

# The Pacific Connection



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**Safety is job one...** Shawn Kerfoot and James Queypo, employees of Kone Incorporated, adjust the oil valve on a hydraulic elevator in one of 2nd Brigade's new buildings at Schofield Barracks, part of Phase I of the Whole Barracks Renewal project. The prime contractor, Dick Pacific Construction Company, LTD, had an outstanding safety record for this project and last year received HED's nomination for USACE's Chief of Engineers Safety Contractor Award. Again this year, Dick Pacific is HED's candidate for the same award based on their flawless safety performance on the National Missile Defense Launch Test Facility Project, Meck Island, U.S. Army Kwajalein Atoll (USAKA), Marshall Islands. —Photo by Michelle Cain.

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**Friends:** *A friend might well be reckoned the masterpiece of nature.* —Ralph Waldo Emerson, American poet and essayist

*Opinion*

# Whatever happened to service with a smile?



*Just Thinking*  
by Alexander Kufel

There's no question about it. Within our organization, the significance of attitude that accompanies the successful execution of a project has been elevated to the level where satisfying the customer is on a par with the quality of work itself. Where once an individual may have had the final word in resolving the myriad problems that inevitably occur enroute to completing a project, the emergence of project delivery teams that include customers and contractors as well as the Corps of Engineers creates an entirely new working environment. Now, teams of experts assemble to focus their collective attention on resolving problems. As seems to be the case with virtually all firms in a highly competitive business environment where customers are free to look elsewhere, ours is becoming a service-oriented organization. In addition to receiving clear mandates to "delight" customers and serve the Nation, Honolulu Engineer District has already set some precedents by building on its existing tradition of establishing relationships with clients and contractors alike that allow for satisfactory resolution of even the most thorny conflicts. So what's up with the rest of the business world?

A simple lunch-time tale about an unsatisfactory retail or restaurant experience nowadays shakes loose all manner of horror stories in which hostility, chicanery and even indifference soon steal the show.

One friend tells of not being able to get a bag for her fast-food order because she used the word *package* instead of *bag* or *tray* and then being told with a smirk that if she couldn't use the correct words, they wouldn't be able to help her. The boss came out and supported the employee. Another tells of a plumber who kept increasing the price each time he came to work on the same problem without fixing it and finally announced that he knew what the problem was but would not resolve it until his bill was brought up

to date. And still others tell tales of surly sales clerks, argumentative waiters, rude flight attendants and employees who couldn't care less. A personal peeve involves clerks who work eight-hour days in a store without having any idea as to whether or not an item is in stock, or if they even carry it in the first place. It's undoubtedly my age showing, but I feel that these examples serve as evidence of our species *Homo sapiens* evolving into a very distinctive sub-species.

Sub-species, nevertheless, implies a way of life separate and distinct from my own. Once, driving along a country road near marshlands in downstate New York, some friends and I spotted a flight of birds in disciplined formation landing nearby. Seizing the moment to celebrate NATURE in all its glory, brakes were slammed on and the car hurriedly parked. The doors flew akimbo as we tumbled out of that beat up old car with arms spread wide in greeting to our new-found fellow inhabitants of planet Earth—a flock of Canada geese. Imagine our surprise when we discovered not only that these birds were gigantic—big enough for our heads and theirs to be at the same level as they strutted along the ground— but that

they were "human" enough to make direct eye contact with us. As fast as we were moving toward them, they were going to hold their ground without blinking, without flinching, without moving a muscle. I still have no idea what they saw while looking at us. What we saw was that we may have been their friends, but they were not ours. They looked directly at us and stared us down. It was enough to make our blood run cold. Hostility doesn't begin to describe the cold, calculating, hungry look they gave us. This was BB—before bungee cords—but you would have sworn that a giant one reeled us back to the car where, without a word, windows were rolled up, doors locked, the car started and made to move back onto the road

where our journey was rapidly resumed.

I mention this because although in the intervening years I've come to accept the fact that different species can somehow miraculously occupy the same planet without constant conflict, I've lately been astonished at how often I and others are finding ourselves in situations where communications between people is at such a low level that violence of some type seems imminent. The irony is that so many of these scenarios invariably seem to involve trying to purchase something from someone whose livelihood depends on volume sales and repeat business.

Therein, I think, lies the clue. I believe we in HED already know this and don't need to be reminded. However, we also don't have to get upset by the obtuseness of others. All we have to do is go elsewhere before cash changes hands. Just walk away. Then, a slightly different form of evolution can take place.

