



# East Gate Edition

U.S. Army Corps  
of Engineers  
Far East District

November 2001

Volume 11, Number 10

## BG Ronald Johnson visits 121 Hospital



Hospital Resident Engineer, Mr. Norm Boeman (*second from left*) briefs (*left to right*) MAJ, Keith Kizzie, HFPO-K, COL Wesley, 121<sup>st</sup> General Hospital, COL Kuhr, FED Commander, BG Johnson, POD Commander and Frank Oliva on the scope of the work already constructed in preparation for the major Addition/Alteration and Renewal Projects for the 121<sup>st</sup> General Hospital while looking at a scale model of the addition and alteration of the hospital.

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On October 24, 2001, Brigadier General Ronald Johnson, new POD commander, and the command inspection team from the Pacific Ocean Division (POD) visited the project site of the 121 Hospital in Yongsan. Mr. Norm Boeman, Hospital Resident Engineer, escorted BG Johnson on a tour of the site.

This construction project is a combination of Military Construction and Minor Construction. It includes 3 major phases and various other Minor Construction phases.

For this project, US Army Corps of Engineers and the Health Facility Project Office are coordinating to ensure construction activities progress as quickly as possible with minimum disruption to the delivery of quality health care.

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# From the Commander



**COL Gregory Kuhr**

## GREAT START TO A NEW FISCAL YEAR

Far East District is off to a great start in Fiscal Year 2002. We began the year with the Design-Construction Evaluation by Pacific Ocean Division, followed by a Command Inspection and BG Johnson's first visit to FED. Initial reports from both inspections have been excellent. The District continues to perform superbly, delivering great projects, on time and within budget. BG Johnson was thoroughly impressed by the magnitude of our workload and the talent we have in so many offices. Hats off to all offices for continuing to excel!

We have big plans for continued improvement this next year. We have completed our District OPLAN, which details initiatives for improving every office. If you are not aware of the initiatives in your office, ask your Division/Office Chief. Shortly we will also have new posters throughout the District which will

outline some of these tasks. I encourage each of you to read and be familiar with at least your office's goals. I remind everyone to set high standards and goals and embark on the journey of continuous improvement. As Michelangelo put it, "The greatest danger for most of us is not that our aim is too high, but that it is too low and we reach it."



*(from left to right) COL Kuhr, BG Johnson and Mr. Ushijima from POD enjoyed the exit brief at the end of their visit to FED.*

Over the next six months we will be developing our Quality Management System for ISO 9001 certification. ISO 9001 is an internationally recognized certification of quality. Many of FED's contractors are currently ISO 9001 certified. This should mean that they consistently deliver their projects and are always seeking ways to improve. The FED Quality Management System will outline our most significant project delivery processes and how we intend to measure and improve each. This System will

mirror our Project Management Business Process, which is the Corps of Engineers standard for project management.

There are many areas for improvement throughout the District. Every office in FED has a direct or indirect role to our project delivery system. I am absolutely convinced that we have the talent and creativity to make these improvements. I need all employees to be on a personal crusade for improvement. Dee Hock was quoted as saying "The problem is never how to get new, innovative thoughts into your mind but how to get the old ones out." All of us need to challenge the status quo methods in which we support our customers. We should endeavor to make our customers raving fans who would never consider getting their support elsewhere. I challenge every employee to begin this "improvement journey" by taking a first step. This can be as simple as cleaning up your office space or recommending a quicker process to your supervisor. Get an attitude and a passion for improving.

Again, thanks to all for a tremendous year-end and quick start on the new Fiscal Year.

*Essays!*  
**COL Kuhr**

Check out the Far East District web site at [Http://www.pof.usace.army.mil](http://www.pof.usace.army.mil)

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# Safety

## Is your back killing you?

by Edward Primeau

...Mine did a few weeks ago and I wasn't alone. Eight out of ten people will have a problem with back pain at some time during their lives. Low back pain and injuries attributed to manual lifting continue to be one of the leading occupational health and safety issues faced in the workplace.

Back injuries occur for a number of reasons. Back strain and fatigue are probably the most common problems. A number of things can cause strain and fatigue, including: bad posture, awkward positions, and over-reaching. Back strain is a muscle injury and is usually very painful. But it can be cured through prolonged rest and careful exercise.

Everyone sits and stands differently. No matter what position you are in, if you have good posture your back will maintain the "S" curve shape. This shape provides the proper balance to the spine. To maintain the best standing posture you should stand tall, hold your head high, tilt your hips forward, and tuck your chin in. If you find yourself standing for long periods on time, place one foot in a slightly elevated position, changing the high foot periodically.

Sitting is one of the most stressful positions your body can be in. For good sitting posture; keep both feet flat on the floor, have your knees above your hips, and keep you back against the

support of the chair. When sitting for prolonged periods, get up and stretch. This also applies when you are driving. Take breaks and get out of the car and stretch.

Let's not forget that we spend several hours a day sleeping (hopefully not at work). For the best sleeping posture: use a firm mattress, sleep on your side, with your knees bent, or on your back, with a pillow under you knees. I also find that when I hurt my back the position that provides the most relief is to lie on the floor with my feet up on a chair and my knees at a 90-degree angle. This position puts the least amount of stress on the back.

The most serious back injuries can occur from slips, trips, and falls. These injuries can include fractured vertebrae and damaged spinal cord nerves. Therefore, it is essential to keep areas clean, dry and orderly to prevent such accidents.

Improper lifting can also cause back injuries. It most often results in tears in the discs between the vertebrae or pressure on spinal nerves. The maximum load for a one-person lift should not exceed 51 pounds.

