



Keeping Up With Mal



Mal was out of town when this newsletter was being written and asked that an article on Deming be printed.

[The following is quoted from the December 1993 edition of *Public Sector Quality Report*, p. 5.]

"Quality Quotes" W. Edwards Deming 1900-1993

"Everybody here has a customer. And if he doesn't know who it is and what constitutes the needs of the customer...then he does not understand his job."

"Your study of the consumer—what he finds right and what he finds wrong—and your innovation are all bound up together. It will affect design and redesign of your product or service."

"Inspection with the aim of finding the bad ones and throwing them out is too late, ineffective, costly. Quality comes not from inspection but from improvement of the process."



From "Da Boss"

By Glenn Nohara

During this past quarter our crews continued to work off our backlog in an efficient and profitable manner. All of our people have returned to their home islands and we thank

everyone for the sacrifices made in going to where the work needed to be done.

Now, the most important task before us is to build up our backlog with profitable work. To this end, our Estimating Department is working even longer hours and has received assistance from the field and upper management. Don't worry, Mr. "O" and Clay check Mal's and my estimates with a fine toothcomb. The results of Jit's and his department's efforts are starting to pay off as we are in serious negotiations on two large contracts, while we continue to find many projects to bid that fit our game plan.

Last month, I attended the Associated General Contractors of America Annual Convention in Nashville, Tennessee. The keynote speaker was former Secretary of State James A. Baker. His address was on leadership. His message was very simple. "A good leader knows what to do and does it." Five people, he felt were good leaders, that had these qualities were John Adams (our 2nd president), Thomas Jefferson (our 3rd president), Winston Churchill, Ronald Reagan (our 40th president) and George Bush (our 41st president).

"Price has no meaning without a measure of the quality being purchased."

"People are entitled to joy in their work and a sense of ownership."

"Purchasing should be a team effort, and one of the most important people on the team should be the chosen supplier—if you have a choice—picked on the basis of his record of improvement..."

"Putting out fires is not improvement. Finding a point out of control, finding the special cause and removing it, is only putting the process back to where it was in the first place. It is not improvement of the process. You are in a hotel. You hear someone yell fire. He runs for the fire extinguisher and pulls the alarm to call the fire department. We all get out. Extinguishing the fire does not improve the hotel. That is not improvement of quality. That is putting out fires."

"There is no excuse to offer for putting people on a job that they know not how to do. Most so-called 'goofing off'—somebody seems to be lazy, doesn't seem to care—that person is almost always in the wrong job, or has very poor management."

"Education in simple but powerful statistical techniques is required of all people in management..."

"People work in the system. Management creates the system."

Besides, the Board of Directors and committee meetings, there were interesting classes on personal development like "Renaissance Leadership", "Dealing with Difficult People", "Workstyles: So That's Why You Drive Me Crazy", and "The Amazing Art of Face Reading." Business classes included "Business Transition Dos and Don'ts", "Profit: Back to Basics", and "Why Construction Organizations Fail." There were demonstrations ranging from electronic contract documents and project management, to project layout and vertical/horizontal control systems, to ground engagement equipment and the latest in earth shoring and retention. In ten years, blueprints may be obsolete. We will touch two points on our lap top computers or Palm Pilots and get all the information we need (pipe size, length, type, fittings, excavation and backfill quantities, etc.).

On a sad note we would like to extend our condolences to Clyde Kauai, Terence Wakuta, and Mal and Carol Koga. Clyde's dad, Terence's mom and Carol's brother passed away recently. Our sympathy's go out to the Kauai, Wakuta, and Koga families.

Until the next Koga Report, let's support each other and work safely.

KOGA REPORT

GLENN NOHARA
EDITOR-IN-CHIEF

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Bits & Pieces

By Lori Isara and Vanessa Suganuma

Have you seen the great wall of Koga? The new office building is finally in construction. Thank you to Jonathan and all the employees who came and sacrificed their time during the week and weekends. The engineers especially want to thank the skilled labor force that brought their knowledge and expertise on the days of the concrete pour. We can rest assured that our building will have a strong foundation. K Masonry constructed the great wall, which is the start of the building phase.

