



Corps team assists FEMA

Typhoon Paka ravages Guam

Story by Alexander Kufel

When 149 mile-per-hour Super Typhoon Paka roared into the territory of Guam in mid-December, with the National Weather Service reporting gusts up to 236 mph, the

sounds of metal tearing and wood flying were "heard" 3800 miles away in Honolulu. As in past emergencies, FEMA (Federal Emergency Management Agency) mounted a response and the Corps of Engineers assisted.

No sooner had the winds died down and the damage begun to see the light of the first calm day, than comparisons were made with the major storms of the recent past.

"Initially, we were afraid that we might be witnessing a replay of the 1992 Guam Typhoon Omar or even Kauai's Hurricane Iniki," said Honolulu District Engineer Lt. Col. Ralph H. Graves. "Omar caused extensive property damage with winds gusting to 155 miles per hour. As it turned out, even though Paka's winds were far stronger, Guam construction techniques have changed significantly and damage this time was nowhere near as widespread."

An experienced, "advance" contingent was already present on Guam. Frank Dayton and Norma Manibusan of the Guam operations office are per-

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(Right) When a typhoon the size of Paka whirls by, wooden structures stand hardly a chance. Also hard hit were both wooden and concrete electrical power poles. FEMA photo.



POD/HED restructuring on schedule

A post-holiday flurry occurred the morning of Jan. 7 as RIF (Reduction-in-Force) letters were distributed to the POD/HED workforce, approximately 250 of whom later attended an information meeting regarding the RIF. No surprise, the issuance of letters is the next step toward restructuring following the incentive buy-out campaign conducted from October through December. The RIF procedure is preparatory to separating Headquarters POD and HED into stand-alone organizations scheduled for March 15 of this year. The informational meeting at the Army Reserve Center Assembly

Hall, Fort Shafter Flats, was called to clarify actions and answer employee questions, particularly for those whose positions were downgraded. No involuntary separations of permanent employees were required as a part of the RIF results.

Vernon Kajikawa, director of Human Resources, said that VSIP (Voluntary Separation Incentive Program) resulted in 34 buyouts, with one being deferred until April because of mission requirements, and that two persons have recently left

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Initiative: *Improvisation is the essence of initiative in all combat just as initiative is the outward showing of the power of decision.—S.L.A. Marshall, U.S. general, 1900-1977*



*By Lt. Col.
Ralph H. Graves
HED Commander*

HED Commander's Comment

Bright future already on horizon

In the annual rhythm of life in a Corps district, the tempo usually slows in the weeks around Christmas, allowing time for leave and opportunity to regroup and look ahead. Typhoon Paka disrupted that opportunity for those who had to deploy to Guam or staff the Emergency Operations Center over Christmas, on weekends and on New Years Day. But, early fears that the event might require an Iniki-level response faded and most of our employees were able to lighten up a bit for the holidays. I experienced both sides, seeing the EOC effort and visiting Guam for a few days as well as spending time with my family and some quiet hours in the office to think about (what else) restructuring.

This holiday season we said good-bye to thirty-four experienced and familiar team members who elected to depart under POD's second buyout campaign in three years. We celebrate our retirees' service and wish them all well. Their farewells touched the spirit of our office Christmas parties, but maybe we'll remember more their final days at work. I think for example of Phil Kim, who said good-bye at a Typhoon Paka staff briefing, or Ken Kinoshita, who tragically passed away days short of beginning to enjoy his well-earned retirement, and whose memorial ceremony so many attended.

As the restructuring requires that I move to the second floor and put a ceiling instead of a wall between my office and that of the Division Commander, I spent a few days cleaning out files and bookshelves, consigning to archives or recycling the obsolete, superseded or outdated pounds of paper rather than moving them. I purged some seven linear feet of white paper, most of it accumulated in my time with Honolulu District, but some dating to Muratsuchi, Elliott or even Wynn.

Some of the old files encouraged me, as I noted how far challenging projects like the Palau Road, Alenaio Stream and Whole Barracks Renewal have come. I optimistically tossed out all references to the Hickam Ammunition Storage Igloos! Other items, relating to ongoing issues such as Central Oahu

Wastewater or Maalaea Harbor, must be retained until we see more progress toward resolution. Eventually I finished, freeing shelf and file drawer space for records of 1998's challenges.