### As you lift, always...

- Keep the load as close to you as possible.
- Keep your back straight.
- Turn your feet outward and push your buttocks out. (Picture a professional weight lifter.)
- Bend your knees.

- Keep your head forward. Your lift will be more balanced and the curves in your spine will stay balanced and aligned.
- Breathe out as you lift.

When lifting items such as **suitcases**, use a partial squat lift. Place one hand on a fixed surface (such as a table or stool) or on your thigh. Keep your back straight, push your buttocks out and slowly lower yourself down to reach the object's handles. Grasp the object and look forward. Push down on the fixed surface or on your thigh. Lift upwards following your head and shoulders.

When lifting things out of a **car trunk** use the following technique. Stand as close to the object as possible with knees slightly bent. Do not bend your waist. Push your buttocks out. Lean your legs against the car for support. Use your legs and hips to lower yourself down to the object. Grasp the object firmly with both hands. Look forward. Lift upwards following your head and shoulders.

The treatment of any back condition should have two goals: to relieve the immediate problem and to reduce the risk of re-injury. Medications are used to control: pain, inflammation, muscle spasm, and sleep disturbance. While exercise plays an important role in achieving both these goals many studies have shown that people who exercise regularly have far

*(Continued on page 10)*

# The Deputy's Word

by LTC Charles Markham  
Deputy Commander



## Relationships

I just returned from attending the Deputy and District Engineer Course at Fort Belvoir, Virginia. It turned out to be a great learning experience. Even though I've been the Deputy here for over 17 months, there were many new and emerging topics discussed. I'd like to share a few thoughts with you.

We were privileged to listen to many important speakers, including the Assistant Secretary of the Army, Civil Works, the Honorable Mr. Mike Parker, the Chief of Engineers, LTG Flowers, the Deputy Commanding General, MG Van Winkle, the Director of Military Programs, BG Strock and the Director of Civil Works, BG Griffin. All spoke about the challenges we face in the future, but there is no mission USACE can't accomplish.



**USACE is striving to continue building better relations with our contractors and in all aspects of our business process.**

An overriding theme of the

talks we heard was about relationships. LTG Flowers reiterated the "relationships are what the U.S. Army Corps of Engineers is all about...if we don't get this down we will never achieve his intent." At the course, everyone was mainly talking about their District's relationship with their local Congressmen and Senators. The Chief even had a chart that rated the District's relationships with Congress as he saw it. This raised the blood pressure of a few of the District Engineers in the course! Since FED doesn't have a direct relationship with Congress, I tried to think of what important relationships we do have, here in Korea.

After a short time, I came to the realization that every employee in FED deals with important relationships every day! From COL Kuhr with the CINC, General Schwartz, to a Resident Engineer and his local DPW, to our Dispatcher and an employee signing out a vehicle. We all must take a step back and look at our relationships within and outside the District. Are we "delighting" the customer? Are we exceeding his needs and wants? Have we built a relationship of trust and confidence? Do we communicate well with them?

While you're examining customer relationships, I challenge you to look at your personal relation



**FED employees are doing an outstanding job in building and keeping the good relations with co-employees.**

ships in your life too. Is the relationship with your spouse and children as strong as it could be? How is your spiritual relationship with God? I recommend we all take a look inside too.

The District recently had an unfortunate accident on a project site that resulted in the death of contractor employee. As with all accidents, this terrible incident could have been prevented. Again, I urge all of us to look closely at what we do everyday and ensure you've conducted a risk assessment. Accidents are preventable.

So, as always, be safe and remember, "There is no substitute for safety!"

**Serving you and the District.**

## BG Johnson visits 121 Hospital

(continued from page 1)



Mr. Norm Boeman briefs (left to right) Mr. Tom Ushijima and BG Johnson, POD Commander, on the scope of the demolition of the existing "F" wing of the hospital.



BG Johnson says farewell to Mr. Norm Boeman as COL Wesley, 121<sup>st</sup> General Hospital, and COL Gregory Kuhr, FED Commander, look on.

## Question of Ethics

by Gilbert Chong

Question of Ethics will become a monthly regular column for the East Gate Edition. Its purpose will be to increase your awareness of ethics. It should be a consideration in your daily decision-making process. The fact patterns in the following scenarios are generalized, so think about how they might apply to you.

1. Barry learns his agency will award a multi-billion dollar aircraft contract to Hugeco Defense Corporation. Before award can be made, he calls his stockbroker and places an order to buy stock in Hugeco.

2. Mary is a USACE employee, and is also an officer in an environmental activist organization. Mary has been working on a long-range project to build a dam that would have some impact on a local wildlife refuge. At the monthly meeting of the environmental organization, Mary announces the proposed dam project prior to any public announcement by the agency. The environmental organization immediately begins planning for opposition to the dam.

**What is wrong with Barry's and Mary's activities?**

(The answers are on page 12)

# FED Cleans!

On a warm clear day in October, FED stepped outside with brooms and water hose to clean up this 45-year old compound.

All work and no play? Never!

FED team members put on their jeans, working gloves (some rubber), and their serious cleaning faces to enjoy this biannual event and made it an "All Work and All Play" day.



RMO family members took a break to pose for the camera.



Some members of the Design Branch were too busy to even notice the camera.

## November Focus

**Name:** Ms. Song I. Bliss

**Branch:** IMO

**Job Title:** Computer Specialist

**Hometown:** Joong-gu, Seoul



### Is your family with you in Korea?

Yes, my husband works at the GeoTech Branch in FED and his name is Doug Bliss. We also have our 16-year old son, Brian Bliss, with us in Korea.

