

The

# Pacific Connection



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**New housing for single soldiers at Schofield Barracks is just one of the many projects HED has completed for its biggest customer, the U.S. Army Garrison, Hawaii, Directorate of Public Works. See story on page three. — Photo by Michelle Cain**



# Good news for Schofield soldiers as GAO dismisses contract protest

By Doug MaKitten

The General Accounting Office has dismissed a protest by Dick Pacific/Shintani Joint Venture on the Quad F barracks renovation project at Schofield Barracks.

“This timely decision is good news for the soldiers who will live and work in the barracks and for the Corps of Engineers,” said HED chief counsel Vince Faggioli. “It means we can start on the badly-needed renovations to improve the quality of life for our men and women in uniform and it validates our contracting process and decision making. The General Accounting Office obviously understood the importance of getting started on the work, and therefore truncated the decision timeline.”

Dick Pacific/Shintani had protested the \$47.8 million December 28 contract award to Ocean House Builders to renovate four, three-story barracks. When finished, the barracks will house 300 single soldiers and also provide command administrative space. The protest, filed with GAO on January 22, required that all construction actions be halted pending resolution.

According to Faggioli, the protest process ensures that the laws and regulations of the United States are upheld in the procurement process. When a protest is filed, the protester tells the United States General Accounting Office that they believe that the contract award process was flawed in some way. Faggioli said that in ruling on the merits of the Dick Pacific/Shintani protest, the General Accounting Office determined that the contract award process was not flawed.

HED acted quickly when GAO dismissed the protest, providing a notice to proceed to the successful contractor.

“Ocean House Builders accepted our notice to proceed on March 19 and they have a 600-day period of performance,” said David Kam, HED’s chief of Contracting Division and the contracting officer who made the award.

That means the soldiers from the 25<sup>th</sup> Infantry Division should be able to move into renovated barracks in the winter of 2003/2004.

The March 14 GAO ruling upheld the Corps’ decision to award the contract to Ocean House Builders. After evaluating information provided by Dick Pacific/Shintani and HED, GAO ruled in favor of the Corps and dismissed the protest.

In his decision, GAO General Counsel Anthony H. Gamboa ruled that the Dick Pacific/Shintani protest was untimely because it was not filed by the closing date for the final revised proposals.

Gamboa went on to state that in addition to the untimeliness of the protest, there was no substantive basis to object to the Corps’ actions and that the Corps had properly handled the procurement.

Both Kam and Faggioli credited the team of contracting, legal, and engineering personnel, for their superb efforts in responding in an effect and timely manner to the protest. They said special recognition goes to Lynn Arakaki (Contracting) and Robyn Au, Rick Totten and Richard Say (Office of Counsel) who spent late nights and weekends preparing and finalizing a written response on the protest to GAO.

“Although we prevailed in the protest, the focus should al

See “GAO,” page 12



These buildings are part of the \$47.8 million Quad F renovation project at Schofield Barracks. The recent GAO decision dismissing a protest over the contract award means renovations may begin on the barracks that will house 25th Infantry Division soldiers. — Photo by Michelle Cain

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Honolulu Engineer District Commander.....Lt. Col. Ronald N. Light  
Chief, Public Affairs .....Douglas S. MaKitten  
Public Affairs Specialist.....Alexander Kufel  
Editor .....Michelle Cain

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HED's biggest customer

# District provides multi-faceted support to Directorate of Public Works

By Michelle Cain

**A** rmy Transformation. Whole Barracks Renewal (WBR). Residential Communities Initiative (RCI). Operation and Maintenance, Army (OMA). These programs, under the umbrella of the U.S. Army Garrison, Hawaii, Directorate of Public Works (DPW), make up nearly 40-percent of the Honolulu Engineer District's project workload, making DPW the District's biggest customer.

HED provides engineering, planning, environmental, and technical support for all these programs whenever it's needed, said David Lindsey, HED's PM Forward.

DPW has felt the affects of downsizing, going from a workforce of 660 four years ago to its current 350 employees. "For a lot of our workload, especially the engineering requirements, we've turned to HED to help pick up the slack," said Col. William E. Ryan, III, DPW's director.

"DPW has a lot of things going on," said Lindsey. "We try to support wherever we can, to fill in the gaps that DPW has, and to help execute everything in a timely and efficient manner."

The Corps provides all of the military construction (MILCON) for DPW, of which the WBR program is a part. Over the life of the program, from 1996 to 2007, all of the old barracks are being remodeled at a cost of more than \$1 billion, according to Ryan.

"If you've ever been in some of the old barracks, and then you walk into the new barracks, it's night and day," said Ryan. "There's no doubt about it, that's probably one of the biggest morale boosters we've got going right now for the soldiers. If you drive around the installation you can see a lot of work going on. Most of that is through the District."