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**Honolulu Engineer District Commander**.....Lt. Col. Ronald N. Light  
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**Success:** *Success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome while trying to succeed.* —Booker T. Washington, American educator

# Employees of the Month



**David Lindsey**

**Hometown:** Waimea, Island of Hawaii

**Position with Corps and how long:** Project Manager, 15 years

**How I got started with the Corps:** As a summer hire

**Education:** BS, Civil Engineering

**Family:** Mother and younger brother

**Hobbies:** Racquetball and golf

**Community Activities:** Haven't done much lately, but previously have done volunteer work for public school

**My favorite quote:** "Just do it."

**My biggest success:** Passing the Professional Engineer Exam

**My favorite book:** "The Hobbit" by J.R.R. Tolkien

**My favorite movie:** "Titanic"

**A talent I wish I had:** Playing a musical instrument - slack key guitar

**Famous person (past or present) I'd most like to spend a day with, and why:** Tough question - difficult to pick just one.

**A place I'd like to visit, and why:** China, because it's a very interesting place to visit. Also, I'd like to look up a couple of friends from my college days a long time ago.



**Amy Kitano**

**Hometown:** Honolulu

**Position with Corps:** Management Analyst

**How I got started with the Corps:** GS-3 Clerk-Typist for Finance and Accounting Office; started federal service in May 1984

**Education:** BA, University of Hawaii

**Family:** Husband, Shayne; 4-year-old twins, Hugh and Cassidy

**Hobbies:** Going to garage sales, reading novels, watching movies

**Community Activities:** Mililani Mauka Parent/Teacher Organization

**My favorite quote:** "Life is what happens while you are making other plans." -John Lennon

**My biggest success:** My kids

**My favorite book:** "Birdy" by William Wharton

**My favorite movie:** "ET"

**A talent I wish I had:** I wish I could play a musical instrument

**Famous person (past or present) I'd most like to spend a day with, and why:** Emeril Lagasse, because he seems like such a nice guy and maybe I'll convince him to cook up a fabulous dinner. (BAM!)

**A place I'd like to visit, and why:** Austria, because I love the opening scene in "The Sound of Music"

**Leadership:** *Leadership has a harder job to do than just choose sides. It must bring sides together.* —Rev. Jesse Jackson, American civil rights leader

## HED's new Real Estate chief arrives



*Randall Tsuneyoshi took charge of HED's Real Estate Division in December.*

*Story and photo by Michelle Cain*

**R**andall Tsuneyoshi may be new to the Corps of Engineers, but the Corps certainly isn't new to him. He's been on the customer side of the counter for 17 years, in various positions he's held throughout his career in federal service. Tsuneyoshi came on board in December as HED's Real Estate Division chief.

"What I bring to the Corps' Real Estate Division is my experience as a customer," he said. "We need to be responsive. We need to serve the people and improve the quality of life for our military members and their families."

Tsuneyoshi says he sees government service as "purple," the term used to describe the people and projects of a joint command. "My vision of things is purple; one service," he said. "I think that's what I bring to the Corps —the purple environment that I've worked with."

Tsuneyoshi comes to HED from U.S. Army Japan where he was the Facility Re-

duction Program manager and chief of Acquisition and Disposal Branch. Prior to that, he served as a management analyst for overseas realignment with U.S. Forces Korea.

Contributing to his "purple" background were positions with the U.S. Air Force Logistics Command at Wright-Patterson Air Force Base, Ohio; Fifth Air Force (PACAF) at Yokota Air Base, Japan; and 314<sup>th</sup> Air Division in Seoul, Korea.

The Honolulu native served in the Army in Germany and completed three tours in Vietnam with the U.S. Army Security Agency, prior to his discharge in 1970.

Tsuneyoshi prides himself on having a close relationship with his family, and lights up when he talks about them. "Whenever you see me, my family will be behind me. You'll hardly ever see me without my family," he said.

"I wouldn't have gotten here without the support of my wife Cindy," he said. The Tsuneyoshis have four sons: Kurt, 30; Chad, 28; Tad, 20; and Earl, 17; and a daughter, Rena, 11, and are the grandparents of two girls, Hope and Haley.

His outside interests reflect Tsuneyoshi's dedication to his family. He is the president of the West Point Parents Club for Japan and Hawaii, an organization that recruits top high school students for a career with the Army and West Point, the Army's military academy. Not surprisingly, his son Tad is a member of West Point's class of 2003, and Earl has earned an appointment to the Academy in the class of 2005. And, he says, his daughter is leaning toward a military career.

Tsuneyoshi holds a master's degree in counseling psychology from Antioch University, a bachelor's degree in psychology from Chaminade University, and an associate's degree in business from Kapiolani Community College.

Other professional memberships include: American Society of Military Comptrollers, American Society of Professional Appraisers, Professional Housing Management Association, Army Management Staff College Alumni Association, Disabled American Veterans, and Veterans of Foreign Wars.