Then my mind turned to restructuring. As Larry Hawthorne pointed out in the last issue of the Connection, one's view depends very much on which side of the Division-District divide you stand. Now that the long-awaited RIF letters are out, you know where you will be. A few lucky individuals, like Larry, get to straddle the gap. I've been on the Honolulu District side all along, so I'm pleased to welcome all of you who have come over to join me, even those who came only halfway.

There are many details of the separation, and now that the leadership for the two organizations has been named, we'll work out and execute those details. Some, like the separation of the POD and HED financial systems, have already happened. Others, like the construction work and moves in building 230, have been planned but not yet begun. Still others, such as the publication of new telephone directories, will happen in the coming months. Although the orders formally establishing the two organizations are effective as of 15 March 1998, we should treat that as a target end date for transition activities, by which time all should be completed, not a date on which transition starts or is underway.

More important than the physical and administrative details of separating the two organizations is the mental adjustment that we must make. The Operating Division was appropriate for its time and served the Army and our other customers in the Pacific well. Separating HQ POD and HED will allow the Division effectively to oversee the activities of all four districts, including Alaska, while the technical leadership of Honolulu District will be able to focus on accomplishing our assigned missions. To ensure that we thoroughly identify the implications of the split and that people are certain of their roles

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Division Commander Col. (P) Carl A. Strock
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Individualism: *I've always thought that the power of any country is the sum of the total of its individuals. Each individual rich with ideas, with concepts, rich with his own revolution.*—Ray Bradbury, U.S. author

Opinion

Complain about tuition costs? Nah!

My daughter is in college. That's good. That means she survived high school and is now into phase II of her life. Phase II is highlighted by her having landed an acceptance to one of those haughty-taughty East Coast, New England universities where, as she related to me, she can attend a school with a great reputation and "a whole lot of tradition." Well, I thought she said tradition. She actually said "tuition." A whole lot of tuition. In fact, this school demands an annual sum that roughly exceeds the average household income in the United States. Perhaps some of the Scandinavian countries might come in higher, but not here. The school wants more than most people make. Hillary's book is called "It takes a Village to Raise a Child"? No, it takes a village to raise THE CASH to send a child to college.

Thankfully, Phase III of her life will be taken up with a four-year commitment to the U.S. Air Force. In effect I am leasing my daughter to the Air Force in exchange for them paying a portion of her tuition to this school that no one could possibly afford.

That's good. It's the "learn now, indenture yourself later" approach to education. That's also good. It's a little like major medical, though, where insurance picks up most but not all of it. Factored like this:

(1) Take the total of tuition for the year that, since we are using it as simply a representative factor, we refer to it in the formula as "a whole bunch." Now, sit down and calm yourself, and try to forget that that annual tuition figure was what you once set for yourself as your lifetime goal in terms of annual earnings.

(2) Multiply a whole bunch by a fractional multiplier, in this case 20 percent.

(3) So: $.20 \times \text{Whole Bunch} = \text{Parents' Share of Whole Bunch}$.

On paper it looks like this:

Incredible Amount of Tuition

(Whole Bunch) \times 20%=

Not a Fortune, But Still a Lot!

I think of those television commercials for life insurance with the infant still in diapers the

young couple staring goo-goo-eyed and talking baby talk to probably a future president of the United States, company CEO, serial killer or somebody else with noteworthy potential. Then comes the voice over: "It's never too early to start planning for your child's education . . ." Buy War Bonds, or whatever. Forget about creamed peas and carrots for tomorrow. The important stuff has to be handled now, and you've only got 18 years to get it done. You're already behind! I realize now it's never too early to start robbing liquor stores in order to raise some capital to make shrewd investments that hopefully will pay off over the years at several times the rate of inflation in order to someday make that down payment on your child's freshman semester tuition (room and board separate, of course). Oh, I'm not one to complain, mind you. And I don't want you to think that I really advocate robbing liquor stores.

Heh, heh. Maybe banks.

