



## Blue-skies or reality?

# Planning sessions anticipate the future

Story by Alexander Kufel

**T**he advantages of worrying about the future far outweigh the disadvantages, said HED's chief of acquisitions and new technologies, Wendell Awada. The future has an unrelenting quality about it that promises its arrival whether or not action is taken. With POD and HED undergoing a restructuring that essentially redefines their existence, the time has never been better for people to determine where they want to be in one year, three years, 20 years. And, that is why three people from POD and HED—Jim Ligh, IM; Wendell Awada, ED-MA; and Steve Philben, EM—have been participating in Scenario-based Strategic Planning (SBSP). They are not only seeking to learn a means of anticipating the future, they are helping to define it and reshape the POD organization as well.

SBSP is a planning method based on figuring out the most important factors that will ultimately affect an organization. It originated as a development tool for trying to determine what the world will look like for Year 2020 stratagems, but has since come to be employed by USACE to determine the Corps' courses of action. Ligh said that scenarios are not predictions, they are possibilities.

"It does not focus on worst-case scenarios," said Philben. "Instead, it looks at a full range of possibilities. It looks at predicting alternate futures."

Thus, possible socio-economic conditions such as prosperity

and growth or depression and instability are viewed in the light of political and cultural possibilities. Culture, economics, technology and military matters are each examined by the group as a whole. The resulting scenarios are not casual projections, but in-depth analyses of trends and uncertainties."

Six groups of people projecting what the world will look like produce long, long lists," said Philben.

The tool works because it focuses creativity, said Awada. Predicting the future has to be approached vigorously. Thus, the SBSP group consists of 11 people from USACE and 11 people from the field meeting monthly at USACE headquarters in Washington, D.C. Not everyone is able to attend every meeting, he added. So, participation is usually between 15-20 people. Awada has attended five sessions since October. He said that the group size is small enough for actual discussions to take place but large enough to produce impressive results.

All three participants said that it is time well spent, depending on what's done with the knowledge they are acquiring.

Jim Ligh perhaps sums it up best by saying that he thinks "we need to explain the connection of the Chief's vision he created when he came on-board to this new initiative to continue the strategic process and add to that vision. The key question that needs to be answered is: The Corps has a vision; where do we go from here?"



HED commander, Lt. Col. (P) Ralph H. Graves presents achievement awards to Farley Watanabe and Kurtis Kikkawa for their part in the emergency relief effort on Guam following Typhoon Paka. Photo by Larry Hawthorne.

# Stand-alone District holds first town hall meeting

Story by Larry Hawthorne

**S**ignaling that the restructuring was now over and elaborating on a theme of "on our own again," Lt. Col. Ralph Graves, Honolulu Engineer District Commander, called a Town Hall Meeting March 23 in which he focused on the District's future while touching lightly on its past.

"The restructuring is largely finished now," he told an audience of about 300 District employees at Fort Shafter's Richardson

See "Town Hall," page 4

## Inside

Unannounced safety visits serve purpose

...Page 5

Regional Roundup

...Page 6

Productive People

...Page 7

Moderation: *Moderation in temper is always a virtue, but in principle is always a vice.*  
 —Thomas Paine, U.S. political philosopher, 1737-1809



By Lt. Col. (P)  
 Ralph H. Graves  
 HED Commander

***HED Commander's Comment***

# Retirees' pride holds key to future

**O**n April 7, Col. Strock and I had the pleasure of welcoming POD and HED veterans to the 10th Annual Retiree Day and telling them something about what we are doing today. Judging by the number of repeat participants and their enthusiasm, I think it is safe to say that many people look forward to the annual event. This year the ranks included people who participated in the most recent incentive buy-out and early-retirement program as well as ones who last worked in Honolulu District twenty years ago.

One of the impressive things about this organization is the interest shown by its retirees. They set the standards and established the precedents for what we are today, but they didn't just put in their time and leave. Rather, they maintain their affiliation by reading the *Pacific Connection* and by showing up for group events whenever they can. At no time is their pride more evident than at this annual get-together.

Seeing the retirees reminds us that challenges are nothing new to this district—to this division. Each retiree has their own story to tell, but they also want to hear how we respond to the challenges facing us today. And when they leave this day, they want to feel secure in their knowledge that we will continue their tradition of excellence, a tradition that transcends differences in the size and the shape of the organization as well as in the nature of our work. We all know that today's problems are different from those in the past, but the desire to succeed remains the same.