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**Desire:** *When one door closes another door opens, but we so often look so long and so regretfully upon the closed door, that we do not see the ones which open for us.*—Alexander Graham Bell, American inventor

# Newitt retires after 18 years with POD

*Story and photo by Larry Hawthorne*

**D**rawing a close to a career that spanned 18 years in POD and 41 of total federal service, Scott Newitt said farewell and Aloha to friends and co-workers at his retirement luncheon, Dec. 27.

“From the energy and excitement of Europe in the 60s, to the bedrock values and wonderful people in Omaha and the midwest, to the intricate value systems of the Pacific nations and the incredible rainbow of people in POD — who could ask for more?” he said.

Newitt, whose first career experience after being discharged from the Army was working for the U.S. government in Europe in the 1960s and 70s, said his opportunity to guide and mentor young accountants and budget officers was a highlight of his professional career.

“That lasting impact that comes with developing people and helping to shape leaders who will continue on into the future is something I am very proud of,” Newitt said.

A means to that end was the intern program he began in the resource management career field when he became comptroller for the Omaha District after leaving Europe. That program became a model throughout the Corps and one Newitt would bring with him when he came to POD in 1983 to serve as the chief of resource management for both the Division and Honolulu District.

“We would space (interns) about six months apart and try to have four at any one time,” he said. “It was a great way to break new, talented people into the field and provide lasting expertise and leadership in resource management over the years.

“A lot of these folks have gone on to become finance and accounting officers and heads of resource management in their respective areas.”

Newitt said that as his retirement approached, he received well-wishes from more than 35 resource managers across the Corps and the Army who he had mentored at one time or another.

Prior to coming to POD, he had served about a decade as resource manager for Missouri River Division and before that the Omaha District. Early in his career, Newitt served as a budget officer with the Department of Defense Dependent Schools in Karlsruhe, Germany and also with the old Army Engineer Command in Frankfurt, a precursor to what would eventually become the Europe Division of the Army Corps of Engineers. Other assignments included a stint with Army Material Command in Alexandria, Va. and Headquarters, U.S. Army Europe, in Heidelberg, Germany. He was graduated from the University of Kansas in 1960 with a bachelor’s degree in accounting, and later went on to earn an MBA from Syracuse University in 1972.

As he prepared to depart his job of many years, Newitt reflected on the many changes he’s seen and a few of the challenges he was leaving behind.

“By and large there is much more these days in the federal government to attract good people to the work force. But keeping them there will be a challenge for my successors to deal with.”

He said major revisions to the federal retirement system — from CSRS to FERS — have made the work force more mobile and



*Scott Newitt has retired after 41 years of federal service, 18 with POD.*

able to take most of their benefits with them.

“Training and education on the job will be key to keeping them here,” he said.

Supervisors will need to be more willing to let their people go to attend long-term training or they simply won’t stay on in the long run.

“It won’t be a money issue so much as a time issue. If we don’t provide the right working environment for people to expand and grow, we’ll lose them in numbers like never before,” he said. “I think that will be a challenge for the future.”

In his own future, Newitt looks forward to a new home in the sun in Arizona. He and his wife Mary Kay plan to leave Hawaii “as soon as the house is sold” and relocate to a spot near Chandler.

“Our daughter (Nancy) will likely relocate to Minneapolis and we want to be on the mainland and closer to her in retirement.”

Newitt said he will miss much about Hawaii, especially the mild weather.

“I spent some time in Omaha where the winters can be brutal. Hawaii always reminded me of a wonderful place with a soft mist that was invigorating every time I would return here. There’s probably no place in the civilized world with better weather than here.”

Newitt said once their new home is built he plans to stay busy traveling.

In looking back over his long career, Newitt doesn’t have to think twice about what gave him the most satisfaction and enjoyment. “It was the people, always the people. To be able to make a difference in their professional lives and provide a little personal mentorship to go along with fiscal stewardship is what I’ll think about most.”

**Fools:** *He who asks is a fool for five minutes, but he who does not ask remains a fool forever.* —Old Chinese Proverb

# Corps presents state of Hawaii with solution

*Story and photos by Alexander Kufel*

**A**fter 85 years of service transmitting billions of gallons of water for agricultural use, gigantic redwood “siphons” in the countryside near Honolulu will soon be replaced by space-age materials that proved their worth in the deserts of the American West.

The function of the siphons is to help transmit water of the State of Hawaii’s 26-mile-long Waiahole Water System across gulches and valleys along the way from Windward to Leeward Oahu. The sections receiving attention at this time include three five-foot interior diameter siphons that are each about a quarter-mile long and made of four-and-a-half-inch thick staves banded

together in traditional cooperage fashion.

They will be replaced by sets of 40-foot sections of 38-inch interior diameter high density polyethylene (HDPE) that were designed by the Corps of Engineers Honolulu District. The HDPE tubing will be heat welded together on site to form a continuous tube.