Hey, money isn't everything when it comes to a college education. Won-loss record perhaps. With a little luck and a lot less money, I could be rooting for Duke right now. Yes, my

daughter actually was accepted by Duke,

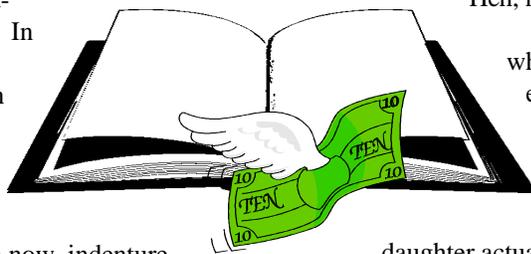
but chose instead to attend a school where the teams are steeped in tradition, but most recently the tradition has been losing. What would you expect? The basketball team at her school is composed of former high school chemistry majors who all wear horn-rimmed glasses with tape-repaired hinges, pocket protectors that advertise a local fuel oil company, and bear a striking resemblance to the Hansen brothers in Slap Shot. The football team which just completed a "disappointing-but-rebuilding" year is made up of players from the basketball team.

So what have you got . . . a whole bunch of money for tuition, or at least still a lot. Athletics programs that take a back seat to classroom improvement, faculty hiring, library resources procurement and other wasteful expenditures like that. And then you've got to figure the tremendous distances and airfare it takes to get our daughter back for those school breaks in summer, spring, and Christmas. If this keeps up I intend to be broke in time for her graduation. She'll be a senior next year, so I don't have much time . . . but I'm working on it.



The View from Here.

by Larry Hawthorne



Children: *What the best and wisest parent wants for his own child—that must be what the community wants for all its children.—John Dewey, American educator, 1859-1952*

E-mail system changing

In a move to more tightly integrate computer software used throughout the division, HQ POD and HED will change e-mail systems toward the end of January. The conversion will be from Lotus cc: Mail to Microsoft Outlook. Macintosh users will use Microsoft Exchange until the Outlook program is released for their platform. Douglas Fretz, IM, the e-mail system administrator, said that the change will produce 100 percent compatibility with AED, FED

and JED and bring the entire Division into accord with the Defense Messaging System requirement to use totally certified packages within DoD.

Fretz said that information concerning using the new system will be sent to everyone and that training sessions will be offered for as long as people sign up. In a portent of things to come, conversion of archive files to “personal folders” has already begun, as network disk space is limited in both systems.

Bright future...

Continued from page 2

and responsibilities in their new assignments, I’m directing that each new section, branch, office and division review collective mission and tasks. It’s also a good time to think about areas where Honolulu District needs to grow or improve its performance.

Individuals need to learn new duties and hand over old ones. Customer contacts need to be handed over seamlessly. New teams will be forming and established teams will welcome new members. Further, each individual and rater need to identify any implications of changed position or duties at TAPES midpoint counseling. Those people who change raters or significantly change duties will get a closeout rating as of 15 March,

which will serve as input to their next regularly scheduled annual performance appraisal.

Honolulu District has a proud history. The District helped establish the military defenses for the newly annexed territory and develop Hawaiian Island ports in the early decades of this century. It played a major role in the World War II Pacific victory, growing to some 26,000 employees. As part of the Operating Division, it helped provide Cold War military facilities and further develop the infrastructure of the state of Hawaii and the trust territories.

Worth pausing to think about is that Honolulu District is emerging once again as a separate organization. It will continue many of its old missions and undoubtedly engage new ones. We can anticipate a bright future!

POD/HED restructuring...

Continued from page 1

the Corps, so the number of employees competing in the RIF was 428. That figure is significantly lower than the 463 employees affecting affordability Oct. 16 when the campaign began. The total number of positions that were established for POD and HED is 460.

“We now know where the future is,” said POD Commander Col. Carl A. Strock, noting that the next few months will be turbulent ones as numerous physical changes take place, but that things should start crystallizing several weeks before the “stand-up” date.

The net result is that Headquarters POD will be staffed by a civilian workforce of 39, some of whom will be “dual hatted” with part of their labor costs being reimbursed by HED, and HED will have 421 employees assigned to it. RIF placements account for 428 of the total positions, with 397 individuals reassigned and 31 downgraded. Casualties of the reorganization were the termination of 30 temporary promotions and the termination of 16 temporary employees. The 32 vacancies currently in existence (HQ POD - 6; HED - 26) may be filled as “affordability” becomes less critical and funds become available.

A question raised at the meeting asked who would occupy which positions. Personnel management specialist Gayle Ikehara said that the “Auto-RIF” computer-driven process to establish retention standings and place individuals in specific positions was based on specific criteria and whether individuals met the qualification requirements.