HED is positioned well today to confront the challenges facing us. The restructuring process is largely finished, successfully. We have the capabilities we need to complete existing projects and to take on new ones. The District will experience some

leadership changes as we select a permanent District Program Manager and turn over both the commander and deputy commander this summer. Our workload may diminish as the Department of Defense seeks to spend more of its limited budget on weapons systems and less on installations. Yet, Corps of Engineers leadership encourages us to seek new work opportunities, and we are doing that. For example, we have an exciting potential to take on substantial highway work for the State of Hawaii.

One way to keep in mind the fundamentals of our tradition of excellence and to realize our potential in new mission areas is to define those capabilities or characteristics that make our organization unique. (See sidebar.) At first they may seem surprisingly general. They don't mention design or construction, water resources or the environment. Yet they capture our enduring values and project our strengths in a fashion broad enough to measure any potential mission.

We in Honolulu District take pride in our ability to respond throughout our

very large Pacific area of responsibility as part of the Corps' world-wide force. Our multidisciplinary teams are capable problem-solvers through the life of a project or facility. We bring together disparate groups and interests to find solutions.

Our integrity as an organization is not to be underestimated. Our core competencies and values have enabled Honolulu District to succeed in the past and will form the foundation for continued growth and excellence. Eventually each of us will be able to take our place alongside our retirees, proud of what we have accomplished.

## USACE Competencies

- Can respond quickly throughout the world.
- Provide multidisciplinary technical teams.
- Proven capability of rational problem-solving that results in "best fit" solutions.
- Skilled at brokering cooperative arrangements among multiple constituencies in both the public and private sectors.
- Provide complete project services throughout the life cycle of a project.
- Implement public policy within the Army ethic.

The Pacific Connection, an unofficial publication authorized by AR360-81, is a monthly newspaper produced by the Public Affairs Office, Pacific Ocean Division and Honolulu Engineer District, US Army Corps of Engineers, Fort Shafter, HI 96858-5440, (808) 438-9862. This command information newspaper is for employees and others who request it in writing. Contents are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Army. Circulation: approximately 1,300.

**Pacific Ocean Division Commander**.....Col.(P) Carl A. Strock  
**Honolulu Engineer District Commander**.....Lt. Col.(P) Ralph H. Graves  
**Chief, Public Affairs** .....Larry Hawthorne  
**Public Information Officer**.....Elsie Smith  
**Editor** .....Alexander Kufel  
**Photographer**.....James Dung

**Politics:** *Politics is not a bad profession. If you succeed, there are many rewards. If you disgrace yourself you can always write a book.* —Ronald Reagan, 40th U.S. President

## Opinion

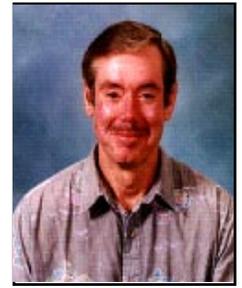
# HED palm tree to keep swaying

**S**ome things will never change. A sunny day in Hawaii, a project under design or construction, a CEFMS glitch that causes anxiety and useless effort . . . take them all to the bank because you can count on them. But you can add this to the list: a command information publication called *The Pacific Connection* that serves Army Corps of Engineers employees in Hawaii. The newspaper has shifted slightly, along with the split of district and division. If you look closely at the folio and elsewhere in the newspaper you may note that HED has supplanted POD in many locations. You'll also see a section distinct from the rest of the newspaper that is devoted to that "regional view" that marks the Pacific Ocean Division. That's new. But what isn't new is the readership. It's hardly changed at all, although it is worth noting that some sections of the newspaper may have greater appeal to a smaller group of people than before.

We've spent a lot of time and effort dealing with

change over the past several years. For a moment, let's celebrate tradition, history and stability. The many folks who were busy with engineer-ing design and construction in Hawaii and the Pacific before are still involved and we're still writing about it. That should provide a little bit of comfort even though we all know that the cost to ride The Bus or make a phone call or fly to a neighbor island is bound to go up. We just don't know how soon and how much.