Delta Construction was awarded the \$1 million contract. HED civil engineer Glenn Kusaka, EC-CF, is inspecting the

construction project with assistance from hydraulic engineer Lincoln Gayagas, EC-T. Kusaka also will be training state personnel in construction management techniques. Because of the fragile nature of the produce being irrigated by this system, which dictates that the area cannot be without water for more than three days at a time, the project will be staged to minimize de-watering of the existing siphons. Bert Hatton, a board-member of the State of Hawaii’s Agribusiness Development Corporation, said that they were grateful for the Corps involvement in the project as the resulting design saved the State “a whole bunch of money.”

HED hydraulic engineer Jim Pennaz, EC-T, who was the project manager during the design phase, said that the Corps of Engineers was invited by the state to provide a solution to aging siphons that were becoming prohibitively expensive to maintain and leaking several million gallons of water a day in a system that presently carries 5-13 million gallons per day.

Former sugarcane lands are currently being developed for use in diversified agriculture. Pennaz said that they looked at the HDPE material because of its toughness, low maintenance and economy as well as its resistance to deterioration from the ultraviolet rays of the sun. Civil engineer Norman Kaneshige, EC-DC, and structural engineer Ivan Awa, EC-DC, worked together with Pennaz in the preparation of the construction plans and specifications.

The wood-siphon replacement project was dedicated Jan. 5. In his blessing homily, the Rev. William H. Kaina, of Kawaiaha’o Christian Church, acknowledged that “wai” is water in Hawaiian, and “waiwai” is wealth. And thus the transition of the Central and Leeward areas of the island from sugar cultivation to that of general and diversified agriculture will be assured as long as the water continues to flow. And it will, he said, as long as the Waiahole Ditch is maintained in good condition.

For the State of Hawaii’s Agribusiness Development Corporation, in conjunction with Waiahole Water System, maintenance of the system is central to growing vegetables in the area. According to state archives, at its peak, irrigation systems diverted an average of 35 million gallons of surface water daily to over 4,000 acres of Oahu land planted in sugarcane. Currently the daily flow rate is at 7 million gallons.

In an ingenious application of hydraulic physics, gravity flow is used to fill the siphons at the high end of a gulch, transmit the water along the floor, then climb the opposite side

**See “Solution,” page 7**



*Like a proud papa, hydraulic engineer Jim Pennaz, EC-T, stands near a stack of HDPE pipe that was designed by HED.*



*Transmitting water across a gulch, this 85-year-old redwood siphon is soon to be replaced by space-age materials.*

**Failure:** *I don't measure a man's success by how high he climbs, but how high he bounces when he hits bottom. —George S. Patton, American general*

## to old and leaky wooden water siphons



(Above) Maintenance is never-ending for aging redwood siphons that carry 5-13 million gallons of water per day.

## Solution...

*Continued from page 6*

until it is once again flowing on flat land. Pennaz said that the real engineering occurred in the early 1900's when someone conceived of the idea of transmitting the water 26 miles from its source through a system of tunnels, ditches and siphons. Just one of the engineering marvels was the application of wooden barrel cooperage techniques to create large-capacity siphons instead of towering trestles crossing Hawaii's notoriously steep gulches.

"The obstacles seem almost insurmountable," said Pennaz. To accomplish it they bored 15 miles of tunnels through the mountains, built seven siphons—three of redwood and four of metal lined with concrete—as well as nine water storage dams and reservoirs to help with staging the water to facilitate a continuous flow. When one considers the era in which this took place, with the ditches and tunnels constructed from 1913-16, the isolation of the Hawaiian Islands and the enormous volume of water that was employed at its peak, "the resulting engineering is phenomenal," he said. The four steel siphons currently are not leaking water but are slated for a comprehensive inspection as part of an ongoing maintenance program by the Waiahole Water System, possibly augmented by \$2 million in federal funds and conducted by the Honolulu Engineer District.



(Left) Detail of 5-foot diameter redwood siphon built with traditional cooperage and banding techniques. (Below) At the outlet of one of three siphons that will be replaced, Rev. Kaina intones a blessing on the project as Larry Jeffs and Bert Hatton look on.



**Happiness:** *A happy person is not a person in a certain set of circumstances, but rather a person with a certain set of attitudes.* —Hugh Downs, broadcast journalist

## Early coordination reduces project expenditures

In the flurry of activity that accompanies starting a project it's easy for people to overlook the necessity of coordinating with the State Historic Preservation Office (SHPO) for information on what can be done to affected facilities or sites, said HED archaeologist Kanalei Shun, EC-E, in a Dec. 6 presentation. This is particularly important on military installations throughout Hawaii because so many of those sites are associated with World War II, an important event in the nation's history. Although Hawaii is not as affected as the rest of the country, Cold War sites such as missile silos are now becoming eligible for the National Historic Register due to their age.