HED Commander Lt. Col. Ralph H. Graves commented that precise plans for actual position staffing were still being drawn. VSIP created some unpredictable vacancies that management has the prerogative to fill. Now that the organization is “post-RIF,” people will be able to move around a bit by coordinating their desires with all parties concerned.

Positions that were downgraded ranged across the spectrum from GS-13 to GS-06, with the majority occurring at the GS-11 and 12 levels. Ikehara said that individuals thus affected have “grade retention” for two years, during which time they will continue to receive within-grade pay increases, and thereafter will have “pay retention.” In pay-retention status, employees will be entitled to either their former rate of basic pay, or 150-percent of basic rate at step 10 of the lower graded position, whichever is lower.

—Alexander Kufel

Genius: *The barriers are not yet erected which can say to aspiring genius: "Thus far and no further."*
 —Ludwig Von Beethoven, German composer, 1770-1827

First foreign firm so honored

Hazama Corp. receives USACE award

CAMP ZAMA, Japan — Engineer District Commander Col. Jonathan A. Jacobsen recently presented the prestigious U.S. Army Corps of Engineers (USACE) Major Command (MACOM) Contractor Safe Performance Award to Masami Kimura, representative director and executive vice president of Hazama Corp. for his firm's outstanding safety record during construction of the Vehicle Maintenance/ Operations Facility, Misawa Air Base, Japan.

Hazama Corp. became the first foreign contractor to receive special MACOM recognition for its safety record according to the USACE Safety Office. Hazama Corp. had no recordable accidents during the 1.25 million man-hours it took to construct the 72,353 square foot Misawa facility. The state of the art structure includes a wash rack, paint shop, battery shop, heated parking area, and three full service maintenance bays equipped with overhead cranes that can accommodate any size vehicle.

The new facility can accommodate all maintenance requirements at the base from lawnmowers to 18 wheelers.

During the ceremony, Jacobsen presented K. Yamamizu, project manager for the Hazama Corp. Misawa project office, the District Commanders Safety Award for his management of the Misawa project and recognized him for maintaining an active Facilities Improvement Program project safety committee.

Kaoru Yamamizu, project manager of the Misawa Project Office, along with other company staff also represented Hazama Corp. at the ceremony held at the firm's main office in Kita-Aoyama, Minato-ku, Tokyo.

Along with Jacobsen, Stuart Houck, JED chief of the Engineering and Construction Division, Donald Bleibtrey, JED chief of the construction branch, and Masayasu Saito, JED construction branch safety official, represented the U.S. Army Corps of Engineers.
 —Maureen Woodward, JED PAO

Typhoon Paka...

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manent residents on the island and were there when Typhoon Omar ravaged the territory in August 1992. They were both instrumental in early response activities, assisting FEMA with Emergency Support Function 3 (ESF3), engineering and public works.

At 4 a.m., the Friday before Christmas, the ESF3 team from Honolulu shelved their normal duties and family obligations and went to Hickam Air Force Base for a military flight to Guam to begin assisting in recovery operations. The mission manager was electrical engineer Kit Lee, IM. He was accompanied by funding specialist Polly Bjorken, RM-B; and contract specialist Kurtis Kikkawa, CT-C. Twenty-four hours later, in what was "an inordinately frustrating day," said team leader Lee, they finally boarded a C-5 military cargo flight for Anderson AFB, Guam. Timing was everything, power was still out there, airport radar was not yet functioning, and the airplane was permitted to land only under FAA-controlled emergency visual flight rules.

Once in position on Guam, thoughts of the holidays and family concerns were quickly put behind them as the team applied themselves to the immediate task of supplying emergency power throughout the island. Initially, HED's mission tasking appeared quite broad and included clean-up,

emergency construction, and electrical power provision. Most did not materialize as the Guam government was able to acquire necessary support.

"There's a certain relief you feel when you get to a place that's been hit hard by something as big as Paka and discover that it's not as bad as you imagined," said Bjorken. "Some of the early reports had me thinking that not one single thing was still standing. Seeing that not everything was destroyed, I felt better knowing that recovery was possible."

Electrical power, or the lack of it, was a big problem, as the storm had wreaked havoc on transmission lines, snapping wooden poles in two and twisting concrete poles into uselessness.