But at the risk of trying to be all things to all people the *Pacific Connection* will extend its coverage while keeping its name and most of its mission because in the final analysis fate and restructuring has dictated that we keep the bulk of our readership as well. The Pacific Ocean Division is still here and an important part of our coverage. But if you look at what has become the *Pacific Connection's* signature masthead and logo, and you note the palm tree, just remember that we scratched our heads for a long time debating what to do with it. Now we know. We'll just keep it.



*The View from Here*  
by Larry Hawthorne



**TENTH ANNUAL POD RETIREE DAY, April 7, 1998** — Following a morning gathering and briefings at building 230, Ohana Club members enjoyed a lunch program at Tradewinds on Hickam Air Force Base. POD Commander Col. (P) Carl A. Strock welcomed Brig. Gen. Paul Chinen, retired North Atlantic Division Commander, and recent POD/HED retirees into the club. This traditional group photograph commemorates this year's event. Kneeling, left to right, Evelyn Kam (CO), Milton Smith (CO), Fred Hirayama (CO), Alvin Ichori (HAO), Harry Aoki (CO). Standing, left to right, Mrs. Carl A. (Julie) Strock, Col. (P) Strock (POD Commander), Lt. Col. (P) Ralph H. Graves (HED Commander), Lt. Col. Todd Barnes (HED), Ellen Ikeda (DDE), Brig. Gen. Paul Chinen (CENAD), Maxyne Matsuoka (ED), Edward Ikuma (JED), Harvey Minsky (CO), Virgie Chong (CPAC, guest), Stanley Glatt (RM), Arthur Goo (ED), Aida McKeen (CT), Bob Thomas (LO), Bruce Swafford (CO), Wally Hong (ED), Sanford Haseyama (CO), Col. James Kennedy (ED), Bill Paresa (CO), Kim Akagi (RE), Henry Sato (ED), Jack Kaneshiro (JED-OA), Thomas Tam (CO), Bobby Chong (ET), Leonora Endrina (PP), Charles Ono (HAO), Clara Murasaki (RE), Tad Okada (ED), Phyllis Shibuya (RM), Ellen Higa (HAO), Mamoru Kimoto (guest), Bessie Uchiuni (ED), Janet Setogawa (CO), Marian Yamashiro (ED), Col. Karl Piotrowski (DDE), Elsie Kamikawa (RM), Clarice Choy (RM), Carol Walker (RM), Franklin Chung (RE), Sue Yamamoto (RM), Jimmy Lee (EM), Lorraine Katsumoto (HAO), Shizuo Shintaku (HAO), Rose Lee (ED), Frank Schafer (IM), Sadie Inouye (RE). Also attending but not in this photograph were John Pelowski (ED) and guests Mrs. James (Flora) Kennedy and Donald Inouye. Photo by Jim Dung.

**Achievement:** *To do great things is difficult, but to command great things is more difficult.*  
—Friedrich Nietzsche, German philosopher, 1844-1900

## Town Hall...

*Continued from page 1*

Theater. "We need to celebrate that fact. But we need to leave it behind now and look forward."

Graves talked immediate and future issues, including workload projections for HED and facility improvement plans that call for consolidating the workforce in upgraded and renovated buildings on both Fort Shafter and Schofield Barracks. He said although the District may have missed the resource-friendly "bubble of the 1980s" during which plans to consolidate what was then the operating division into a new central facility were unrealized, plans on the books call for distributing the workforce into buildings 200, 230, 252, T-127 and a facility at Schofield Barracks for the resident office. It also calls for tearing down Building T-1 and moving into a renovated Building 525, he said.

"Still, all of this will depend on whether we have the money to make the moves," he said. Current budget estimates are that \$10 million will be needed to make facility improvements.

Looking at future workload, Graves cited the Whole Barracks Renewal Program at Schofield Barracks, the Palau Road Project and ongoing operations and maintenance projects in Hawaii as helping to bolster near-term estimates. Although this year and last appear flat, a projected increase in construction in fiscal year 1999 (from \$147 million in construction placement this FY to \$191 million next year) require proper work-force planning.

"We appear to be in pretty good shape for FY 98 and 99," he said. "And it's one of the reasons we don't want to release people now only to have to hire them back to get the work done next year."

He cautioned that there were a lot of variables that have to be considered, any combination of which could have an impact on future workload.