"The time for project managers to coordinate is before the DD 1391 form (Military Construction Project Data) goes to Congress," said Shun. It's usually about five years out when funds are programmed, he said. Sensitivity to this requirement will significantly reduce ultimate costs and minimize "time growth" on a project.

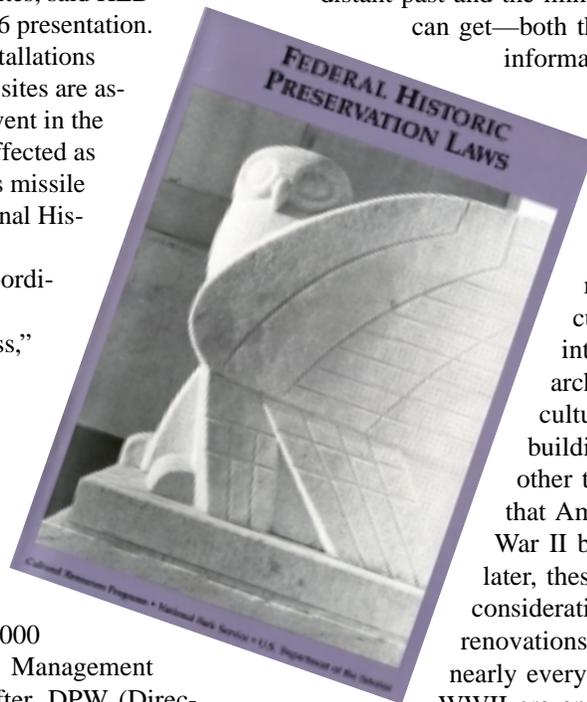
In order to assist with compliance with federal law and regulations as well as Department of Defense policy and procedures, Hawaii Army installations in 2000 implemented Integrated Cultural Resources Management Plans for Schofield Barracks and Fort Shafter. DPW (Directorate of Public Works) has a cultural resource manager (CRM) in its Environmental Branch—Dr. Laurie Lucking.

"A basic element of the criteria of the Historic Preservation Act is whether understanding of America's history would be affected by the loss of any of the structures or sites that existed at that time," said Lucking.

"Notwithstanding the importance of complying with the law, understanding who we are as a culture is a critical component of national pride," said Shun. "It involves both the distant past and the immediate past, as much of it as we can get—both the good and the bad. The more information we have, the easier it is to develop a complete picture."

The Island of Oahu occupies a unique place in the world. The birth of the Hawaiian culture extends far enough back in time that its roots are obscured. Significant cultural resources therefore fall into the three categories of archaeological sites, traditional cultural properties, and historic buildings and structures. And, among other things, it was at Pearl Harbor that America's involvement in World War II began. Today, nearly 60 years later, these joint legacies take the form of considerations that must be made with renovations, alterations or additions to nearly every structure that dates to the WWII era and the time immediately follow-

ing it but also to sites that preceded Western influence. By cultivating awareness to statutory requirements for preserving the past, Corps employees can provide a better product to their customers at a greatly reduced cost and do their part to preserve the history of Hawaii for future generations.—Alexander Kufel



**Another success story...** *The Defense Reutilization and Marketing Office (DRMO) held a dedication ceremony for its new 1,500 square foot Conforming Storage Facility Administration Building at Pearl Harbor on Dec. 5. DRMO contracted with HED to design the facility in Sep. 1999, and the \$302,000 construction contract was awarded to Ocean House Builders. The building, consisting of a five-room administration office, is attached to the existing Hazardous Waste Conforming Storage Facility. The additional office space provides DRMO with work space for the environmental specialists, a meeting room and much-needed storage space. According to Gerald Young, project manager, DRMO is very pleased with the final product. Young said that HED construction representatives, Jonathan Serrao and Randy Chun, are a big part of the success in customer satisfaction.*  
—Photo by Gerald Young.

**Age:** *Old age is like a plane flying through a storm. Once you are aboard there is nothing you can do about it.*  
—Golda Meir, former Israeli prime minister

# Division hosts FUDS interagency meeting and workshop

By Doug MaKitten

Nearly 30 participants from a variety of state and federal agencies and the Commonwealth of the Northern Mariana Islands took part in an interagency Formerly Used Defense Sites meeting and workshop at Pacific Ocean Division headquarters on Jan. 19.

The meeting, organized jointly by the Corps and the U.S. Environmental Protection Agency, was an initial attempt to more effectively address regulatory and stakeholder interests and concerns at FUDS properties.

