



CO2 aims to improve workplace

Story by Alexander Kufel

The Army's Consideration of Others (CO2) program is about to become "almost a household" name to Corps of Engineers employees, said Anita Naone, POD and HED Equal Employment Opportunity officer. Late in 1997, with the daily news full of stories about sexual harassment in the military, the program went from being localized at the U.S. Military Academy at West Point to a major one in the Washington, D.C., military district. It spread quickly and today concerns civilian employees as well as active-duty military personnel throughout the Army. The program is now ready for implementation in all POD districts, said Naone.

"This is much too important to be limited only to soldiers," said HED deputy commander Maj. David Austin. "If we're going to be a truly effective organization, dignity and respect have to extend across all lines," he said.

Naone said that several elements go into creating a successful human relations climate that focuses on teamwork. One is that people have to become aware of how their actions affect others. Another is that the environment must emphasize respect between people of all races, creeds, genders, and heritage. And, finally, people have to become aware of the linkage between their actions toward others and their unit's ability to accomplish the mission.

Management analyst Emile Andrade said that education is at the core of the program and training for facilitators is underway in HED. It is being conducted by Naone. From there people can expect, not only to hear more about the program, but also to participate in small-group training sessions led by

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Maydean Martin, ED-DA, and Wendy Mow, PP-MM, give full attention to the learning materials provided by POD Equal Employment Opportunity officer Anita Naone during facilitator's training at building 230, Ft. Shafter. Twenty-six HED employees participated. Photo by Jim Dung.

Heightened awareness is best computer security

Recent intrusions into some of the network servers at various sites within the Corps of Engineers remind us that an organization's electronic defenses are only as secure as employees allow them to be, said James K. Ligh, chief of POD and HED IM (Information Management). The most likely targets are not people's personal computers, but network and regional servers, he said.

"No one seems to take security seriously until it personally affects them," said Ligh. "but, all you have to do is lose important data once, and you become a believer. We're hoping to educate people so that damage, should it ever

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Achievement: *The road to success is always under construction.*—Lily Tomlin, American comedian, 1939 -



By Lt. Col.
Wally Z. Walters
HED Commander

HED Commander's Comment

Changing with the times

To grasp the importance and success of the Honolulu District one only has to glimpse the thousands of first-class military and civil facilities the District has built, in Hawaii and throughout the Pacific. Through them, the District had an important role in winning World War II and the Cold War, the greatest crises of the past century. The District has also made other enormous contributions to Hawaii's economy and environment through civil infrastructure and regulation. However, while much of our work continues, the times have changed. Failing to adapt to today's circumstances risks the District becoming a victim of its success.

Funding of traditional military construction and repair will likely continue to be tight, as it is for government generally. Further, new philosophies promote privatization and increased intergovernmental competition. Lastly, the revolutionary advances of communications technologies challenge hierarchical institutions. Although many feel threatened, these developments also open opportunities for us. Tight budgets and competition encourage adoption of more efficient practices focused on providing better value to those we serve. While this permits us to serve more customers more flexibly, new technologies allow us to harness more of America's resources more efficiently and more quickly.

Historically, one of the great strengths of the U.S. Army Corps of Engineers has been its adaptability. Today's Corps' vision to revolutionize effectiveness, invest in people and to better serve the Army calls upon us to make significant changes. It demands we become more responsive to both our customers and the Corps leadership. It calls upon us to employ new practices such as electronic contracting, regional provision of some services and alliances with other organizations.

Despite the difficulties introduced from other reorganizational efforts since 1992, the Honolulu District must continue to adapt. While the cost crisis that required downsizing has abated somewhat, failure to improve our processes to provide more value and efficiency in our work will only prompt future cost crises. The immediate need is to rapidly make any significant structural realignments prerequisite to such improvements. It is equally important to quickly com-

plete the personnel reassignments made necessary by our downsizing and by realignment. The District leadership's ambitious goal is to complete these efforts by the end of 1998. Wherever possible, vacancies will be filled from within the organization, as there are no current plans for involuntary reductions. During 1999 the District will focus on improving our processes so that we can serve our customers better. Beyond 1999 we will seek to expand the range of our services, to appeal to new customers and to reduce our costs. Better management practices and more investment in our people are essential to these long-range efforts.

