsizing. He also said that over the upcoming weeks HED will be examining possibilities for new work and other efficiencies that can help in delaying or reducing the impact of reductions.

Communications is very important, said Walters. As members of HED, “you have the right to be listened to, the right to be heard.” He stressed that while new

work was essential, the organization itself is only recently defined and from that baseline there are several lanes that will help strengthen HED, maintain its sense of “ohana,” and position the organization for the future: one is the creation of mechanisms in which employees can raise issues. Another is to help those employees who want to pursue alternative job opportunities. Still another is to provide comprehensive information about the RIF process. And the last is to provide mutual support to all employees.

Walters said that he wanted to spread the cuts evenly across the organization, but with an eye toward maintaining core expertise in areas where future workload required it. Still, it will impact every segment of the organization.

“We need to share the pain on this one,” he said. “I realize that it will always be easy to look at the other guy and figure that’s where the cuts should have been made, but we’re in this one together, as one organization.”

Together...

Continued from page 2

whether their position can be supported in the future or not. These decisions are not based on individual or group performance.

- It is about value. While right now it is about affordability, in the end it will be about value—the ability of this organization to continue to provide exceptional and responsive engineering design and construction services at a fair price. If we fail to do that in the long run we will face more difficulties with affordability in the years ahead.

- Bad news gets no better with age and good news shouldn’t have to wait. The news I gave you all at the Town Hall Meeting was—I hope—the worst news I have to give. I promise to get the good news out to you as quickly as I

have delivered the bad. Some of what I tell you may prove inaccurate as things change but I would rather err on the side of fuller, more rapid information than too little, too late. You have an important stake in the decisions of the organization and deserve to be fully informed.

- Time is not on our side as we enter this process. We must act promptly to ensure cuts will not have to be deeper because we spent money we did not have for a longer period of time.

Finally, the longer term is promising. The importance of the Pacific region to America’s future will continue to grow, and the nation’s need for our work will not diminish. As long as we take good care of our customers and our own people our organization will have a bright future and remain a great place to work. I look forward to working with each of you to fulfill this potential as we confront the challenges ahead.

PRODUCTIVITY CORNER

Blind ambition

Charlie Boswell has always been one of my heroes. He has inspired me and thousands of others to rise above circumstances and live our true passion. Charlie was blinded during World War II while rescuing his friend from a tank that was under fire.

He was a great athlete before his accident and in a testimony to his talent and determination he decided to try a brand-

new sport, a sport he never imagined playing, even with his eyesight . . . golf!

Through determination and a deep love for the game he became the National Blind Golf Champion! He won that honor 13 times. One of his heroes was the great golfer Ben Hogan, so it truly was an honor for Charlie to win the Ben Hogan Award in 1958.

Upon meeting Ben Hogan, Charlie was awestruck and stated that he had one wish and it was to have one round of golf with the great Ben Hogan.

Mr. Hogan agreed that playing a round together would be an honor for him as well, as he had heard about all of Charlie’s accomplishments and truly admired his skills.

“Would you like to play for money, Mr. Hogan?” blurted out Charlie.

“I can’t play for money, it wouldn’t be fair!” said Mr. Hogan.

“Aw come on, Mr. Hogan, \$1,000 per hole!”

“I can’t. What would people think of me, taking advantage of you and your circumstance?” replied the sighted golfer.

“Chicken, Mr. Hogan?”

“Okay,” blurted a frustrated Hogan, “but I am going to play my best!”

“I wouldn’t expect anything else,” said the confident Boswell.

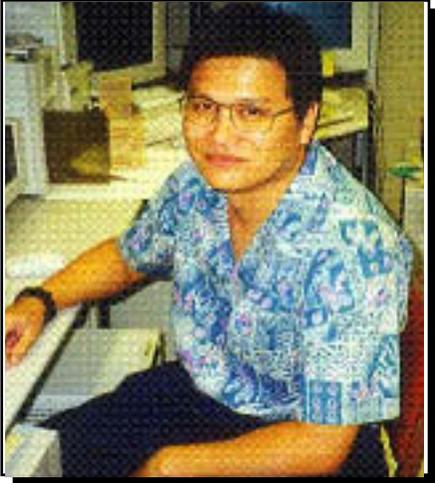
“You’re on, Mr. Boswell! You name the time and the place!”

A very self-assured Boswell responded “10 o’clock . . . tonight!”

—John Canary, in “A Cup of Chicken Soup for the Soul,” Health Communications, Inc. publisher

Poets and Poetry: *Poetry is the language in which man explores his own amazement.*
—Christopher Fry, British playwright

PRODUCTIVE PEOPLE



Clement Kalani Liu

Hometown: Kailua

Years with Corps: 12

Works in: Information Management

Computer specialist “Clem” Liu said that he loves the field he’s in because technology and ways of doing things are changing so rapidly that he’s never had a chance to get bored before something new was on the horizon. This mental inquisitiveness extends into his off-duty time as well. Liu said he’s always reading—non-fiction, sci-fi and mysteries—and plays a lot of computer games, both on and off the Internet. He also teaches a credit course in data-base programming evenings at Kapiolani Community College.