On consecutive Saturdays in March, our management, office staff and foremen were invited to participate in an "Interpersonal Communication Skills" workshop. On the first Saturday, instructors Heipua Kaopua and Kay Beach helped us to strengthen our listening skills. They conducted exercises, which helped us identify "good listeners" versus "poor listeners". The second Saturday, Heipua and Kay introduced four basic personality types: Decisive, Inquisitive, Rational and Expressive. Participants were given a test to determine their personality type, which in turn helps them to communicate more effectively with the different types.

In one of the exercises, the class had to recreate a drawing based on Jit's verbal description. You'll be happy to know that more than half the class got the drawing correct. At least we know that Jits knows how to read plans, and the majority of us were "good listeners".

There also was a building competition using the same materials (straws, pipe cleaners, marshmallows, paper clips, etc.) in each group to test communication skills. Everybody huffed and puffed, but could not blow down the building that Gregg, Jonathan, Kip, Paul and Garett built. Thank goodness our new Koga office building project manager was in this group.

We all had fun. Thank you Dennis (Mr. O) for setting up the class and providing breakfast and lunch.

Marketing

By Dennis Okazaki

Thank you to all who participated in our Koga Engineering workshop, "Interpersonal Communication Skills." This class was conducted by the Employment Training Center (ETC) at Honolulu Community College. We had 25 to 28 people attending this class, from upper management to foremen. The objectives included developing active listening skills, learning problem-solving skills techniques, steps for conflict resolutions & behavior styles, improving customer relations, and enhancing verbal and non-verbal communication skills. The instructors we had were excellent and everyone had a lot fun learning.

Communication Skills are a part of the foundation for personal and professional success. So often in business, as in life, lack of communication is the root of all misunderstandings, disagreements & conflicts. We highly recommend this class and Honolulu Community College's Employment Training Center.

On the lighter side, Koga Engineering & Construction, Inc. had its second golf tournament of the year. Congratulations to the following: Russell Inouye low net front, Enele Scanlan low net back, Roger Abad low net overall and to Dennis Okazaki who won all the greenie's.



Interpersonal Communication Skills Class.

KOGA REPORT

The Newsletter of
Koga Engineering & Construction, Inc.

Volume 12, Number 2 • April 2001

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We dig...Hawaii!



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News From Kaua'i

by: Andy Ragasa



It is my hope that by the time all of you are reading this edition of our *Koga Report*, the HSTA & UHPA union strike will be over and we'll be back to our normal lifestyles again. The impact of this strike has inconvenienced many, more so working parents like myself, as we struggle to balance the demands of our jobs and wondering who's going to be watching our kids tomorrow.

So, if it ain't over yet, this plea goes out to the State of Hawai'i and the two unions.....**HURRY UP, MAKE PAU!!!**

Fortunately, we don't need to go through the same ordeal in our industry (knock on wood)!! Koga's Kaua'i operations were able to complete one major project this past quarter, Miscellaneous Traffic Operational and Safety Improvements to Existing Intersections and Highway Facilities. Our subcontractors are finishing up their portions of work and if all goes well, we should be able to turn this project over to State D.O.T. Highways well ahead of schedule. We also started work on the new Kaua'i Main Police Facility adjacent to another project with Shioi



Derek "from Oahu" Ebese making the grade @ Miscellaneous Intersection Improvements.



Team "Road Raging Warriors" in action.

Construction, the Kaua'i County Bus Maintenance Facility. Ongoing projects include Consolidated Pacific Missile Range Projects, Hanama'ulu Water Development and Koloa Storage Tank. The latter two have been on hold for quite some time but expect to be completed very shortly. New projects which we will be starting soon include Kapa'a Homesteads Well No. 2 and Lawa'i Road Pipeline Replacement - Kuku'i'ula to Spouting Horn both with D.O.W. and Kauamuali'i Highway Resurfacing - Vicinity of 'Oma'o Road to Koloa Road with Jas. W. Glover, Ltd.

The Contractors Association of Kaua'i (C.A.K.) held the 9th Annual Building and Remodeling Expo this past April 6-7. Koga Engineering again had the honor of presenting the Best In Show award and perpetual plaque at this year's event. Congratulations to Familian Northwest Kaua'i for capturing this award for the second year in a row! Mahalo to all who contributed in making this year's expo a successful one.

That's it for now....until next time, '*a hui hou malama pono.....*

News from the Big Island

By Kyle Sakaitani



Aloha from the Big Island. After almost four years, our Hilo baseyard has moved from the old Kanoelehua Avenue Widening project site all the way to...Kanoelehua Avenue, 1000 feet down the road. The change of scenery includes a bigger office and a house for Rico and Maxi, when he visits.