The senior District leadership is debating how to implement near-term structural changes that will increase our customer focus, truly implement Corps guidance on project management and empower individuals and teams throughout the organization. Increased customer focus is necessary as the result of disappointing customer survey results; our performance is not rising as fast as expectations. We need more cohesive programs and more coordinated work in project delivery. While strengthening program and project management we need to also retain or improve our technical capabilities. Real improvements will not be complete with another organizational chart. They will depend on more effectiveness in working together as teams, better management practices and more decentralized authority. Traditional "functional" approaches will have to give way to "matrix" methods.

I am optimistic about the District's future. In the near-term our budget outlook is now generally positive. Over the long-term, the Pacific remains essential to America's future. There is plenty of opportunity for the Corps in general and the Honolulu District in particular to continue to have vital missions and to be the world's premier government provider of engineering and related services. Whether we will succeed depends on engaging everyone's energies and support in adapting to these changing times. As details make themselves more clear we will keep you informed and try to include you in the debate of key issues.

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Originality: *Ideas are like rabbits. You get a couple and learn how to handle them, and pretty soon you have a dozen.*
—John Steinbeck, American novelist, 1902-68

Opinion

'Wheel Deals' roll to near-miss court spiel

Sometimes you volunteer for stuff only to regret it later. An early commitment becomes a late obligation. I will admit to having that feeling when I jumped at the "Wheelchair Basketball" idea. Each year POD (or maybe it's HED) sponsors a team to participate in this worthy cause. It is designed to bring attention to the challenges disabled folks face every day, even if we are forced to face it for only two 12-minute halves of a basketball game.

My self-nomination to the team this year was readily accepted, even without a tryout. But several weeks went by before I got the E-mail message that we were actually going to have a practice at a nearby gym. Oh, yeah, that one. I mean I did sign up for it, so might as well meet my obligation even though, frankly, I didn't want to be bothered. But Roland Stine in IM had crafted some pretty neat "jerseys" that looked a little like T-shirts with a sharp-looking logo on them and my own personal number on the back. No play, no shirt, no service. OK, I'll go.

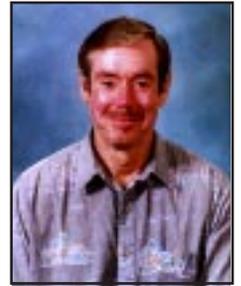
So the "team" — formerly known as Prince but now known as the Wheel Deals — met at Pearl Harbor and went through some makeshift drills trying to get used to shooting baskets from an unstable wheelchair. In fact, before we located the chairs, Ed Yoshimura—an experienced veteran who had either played this game before or read a Sports Illustrated article about it, I wasn't sure which—told those neophytes among us to shoot from our knees. That was supposed to simulate what was in store for us with the chairs. Instead it simulated aging cartilage being splayed over hardwood floors and hurt like hell. Nobody made any baskets from that position. I think it was Ed's ploy to make us happy to be able to fall on our backs out of wheelchairs for a change.

By the end of an hour's practice I was learning at least one challenge disabled people face — aches and pains all over the upper part of my body from using my hands and arms to roll about with no help from my legs. But the real tournament was three days away, so plenty of time to recuperate.

Saturday morning I drove to Barber's Point and got there in plenty of time for our 9:15 a.m. "tip-off" against a team from some dental detachment. Maj. Dave Austin was elected by proclamation to be team captain and he wisely split us up into two squads, with Lolly Silva and Maj. Linda Fischer on either team as our "gottahaveone" female participants. Before that sounds too chauvinistic I should point out that these two were among our BEST PLAYERS. Maydean

Martin and Anita Naone were our inspirational sidelines and that left Dave, Ed, Lolly, Eric Bjorken and me on First Squad and Dave Lindsey, Ed Yago, Glenn Oshiro, Mike Pangalinan, and Linda on the Second Squad.

What transpired in the next half-hour or so was great fun. Wheeling, slipping, sliding, tossing the ball, falling on our backs and crashing into each other . . . it was like the Keystone Cops on wheels, but somehow we looked up at the scoreboard and found ourselves ahead, 4-0. It wouldn't last though. Dental started tossing the ball up and a few started to fall. Six minutes were gone just like that and



The View from Here
by Larry Hawthorne



The Wheel Deals—Front row (L-R) Maydean Martin, ED-DA; Glenn Oshiro, ED-DA; Mike Pangalinan, ET-E; Maj. Linda Fischer, SM; Eric Bjorken, ED-DG. Back row (L-R) David Lindsey, PP-P; Ed Yago, CO-FQ; Ed Yoshimura, CO-H; Maj. Dave Austin, DD; Larry Hawthorne, PA; Lolly Silva, CO-OR. Photo by Tish Austin

Second Squad took over. Tough defense, low scoring, by the end of the first 12-minute half, we were all knotted up at four points apiece. Half two began and we quickly scored first making it 6-4. Dental tied us again, and as the game clock wound down (they don't even stop for injuries) we were beginning to think of overtime. Out of nowhere, Dental sneaks in a ringer who throws up a prayer from halfcourt and banks it in. Just like that we're down 9-6. Dave Austin launched an attempted three-pointer at the buzzer that rattled off the rim. It was just that close. It was just that much fun.