Maintenance and repair work is also included under the MILCON program, and HED is the design and construction agent for those projects, said Ryan. "Most of the renovations we've done recently, like kitchens and baths, we do through the District. They do a very good job at it."

The District also receives a substantial amount of funding from DPW for designs and various studies and environmental projects it provides to DPW under the OMA program, said Lindsey.

Army Transformation is another vitally important program in which HED supports the DPW. The 25th Infantry Division is beginning a transformation that will ultimately see it emerge as a different kind of fighting force. The first stage in the process is the creation of an Interim Brigade Combat Team or IBCT. However, in order for that to happen, HED must successfully manage the IBCT environmental impact statement (EIS) process, an intensive public and government agency review of the potential environmental impacts of the Army's plans. *(Editor's Note: In the next issue of the Pacific Connection, we will take a detailed look at the IBCT EIS process and what it means to the Army, the state of Hawaii and HED.)*

The transformation of the 25<sup>th</sup> Infantry Division from a light division to a medium-weight division will require an estimated \$660 million worth of military construction, in the form of ranges, roads, motor pools, and training facilities to support the IBCT when it comes online in 2007, said Ryan.

"DPW has gotten a lot busier with the transformation program," said Lindsey. "It's a relatively fast-track program; they need to get the support information for projects done so they can get it into the MILCON program and then do execution and construction later on."

HED Real Estate Division handles all of DPW's real estate transactions, including

acquiring additional acreage for training the IBCT. "We've got dozens, maybe hundreds of rights of way, easements and those kinds of things in our training areas on both islands (Oahu and the Big Island)," Ryan explained. "We're planning to buy land on the Big Island, and they're working a land purchase on the south side of Schofield towards Kunia. All of those buys will be done by the District."

Both Ryan and Lindsey agree that the key to the successful relationship between HED and DPW is good communication.

"Many times DPW is tasked with things late in the afternoon that need a quick response and a lot of times they turn to HED for support," said Lindsey.

"There are a lot of people involved in a lot of different levels within DPW and we work on a daily basis with people from the District," said Ryan. "I get great support. Overall, they're doing a bang-up job."

"Much of the success is credited to David Lindsey and the excellent work he does as HED's PM Forward," said Andrew Kohashi, HED's chief, Army-Hawaii Branch. "Another element improving communication and customer satisfaction is the Project Management Business Process (PMBP). The DPW staff are essential members of all project delivery teams, spanning all projects, programs and levels of both organizations."

HED's Schofield Barracks Resident Office (SBRO) executes the construction contracts on behalf of the DPW and 25<sup>th</sup> ID, said Earl Hiraki, SBRO Resident Engineer. "The established relationships have been synergistic and beneficial to the entire military community for an extended period of time and hopefully will continue real examples of a 'win-win' scenario."

"It's very important to support DPW in the sense that we have a mission and we know what the mission objectives are," said Lindsey. "Basically it's to support the end user, which is the soldier."

**Talent:** Everyone has talent. What is rare is the courage to follow that talent to the dark place where it leads. —Erica Jong

# Employees of the Month



**Jodi Yoshishige**

**Hometown:** Aiea, Hawaii

**Family:** Husband Jon, son Sean (22 months)

**Position with Corps and how long:** Civil Engineer, with the Corps for nine years

**Describe your job in 50 words or less:** I provide coordination efforts with the contractor to enforce and monitor government quality assurance requirements as well as negotiate modifications during the construction phase of various structures and facilities.

**What do you like best about your job?** Working with energetic and enthusiastic team members (Gerald Young and Randy Chun) and also having the opportunity to meet and work with different people/contractors.

**What is the most difficult part of your job?** Juggling my family activities when I'm needed at work during the weekends.

**If I was the DE for a day, I would...** give everyone 59 minutes off.

**What is the best improvement in the District in the past six months?** The newer and brighter appearance to the corridors in Building 230.

**What is the best improvement in your office in the past six months?** The new black computers are a great improvement.



**Robyn Au**

**Hometown:** Nanakuli, Hawaii

**Family:** Daughter Jenna (5 years)

**Position with Corps and how long:** Attorney-Advisor, 16 years

**Describe your job in 50 words or less:** I provide legal counsel to the District Engineer and HED staff regarding labor law, employment law, contract law, and other legal matters. I represent the government before various administrative tribunals.

**What do you like best about your job?** I enjoy the many diverse challenges that our office handles. I take satisfaction when we can formulate "win-win" responses to various issues.

**What is the most difficult part of your job?** Prioritizing issues and juggling the different subject matter.

**If I was the DE for a day, I would...** designate certain offices (on a rotational basis) to have "open house/office" and require other employees to visit the designated offices, mainly to meet each other, to acquire an appreciation of other employees' responsibilities, to understand how all of our work fits into the general business scheme.