Brig. Gen. Randal R. Castro welcomed the group and left them with several goals:

- to speak as a voice to the needs of the region's FUDS needs
- to adopt a "team of teams" philosophy to work together for the common good
- to work together to prioritize what needs to be done

Castro also noted the Corps was in the quality of life business, which certainly applied to its participation in this effort. He said the Corps is committed to improving the quality of life for American military service members and their families through military construction, the quality of life of our nation through management of inland waterways and water infrastructure and the quality of life of the entire planet with its environmental work.

In addition Castro shared his philosophy of leadership captured in the acronym "TIPS" which stands for:

- Talk with others
- keep others Informed
- make others' lives Predictable by not surprising them
- be Sensitive to others' needs

Speaking on behalf of HED commander Lt. Col. Ronald N. Light, Deputy District Engineer for Programs and Project Management and chief of Programs and Project Management Division Ray Jyo emphasized the importance of the FUDS program to the District.

"We believe that by meeting like this and working together we can better coordinate our efforts and better execute the FUDS program," said Jyo.

The gathering's morning session was devoted to a series of presentations, while the afternoon was dedicated to facilitated group discussion about the many aspects of the FUDS program.

POD Environmental Program manager George Kimura provided a national and POD-wide overview of the FUDS program.

"The goal of the FUDS program is to reduce, in a timely and cost effective manner, the risk to human health and the environment resulting from past Department of Defense activities at formerly used Department of Defense properties," said Kimura.

FUDS properties were defined as formerly owned, leased, or possessed by, or under the jurisdiction of the Secretary of Defense within the 50 states, districts, territories, commonwealths and possessions over which the U.S. has jurisdiction.

The FUDS program was established by Congress in 1984. The Army is the Executive Agent for FUDS and the Corps is responsible for carrying out the program. Nationwide there are more than 2,500 FUDS properties requiring cleanup and more than 1,300 projects are underway according to a Corps headquarters brochure. The Defense Environmental Res-

toration Program requires DoD to carry out DERP "in consultation with" EPA.

Kathleen Shimmin, EPA Region IX FUDS program manager, said her agency's goals in the initial interagency FUDS meeting were to describe the programs, identify the players, and make a start towards developing a coordinated effort in dealing with FUDS issues.

Shimmin said EPA hoped that, in this and future meetings, the group would identify major issues of concern, categorize those issues and form working groups to manage the process.

HED FUDS program and project manager Helene Takemoto followed Kimura. She provided an informative history of the FUDS program and an overview of FUDS activities in HED. Takemoto said HED has completed 31 FUDS projects and has another 114



*Environmental Chemical Corporation workers place heavy-duty plastic sheeting as they begin constructing a containment cell near the Tanapag Village, Commonwealth of the Northern Marianas PCB-remediation project site. Excavated PCB-contaminated soil will be stored in the cells until the cleanup portion of the project begins. Each containment cell holds approximately 1,500 cubic yards of material. The Tanapag project is one of HED's more challenging Formerly Used Defense Sites cleanup projects and ECC, a leading company in the PCB-remediation field, has been contracted with by the Corps to do the work. — Photo by Frank Ono.*

**Humor:** *Laughter is the closest distance between two people.* —Victor Borge, Danish pianist and comedian

## Electronic Library

by Ruby Mizue

### WHAT'S NEW ON THE INTRANET. . . .

The Honolulu District Intranet [POHINFO] is up and growing! This private web-based network is accessible to district employees only and is used to distribute and support corporate information needs. In the last PMBP issue of this newsletter, we noted that you could find all pertinent PMBP documents at <https://pohinfo/pmbp/index.html>.

By accessing the Intranet Home Page at <https://pohinfo/>, you will be able to link to the "After Action Reports" page, the new "From Our Customers" page, and the "Information Papers" page. Don't let the security warnings discourage you from exploring the Intranet. Your suggestions for other categories of information to be shared among district employees through the Intranet are welcome!

### LOCATING GOVERNMENT INFORMATION

As federal employees, we all find ourselves searching for government information at one time or another. *FirstGov* is an official US Government website that provides the public with free, easy, one-stop access to all online U.S. Federal Government resources. Visit the site at <http://www.FirstGov.gov>. It is an excellent starting point for any type of information from local, state, and federal government agency websites. Be sure to

review the "First-Time User" section for helpful hints on searching effectively.

### PACIFIC ISLANDS/NEW ZEALAND WEB SITES

The Te Puna Web Directory [[http://tepuna.natlib.govt.nz/web\\_directory](http://tepuna.natlib.govt.nz/web_directory)] is a searchable directory of New Zealand and Pacific Island web sites, maintained by the National Library of New Zealand. The directory provides extensive links to sites of well known (Hawaii, Galapagos) and not so well known (Niue, Wallis, Futuna) Pacific Islands. Enjoy some fascinating browsing at this Pacific Islands site!