"Workload uncertainty" that could cause program declines include federal and Department of Defense downsizing actions, moves toward privatization of military engineering functions, additional BRAC closures and the continuing to stagnate Hawaii economy. On the other side, Graves noted uncertainties that could increase future workload for HED. This included any expanded role as the "federal engineer in the Pacific," new work areas and program authorities, a revival of the local economy and any hostilities that might occur in the Asia-Pacific region.

The District commander spent some time comparing strategic planning forecasts from 1995 to

actual events occurring today. The so-called "2010 report," drafted by a special POD task force three years ago, anticipated some things that appear to be coming to pass, he said. The assimilation of Alaska and the move toward expanded engineering responsibilities in the Pacific were high on his list.

"Of course (one prediction from the report) to extend the operating division concept throughout the region didn't happen," he said. However, the Division Business Center concept incorporates some of the precepts of the operating division.

Graves said "scenario-based planning" that is currently underway by USACE is a similar approach to strategic planning in the manner of the 2010 study.

"In the near future, I think we will have to again return to this type of strategic thinking to plot the course for HED," he said, having listed a long-term vision for HED as a major initiative as part of the Corps Vision substrategy to "Build Strategic Commitment."

Graves outlined three high-priority issues for HED: performing the mission, restructuring division and district, and continuing to improve. He said the first two priorities were accomplished or continuing and it was time to focus on future improvements.

A valuable tool he said would be the Army's Performance Improvement Criteria or APIC. APIC lists seven criteria from leadership, planning, and customer focus to communication, personnel development, process management and measuring results. Graves said he considered the criterion of "selection and use of information and data" to be most important.

Prior to Graves' remarks, Vernon Kajikawa, Director of Human Resources, summarized recent personnel actions having to do with Division and District restructuring. Kajikawa reported the reduction in force action to be complete, with most RIF actions effective March 15. Of the temporary employees that were separated, eight have been rehired, and 33 employees took advantage of VSIP/VERA separation or retirement programs.

Kajikawa said TAPES performance appraisal system changes would be "kind of tricky" in that special ratings would be required for employees leaving their old positions. In answer to a question, he reemphasized the fact that employees in overseas assignments would retain their reemployment rights throughout the restructuring process.

The HED commander opened the Town Hall Meeting by presenting commander's awards and achievement medals to District employees who were part of the emergency relief effort on Guam after Typhoon Paka severely damaged the island just before Christmas. Receiving awards were Kit Lee, Polly Bjorken, Kurtis Kikkawa, Farley Watanabe, Mike Lee, Ron Pang, and Walter Goode.

**Choices:** *When choosing between two evils, I always like to try the one I never tried before.*  
—Mae West, American actress, 1892-1980

### Creating a safer workplace

## Unannounced visits serve purpose

Story by Alexander Kufel

**H**heavy rains, stiff winds and lots of mud seem presently to characterize the construction site of phase one of the \$17 million Whole Barracks Renewal project at Schofield Barracks. Enroute to Schofield for an unannounced visit, Bruce Barrett, POD and HED safety officer, said that the contractor, Fletcher-Pacific, has been doing a good job of minimizing accidents since work began over two years ago and that he would be willing to bet that they were also doing a good job on the project itself.

“Craftsmanship and safe working procedures go hand in hand,” said Barrett. “Unannounced visits are one of the best ways to see how well the safety programs of contractors are implementing proper procedures. If the site looks good from a safety point of view, it seems to underscore the likelihood that care is also being taken with the job.”

Emphasizing that his presence was a “visit” and not an “inspection,” Barrett showed up unannounced at the site office of project superintendent Bob Moon. In a matter of minutes the site safety plan was in Barrett’s hands and Fletcher-Pacific’s safety administrator, Peter Drost, and the contractor’s quality control representative (CQC), Johnny Tharp, were nearby to answer any questions.

“We take safety very seriously,” said Moon. “In our business, a lot of things boil down to matters of dollars and cents. If you have an effective safety program, accident rates drop and the work goes that much faster and better. Every day the three of us walk the job site to make sure everything is okay.”