**What is the best improvement in the District in the past six months?** The physical improvements, especially the hallway lighting.

**What is the best improvement in your office in the past six months?** We are now fully staffed!

**Effectiveness:** *To increase your effectiveness, make your emotions subordinate to your commitments. —Brian Koslow*

# Resumix: More than just a pretty name

*Story and photo  
by Alexander Kufel*

Fifteen minutes into employment counselor and trainer Kathryn Kraemer Troutman's presentation on how to apply for a promotion or job placement using *Resumix*, one notices that most of the audience is sitting straighter in their seats, straining to hear what she is saying.



**Kathryn Kraemer Troutman teaches HED employees how to improve their resumes using Resumix.**

According to Troutman, in today's job-seeking world, the ground-rules are changing, the rules to play are changing, and the rules to win are changing. Likening her approach to that of a breath of fresh air to federal employees long accustomed to the tedium of job applications is like describing a tidal wave in surfer terms as two to four feet. The two whirlwind presentations Troutman made to Army Garrison and Corps of Engineers employees at Fort Shafter's Richardson Theatre March 12 left few people in doubt that *Resumix* is a much different environment than the one long occupied by SF171 and OF612 application forms. If one is passed over for a job or for a promotion, it may simply be that they're not presenting themselves appropriately.

"In *Resumix* you have two audiences," she said. "And you must present yourself accordingly." She recommends sticking to the required three-page format, with a fourth page used for required supplemental information. Use tight, terse, complete sentences written in active voice, she said, and load them with nouns and verbs so that the electronic database scanner can isolate skills and recognize the applicant's eligibility for the position. Choose the typeface and size from among Courier, Times and Ariel and a font size of 10, 11 or 12, remembering that a person also will read it.

Likewise, she advises, the résumé should be organized with accomplishments emphasized within the traditional chronology of jobs. Use breaks often, with paragraphs running no longer than eight lines, and use all capital letters for key-word categories so that the human beings (supervisors) reading them can easily find the information they need to make a decision. The resulting résumé little resembles the laundry lists of yore and is considerably thinner to boot.

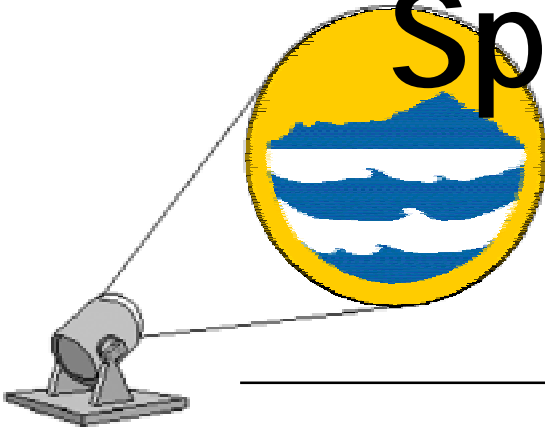
Troutman's presentation was prefaced by an introduction to the *Resumix* application process by Fort Shafter CPAC (Civilian Personnel Advisory Center) specialist Debora Alejandro. She described *Resumix* as a "grammar-based system" using optical character reader technology to accept, extract and store applicant's data. Consideration for a position is accomplished both by "self-nomination" and a determination of eligibility by the system itself. While the system has been in effect for some time, Alejandro clarified that the résumés on file must be updated every four months in order to remain active. Once a person is selected, their résumé becomes inactive. Troutman said that an excellent way to keep an application both active and current is to update one's accomplishments. Both said that to ensure consideration for a position that one really wants, submit résumés via e-mail directly to the CPOC (Civilian Personnel Operations Center) at Fort Richardson, Alaska. Alejandro also said that because errors can cause an application to be rejected, it was prudent for applicants to submit shortly after the opening so there is time to fix problems before the closing date.

Kathryn Kraemer Troutman founded The Resume Place, Inc., a Baltimore-based employment consulting and training company in 1971 and has had an active Internet site [www.resume-place.com](http://www.resume-place.com) since 1995. She is the author of *The Federal Résumé Guidebook*, *The Electronic Résumé Guidebook* and *Creating Your High School Résumé*, among other titles.

**Expectation:** *If you conduct yourself as though you expect to be successful and happy, you will seldom be disappointed. —Brian Tracy*

# Spotlight on HED

## Emergency Management



*Spotlighting an office that is helping to make the Honolulu Engineer District  
The Best Place for the Best People to Work.*

**Interview and photos  
by Michelle Cain**

**T**his month I spoke with Joel Hendrix, HED's Chief of Emergency Management, about his organization and how it contributes to the mission of the Honolulu Engineer District.