Liu began working for the Corps as a co-op student while pursuing degrees in management and management information systems at UH-Manoa. Following graduation, he got married to Lisa, now a library technician at Pearl City Regional Library, and worked at JED for five years before returning to Honolulu.

“Being on our own in Japan helped both our marriage and us to mature,” he said. He’s on good terms with “who he is” as a person and describes both himself and his wife as “quiet” people who pursue a lot of interests. Each has their own work-space at home. Life isn’t all home-oriented activities, however. Liu often spends Sundays on the archery range at Kapolei where, he said, “we can spend as much time as we want moving around the range pursuing three-dimensional targets.”

Clem is making HED more productive.



Renee Machell Hicks

Hometown: Birmingham, Ala.

Years with Corps: 9

Works in: Contracting

When asked how she manages to raise a family, go to college part-time and do a good job at work all at the same time, contract specialist Renee Hicks responds that it’s not something that she really worries about, she just does what she has to in order to accomplish certain things.

Married to Raymond for 10 years, and mother to Raymond D., 9, and Rashad, 3, Hicks also said that her idea of having a good time and relaxing is to “hang out” with her family.

“They represent who I am,” she said. That definition extends to keeping in touch with her three sisters and six brothers, as well as various other relatives.

Hicks began working in Contracting in 1989 as a temporary clerk-typist. She found her job interesting, progressing through the ranks to her current position, and has been going to college part-time since 1991. She will graduate with a bachelor’s degree in business administration in December.

Hicks projects confidence in herself and in the future that suggests she won’t be stopping there.

“Oh, I have my dreams,” she said. “I hope sometime to get an M.B.A. and one day to be in business for myself. I like what I’m doing now, especially because time constraints and complexity requires a lot of teamwork and I like that, but who knows what can happen in the future?”

Renee is making HED more productive.

Consensus: *Since when do you have to agree with people to defend them from injustice?*
—Lillian Hellman, American playwright, 1905-1984

Regional Roundup

FED and JED see new commanders, too

Change of command ceremonies for the U.S. Army Corps of Engineers Pacific Ocean Division have not been restricted only to HED this summer. On July 15, at Camp Zama, Japan, Col. Thomas L. Charlson assumed command of the Japan Engineer District (JED) from Col. Jonathan A. Jacobsen. Similarly, on July 16, at Yongsan Main Post, in Seoul, change of command ceremonies were held transferring leadership of the Far East Engineer District (FED) from Col. James L. Hickey to Col. David J. Rehbein. POD Commander Col. (P) Carl P. Strock presided over each ceremony.

As commander of the Japan Engineer District, Charlson directs one of the U.S. Army Corps of Engineers most geographically dispersed districts—spanning over 1,200 miles from its northernmost field office in Misawa to its southern office in Okinawa. His responsibilities include execution of the Japan Host Nation Construction and the U.S. Military Construction programs; engineering, construction, environmental and related services to U.S. Forces and agencies throughout Japan; and rapid response to military contingencies and civil emergencies.

Rehbein is FED's 26th commander. His responsibilities include military construction activities for all U.S. Department of Defense (DoD) activities throughout the Republic of Korea. District projects in Korea have ranged from construction of mountaintop communications sites to harbor complexes and include DoD schools and the Dragon Hill Lodge.

Charlson comes to the Japan Engineer District following a tour of duty as a program and budget officer in the Office of the Assistant Secretary of Defense for Special Operations and Low Intensity



(JED photo)

(Top) Col. Thomas L. Charlson, new commander of the Japan Engineer District. (Bottom) Col. David J. Rehbein, new commander of Far East Engineer District.



(FED photo)

Dhahran, Saudi Arabia, in 1992-93.

Jacobsen and his wife, Pam, departed Japan for Washington, D.C. where he will serve as the Executive Director for Military Programs at U.S. Army Corps of Engineers headquarters.

Following his departure from Korea, Hickey's next assignment will be as Chief, Combat Maneuver Division, Force Development Directorate, Office of the Deputy Chief of Staff for Operations and Plans, at the Pentagon.

Conflict at the Pentagon, Washington, D.C.

He has served in troop assignments with the 24th Infantry Div., Ft. Stewart, Ga.; the 25th Infantry Div., Schofield Barracks, Hawaii; the 43rd Engineer Battalion, Ft. Benning, Ga., which later deployed to Southwest Asia for Operation Desert Storm; and command of the 864th Engineer Battalion, Ft. Lewis, Wash.

Accompanying him are his wife, Mary Anne, and their two sons, Jacob and Mark.

Rehbein's previous assignment was Plans and Policy Officer at the Joint Special Operations Command at Fort Bragg, N. C. He has served in various staff positions, including nuclear research officer with the Field Command Defense Nuclear Agency at both Kirtland Air Force Base, N. M., and Lawrence Livermore National Laboratories in Livermore, Calif.

He also taught physics as an assistant professor in the Department of Physics, U. S. Military Academy, West Point. Rehbein's other assignments have included serving as commander, U.S. Army Construction Engineering Research Laboratories at Champaign, Ill., from 1993-95 and as chief engineer, U.S. Army HQ Southwest Asia, in