### How long have you been in Korea?

Well, on this tour, this will be our 9<sup>th</sup> year. We came in 1993. I think we will stay for another 2 or 3 years, depending on the situation.

### What did you want to become when growing up?

I've always been interested in fixing things, like TVs, VCRs and computers. So, I used to take everything apart at home and try to put it back together. Unfortunately, nothing got put back together... Then, when I was in high school, I wanted to design and build cars.

### What is one thing you will miss the most about Korea when you leave?

Food!

I love all Korean food, except dog food.

And then I will miss my family members and friends, exactly in that order!

### What is your biggest achievement in life?

My son.

The fact that I was able to produce a life is still very amazing to me. Raising my son gave me a lot of headaches and pain, sometimes, but the joy he bring me outweighs them all.

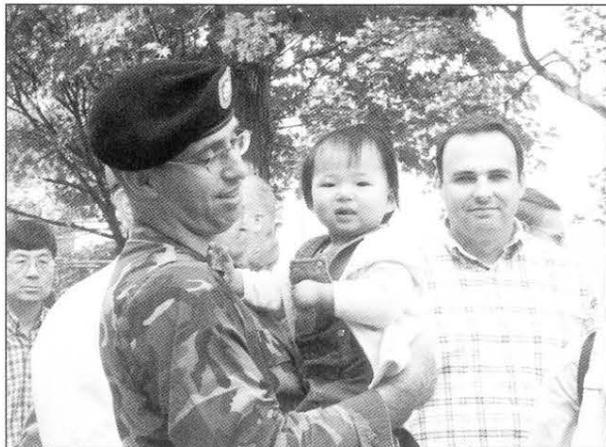
# A beautiful Friday, free food, and good company...what more can you ask for at a Year-End Party?



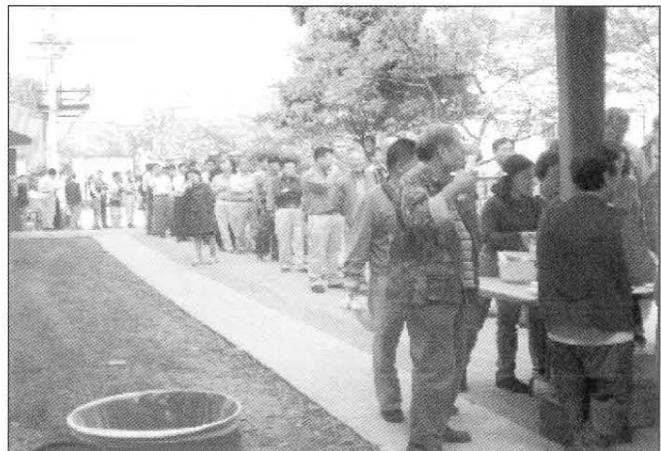
Beauty and the Beast? Ms. Lowanda Allmond of the Executive Office, who helped organize the Year-End Party, poses with one of the prizes for the raffle drawing.



Welcome to the FED Burger Flippers! Mr. Gil Kim of Engineering Division and Mr. Tom Larkin, Resident Engineer of the Norther Resident Office, flipped and flipped until there was NO MORE!



Party Baby! Major Paul Baker joins the party line with his 10 month old daughter, Rebekah Grace Lee Baker.



The Party Line! The line was long and no cutting was allowed...so I had to yell, "Don't you touch that last piece of chicken!"

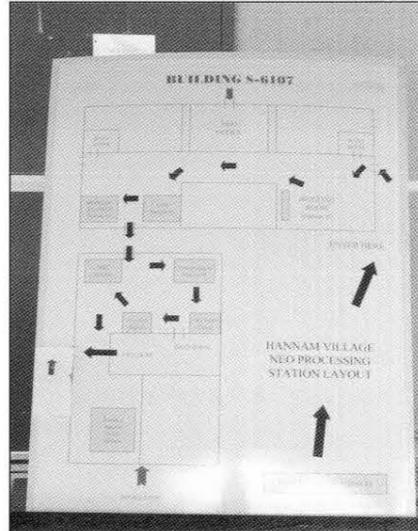
# Courageous Channel

by Julie Park

As in every Non-Combatant Evacuation Operations (NEO) exercise, also called Courageous Channel, each of the fourteen stations at the Evacuation Control Center (ECC) were routine.

Due to the threat of biological terrorist attacks and after the tragedy in New York and Washington, a sense of relief and safety, as well as sadness and threat, were the common feelings shared by many of the participants in this year's NEO exercise in Korea.

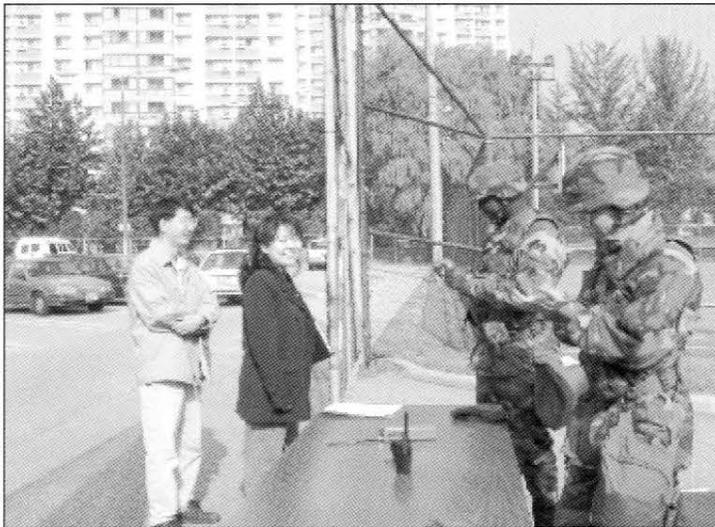
For those who have been through the NEO exercise in the past, the exercise provided a chance to go over the evacuation plan again in case of a contingency. For those who have never been through the NEO exercise before, like myself, it was



**The chart provides easy to follow directions to each station.**

an educational experience.