*Pacific Connection (PC): What is*

### Emergency Management?

**Joel Hendrix (H):** Emergency Management (EM) is CynDee Oleyte, Rick Oleniacz, Katie Tamashiro and Joel Hendrix. EM: where the 'rubber meets the pothole.' EM is the focal point, or conduit, for the Corps' emergency response to military contingencies and civil disasters.

**PC: What are EM's duties and responsibilities?**

**H:** EM is the District's project manager for emergency response to military contingencies and civil disasters. As such EM has two tasks: (1) ensure the District is ready to respond to military contingencies and civil disasters, and (2) ensure the District is ready to assist others in their response. To ensure we can rapidly respond, teams have been formed to accomplish the missions the Corps routinely is assigned. For example, on the

military side the District has Field Force Engineering teams such as Forward Engineer Support Team - Advance (FEST-A), Base Development Team (BDT), and membership on the Division's Infrastructure Assessment Support Team (IAST), the Contingency Real Estate Support Team (CREST), the Logistics Support Team (LOGST), and the Environmental Support Team (ENVST) which are responsible for providing technical engineering advice to the Theater Commander's Engineer.

On the civil disaster side, the District has civil disaster response teams such as Preliminary Damage Assessment (PDA), Emergency Power Planning and Response



HED's Emergency Management staff participate in an emergency management exercise in their newly-renovated command center. Clockwise from front are: Katie Tamashiro, CynDee Oleyte, L. Col. Robert Cabasug, Joel Hendrix, and HED Deputy Commander, Maj. Scott Schriener.

**Habits:** *An unfortunate thing about this world is that the good habits are much easier to give up than the bad ones. —W. Somerset Maugham*

Team or Generator PRT, Containerized Tactical Operations Center (CTOC), Emergency Response and Recovery Office (ERRO), and membership on the Resource Management PRT, Contracting



**CynDee Oleyte checks the status of an operations order during an emergency management exercise.**

PRT, Logistics PRT, and Emergency Support Function #8 Assistant Team Leader (ESF-3 ATL) which provide the key staff necessary to conduct civil emergency response.

**PC: How does EM deal with, outside of HED?**

**H:** In preparation of responses EM deals with the state, commonwealth and territory's Civil Defense Directors and Public Works Directors, with the Federal Emergency Management Agency's (FEMA) Pacific Area Office, and with U.S. Army Pacific Command Deputy Chief of Staff, Engineering (USARPAC DSCENG).

**PC: What services does EM provide to outside agencies?**

**H:** EM is the single point of contact with our response partners to plan and respond. As such, we are the door to the Corps' wide variety of contracted and in-house services. This may be installing generators at a prison in Guam following an earthquake, it may be debris management following a typhoon in Samoa, it may be design of a detention facility for terrorists, it may be design of a refugee camp; it depends on the customer's need.

**PC: What are some of the challenges that EM faces?**

**H:** EM has two principle challenges. The first is the education of our customers on the capabilities of the Corps.

This is difficult because the Corps has so many area of expertise ranging from providing bottled water to drilling wells, removing hazardous wastes to emergency contracting to technical engineering. One must be knowledgeable on the Corps to educate others on our capabilities and our business processes. Once knowledgeable one must then tailor the education to the customer's needs.

to what I perceive as the customer's needs. This requires considerable research on the Corps and how we operate, and empathy for who the customer is, what she wants, and what she will do with our expertise.

The second challenge is the inherent competition with PPM during a response. Since emergency response work is non-programmed work, EM acts as a project manager competing with the programmed work for the District team's time. Fortunately, the team understands this and has attempted to minimize disruption caused by a response by identifying teams that are likely to be

needed.

**PC: How does EM measure its customer service?**

**H:** Besides the Customer Feedback Surveys and After Action Reviews, EM uses our personal relationships.

**PC: How does EM fit into the PMP?**

**H:** EM is a project manager. We do "cradle to grave" management of disaster responses and military contingencies. We ensure that we have funds, that we have plans, we oversee the execution, we ensure closeout of the finances and we do the After Action Review. In addition, Rick Oleniacz has developed PMPs for the Inspection of Completed Works and Preliminary Damage Assessments. These are the first in the Corps for these areas.

**PC: How has EM been recognized for outstanding performance?**

**H:** We get "atta-girl" letters from customers. These are the best form of recognition EM could ask for. When FEMA or the Public Works Director says "Thanks, what you did was great," we

know we are doing the right thing.