### CAREER INFORMATION—WHAT'S AHEAD IN THE NEW MILLENNIUM.

The *Occupational Outlook Quarterly* is published by the US Department of Labor, Bureau of Labor Statistics. Read it online at <http://stats.bls.gov/opub/ooq/ooqhome.htm>.

The Bureau also publishes the *Occupational Outlook Handbook*, a nationally recognized source of career information designed to provide valuable assistance to individuals making decision about their future work lives. The *Handbook* is also available from this web site and describes a wide range of occupations, working conditions, training and education requirements, earnings, and expected job prospects

## PRODUCTIVITY

### Attitude

Whenever I'm disappointed with my spot in my life, I stop and think about little Jamie Scott. Jamie was trying out for a part in a school play. His mother told me that he'd set his heart on being in it, though she feared he would not be chosen. On the day the parts were awarded, I went with her to collect him after school. Jamie rushed up to her, eyes shining with pride and excitement. "Guess what Mum," he shouted, and then said those words that will remain a lesson to me: "I've been chosen to clap and cheer!"

—Unknown

### Brains, not bloodlines

Offspring of America's most distinguished families frequently find

themselves employed as investment bankers. In Harrap's *Book of Business Anecdotes*, Peter Hay recalls a story from the 1920s in which a Chicago banking firm wrote to a Boston investment banker for a letter of recommendation for a young Bostonian under consideration for a job.

The response was immediate, and the Boston firm's letter spelled out that the young man's mother was a Lowell and his father was a Cabot. It also listed other relatives --the Appletons, Peabodys, and Saltonstalls-- from among Boston's blue bloods.

The Chicago firm's acknowledgment letter was short, thanking the Boston firm for writing, but pointing out that the letter was not particularly helpful in the employment decision. As they pointed out, "We are not contemplating using the young man for breeding purposes."

—Quotable Business

**Education:** *You cannot teach a man anything; you can only help him find it within himself.* —Galileo Galilei, Italian astronomer and physicist

# Customer satisfaction survey: Bad news, but good news, too



By Lt. Col.  
Ronald N. Light  
HED Commander

## Commander's Comments

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I know that many of you have worked extremely hard to delight customers.

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I've said to you before that “bad news does not get better with age.” I used a metaphor of spoiled meatloaf in your refrigerator to symbolize “bad news.” When you find spoiled meatloaf (OK, or poi or lau lau...) in your refrigerator, the best way to deal with it is to get it out and throw it away. You will only solve the problem by dealing with it. In the same way, I've asked you to face bad news and deal with it as you find it. It does not get better with age. Accordingly, I have some news I want to share with you, concerning the results of the customer surveys we've received for calendar year 2000.

I think you know that each year we send surveys to our customers. Again this year the District's leadership hand-delivered many of the surveys. We've posted the survey results on our Intranet site at <https://pohinfo/customer/index.html>. (*Editor's Note: this site is only accessible to HED employees using Internet Explorer.*) We will corporately review and respond on an individual basis to each survey; some of this work has already occurred. Perhaps this gives you an idea how much effort your leadership puts into soliciting, and then addressing, customer feedback. It's serious work. You have a role to play, too.

We were surprised by this year's survey results; our overall ratings are lower in 30 out of 31 categories than in 1999. My first reaction to this was dismay: I know that many of you have worked *extremely* hard to delight customers, and I've put forth a lot of effort during the past seven months along side of you. So what are the facts?

More customers responded to our survey this year (69 percent) than last year. That is good news. We know for a fact that some customers were so disappointed with our performance in calendar year 1999 that they did not bother sending in feedback. This year, we received feedback from these customers. So, while the surveys show a downward trend in customer satisfaction, in some ways I believe we are doing better, as more customers have provided us feedback. This does not mean, of course, that we are “delighting” everyone.

Common themes from customers are that we are “too

slow;” “too expensive;” and that we “don't keep them informed.” Other recurring themes were that we should do a better job of resolving customer concerns, make a greater effort to treat customers as important members of the team, and improve project management.

So the bad news is that we have not reached our goals of “delighting” all customers yet. Fortunately, that's not the entire story. There is good news, too! We—you and I—can affect change in these areas. Our FY 01 OPLAN addresses what we need to do to improve. For example, we've asked you to “address customer issues within one day.” I've been emphasizing this for several months now; I believe it is a simple, yet extremely powerful model for treating our customers! Recently we've also established a standard in HED for responding to customer's letters in seven calendar days, as well. This is another step towards providing better service to our customers. And, there is almost no cost associated with either of these initiatives.