"We had close to 100 generators of all different sizes and were able to get a number of them in position immediately, providing the right kind of power where it was needed," said Lee. "We brought in technical experts from the 249th Engineer Battalion (Prime Power) and logistical experts from the Logistics Emergency Response Team (LERT) to provide logistical and power support. By the way it went you would think we had worked together all our lives. I was proud of how we worked together. Most of us had just met."

Three weeks later after the initial response, the Corps team has mostly returned to their everyday concerns and is no longer on Guam. Only "LERT" people remain.

"We learned a lot from this operation," said Lee. "Hopefully, something like this won't happen again. But if it does, we'll be ready."

Drive: *Champions aren't made in the gyms. Champions are made from something they have deep inside them—a desire, a dream, a vision. The will must be stronger than the skill.*—**Muhammad Ali, heavyweight champion boxer**

In the Field



Will the real TDY parent please stand up? (Above left) Tracy Bjorken, 7, places the Corps red hat on the head of the parent she thinks is going to Guam to assist FEMA with Emergency Support Function 3 in the aftermath of Typhoon Paka. Both mom and dad work for POD and Eric, ET-TC, often goes TDY. (Above right) Mo-



ments later, reality intercedes. It's funding specialist Polly, RM-B, who's going. Polly said that Eric was outstanding as both parents while she was gone.

Photos by Jim Dung

Palau Road. As the Palau road entered its final design stage, the call went out for volunteers to staff project resident construction office beginning in the fall of this year. The project, a condition written into the Pact of Free Association between the Republic of Palau and the United States, will consist of a two-lane, 53-mile road that will run the entire perimeter of Babeldaob, Palau's largest island and home of its capital city of Koror. Early recruitment efforts are looking to fill at least 11 positions in the resident office on Babeldaob. Jobs anticipated include a resident engineer, quality assurance branch chief, construction services branch chief, negotiator, engineering technician and three project engineers as well as three construction representatives. Gordon Kuioka, engineering planner, said the estimated \$124 million project will likely involve negotiations to reach a final contract to construct the road. That way it may be possible to select one contractor to build all four segments of the road. Those interested in a two-year assignment to Palau should contact Leonard Furukawa at 438-7022.

Visit the POD home page on the World Wide Web. Find it at: <http://www.pod.usace.army.mil>

PRODUCTIVITY CORNER

Say, could you give it another jolt?

Scientists at the Japan Atomic Power Company in Takasaki reported that cheap wine and whiskey actually tasted better after being exposed to a dose of gamma rays that would be deadly to humans. According to researcher Hiroshi Watanabe, irradiation stimulates a blending that poorly made wine and whiskey lack. He predicts that irradiation will be used by the year 2000 to improve the taste of many common foods. (Watanabe admits, however, that irradiating good wine and whiskey makes them taste worse.)

—Chuck Shepherd, *Weird News*

Non-functional hierarchies

Chrysler, like most large, traditional American corporations, had, for decades, been organized along functional lines until quite recently when survival became a matter of finding a way to work together. Per-

haps the most insidious—and most damaging—example of where our thinking had gone wrong was reflected in that organization. And, while functional hierarchies have been around since at least the inception of the Catholic church and of the Roman military, functional hierarchies at Chrysler had become ossified, inter- and intra-competitive—and perhaps worst of all—self-possessed. The name we gave to these little functional duchies within Chrysler was "chimneys."

Anyway, the way things worked under this system is that the people in the design department would, working pretty much in a vacuum, design a car and then "throw it over the wall" to the folks in the engineering department.

But, because engineering hadn't been fully involved in the design process, there inevitably would be lots of changes, re-do's, double-backs, and all other forms of waste.

Finally, however, engineering would throw it over the wall to the procurement people. And they, in turn, would toss it over the wall to manufacturing, who would have even more re-do's—plus the unenviable task of trying to build the thing. With this kind of inefficiency, good ideas were slow in

coming and costs were astronomical!

—Robert A. Lutz, president and COO, Chrysler, from *Idea Bank*

New Year's Eve is...when?

Symbolically, New Year's Day is a time for reflection and renewal everywhere. The Gregorian calendar tends to dominate much of the globe, but other new years days hold as much, and maybe more, significance to celebrants, says Benjamin Hubbard chair of the religious studies department at California State University in Fullerton.