You can pencil me in now for next year because I know we had class. We could have been contenders. We could have been champs. Next time?

Creativity: *Any activity becomes creative when the doer cares about doing it right, or better.*
—John Updike, American author, 1932 -

Career Outreach attracts local high school students



Tammy Luke, CO-HQ, fields last-minute questions from the Farrington High School students who participated in this year's Career Outreach program. In foreground is student advisor and chemistry teacher Mrs. Jo Kanehiro. Photo by Jim Dung.

Story by Alexander Kufel

Going to work may not be every adult's idea of fun, but 13 juniors from Wallace Ryder Farrington High School in Kalihi seemed to be having a good time going over the events of the day as they ate a pizza lunch and received certificates for participating in this year's Career Outreach program.

In a process designed to interest high school

students in career possibilities that they may not be fully aware of, the students spent three hours Oct. 21 "shadowing" HED professionals as they observed them at work. Interests included civil, electrical and environmental engineering, law, architecture, and accounting. Each student was matched with a volunteer HED employee who functioned as their host and introduced them to day-to-day details of the job and an explanation of the duties and responsibilities of that particular career path.

"Judging by the students' responses, it's clear that this is a good program and a big success," said co-chairperson Tammy Luke, CO-HQ. "We rely strictly on people volunteering to share their time. One student said that this experience made him more interested than he had been previously. That's the kind of thing that makes it all worthwhile," she said.

Lise Ditzel-Ma, PP-P, the other co-chairperson, said this experience is part of a semester-long program where the students research their goals and prepare a portfolio of their experiences at the end of the semester.

"It's really an awareness program," she said. "Most students don't know what the Corps does, especially because we are so diverse." Ditzel-Ma also said that POD has been participating in this program since 1985. She and Luke ask that anyone interested in taking part contact them.

Computer security...

Continued from page 1

occur, is minimized."

Ligh said that computer administrators throughout the world are finding out that there are 'hackers' out there who are unrelenting in their attempts to breach network security systems and make their presence known. They may just 'tag' the site to show that they have been there, place a virus, or actually delete or transfer files, he said.

Some common-sense things for people to do are to back-up important files and help maintain security by memorizing their passwords. Also, they should not tape passwords to the front of the

computer monitor or, for that matter, write them where others can find them. It helps, too, to select a different user identification and password from those used to access other systems, particularly on the Internet; and, for people to maintain control of their passwords by not giving them to others.

Should employees notice anything unusual on their desktop computer system, network server or any Corps system, they should report it immediately to the Information Management Helpdesk by calling 438-2371 so it can be checked out, said Lori Sorayama, HED IM. Also, Dave Honbo, chief of FED IM, reminds people that the telephone numbers that are used to dial-in to network servers for the purpose of retrieving e-mail while on temporary duty also are confidential and should not be disclosed to anyone.

Safety: *In skating over thin ice, our safety is in our speed.*—Ralph Waldo Emerson, American author, 1803-82

Competitive marketplace results in travel credit card changes

Story by Alexander Kufel

Demonstrating that, as a consumer, the federal government is responsive to changes in the marketplace, the Department of Defense (DoD) recently set the wheels in motion to swap its American Express travel credit cards for NationsBank Visa cards. All HQ POD and HED employees currently holding a card and not delinquent on their account, will soon receive a replacement, said accountant Sandi Ishida, RM, HQ POD and HED agency program coordinator for the credit cards. New cards are expected to be in people's hands by late November, although some cardholders have already received letters from NationsBank informing them of security procedures for activating their cards, said Ishida. She and Nanette Nicolas, RM-F, are coordinating the changeover.

"We will be sending out information about such things as travelers checks, dispute resolutions, billing cycles and payment due dates via Information Exchange messages and hope to conduct training sessions in the near future," said Ishida.