This year's NEO wardens from FED were Ms. Marsha Smith, Mr. Ted Kwon, and Mr. Ed Cho. Neo Wardens are responsible for notifying noncombatants of reporting or assembly procedures and serve as liaisons



**Mr. Richard Park and Ms. Amy Lee of IMO get their IDs checked before entering the NEO exercise.**

between noncombatants and units or organizations. As always, FED's NEO wardens served at the ECC in Hannam Village.

I went to my very first NEO exercise at the ECC in Hannam Village on Friday, October 19th, around 0900. It was still early and only a few people were in front of me. There was no line at the entrance or throughout the whole exercise.

I was certain my packet would have some critical paperwork missing and that someone from the check point was going to tell me that I would have to be left behind if this was a real situation. I know my luck and I knew something was going to prevent my first exercise from being smooth and normal. I just knew it.

At my first stop, the initial in-processing stage, I ran into SGT Hylton from 121 General Hospital in Yongsan.

"The only changes this year from the last exercise is that security is much more enhanced," said Hylton when asked about how the current terrorist threats have made an impact on the planning of this exercise.

"Unlike last year, we only have one entrance and one exit. Also, briefing is much more in-depth than before", added Hylton.

I asked if she had seen a lot of concern or hostility due to the current threat.

"No, everything ran very smoothly and people are very



**Mr. Ted Kwon of PPMD, one of the NEO wardens from FED this year at Hannam Village, shows the way to the Comfort Station.**

cooperative and patient”, answered Hylton.

My next stop, where I spent the longest time, was the briefing stage. Petty Officer, Antwon Pinkney of the U.S. Navy greeted the participants with a smile.

“We’re trying to help by providing information on how to get out safely and quickly. Also, trying to inform people about how to get further assistance on repatriation”, said Pinkney.

Servicemembers who guide people throughout the exercise were very helpful and friendly. They did a good job of making people feel safe and comfortable.

Up to this stage, I was feeling good and things were going smoothly.

Then I approached the next stage where the actual in-processing and computer registration was taking place. This is when my luck ran out.

It turned out that I had proper paperwork for me and my dog, but nothing for my husband.

“You would have to say good-bye to your husband now if

this was a real situation”, said one of the servicemembers at the checkpoint.

As a sponsor of my husband, I needed to have a copy of his ID card or his passport.

Not being able to provide either one, I had to almost experience the tragedy of leaving my husband behind. I just knew something like this was going to happen, but never intended this to happen to my husband. I’m serious!

After that experience, I

whizzed through the medical control center, the transportation station, the 10% station, legal station, passenger manifest station and the protective Mask Training station.

At the last station, the comfort station, a familiar face, Mr. Ted Kwon of PPMD, welcomed me. He was the NEO warden from FED at the ECC in Hannam Village for that day.

After munching on a couple of chocolate chip cookies and several others cookies that I cannot remember, I asked Kwon how he feels about this whole experience.

“I’m enjoying this experience. We are all here helping each other out and taking care of our own. The real Army Team Building Spirit!” said Kwon.

This certainly was the most military experience I have had in Korea. I know I will be taken care of during my stay here and during my departure from here should something happen. I just have to make sure I’m prepared to take care of my own family members!



**Mr. Park and Ms. Lee share a few laughs with the servicemembers at the initial inprocessing station.**

## LG & Samsung receive Commander's Certificate of Construction Excellence

On October 16, two contractors, LG and Samsung Engineering and Construction companies, received the FED Commander's Certificate of Construction Excellence.

The two companies were being recognized for their timely completion of the contract, as well as their outstanding safety records. These two contractors exceeded their required performances and produced quality products.

This was the second Certificate of Construction Excellence for LG Engineering and Construction. They also received two Quarterly Quality and Safety Award at TRO prior to this award and FED's Quarterly Safety Award.

"TRO was a difficult job. However, I think the key to our success was the cooperation and understanding between our team and the FED team", said Mr. Kim, Kon, Project Director from LG Engineering and Construction.

Samsung also is no stranger to receiving recognition from FED for their excellent performance and safety records. This was not only their second Construction Excellence Award, but they also received a Safety 2000 award as well as the Third Quarter Safety Award 2001.

"We believe in doing everything possible to improve the building control and to deliver the best quality product to our client", said Mr. Kim, Soo-moon, Executive Vice President of Special Projects and Presidential Aid of Samsung Corporation.

"We consider this recognition as an encouragement to do better in future projects," added Kim.



Mr. Soo-Moon Kim from Samsung Engineering and Construction receives Commander's Certificate of Construction Excellence award from COL Gregory Kuhr of FED.



Mr. Kon Kim of LG Engineering and Construction and COL Kuhr exchange handshakes during the award ceremony.

### Is your back killing you?

(continued from page 3)

fewer problems with back pain. Exercise stimulates the body's natural pain controlling hormones and actual decreases pain perception.

However, it is always smart to consult your physician prior to starting any exercise program for the first time.

### Congratulations to MAJ Paul Baker!



Please join us in congratulating MAJ Paul Baker for being nominated as the **USACE 2002 Military Federal Engineer of the Year**.

All federal government agencies nominate one civilian and one military nominee each year, and this year MAJ Baker was selected by the USACE.