**PC: Do you have any final thoughts?**

**H:** When business is routine and normal, EM is out of sight and out of mind. But when that routine road develops a pothole in the form of an earthquake, a typhoon, or a war on terrorism, EM is thrust into the front. EM is only the conduit and focal point for the Corps' emergency response to military contingencies and civil disasters. EM doesn't do the work; you do. You are what makes us able

*When business is routine and normal, EM is out of sight and out of mind. But when that routine road develops a pothole in the form of an earthquake, a typhoon, or a war on terrorism, EM is thrust into the front."*

*Del Hendrix*

to answer the plea of emergency generators. You are what enables us to provide base camps for troops, displaced persons camps for refugees, and holding areas for suspected terrorists.

Thanks.

**Perspective:**

*The optimist sees the rose and not its thorns; the pessimist stares at the thorns oblivious to the rose. — Kahlil Gibran*



*Building a strong and healthy workforce*

## **HED HealthWatch**

### **Bodies need to strike balance between rest and activity**

**I**nnovations in equipment for the home and office have made quick work of chores. More and more of our waking hours are spent sitting, in front of a computer, in our cars commuting to and from work, and shuttling our families to and fro. While our brains may get a workout, unfortunately our bodies do not.



**Bowling is part of Teri Hall's (EC) regular exercise routine. Any activity that you enjoy, and participate in regularly, can contribute to a healthy lifestyle. — Photo by Michelle Cain**

“Our bodies truly prefer to be in a balanced state, a balance between activity and rest, calorie intake and calorie expenditure, stress and relaxation,” said Karen Friedman, a physical therapist with the Deployment Health Clinical Center at Walter Reed Army Medical Center in Washington. “When a person experiences too little exercise, many complications can occur.”

Complications can include loss of flexibility, muscle mass strength, bone density, endurance and weight gain; activity intolerance; stored stress; poor sleep, cardiac concerns, elevated

blood pressure, and more. On the other hand, she said, a well-planned and consistent exercise program can positively impact on all of these concerns.

When we talk about exercise as part of a

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***Our bodies truly prefer to be in a balanced state, a balance between activity and rest, calorie intake and calorie expenditure, stress and relaxation.”***

***Karen Friedman***

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healthy lifestyle, Friedman said, we are speaking of making significant long-term changes in daily habits. A healthy lifestyle is not a hobby that you do whenever you feel like it. It involves making a commitment to look better, feel better and, in turn, perform jobs and life roles more effectively.

For most of us, exercise must be planned.

Implementing and maintaining a lifelong exercise program involves commitment and strategy. Two key strategies in adopting an exercise routine are to make it realistic and enjoyable.

“Exercise is beneficial for everyone. Our military personnel are in a culture that encourages



physical fitness as part of a daily routine and readiness requirements,” Friedman said. “Civilians may also be in a climate that fosters a healthy way of life, but too often members of both groups find themselves with too little time and too much to do and no time to exercise.”

A balanced exercise program, she continued, contains stretching for flexibility, cardiovascular activity to increase endurance, strengthening exercises to increase muscle mass and bone density, and variety to avoid repetitive stress injuries and boredom. Try to exercise 30 to 40 minutes at least three times a week, she recommends.

She discussed a sample program for five exercise sessions a week. Try three sessions of cardiovascular exercise followed by stretching, she said, and two days of strength training with either machines or free weights followed by stretching.

Good choices among cardiovascular activities, she suggests, include walking or running on a treadmill or track; bicycling on a regular or stationary bike; swimming or water walking; and using cross-training, stair climbing and rowing machines.

Friedman shares some thoughts for beginners and veterans:

- Set a comfortable level for the first few exercise sessions. Too many people mistakenly start so ambitiously (“no pain, no gain”) that they become sore and discouraged. Then they quit. If you haven’t exercised for a while, a 15-minute neighborhood walk is a good start.

- Begin your exercise session with a warm-up and end with a cool-down. Follow up your exercise with stretching to help ward off soreness and to increase your flexibility.