"The DoD Task Order Selection Board evidently did a lot of research," said Ishida. The Automated Teller Machine (ATM) fees are significantly lower than previously, and the number of ATM machines worldwide where the new cards may be used has gone from 84,000 to over 400,000 locations. VISA cards also have worldwide merchant acceptance. "These benefits will eliminate the



need for U.S. Treasury check travel advances and help streamline our travel process," she said.

One of the major selling points for NationsBank is that the new program is entirely electronic. Under a program known as EAGLS (Electronic Account Government Ledger System), management responsibilities such as the application process, obtaining account information, and reports will be entirely on-line.

RM's Sandi Ishida, HQ POD and HED agency program coordinator, displays a picture of the new travel credit card that will soon be in use throughout HQ POD, HED, and other Department of Defense agencies. Photo by Alexander Kufel

CO2 program...

Continued from page 1

a facilitator twice a year. The goal is for 100 percent of the workforce to attend four hours of CO2 training annually, said Andrade.

Topics that will be covered in the discussion groups do address sexual harassment in the workplace, but extend as well through values, attitudes, behaviors and self-awareness, racism and sexism, cultural diversity, equal opportunity, health, safety, substance abuse, and conflict management.

"Basically, the program follows the 'golden rule' of treating others as you wish to be treated,"

said Andrade. "But, it goes beyond that to proactively building trust and teamwork within the organization."

The lesson plans will allow individuals to objectively examine someone else's behavior through case studies, she said. "People will work with a trained facilitator in small pockets where people have potential of opening up through discussion."

"As the District gets smaller every individual becomes more important to success in accomplishing our missions," said Lt. Col. Wally Walters, HED Commander. "Taking care of each other is central to this success, as well as essential in making the District a better place to work. Being sensitive to others helps to promote teamwork and is the right thing to do."

Skill: *In the battle of existence, talent is the punch; tact is the clever footwork.*
—Wilson Mizner, U.S. screenwriter, 1876-1933

Regional Roundup

POD commander promoted to brigadier general



Col. Carl A. Strock, the 21st Commander and Division Engineer of the Pacific Ocean Division, attained the rank of brigadier general in Nov. 4 ceremonies in Washington, D.C. Leading up to his promotion, Strock attended CAPSTONE at Ft. McNair in Washington, D.C. Strock was officially promoted by Chief of Engineers Lt. Gen. Joe N. Ballard at USACE headquarters. Strock has been the commander of POD since August 1997.

The six-week-long CAPSTONE course is designed especially for new general officers. It differs from senior service schools by

providing for actual field experiences that emphasize unified, joint, and multinational operations. Strock trained in Europe for two weeks of the course. Spouses traditionally are invited to participate in the program during its final week, and Juliana Strock joined her husband during that period.

Strock's previous assignments have included serving as chief of staff of the U.S. Army Engineer Center at Fort Leonard Wood, Mo., and commanding the Engineer Brigade, 3rd Infantry Division (Mechanized) from 1994 to 1996. He began his Army career as an enlisted soldier in 1971.

FED employees receive anthrax vaccinations

Story by Gloria Stanley, FED

As part of the Department of Defense force protection program, emergency essential civilian (EEC) employees of Far East District began receiving the first of a series of anthrax vaccinations on Oct. 8. They will receive six inoculations over the next 18 months.

Anthrax is an infectious disease that usually afflicts grazing animals. In airborne form it can attack the human respiratory system and other organs and can be used as a biological warfare agent against people. It can cause death within a week in about 99 percent of the cases, according to Lt. Col. Brian H. Feighner, Preventive Medicine Consultant at 18th Medical Command.

It is believed by DoD officials that the delivery of anthrax by an airborne weapons system is the most likely method by which an enemy would hope to infect U.S. forces. To provide protection, DoD has approved a vaccine and in early September began implementing a program against anthrax. It is being administered to all active duty and reserve military personnel, and EEC employees, beginning with forces assigned in potential high biological warfare threat areas in Southwest and Northeast Asia.

"If anyone would use anthrax, North Korea would," said Pat Crays, FED Emergency Manager. While no country is known to have used anthrax as a biological warfare weapon, several countries, including North Korea, are believed to have incorporated anthrax as a biological warfare agent in their arsenals.

FED personnel received their third shot in early November and will receive boosters at six months, 12 months, and 18

months. Thereafter, annual booster shots are recommended to maintain protection.