MAJ Baker was selected for his outstanding engineering achievements as well as his active involvement in community service.

How does he feel about this whole thing?

"I was pleasantly surprised when I first heard about it. It's very humbling to be able to represent USACE."

Well, anyone who can be so modest about such a high honor must well deserve it. **Congratulations!**

# Things to do...

## Wholesale Plant and Flower Market

In addition to a vast underground arcade, near the Express Bus Terminal is an extensive market for live and dried plants and flowers. Visitors can find wholesale flower markets at the Terminal Flower Market (tel. 02-535-2118) located in the underground shopping mall and Gangnam Flower Market (tel. 02-595-0306) on the 3rd and 4th floors of the Daehae building next to the terminal building for the Youngdong and Honam (bus) lines.

The Hansan Flower Market in the underground shopping mall has over 50 flower shops handling flowers, pottery for flowers, and other materials. Visitors can also find interior items, artificial flowers, wrapped flowers, and flower baskets, making it a perfect place to purchase flowers for gifts. You can also find fabrics for making cushions, curtains, and other things on the 3rd and 4th floors of the Seoul Express Bus Terminal. Shops are open 9:00-21:00 daily, except for the 1st and 3rd Sundays of each month.



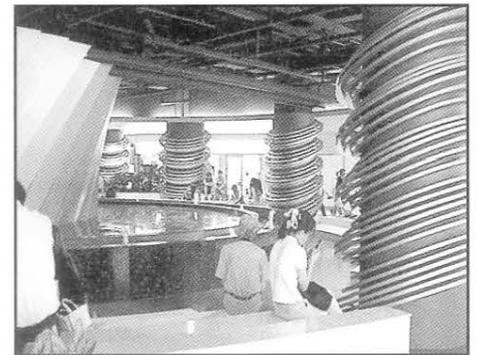
## COEX Mall

COEX Mall is an integrated shopping, culture, education, and leisure complex in the heart of Seoul. Connecting the Convention and Exhibition Center (COEX) and World Trade Tower with the Samseong subway station (line 2), the area contains over 85,000 square meters of underground dining, shopping, and family entertainment facilities. The COEX Mall offers everything from international foods to the latest books and CDs in a traffic-free and all-weather environment. The Mall also spills outside into one open-air section.



From its 16-screen cinema complex to the relaxing aquarium, from the game room to the disco, the COEX Mall provides leisure activities for all ages. Enter a world where dining knows no borders- the two international food courts offer every kind of dining option, from snack bars to gourmet restaurants, serving up to 1,000 patrons at a time. It also has retail outlets and personal service stores, from name-brand fashion houses to hair salons. Weary shoppers can take a break in one of

several cafes and bars. The COEX Mall also includes a large, international bookstore stocked with books and periodicals in many languages, as well as classic and popular tapes and CDs.



## Did you know...

*SJL*

When I came to Korea, one of the cultural differences I found very difficult to understand was when I saw businessmen finish up a whole bottle of Soju during lunch and go back to work. Korean people like to say drinking makes them feel friendlier and more open, and after a session or two you will see why.

Korean people consider drinking as part of their work and business. Singing constitutes an integral part of the good times, and it is difficult to find a place in Korea that does not include at least one singing room (called a *noraebang*). However, the singing often begins after dinner right in the restaurant, and everyone is encouraged to join in the fun.

*(continued on page 12)*

## Did you know...

(continued from page 11)

As we approach yet another holiday season in Korea, I thought it might be nice to know where and how it all came about...



### 1. The Origin of Korean Alcohol

The Chinese character, 'ju' for alcohol derives from a special pot used for fermentation. It has a pointed bottom and amphora-like shape, making it easy to separate out sediment that has settled to the bottom. The Korea word, 'sul', originated from *su* (meaning water in Chinese) and *bul* (fire). This came to be abbreviated over time into *sul*. The term fired water came from the boiling appearance of fermenting liquid.



There is an old saying that goes 'water was created by god, *sul* was created by humans.' The

origin of alcohol is steeped in mythology. In Egyptian mythology, Isis' husband Osiris taught the god of grain how to make beer. In Greek-Roman mythology, it was Dionysos-Bachus. In the Old Testament, Noah was the first to make alcohol. In Chinese mythology, princess WeeChok created the first alcohol.

What about Korea? The first alcohol story appears in *Jewang-Ungi*, one of Korea's historical archive books. It tells of a king who uses alcohol to seduce a woman and make her pregnant. Her son's name, in Chinese characters, was **Sul**. Although there is little written evidence of the origin of alcohol in Korea, this does not prove that it was introduced from China. It is possible that the process was introduced to Korea and China simultaneously by the first migrating tribes moving from Manchuria into China and the Korean peninsula. Korea has a long history of *sul* and fermented foods.

### 2. Sul in Goguryeo

Goguryeo was the northern most of the three kingdoms on the Korean peninsula from the 3rd century to the 7th century (the Three Kingdoms Era). Archaeological evidence indicates that the Goguryeo culture had a highly developed tradition of fermented foods and drink. At that time they made drinks using *nuruk* (fermentation mix) and malt. The methods used today were developed 1,700 years ago. Recorded methods of

making *sul* date from as early as A.D. 430. Gasahyop, the governor of the Sadong peninsula, recorded the technique during the Wei Dynasty of China. The Sadong region neighbored the Korean peninsula and was familiar with its customs. This technique for making *sul* was transferred to China and Korea's Silla Kingdom. In China it became the fine liquor Gokaju. In Silla it became known as the drink of poets.