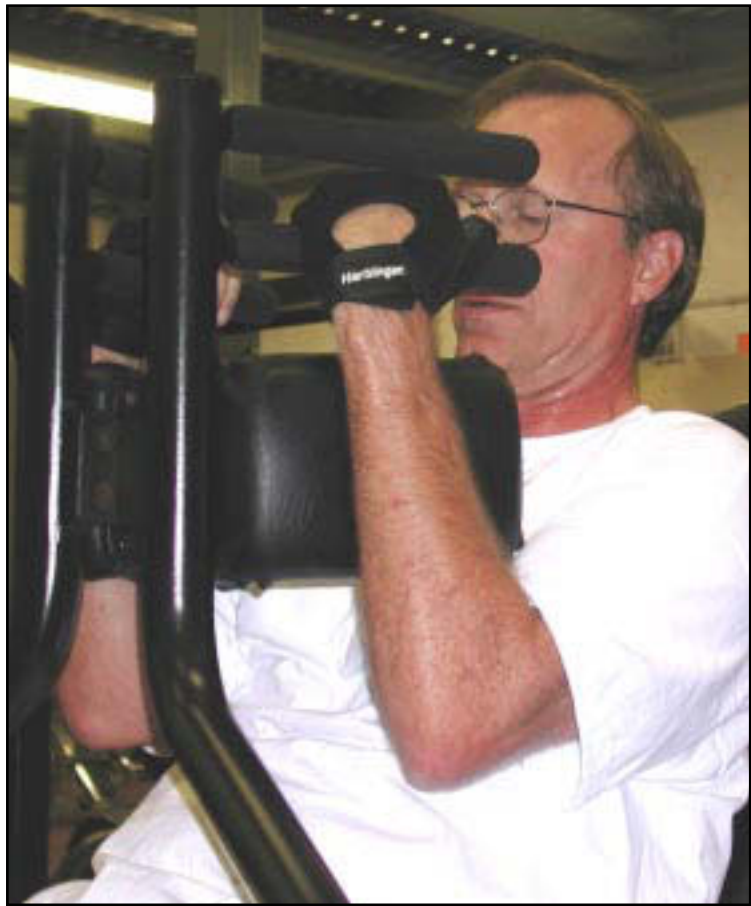
- Slow, gentle stretching exercises are more effective than fast or abrupt movements. Stretching should not cause pain. Never bounce when you stretch.

- Dress appropriately. Wear loose, comfortable clothing in light layers that you can remove as you warm up.

- Wear the right shoes. Knee, hip and back problems can occur if shoes don’t support your feet properly or are worn out. Also, orthopedic problems in your legs or feet may require medical treatment or special shoe fittings called orthotics.

Some people shy from weight training because they don’t want to “bulk up.” Friedman said the key to gaining strength but not large muscle masses is to do more repetitions (two or three sets of 10 “reps”) using light weights.

Exercise when you’re most geared up for it. For instance, don’t do mornings if you’re the kind



**Jim Pennaz** uses the weightlifting equipment at Fort Shafter’s gym as part of his regular exercise routine, in addition to swimming and walking. — Photo by Michelle Cain

of person who needs a coffee transfusion to open your eyes. Try not to exercise after dinner, because raising your metabolism when your body is trying to wind down for sleep invites insomnia.

Find out what motivates you to stick with your program. One person might need company and encouragement while another prefers being alone to decompress and ponder.

Get a medical check-up before starting an exercise program, and especially if you’ve had a recent or current health problem.

Learn proper technique. Exercises done improperly won’t give you the results you want, but they will put you at risk for injury.

“Exercise is good for everyone as long as you go about it intelligently,” she said. “If you are already fit, think about adding variety to your workout. If you have not been exercising but want to start, be patient and be realistic in setting goals.

“Whatever you do, select activities you enjoy,” Friedman insisted. “You will not stick with a program you hate.”

*From the Office of the Assistant Secretary of Defense for Health Affairs*

**Individuality:** Every apple in the harvest, every brightly colored leaf is beautiful in its own way. So are you, as you bring your special beauty to the world. —Jennifer Rosenkrantz

# Electronic Library

by Rh Me

## Electronic Personnel Security Questionnaire (EPSQ)

If you and/or your supervisor determine that you need a security clearance in order to perform certain functions or fulfill specific responsibilities that are part of your job, you may be asked to complete the EPS questionnaire. EPSQ is a software system developed by the Defense Security Service (DSS) to facilitate the electronic submittal of Personnel Security Investigations. The software has been downloaded and installed on a PC in CEPOH-IM for your convenience and secure use.

EPSQ will step you through the completion of appropriate forms, validate the completeness of your efforts, and facilitate your transmittal of these forms to the Security

Manager. You will find the EPSQ process much easier if you are well prepared before sitting down at the designated PC in the IM office. You will be asked to document personal activity dating five to ten years into the past, so having complete and accurate information readily available for input will speed your efforts and the entire investigative process.

Visit the DSS-EPSQ website at <http://www.dss.mil/epsq/index.htm> to get an overview of how the process works and what information you will need to bring with you. Be sure to view the "Subject Edition On-Line Instructions" and the "Guidance for Completing Security Information." There are also very helpful Frequently Asked Questions (FAQ's) that cover the most common problems users have encountered with entering data, navigating the software, and printing.

When you are ready to complete your forms, call CEPOH-IM at 438-9834 to reserve the PC for EPSQ use. You should use this designated PC rather than attempt to download and install EPSQ on your own PC. For general questions on security clearances, contact your Security Manager.

## PRODUCTIVITY CORNER

### Anger and the fence

There was a little boy with a bad temper. His father gave him a bag of nails and told him to hammer a nail in the back fence every time he lost his temper.

The first day the boy drove 37 nails into the fence. Then it gradually dwindled down. He discovered it was easier to hold his temper than to drive those nails into the fence.