"After the shot I felt a stinging, burning sensation for a few

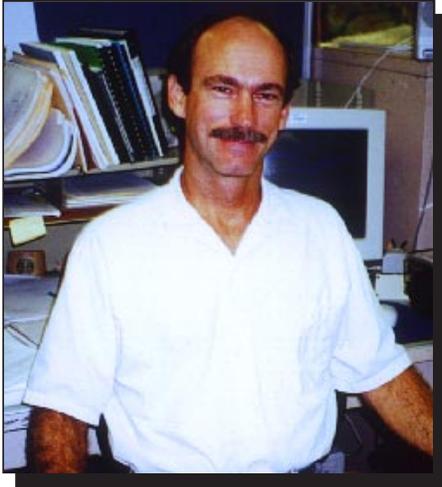


Nurse Staff Sgt. Toby Schmidt gives Charlotte Stockwell, chief of the Resource Management office, her second shot in the anthrax series of six inoculations she will receive over an 18-month period. Photo by FED.

minutes," said Charlotte Stockwell, FED chief of RM, after her first shot. "I don't have any problem taking the shots. There are certain requirements that go along with accepting an EEC position. This is just one of them."

Dreams: *You can only live one dream at a time.*—Diana Ross, American entertainer, 1944 -

PRODUCTIVE PEOPLE



Alan Raymond Everson

Hometown: Canoga Park, Calif.

Years with Corps: 3

Works in: Regulatory

After 16 years as a fisheries biologist with National Marine Fisheries Service, life wasn't challenging enough for Alan Everson, so he said he became an ecologist with HED, responsible for reviewing activities and issuing permits for projects.

"I come to work in the morning knowing that there are certain things that need to be done, and before I know it, the day is over. Because the content of the work changes every day, and most of it is time-sensitive, it's a demanding, high-pressure job," he said. "I like it a lot."

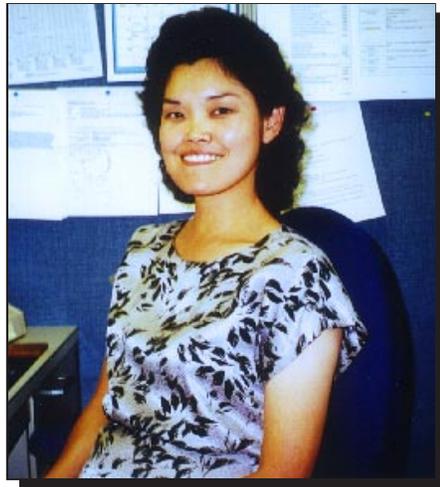
Previously, Everson published numerous articles in professional journals. He said that now he reads so much at work that afterwards he likes to get out and do something physical. However, he did mention several books that he recently read for fun.

"I like people a lot and I like to be challenged both physically and mentally," he said.

Everson is unattached, has a diverse network of friends, and is an avid body-surfer, bicyclist and hiker. In July, he cycled Mauna Kea on the Big Island and is currently considering entering next year's Tin-Man competition. When he does stop for a breather, it's to listen to music—mostly jazz—and enjoy the results of his efforts at homebrewing beer. Those who have tasted it attest to its quality.

Enjoying things from the past as well as the present, Everson said that while you can't beat the convenience of CD's (compact discs), he still listens to LP's (long-playing records).

Alan is making HED more productive.



Emile Andrade

Hometown: Honolulu

Years with Corps: 14

Works in: Resource Management

Fresh from college with a degree in journalism, management analyst Emile Andrade applied for a federal job on the advice of her father. To her surprise, she was hired as a military personnel clerk. That was 14 years ago. Since then, there has been no looking back as she worked her way up the ladder, becoming a management intern, stopping only to participate in developmental programs.

"At first it was very difficult," said Andrade. "I was very shy and terrified by the thought of having to speak to a group, any group. At the suggestion of our EEO officer, I joined a club called International Training in Communications (ITC). There, I developed my public speaking skills along with a growing sense of self-confidence."

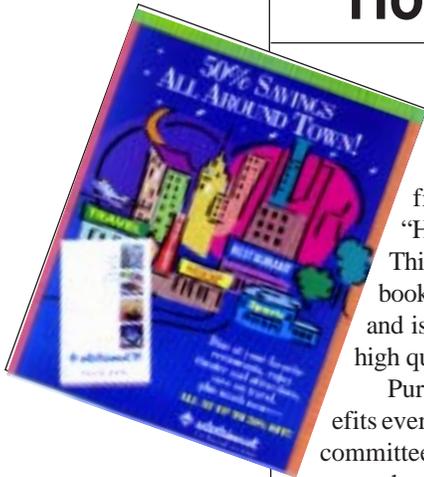
Although ITC was foundering, Andrade's enthusiasm got other POD employees interested and the group expanded. Andrade said that it was a milestone in her life when she was able to progress from winning a club speech contest, to winning on the council and regional levels. Ultimately, she competed in Canada on the international level.