Where are we headed with respect to this year's customer feedback? PPMD is developing a plan to address our customers' concerns, either through letter, phone call, or personal visit. I will conduct some of these visits. And, later this month, we'll send out our first quarterly customer survey...designed to give us more regular feedback (and not get all the news at the end of the year). I am personally committed to solving issues that our customers have raised. I ask the same of you.

Finally, let me leave you with a question and an answer: *Did you know that we send every issue of the Pacific Connection to our customers?* They are reading these words just as you are. And, let me suggest that they are wondering if the Honolulu Engineer District really *is* committed to great customer service. I truly hope you have chosen accordingly. It takes *every* member of the District to delight customers. Working together as a team we can do it! **Choose to be part of the solution.**

**Adversity:** *Oh, my friend, it's not what they take away from you that counts. It's what you do with what you have left.*  
 —Hubert H. Humphrey, former U.S. Vice President and legislator



**Aloha means Hello to...CynDee Oleyte**, Emergency Management Division; **Randall Tsuneyoshi**, Real Estate Division; **Sharon Freitas**, Information Management Division; **Russell Iwamura**, DETS, POD; and **Ben Simao**, Information Management Division, POD.

Resource Management Division, who retired in January; **Sally Minami**, Resource Management Division, to USARPAC; **Miranda Camil**, Programs and Project Management Division, who resigned; **Melvin Wright**, Logistics Management, whose Term Appointment expired; **Elsie Smith**, Public Affairs Office, who retired in January; **Robert Henson**, Office of Counsel, to Japan District; **Russell Iwamura**, Engineering and Construction, to POD; and **Ben Simao**, Information Management Division, HED to Information Management Division, POD.

**Aloha means Goodbye and Good Luck to... Scott Newitt,**

**FUDS workshop**

*Continued from page 9*

FUDS properties where projects are either underway or planned. According to Takemoto, HED's FUDS work ranges from complex efforts such as the ongoing Tanapag, Commonwealth of the Northern Mariana Islands, PCB-remediation to relatively simple removals of underground storage tanks. She said a major challenge is the level of funding — HED projects are in competition with all others in the Corps. That makes careful prioritization essential. During the afternoon session, facilitators Robert Curnyn, of POD's Directorate of Engineering and Technical Services, and Shimmin led the group through the process of developing issues

and concerns. Topics listed ranged from how sites are included in the FUDS program and how work is funded, to the authority of various agencies and the need for improved communication, both internal and external. Next, the organizers of the meeting will go through notes from the brainstorming session, group related issues together and work towards a consensus on how to tackle key recurring themes. Attendees included representatives of the Corps, EPA, the National Park Service, U.S. Fish and Wildlife Service, U.S. Coast Guard, the U.S. Public Health Service's Agency for Toxic Substance and Disease Registry, the State of Hawaii Department of Health, and the Commonwealth of the Northern Marianas' Department of Environmental Quality.

**2001 General Schedule Pay Schedule**

(Not Including Locality Rates of Pay)\*  
 Effective January 2001

Grade	Annual Rates for Steps (in dollars)									
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GS-1	14,244	14,719	15,193	15,664	16,139	16,418	16,884	17,356	17,375	17,819
GS-2	16,015	16,395	16,926	17,375	17,571	18,088	18,605	19,122	19,639	20,156
GS-3	17,474	18,056	18,638	19,220	19,802	20,384	20,966	21,548	22,130	22,712
GS-4	19,616	20,270	20,924	21,578	22,232	22,886	23,540	24,194	24,848	25,502
GS-5	21,947	22,679	23,411	24,143	24,875	25,607	26,339	27,071	27,803	28,535
GS-6	24,463	25,278	26,093	26,908	27,723	28,538	29,353	30,168	30,983	31,798
GS-7	27,185	28,091	28,997	29,903	30,809	31,715	32,621	33,527	34,433	35,339
GS-8	30,107	31,111	32,115	33,119	34,123	35,127	36,131	37,135	38,139	39,143
GS-9	33,254	34,362	35,470	36,578	37,686	38,794	39,902	41,010	42,118	43,226
GS-10	36,621	37,842	39,063	40,284	41,505	42,726	43,947	45,168	46,389	47,610
GS-11	40,236	41,577	42,918	44,259	45,600	46,941	48,282	49,623	50,964	52,305
GS-12	48,223	49,830	51,437	53,044	54,651	56,258	57,865	59,472	61,079	62,686
GS-13	57,345	59,257	61,169	63,081	64,993	66,905	68,817	70,729	72,641	74,553
GS-14	67,765	70,024	72,283	74,542	76,801	79,060	81,319	83,578	85,837	88,096
GS-15	79,710	82,367	85,024	87,681	90,338	92,995	95,652	98,309	100,966	103,623

\* INCORPORATING A 2.70% GENERAL INCREASE