Finally the day came when the boy didn't lose his temper at all. He told his father about it and the father suggested that the boy now pull out one nail for each day that he was able to hold his temper.

The days passed and the young boy was finally able to tell his father that all the nails were gone. The father took his son by the hand and led him to the fence. He said, "You have done well, my son, but look at the holes in the fence. The fence will never be the same. When you say things in anger, they leave a scar just like this one. You can put a knife in a man and draw it out. It won't matter how many times you say I'm sorry, the wound is still there."

-Author unknown

### Following your bliss

I've learned lots of lessons from watching creative people at work. But I learned the most surprising lesson from a scientist I worked for as an undergraduate. He asked me to sort through applications for post docs in his lab. I picked out the

best and brightest. As he leafed through the stack, he kept a few of the straight A's, pitched out the B's, and then told me to go back to the pile and find students who had made both A's and F's. These would be more than just the smartest. They would be the ones who loved something and followed what they loved.

He was right. People who love a project will be the most creative members of a team—the ones who pitch in to do any job necessary, are willing to go to the very edge of failure, and aren't afraid to reach the limits of their capacities. Their passion for the work energizes everyone else. They know how to engage in the high play that makes breakthroughs possible.

Joseph Campbell deepened this insight when we worked together on *The Power of Myth*. "Follow your bliss," he told me, "and what look like walls will turn into doors."

-Betty Sue Powers, English professor, University of Texas at Austin

### Ability isn't everything

When I was a kid just starting out, I would sell people on my ability. I had graduated from an Ivy League school. I was Phi Beta Kappa. I had held a succession of increasingly important positions in my chosen field. I would tell my prospective bosses (and they usually bought it), "I've got proven ability." I was pretty pleased with myself until the day an aging executive listened to my spiel and laughed. He said, "Son, let me tell you something. Ability, even proven ability, is what you did yesterday. It doesn't say a thing about what you'll do tomorrow. If I hire you, it won't be for your proven ability. It'll be because I think you'll work hard for me."

-Robert Chalmers, from Speakers Library of Business Stories

**Attitude:** *A strong positive attitude will create more miracles than any wonder drug.* —Patricia Neal

## Commander's Comments

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*Empowerment is holding people accountable for their best, while recognizing that they must make mistakes to continue to improve.*



By Lt. Col.  
Donald Night  
B. Coomber

## The three keys to empowerment

A feature article in this month's Pacific Connection is about one of our most important customers: the U.S. Army Garrison, Hawaii, Directorate of Public Works. With our mission to provide superior support to this customer in mind, I want to highlight some thoughts on the concept of empowerment.

We are engaged in serious work together. When we are all "paddling in the same canoe" in the same direction, we bring everyone's potential to bear to deliver maximum project and services value to our customers. Empowerment can help us achieve that.

We conducted a training session on the concept of empowerment not long ago. You can view this training session on videotape by contacting our Information Management Office. You will find the PowerPoint presentation on our intranet site at <https://pohinfo/FromCmdr/VideologHP.html> under Briefings, Correspondence and Other Videos, Commander's Specific Emphasis Training: *Empowerment: What it is, what it isn't and her e war e on our journey there.*

I want to take a moment and review the three keys to empowerment here, and then explore some other aspects of this concept with you.

Empowerment is part of the Chief of Engineer's vision for the Corps of Engineers. Yet, as we found during the special training session on this subject, myths about empowerment abound, and

in some circles the term "empowerment" evokes visions of anarchy and no accountability. Clearly, that is not what we want. The three keys to empowerment provide the framework for the Honolulu Engineer District to achieve our goal of an empowered workforce.

Empowerment is holding people accountable for their best, while recognizing that they must make mistakes to continue to improve. It is also an environment where everyone has freedom to act, within clear boundaries, in order to best serve the customer.

**The first key is sharing information.** We can only reach the high level of service we want to provide when every team member in the District has, or has access to, the same information. *For you to make a sound decision in the absence of your chain of command, you need the same information as your chain of command.* This is why we have built a lot into our intranet site, such as weekly staff notes, after action reports, customer feedback letters, and so on. This is why we issue the monthly "HED Communicator." This is also exactly why I send messages to everyone in the District from time to time. We share information with you: *every member of the District has access to the same information that I and other leaders, have access to.*

We hope an outgrowth of information sharing is the development of trust. It works several ways, this trust. First, we trust you with corporate information. All of it. Second, we trust that with this information, you will be able to make the right decisions—when no one else is around. Information sharing as we practice now in the District forms the basis of empowerment.