New Year's Day, 1998 for many of us was Jan. 1, and we did our best Dec. 31 to usher in the new year with food and festivities. Eastern Orthodox Christians, on the other hand, celebrate Christmas Jan. 7 and the New Year a week later.

For celebrants of the Chinese Lunar New Year, the eve of the Year of the Tiger, 4696, will be Jan. 27.

For six million U.S. Muslims, the end of Ramadan is the time for celebration, not Mu Harram, the first month of the Hijri calendar 1419 A.M. that begins April 28. Celebrants of Rosh Hashanah, the Jewish New Year will bring in 5759 next Sept. 21.

—F.E. Satir, *Internet*

Reciprocity: *The only reward of virtue is virtue; the only way to have a friend is to be one.*
—Ralph Waldo Emerson, U.S. writer, 1803-1882

PRODUCTIVE PEOPLE



Raleigh Toshiichi Sakado

Hometown: Kamuela, Hawaii

Years with Corps: 16-1/2

Works in: Engineering Services

Within minutes of talking with the chief of Engineering Services Division, Raleigh Sakado, it becomes clear that he has a finely developed sense of his place within the organization. Perhaps not so surprising to those who know him best, that place is as an advocate for the employees.

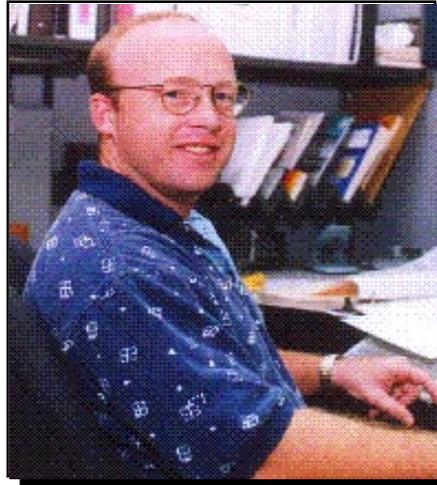
"I'm very interested in doing what I can to help someone reach their maximum potential," he said. "I like to see young engineers come in with new ideas, new technologies, and do good work. By developing their abilities, it helps all of us because, ultimately, they create a more valuable organization as well."

Sakado's own career as an engineer comes in two parts: the first being 20 years with the Corps as a military officer that carried him from Hawaii to France, Germany, Taiwan, Vietnam and Korea; the second as a civilian engineer, this time with POD.

Perhaps as a by-product of his military career, Sakado really enjoys traveling. Last fall, he and his wife of 25 years, Mabel, went to Russia, Norway, Finland and Sweden. Previously they went on a photographic safari to Kenya and Egypt.

"I want to wait a while before I finally retire," said Sakado. "There are still things that I want to accomplish within POD and I also want my civilian career to be of the same length as my military one. Then, I'll be ready for other things; maybe I'll be able to volunteer my time somewhere."

Raleigh is making POD more productive.



Thomas Brady

Hometown: Chesterfield, Missouri

Years with Corps: 1

Works in: Emergency Management

In his present job as an Emergency Planner for just a short while, Thomas "Tom" Brady is no stranger to either the Corps of Engineers or POD. During the nine years he was active-duty military, he spent two years as the project engineer for Tripler Army Medical Center and as the military planner for EMD. He continues his military involvement as an engineer reserve officer at Camp Smith.

Trained originally in geological engineering, Brady rarely calls on that background today, drawing instead on his experience in project engineering and construction management to help him understand how POD can best respond in an emergency to military operations and disasters.

Brady said that while the work he is doing in EMD is different from being in construction, it's very satisfying planning help for others in an emergency.

Geology still interests Brady. Since he made Hawaii his home, all of his collected rocks are in storage on the mainland. "I'm a little hesitant to do any rock collecting in Hawaii," he said. "Madam Pele might not like it. I think it's enough that I just have been able to see it."

Married for 1-1/2 years, Brady and his wife, Jami, like spending time out-of-doors doing water sports and hiking. Brady said that he developed an intense interest in Hawaiian ecology from his involvement with neighbor-island projects such as the NASA Infrared Telescope on the Big Island.

Tom is making POD more productive.