Barrett spent a few minutes looking at records that documented daily reports, safety meetings and procedures. Then, taking Moon at his word, Barrett asked for a tour of the site. Barrett said that he likes to match up observable hazards with safety precautions. A walk-through revealed a job site with lots of standing pools of water, par-

ticularly in areas where people were working. Temporary electrical wiring for lighting and power tools was extremely heavy-duty. “Ground-fault” electrical circuit interrupters were plentiful and of equally heavy construction. Barrett was impressed.

He did, however, find a couple of things that he was concerned about—questionable barricades around open excavations, protective caps on rebar ends that were inappropriate, scaffolding that had parts missing. But, Barrett said that all-in-all, he was pleased to see that some of the problems were immediately corrected by the contractor and that the scaffolding had been red-tagged before he even left the site.

At his outbriefing, Barrett was complimentary to the contractor in numerous areas and reviewed what was noted during the visit that required corrective actions, saying that these things should be noted in the CQC daily report.

Roy Fujinaka, one of the team leaders at the Schofield Barracks Resident Office substantiated Barrett’s opinion that safety and craftsmanship were related.

“Fletcher-Pacific is doing a good job,” he said. “The construction representatives’ reports have all been favorable.”



Photo by Dorinda Won

**Laie flood control improvement project begins.** Lt. Col. (P) Ralph H. Graves (left), Honolulu District Engineer, and representatives of Hawaiian Dredging and the land owners gather for the blessing of the start of a \$300 thousand modification to the Kahawainui Stream flood control project in Laie on March 24. The modification will correct stream bank erosion that has occurred since the original \$3.9 million project was completed in 1990.

**Future:** *We should all be concerned about the future because we will have to spend the rest of our lives there.*  
—Charles F. Kettering, American engineer, 1876 - 1958



*AED observes second "Aloha Day." In what appears a rapidly forming tradition, Alaska District observed "Aloha Day" on April 1 in honor of their first anniversary of membership in POD. Upon formally joining the Honolulu, Japan and Korea districts a year ago, AED employees donned "aloha wear" and rushed outside (and back inside, no doubt) for a group photograph. This year they were joined by USACE director of military programs Maj. Gen. Milton Hunter, POD commander Col. (P) Carl A. Strock, and POD director of programs management Tom Ushijima. Photo by AED.*

## Regional Roundup

Changes in command throughout the division will be plentiful this summer. HED commander Lt. Col. (P) Ralph H. Graves has an assignment in the office of the Assistant Chief of Staff for Installation Management at the Pentagon and will be succeeded on July 2 by Lt. Col. Wally Walters, currently assigned to CINCPAC, J-5 at Camp Smith.

On July 15, JED commander Jonathan A. Jacobsen will become deputy of military programs at HQUSACE and be replaced by Col. Thomas Charlson, who is currently at the Pentagon.

Also on July 15, Maj. James F. Ball, deputy HED commander will go to TRADOC headquarters at Fort Monroe, Va. to work in combat development and be replaced by Maj. David Austin from Fort Leonard-Wood, Mo.

FED commander Col. James L. Hickey will leave Korea July 16 and be replaced by Col. David J. Rehbein, currently the plans and policy officer at the Joint Special Operations Command at Fort Bragg, N. C.

Lt. Col. Dale A. Knieriemen, FED Deputy Commander is going to the New Orleans District as Deputy Commander with an August reporting date.

Later in the summer, POD Chief-of-Staff Col. Allan B. Carroll, will leave to become the district commander at Norfolk District and be replaced by Col. Donald Pawlowski from Fort Leonard-Wood, Mo.

The Far East District (FED) hosted its first contractor construction safety certification course in February for members of the Korean Military Contractors Association (KMCA).

There were 34 students representing 17 different Korean construction firms attending the first class. All instruction was in English, although the students were provided with manuals translated into Korean. Topics included safety program management; personal protective and safety equipment; electrical safety; hand and power tool safety; control of hazardous energy (lockout/tagout);

safe access and fall protection; work platform safety; excavation safety; welding and cutting safety; sanitation; and medical and first aid requirements. The District plans to conduct at least five Contractor Construction Safety Certification courses during calendar year 1998.

Awards are plentiful for AED this year with the March announcements that the district has won the Secretary of Defense productivity awards for two Alaskan projects: Akutan Naval Station and Coordinated Comprehensive Cleanup (C3). Deputy Secretary of Defense White will present the awards on May 13 in the Pentagon.