**The second key is working in self-directed teams.** Our Project Management Business Process (PMBP) fits perfectly here. The Corps recognized some time ago that project managers, and other members of the project delivery team (PDT), could and should organize, plan, and execute work. Managers don't (usually) need to be part of these teams. The PDT has the talent, the information, and the authority to execute the work. Managers don't lose their job in this structure: *they simply get a new one.* In an empowered environment of self-directed teams, managers now have time to gather resources; manage programs; mentor and coach team members; and strategically plan. Managers remain accountable to define boundaries for employees, and provide resources and guidance as required. *Empowerment does not equal managerial abdication!*

**The third key to empowerment is clearly defined structure, or boundaries.** The notion here is that within the boundaries we have established, you are free to execute your work. One way to think of this is what management consultant Gerald Kraines refers to as "mental elbow room."

In Kraines' book *Accountability Leadership* he describes mental elbow room as "an optimal distance between manager and subordinate roles, a distance close enough that ensures a manager can add genuine value and far enough that the subordinate has the 'mental elbow room' to add real value as well."

Some examples of boundaries within HED are our PMBP standing operating procedure (SOP); our District policy memoranda; USACE regulations, POD SOP, and so on. Boundaries may differ

See "Powerment," page 12

**Kindness:** *Kindness is more important than wisdom, and the recognition of this is the beginning of wisdom. — Theodore Isaac Rubin*



**Aloha means hello** to **Capt. Reggie Sapp**, U.S. Army Reservist assigned to HED, who is our liaison officer to U.S. Army Pacific (USARPAC). **Aloha means hello** to **Don Hosak**, project manager in Programs and Project Management Division, who comes to HED from JED. **Aloha means hello** to **Wendy Hammer**, secretary in Engineering and Construction's QA Branch. **Aloha means hello** to **Don**

**Cannata**, Budget and Manpower Branch, Resource Management Division, who comes to HED from a position with the 25th Infantry Division at Wheeler Army Airfield. **Aloha means hello** to **Lurleen Lu**, Administrative Support Assistant in HED's executive office, who comes to us from Marine Forces Pacific at Camp Smith. **Aloha means goodbye** to **Terry Hayes**, Engineering and Construction Division, who has retired. **Aloha means goodbye** to **Ry Khaba**, Programs and Project Management Division, Military Branch, who has transferred to JED. **Congratulations** to **Bh Mra** on her promotion to Environmental Program Manager, GS-13 in the Environmental Branch.

## GAO

*Continued from pag 2*

ways be on our ultimate customers, in this instance, the soldiers of the 25<sup>th</sup> Infantry Division, whose barracks will be renovated and upgraded," said Kam. "Barracks renovation and family housing projects have a huge impact in improving the quality of life for our soldiers. With GAO ruling in our favor, Ocean House Builders

is able to commence immediately on this important project."

"We are not always perfect in the way we do business, but in this case the GAO looked at the way we evaluated offers and found that we had done it correctly," said Faggioli. "As a result we are spared the additional time it would have taken to resolicit and re-evaluate offers if the GAO had ruled against us. The ultimate beneficiaries are our warfighters. We can now get on with the business of building them the quarters they so richly deserve."

## Empowerment

*Continued from pag 1 1*

between employees: a leader sets boundaries based on employee record of performance; level of training; motivation; trustworthiness; and attitude.

What does empowerment look like in action? Empowerment is using your judgment to solve, on a month-by-month, day-by-day, hour-by-hour basis, the problems at hand. You add value to the District when you apply your judgment, initiative, and discretion within established boundaries, to solve problems, and ultimately deliver projects and services to our customers. This notion of bound-

aries is something of a paradox. Each of us is accountable to deliver on the commitments we make inside the boundaries established for us. And, each of us is encouraged to think creatively outside of this box to improve efficiency and customer service, cut costs and so on.

We are engaged in serious work together. The District currently manages more than 500 projects for some 30 customers, with a program value of \$1.2 billion dollars. Whether our support is to the Directorate of Public Works, or another customer, it takes every member of the District to meet our commitments. Sustaining an environment where District team members are empowered can help us do that. The desired outcome, as with everything we do in the District, is to deliver projects and services better to our customers.

## Historical HED: A step back in time

One year ago...

*Seventeen HED employees participated in an Earth Day service project at Mauna Kea Valley, in support of US Army Garrison, Hawaii DFW Natural Resource Center's efforts to return the upland forests to natural vegetation.*

Five years ago...

*Maui Engineer District officially pinned the ranks*

*of the Pacific Ocean Division on April 1 as part of the Corp's restructuring plan that reduced divisions from 11 to eight.*

Ten years ago...

*The Kupahoe Harbor navigation improvements project designed by the Honolulu Engineer District won an honor award in the Chief of Engineers design and environmental awards program.*

**Joy:** *To get the full value of a joy, you must have somebody to divide it with. —Mark Twain*