Challenge: *The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy. —Martin Luther King, Jr., U.S. Civil Rights Leader*

1998 General Schedule (GS) base rate Salary

STEP	1	2	3	4	5	6	7	8	9	10
GS- 1	\$12,960	13,392	13,823	14,252	14,685	14,938	15,362	15,791	15,809	16,214
GS- 2	14,571	14,918	15,401	15,809	15,985	16,455	16,925	17,395	17,865	18,335
GS- 3	15,899	16,429	16,959	17,489	18,019	18,549	19,079	19,609	20,139	20,669
GS- 4	17,848	18,443	19,038	19,633	20,228	20,823	21,418	22,013	22,608	23,203
GS- 5	19,969	20,635	21,301	21,967	22,633	23,299	23,965	24,631	25,297	25,963
GS- 6	22,258	23,000	23,742	24,484	25,226	25,968	26,710	27,452	28,194	28,936
GS- 7	24,734	25,558	26,382	27,206	28,030	28,854	29,678	30,502	31,326	32,150
GS- 8	27,393	28,306	29,219	30,132	31,045	31,958	32,871	33,784	34,697	35,610
GS- 9	30,257	31,266	32,275	33,284	34,293	35,302	36,311	37,320	38,329	39,338
GS-10	33,320	34,431	35,542	36,653	37,764	38,875	39,986	41,097	42,208	43,319
GS-11	36,609	37,829	39,049	40,269	41,489	42,709	43,929	45,149	46,369	47,589
GS-12	43,876	45,339	46,802	48,265	49,728	51,191	52,654	54,117	55,580	57,043
GS-13	52,176	53,915	55,654	57,393	59,132	60,871	62,610	64,349	66,088	67,827
GS-14	61,656	63,711	65,766	67,821	69,876	71,931	73,986	76,041	78,096	80,151
GS-15	72,525	74,943	77,361	79,779	82,197	84,615	87,033	89,451	91,869	94,287

* Effective January 1998. Reflects 2.3% increase. Does not include locality adjustment, nor COLA



Aloha means goodbye to the following people who left POD/HED at the end of the year under the recent incentive buyout and early-retirement programs (Listed alphabetically):

Harry Aoki, ET;

Sandra Burley, RM; Lorene Carter, LO; Kenny Chong, ET; Jacob Chow, ET;

Alice Culbertson, HR;

Mike Foster, HR;

Daniel Goto, ET;

Walter Hee, PP;

Imogene Hoeft, CT;

Ellen Ikeda, CS;

Lorraine Katsumoto, ET;

James Kawamoto, ET;

Richard Kikkawa, ET; Philip Kim, EM; Walter Kobayakawa, AO; Ted Lucero, ET; Karen Luke, IM; Manny Masuda, ET; Aida McKeen, CT; Edwina Pennington, PP; Donna Quitarro, ET; Esteban Recel, ET; Mel Sasamura, LO; Wayne Seabert, ET; Debbie Tindell, ET; Henry Wong, ET; Kam Wa Wong, ET; Rikio Yamauchi, ET; Henry Yonamine, ET.

Noteworthy. The Hawaii, Department of Education, Farrington School-to-Work Center expressed its gratitude to **Tammy Luke, ET-CH,** for her continued support coordinating a "career shadowing" program that brings students into

contact with professionals working in specific fields and for participating as well. Kudos to **Lise Ditzel-Ma, ET-MI,** who assisted as co-chairperson, and to those who participated as mentors: **Clayton Sorayama, ET-TE; Benjamin Simao, IM; Michael Feighny, OC; Robert Sundberg, OC; Nanette Nicolas, RM-FM; Rollie Laberge, RM-Z; Benedicta Deguzman, RM-FM; Teresa Harrington, RM-P; Dean Nakasone, ET-TM; Richard Abe, ET-TC; Randy Mita, ET-CH; and Kimberly Jyo, ET-CH.**

In Memoriam. Our deepest sympathy to the family of **Kenneth Kinoshita, ET-MI,** who died Dec. 16. Ken was the technical services manager of the Installation Support Branch, Military Construction project management team. He joined POD in 1984 as a general engineer.

Annual Inspection

The annual USACE command inspection of Pacific Ocean Division headquarters is set for Jan. 21. Maj. Gen. Albert J. Gennetti, Jr., Deputy Commander, USACE, will head a team of 17 staff members from Washington, D. C., who will spend a day in Division headquarters in Honolulu. The USACE team will concentrate on gaining information on the progress of reorganization actions, program progress and campaign plan issues.