Also, at the S.A.M.E. annual conference in New York on May 21, will receive a citation in facility design for the Joint Mobility Complex at Elmendorf Air Base and the Air Force Construction Agent of the Year award.

In the late spring or early summer at the Construction and Engineering training conference in Washington, D.C., Joseph T. DesGranges, a Quality Assurance Representative at the Alaska District's Richardson Resident Office will receive the POD Hard Hat of the Year award.

**Circumstances:** *As the water shapes itself to the vessel that contains it, so a wise man adapts himself to circumstances.*  
—Confucius, Chinese philosopher, 551 - 479 B.C.

## PRODUCTIVE PEOPLE



### Cheryl L. Gushikuma

*Hometown: Pearl City, Hawaii*

*Years with Corps: 9-1/2*

*Works in: Resource Management*

**M**aintaining a balance comes naturally to accountant Cheryl Gushikuma. She even extends the practice outside of her job in the Revolving Fund and Civil Works accounting section to her family life.

“Working for the Corps has actually helped me to focus on what I want out of life,” she said. “I started with the Army in 1982 as a student-aide and went back to school because I wanted an accounting degree.”

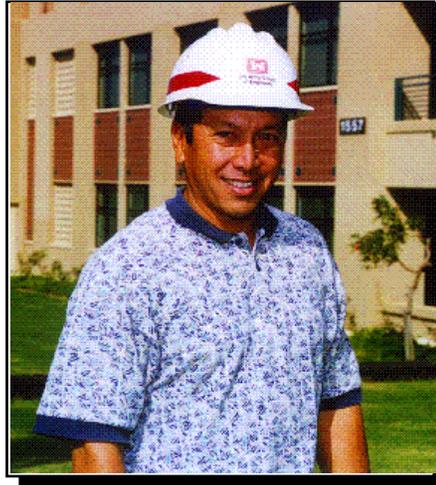
Following marriage to her long-time boyfriend, Jay, and four years at JED, Gushikuma had two sons—Justin, 2-1/2, and Aaron, 6 months, and is happily settled back in Hawaii.

“I’m quite content,” she said. “I really like my job and the people I work with. I feel I’ve reached my goals and I’m very comfortable with my life.”

There don’t seem to be enough hours in the day, however, for her to do everything that she’d like to, so her interest in doing things like painting tee-shirts and making crafts using rubber stamps is dormant, she said. For now, she reads to her children every day and spends weekends going out to different places like the zoo, the beach or to the park.

It sounds like it should end there, but it doesn’t. Gushikuma said that she really likes to cook and entertain and especially enjoys getting together with her friends and family.

Cheryl is making HED more productive.



### Randall Chun

*Hometown: Honolulu, Hawaii*

*Years with Corps: 5-1/2*

*Works in: Fort Shafter Resident Office*

**T**he energy that “Randy” Chun brings to his job as quality assurance representative in construction branch shows up outside of his working hours, too. Shortstop for the Corps Blue softball team, Chun seeks further physical activity by playing golf, surfing with his wife and children on weekends and building things whenever he can.

An 18-year federal employee, Chun said he came to the Corps by way of a “trades background” and still cares how things are made.

“When it comes right down to it,” he said. “I’d rather be pounding a nail. But when I go to a job site I can tell right away how things are going so it makes the paperwork a lot easier.”

Together with his wife of 22 years, Valerie, the Chuns have two children—Kelley, 18, and Kawika, 15. Both are students at Kamehameha School and share a family interest in sports.

“I love baseball,” he said. “I played Little League and then at Kalani high school. I even coached for a few years. Now, I still play softball.”

Saying that he likes to keep busy, Chun built his own house because he had a lot of skills and wanted to put them to use.

“At the time, I was working night shift so I put in mornings on the house. It took two years because I could only do it part-time,” he said. “But it was worth it because I now have the satisfaction of knowing it’s a product of my own hands.”

Randy is making HED more productive.