Our Estimating Department is working overtime in order to catch a few more projects on the Big Island.

In Hilo, William and crew (Keith, Ige and Tommy) are currently up in Kaumana on the Country Club Road laying waterlines for the Department of Water Supply. At the pace we are going, we should complete the main before the official start date. Only the Hilo rains can stop this crew. After this job, they will return to the University of Hawaii Hilo Classroom / Office Building project with Dick Pacific.

Meanwhile, on the West Side, Irving and crew (Rico) are installing new waterlines at Konawaena Middle School with Stan's Contracting.

Projects completed this past quarter include the Kaumana Elementary School Sewer System. Upcoming projects include the Waikoloa Village Golf Course Drainage Improvements and Phase 2 of



the Kaupulehu Townhomes at Hualalai with Nordic Construction.

Let's hope the teachers and professors reach an agreement soon and remember, there's always a better way...

William, Keith, David and Tommy (missing) at Country Club Waterline.



Irving & Rico at Konawaena Middle School Waterline.

News from Oahu

By Clay Asato



Greetings! We are now at the midpoint of fiscal year 2001 and work on Oahu has been progressing at a steady pace. As we complete ongoing projects we anticipate the start of several new jobs.

This past quarter we completed various projects. One of the projects that we completed was the Waimanalo Water System Improvements. This project included the installation of over 2 miles of 8" & 12" water mains. Also, there were 137 lateral connections and numerous fire hydrant laterals. Like any project there were a few "kinks" along the way but in general the project went well. Congratulations to Russ, Billy and the crew for a job well done.



Rudy, Enele, and Gil in front of Kamehameha School's Keawe Locker Room for Ralph Inouye Co.

A big Mahalo also goes out to the volunteers who helped with the new facility. We look forward to completing the building by next year.

"Don't dwell on the problem, concentrate on the solution. Resolve how you can; don't lament why you can't." Aloha!

Bellows RTI Crew - Russell, Lee, Johnny, Rodolfo, Boy, Doug and Saot (missing Curtis and Mike)



Paul, Efren, Jeff, Henry and Richard standing in front of bleachers at Kamehameha School Athletic Field for A.C. Kobayashi



Derek "from Kauai" Ebesu making the grade at Kamehameha School



Crunching Out The Numbers

By Brian Kunioka



With the start of baseball season, you could probably say the Estimating Department is "in a slump" as far as bidding goes. During the past quarter we only had a couple of "hits" by picking up the Drainage Improvements at the Waikoloa Golf Course project on the Big Island and the Lawai Road Pipeline Replacement project on Kauai. Our bid schedule is still full which should

provide us the opportunity to get our "quality at bats" and hopefully we'll get those "extra base hits" and put our operations in "scoring position". Our "third base coach" Mr. O, is always reminding us to "wait for your pitch" and never mind "swinging for the fences"! While sometimes it seems that "head coach" Glenn is trying to "make things happen out there" by giving us the "steal" signal or is it the "sacrifice fly" signal from the dugout. The "top of the batting order" shows that our next at bats will include the (forever being postponed) Whole Barracks Renewal, Phase 2A at Schofield Barracks, Marriott Waiohai Beach Club, Pearl Harbor Regional Bachelor Enlisted Quarters, New Building for the Navy Lodge on Ford Island, and the East Hawaii Police Detention Facility - Phase II. Take me out to the ballgame...

The Estimating Department would like to thank the additional support that we have received from some of our operations personnel this past month. Garrett Ichimura has been very valuable in providing help with our take-offs as well as bidding on some projects. And our "unexpected" help has come from Steve Yoshikawa. Steve is usually seen in the field as one of our foremen but has spent the last month in our Estimating Department while resting his tired knee and waiting for some projects to get started. While his stay upstairs may seem relatively short, Steve has been able to show us that you CAN teach an "old dog" new tricks. While inputting his take-off quantities on the computer, Steve is the only person who was able to mysteriously make the screen go blank and have his computer start to "re-boot" all by-itself. Also, while working on our digitizer board, Steve was able to show us that you DO need a "left-handed" stylus to input the contour lines as our "right-handed" stylus mysteriously broke after just one day of Steve behind the controls. Not to worry, we can always get a new computer or a new stylus, but there's only one Steve-O!



Work progresses on our new office building in the Sand Island Industrial Park