\* Did you know... "Sul" will continue with "Sul in Baekje" in next month's East Gate Edition.

## Answers

### from Question of Ethics

(from page 5)

1. Barry has used non-public information for his own personal gain in violation of 5 CFR 2635.702. His actions may also violate laws prohibiting use of insider information.
2. Mary violated 5 CFR 2635.703 by disclosing information that has not been disseminated to the general public and has not been authorized to be disclosed upon request.

## 사령관메세지



COL Gregory Kuhr

# 2002 회계년도의 성공적 시작

FED는 2002 회계년도를 성공적으로 시작하였습니다. 우리는 이번 회계년도를 Pacific Ocean Division의 Design-Construction Evaluation과 Command Inspection 그리고 BG Johnson의 첫 번째 방문으로 시작하였습니다. 그리고 이 두 감사의 결과는 매우 흡족할 만한 것이었습니다. 당 지구는 계속하여 높은 품질의 project를 지정 기간과 예산 내에 성공시키고 있으며 BG Johnson은 우리의 많은 업무량과 각 사무실의 뛰어난 인력에 깊은 인상을 받고 돌아 가셨습니다. 여러분 모두에게 박수를 보냅니다!

우리는 이번 년도에도 많은 개선 사항을 지정해 놓고 있습니다. 얼마 전 우리는 각 사무실의 개선 사항을 구체적으로 적은 District OPLAN을 완성하였습니다. 만일이 사항에 대해 모르시는 분은 담당 지도자에게 꼭 문의하시기 바랍니다. 그리고, 조만간 OPLAN의 사항들을 적은 포스터를 완성해 당 지구 내에 배포할 예정입니다. 저는 여러분들이 이 사항들에 대해, 최소한 해당 사무실의 목표에 대해서는 충분한 이해를 하고 계시기를 부탁드립니다. 항상 높은 목표와 기준을 세우고 지속적인 발전과 개선을 위해 노력하실 것을 당부 드립니다. 미켈란젤로는 목표에 대해 이렇게 말했습니다.

“우리에게 가장 큰 위험은 목표가 너무 높다는 것이 아니라, 그 목표가 너무 낮아 우리가 쉽게 이를 수 있다는 것이다.”

다음 6개월간 FED는 ISO 9001 증명을 위한 Quality Management System을 개발하게 됩니다. ISO 9001은 세계적인 품질 증명이며 FED와 계약을 맺고 있는 많은 회사들은 이미 ISO



9001의 증명을 받은 회사들입니다. 이것은 우리와 계약된 회사들이 항상 개발하고 있으며 일관적으로 높은 품질의 제품을 생산하고 있다는 것을 증명해 주는 것이기도 합니다. FED의 Quality Management System은 가장 중요한 project delivery process를 아우트라인하고, 그것을 성공적으로 달성하기 위한 방안을 설명할 것입니다. 또한 Quality Management System은 우리 공병단의 프로젝트 경영 기준인 Project Management Business

Process와 동일한 것이기도 합니다.

당 지구 내에는 아직도 많은 분야에서의 개선과 개발이 필요합니다. 각 사무실에서는 우리의 project delivery system에 관한 직접적인, 또는 간접적인 역할을 맡고 있습니다. 저는 여러분의 능력과 자질을 믿으며, 우리가 개선과 개발을 성공적으로 이루어 내기에 충분한 높은 인력과 창의력을 소지하고 있다고 굳게 믿고 있습니다. Dee Hock은 이렇게 말했습니다. “문제는 어떻게 새롭고 창의적인 아이디어를 얻느냐가 아니라, 어떻게 오래된 아이디어를 지워 버리느냐 이다.” 라고 말합니다. 우리는 우리의 고객 만족에 더욱더 큰 힘을 기울여 그들을 우리의 고정 고객이 될 수 있도록 만들어야 합니다. 저는 이것을 이루기 위한 첫걸음을 여러분에게 권하고 싶습니다. 그것은 단순히 자신의 사무실 주위를 깨끗이 정돈하는 것일 수도 있고, 더욱 효율적인 운영 방안을 상사에게 추천하는 일 일수도 있습니다. 여러분 모두가 개선을 위한 열정을 가지고 근무하시기를 바랍니다.

끝으로, 다시 한번 성공적인 2001 회계년도의 마무리와 2002 회계년도의 시작을 감사드립니다.

Essays! 쿠어 대령

## 부사령관메세지



by LTC Charles Markham  
Deputy Commander

### U.S. Army Corps of Engineers에게 가장 중요한 것은 .....

## 지역 정부와의 원만한 관계

저는 얼마 전 Virginia주 의 Fort Belvoir에서 열린 Deputy and District Engineer Course에 참석하고 돌아왔습니다. 제가 FED에서 Deputy로 근무 한지 벌써 17개월이나 되었지만 저는 이번 course를 통해 많은 새로운 것들을 배울 수 있었습니다. 제가 배운 것들 중 몇 가지를 여러분과 함께 나누어 보려고 합니다.

이번 course에서 저희는 여러 훌륭한 분들의 말씀을 들을 수 있었습니다. 그 중에는 Assistant Secretary of the Army, Civil Works 의 Mr. Mike Parker, the Chief of Engineers 이신 LTG Flowers, the Deputy Commanding General 의 MG Van Winkle, the Director of Military Programs 의 BG Strock 그리고 Director of Civil Works 의 BG Griffin 등이 계셨습니다. 그분들은 모두 USACE가 앞으로 경험하게 될 어려움들에 대해 말씀하셨고 또한 우리가 극복할 수 없는 어려움은 없다는 것을 강조하셨습니다.