## Controversy:

*Controversy is only dreaded by the advocates of error.*  
—Benjamin Rush, U.S. physician, politician, 1745 - 1813

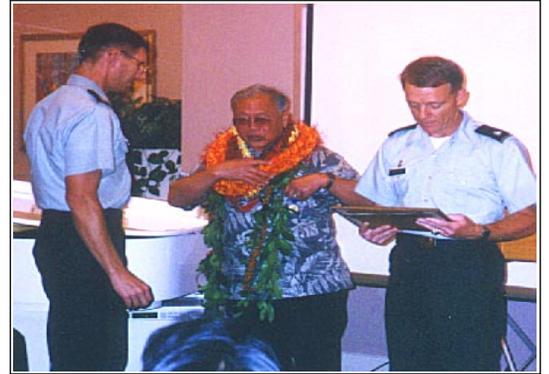


## District Shorts

**Condolences to Kent Tamai, CT-S,** and family, on the death of their father, Keiji, on April 8. Keiji was a long-time Corps employee who retired as an engineering technician in Family Housing in 1990.

**Condolences to the family of retired Col. Stephen Smith** who died of pneumonia on Jan. 9 in Carmichael, Calif. Col. Smith served as POD's first Far East District Engineer from July 1957 until April 1958 and was POD Division Engineer from May 1962 until March 1966.

**Noteworthy**—For the sixth consecutive year, HED employees performed as judges in the Hawaii State Science and Engineering Fair held on March 31 at the Neal Blaisdell Exhibition Hall in Honolulu. Participating were **Roland Chong, PP-P; Peter Galloway, CO-OR; Bill Lennan, CO-OR; Thom Lichte, ED-EH; and Don Schlack, ED-EH.** They presented U. S. Army Research Office awards to high-school students in grades 9 - 12 in five categories. The overall winner in Environmental Sciences was Janelle S. Ishida, Molokai High School, for her experiment on the use of salt water to control non-native plants on a coastal strand community. Other winners were: Engineering—Chuck Hisamoto, Baldwin High School, for a third-



*Aloha means Goodbye to Jimmy Lee, longtime chief of Emergency Management, on his retirement April 3. POD chief of staff Col. Allan B. Carroll and HED commander Lt. Col. (P) Ralph H. Graves present Lee with mementos of his years of service at a luncheon at Hickam's Tradewinds Club. Photo by Alexander Kufel.*

year study "Potable water extraction by solar distillation." Mathematics and Computer Science—Jessica L. Elliott, Hanalani School, for "Is time travel into the past possible?" Physical Science—Cori H. Okabayashi, Kailua High School, for "Shapes and Turns: Electric motor design variations." Life Sciences—Kyle Chun, Leilehua High School, for "Eliciting a feeding response in Caranx Species by audio stimulation; Phase III: Constructing a transducer."

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

## PRODUCTIVITY CORNER

### Perseveration

The willingness to keep on keeping on will determine our measure of success.

\* Dr. Seuss's first children's book was rejected by 23 publishers. The 24th publisher sold six million copies.

\* During their first year of business, the Coca-Cola company sold only 400 Cokes.

\* Michael Jordan was cut from his high school basketball team.

\* In his first three years in the automobile business, Henry Ford went bankrupt twice.

\* In 1905, the University of Bern rejected a Ph.D. dissertation, saying that it was irrelevant and fanciful. Albert

Einstein was disappointed but not defeated.

\* Inventor Chester Carlson pounded the streets for years before he could find backers for his Xerox photocopying process.

\* In 1902, the poetry editor of the Atlantic Monthly returned the poems of a 28-year-old poet with the following note, "Our magazine has no room for your vigorous verse." Robert Frost persevered.

—Managers' Intelligence Report, Feb 1998

### Eight Rules for Office Workers in 1872

1) Office employees each day will fill lamp, clean chimneys, and trim wicks. Wash windows once a week.

2) Each clerk will bring in a bucket of water and a scuttle of coal for the day's business.

3) Make your pens carefully. You may whittle nibs to your individual taste.

4) Men employees will be given an evening off each week for courting purposes, or two

evenings a week if they go regularly to church.

5) After thirteen hours of labor in the office, the employee should spend remaining time reading the Bible and other good books.

6) Every employee should lay aside from each pay day a goodly sum of his earnings for his benefit during his declining years so that he will not become a burden on society.

7) Any employee who smokes Spanish cigars, uses liquor in any form, or frequents pool and public halls or gets shaved in a barber shop, will give good reason to suspect his worth, intentions, integrity and honesty.

8) The employee who has performed his labor faithfully and without fault for five years, will be given an increase of five cents per day in his pay, providing profits from business permit it.

—Quotable Business