Married for 12 years to Kenneth, the Andrades have two boys: Ryan, 4, and Brett, 15 months. Family responsibilities now consume a great portion of her time, but Andrade said that she loves to read and still finds time for non-fiction, self-development books—lately, about personal finances—but for many years preferred books oriented toward being effective within a large organization.

Emile is making HED more productive.

Reality: *There is no sadder sight in the world than to see a beautiful theory killed by a brutal fact.*
—Thomas Henry Huxley, English biologist, 1825-95

Ho'okupu Ohana still needs support



With Christmas right around the corner, the time has never been better for people to purchase Entertainment '99 books as gifts for their families, friends, and even themselves, said "Ho'okupu Ohana" chairman David Lau. This is especially true because at \$30, the book is eight dollars cheaper than last year, and is still loaded with discount coupons for high quality restaurants and services, he said. Purchasing the book from the Ohana benefits everyone in HQ POD and HED. The Ohana committee is still very much in existence despite recent changes in organizational structure, is still

employee-oriented, and still needs support.

To obtain a copy of the book, call any committee member:

- ◆ David Lau, POD-PM, 438-6912
- ◆ Bingo Chee, POD-ET-C, 438-6965
- ◆ Val Lee, POH-PP-MM, 438-2573
- ◆ Wendy Mow, POH-PP-MM, 438-6907
- ◆ Helen Stuppelbeen, POH-ED, 438-7009
- ◆ Tim Young, POH-ED-CP, 438-7013
- ◆ Ron Pang, POH-ED-S, 438-9530
- ◆ Dawn Awaya, POH-OC, 438-1104

Entertainment '99 books are immediately available for \$30 and may be used all the way until the end of October 1999.

Federal-State partnering

Corps golfers, Governor in return match

HONOLULU--Two years ago, before POD and HED became stand-alone organizations, POD played host to Hawaii Gov. Ben Cayetano and his staff for a day of 'terrain analysis' at Schofield Barracks' Kalakaua Golf Course. This summer, the state of Hawaii reciprocated in kind by inviting 16 golfers from HQ POD and HED for a "partnering" session at Kapolei Golf Course.

Participants from the Corps were Lt. Col. Wally Z. Walters, HED commander; Ray Jyo, ED; Sam Song, ED-M; Ken Ibara, ED-DC; Kwan Do Kim, PP-P; Wendell Awada, ED-MA; Jim

Bersson, CO; Bob Tom, ED-MT; Dan Nakamura, ED-DG; Gordon Kuioka, PP-P; Dickson Ma, CO-Q; Norman Kaneshige, ED-DC; Santi Mor, ED-DC; Pat Tom, CO-OP; Mike Yatsushiro, ED-MT; and Kenny Lee, ED-S.

Representing the state of Hawaii were Gov. Ben Cayetano, his former chief of staff Charles Toguchi, Dept. of Land and Natural Resources director Mike Wilson, Dept. of Transportation chief of highways Pericles Manthos, Dept. of Transportation chief of harbors Tom Fujikawa, and other state government officials.

COLA increase quietly implemented

Story by Alexander Kufel

Some federal employees on the island of Oahu in the state of Hawaii will notice an increase in their paychecks beginning with the Oct. 25 payperiod. Without fanfare, the Office of Personnel Management (OPM) announced in the Oct. 21 issue of the Federal Register that COLA (Cost of Living Allowance) for General Schedule (GS), U.S. Postal Service and certain other federal employees in the City and County of Honolulu has been increased to 25 percent effective Oct. 21, up 2.5 percent over the previous rate of 22.5 percent.

According to OPM, the adjustment in the rate was determined by the results of a survey conducted during the summer of 1997. The rate for Kauai County was

increased from 17.5 percent to 20 percent. Rates in other areas that would otherwise warrant a reduction in the current level remain unchanged, they said.

OPM also noted that due to the length of time required to complete the surveys and calculate the cost-of-living indices, they believe that it is in the public interest to implement the increase immediately without the normal 30-day delay inherent in publishing a notice of proposed rulemaking. Comments to OPM must be received by Jan. 19, 1999.

COLA supplements basic salaries for certain federal employees in nonforeign areas outside the 48 contiguous states when local living costs are substantially higher than those in Washington, D.C.