그중 가장 우선적인 주제는 USACE 와 정부의 원만한 관계를 형성하고 유지하는 것이었습니다. LTG Flowers는 다음과 같이 말씀 하셨습니다. "U.S. Army Corps of Engineers에게 가장 중

요한 것은 지역 정부와의 원만한 관계를 이루는 것이며...이 원만한 관계가 형성되지 않는 한 USACE 는 그 목적을 달성할 수 없다." 이번 course에서 대부분의 사람들은 그들의 district 과 지역 정부 또는 상의원과의 관계를 말하고 있었습니다. 공병감님은 이 관계를 강조하기 위해 각 district 과 그 지역 정부와의 관계를 평가한 차트를 보여 주시기도 하셨으며 이 차트로 인해 몇몇 긴장한 참가



자들을 볼 수 있었습니다. 우리 FED는 지역 정부와의 관계 형성에 해당되지 않기 때문에 저는 지역 정부 대신 한국 정부와의 관계를 생각해 보았습니다.

그리고 저는 곳 FED의 모든 직원이 매일 중요한 관계를 형성하고 있다는 생각을 하였습니다. COL Kuhr 와 GEN Schwartz의 관계에서부터 시작하여 Resident Engineer와 지역 DPW 의 관계,

그리고 dispatcher와 차량을 사인해 나가는 직원과의 관계까지 중요하지 않은 관계가 없다는 생각을 다시 하였습니다. 우리는 이번 기회에 FED 내·외 관계뿐만이 아닌, 과연 우리가 고객을 만족시키고 있는가, 그들의 요구를 충족시키고 있는가, 우리의 관계는 믿음과 신뢰로 형성되어 있는가, 그리고 우리는 그들과 충분한 대화를 나누고 있으며 그들의 말에 귀 기울이고 있는가에 대해 진지하게 되돌아 보아야 한다고 생각합니다.

또한, 고객과의 관계뿐만이 아닌 여러분의 가족, 배우자, 또는 주님과과의 관계에 대해서도 되돌아 보는 시간을 가지시기 바랍니다.

저희 FED에서 얼마 전 불미스러운 사고로 인해 계약 인부 한 명이 사망하는 일이 있었습니다. 모든 사고가 그렇듯이 이번 사고 또한 예방될 수 있었다는 점이 더욱 우리의 마음을 안타깝게 합니다. 다시 한번 우리의 주위를 살피고 사고 예방을 위한 안전 점검을 생활화해야 하겠습니다.

언제와 같이 안전에 주위 하시고, "안전에 대한 대응은 없다"를 기억하시기 바랍니다.

Serving you and the District

# Thanksgiving Day? 미국의 추석

11월 말이 되어 가로수마다 나뭇잎들도 얼마 남지 아니하고 찬 바람이 코끝을 시리게 하면 미국인들도 가족을 찾아 고향으로 돌아간다. 바로 추수감사절 연휴가 시작되는 것이다. 추수감사절(Thanksgiving Day)은 크리스마스보다 더하여 미국 최대의 명절이다.

실제로 휴일은 11월 넷째 주 목요일이지만 휴일이 있는 주가 시작되면서 미국은 온통 휴일 분위기가 만연한다. 먼저 백화점과 슈퍼마켓에서는 추수감사절 바겐세일을 대대적으로 시작하고 사무실에서는 삼삼오오 모여 휴일 계획에 대하여 잡담을 나누곤 한다.

사람에 따라서는 책상을 온통 칠면조를 비롯하여 추수감사절과 관련된 소품으로 장식하기도 한다.

휴일 전날인 수요일이 되면 벌써 많은 사람들이 고향을 찾아 떠나기 때문에 지하철역의 주차장은 들성들성해진다. 수요일은 아이들의 학교도 오전 수업만으로 끝나고 오후부터 전국의 고속도로와 공항은 귀성객과 휴일을 즐기려는 여행인파로 붐비기 시작하는데 우리나라의 추석 귀성전쟁과 다름이 없다.

추석 차례를 위해 음식을 마련하듯 추수감사절에는 각지에 흩어져 살다가 오랜만에 고향으로 돌아오는 가족을 위해 음식을 마련하느라 분주하다. 추수감사절의 전통적인 음식은 칠면조 요리다. 큼직한 칠면조의 뱃속에 나뭇대로의 독특한 속을 집어넣은 다음 겉에 버터를 듬뿍 바르고 겉이 먼저 타지 않게 은박지로 잘 싸서 오븐에 넣어 구워내는 칠면조 요리는 우리나라 추석의 송편과 같은 셈이다. 밤새워 송편을 빚듯이 칠면조 요리도 굽는데 시간이 오래 걸리기 때문에 밤 늦게까지 준비해서 새벽 일찍 오븐에 넣어놓으면 점심 식사에 먹기 알맞도록 굽혀 지는 것이다.

칠면조에 곁들여 빠지지 않고 나

오는 것이 크랜베리(Cranberry)다. 크랜베리는 아메리카 인디언이 식용과 약용으로 재배하기 시작한 것인데 설탕을 넣고 졸여서 젤리 상태로 만들어 칠면조와 함께 내놓는다. 이와 함께 감자와 고구마 맛이 나는 양과 아스파라거스 등의 야채가 곁들여진다. 식사 후에는 호박으로 만든 달콤한 파이가 디저트로 빠지지 않고 나온다.

건강에 유독 신경쓰는 미국인도 이날 하루만은 기름진 음식을 마음껏 먹고 즐긴다. 그래서 추수감사절 다음날은 동네의 헬스클럽이 유난히 붐빈다고 한다.

원래 추수감사절 다음날인 금요일



미국의 추수감사절 행사에서 빼어 놓을 수 없는 것이 바로 "Macy" 라는 백화점에서 주최하는 뉴욕시의 퍼레이드다.

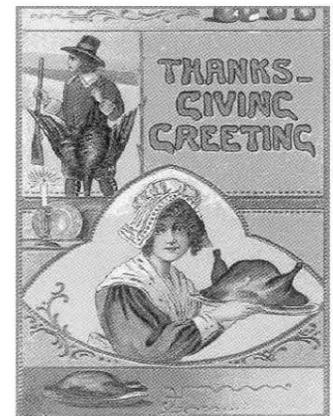
일은 휴일이 아니어서 연방정부는 금요일에 정상적으로 근무한다. 다만 대부분의 기업은 금요일을 쉬고 그 대신 다른 연방공휴일에 일하는 경우가 많다. 설사 금요일에 쉬지 않는 직장이라 하더라도 대부분의 경우 하루쯤 휴가를 내서 연휴를 즐기는 것이 일반적이다.

추수감사절은 뉴잉글랜드 지방의 플라이머드에 도착한 영국 이주민들이 농사를 지어 추수한 것을 신에게 감사드리기 시작한 것으로부터 시작하였다. 종교의 자유를 찾아 도착한 그들에게는 신 대륙에서 무사히 한해를 보낸 것에

대해 신에게 감사드리기 위하여 야생 칠면조를 잡아 축제를 벌인 것이다. 이러한 축제의 전통이 각 지역별로 지켜지다가 1863년에 이르러 아브라함 링컨 대통령이 전국적으로 추수감사절을 선포하여 지금까지 이어져온 것이다.

생산의 기반이 흠에 있었던 옛날 사람에게는 한해의 수확을 감사드리는 의례가 있기 마련이다. 그런 면에서 우리의 추석이나 미국의 추수감사절은 같은 뿌리를 갖고 있다. 흠어져 살고 있던 가족이 오랜만에 만나 정담을 나누며 시간을 보내는 것도 우리의 추석이나 다름없다. 할아버지는 손자들이 다시 모여 낚시나 야구 경기를 하는 것도 추수감사절이 주는 만남의 즐거움이다.

굳이 다른 점을 찾는다면 우리는 추석 제사 준비 때문에 과일이며 생선등의 가격이 올라 가게부에 주름이 간다며 눈살을 찌푸리는데 반해 미국의 추수감사절 연휴는 각 백화점이나 식료품점이 오히려 대폭 할인판매하여 연말을 준비하는 쇼핑시즌이라는 점이라고나 할까. 아무튼, 이번 기회에 미국의 추수감사절을 미국식으로 즐겨 보는 것도 나쁘지 않을 듯 싶다.



1911년에 만들어진 추수감사절 포스트카드

# Talk Tips

Talk Tips에 실린 내용은 각 부서에서 자주 쓰이는 Business Language를 중심으로 이루어집니다. East Gate Edition에서는 매달 부서별 Business Language를 실어 여러분이 좀 더 쉽게 의사소통을 하실 수 있도록 도와 드리겠습니다. 그 동안 직장 동료, 또는 상사와 대화 중 잘 이해하지 못하셨던 말, 또는 단어가 있으시면 추천해 주시기 바랍니다.

## PPMD

Have you reviewed the draft PMP?

PMP 초안을 검토 해보셨습니까?

\* 여기서 PMP란?

Project Management Plan. PMP는 이름 그대로 한 프로젝트를 디자인부터 예산, 그리고 공사 스케줄까지 모든 과정에 있어 관리하고 경영해 나가는 계획을 적은 계획안입니다.

## EXECUTIVE OFFICE

The colonel's schedule got pre-empted.

대령님의 스케줄이 뒤로 밀렸습니다.

\* pre-empted: 위 문장에서는 "다른 더 중요한 일 때문에 뒤로 밀린다"라는 뜻으로 쓰여집니다. 약속이 뒤로 미루어졌음을 알려야 할 경우에 위의 문장을 이용하시면 좋을 것 같습니다. (예: Our appointment was pre-empted due to an urgent meeting with a client.)

# LG 건설과 삼성 건설이 Commander's Certificate of Construction Excellence 상 수상



지난 10월 16일 LG 건설과 삼성 건설 회사가 FED Commander's Certificate of Construction Excellence 상을 수상하였다.

이 두 회사는 뛰어난 안전 기록을 유지하고 예상된 기간 내에 높은 품질의 제품을 생산해 내었으므로 이 상을 수상하였다.

이번 Construction Excellence Award가 LG 건설 회사에게 두 번째였으며, 이 밖에 LG는 Quarterly Quality and Safety Award를 동두천에서 이 회 시상, 그리고 FED's Quarterly Safety Award를 시상하는 등 화려한 시상 경력을 가지고 있다.

LG 건설의 건축 영업 상무 김 곤 씨는, "동두천 작업은 힘든 작업이었습니다. 하지만, 저희 팀과 FED 팀 사이의 원만한 협조와 이해가 있었기에 좋은 성과를 올릴 수 있었고, 더 나아가 이런 상을 받을 수 있었다고 생각합니다." 라고 수상 소감을 말씀하셨다.

삼성 또한 수차례의 시상 경력을 보유하고 있다. 이번 시상도 삼성의 두 번째 Construction Excellence Award였으며, 뛰어난 안전 공사 기록으로 Safety 2000, 그리고 Third Quarter Safety Award 2001을 시상하기도 하였다.

이에 대해 삼성 건설의 전무 김 수문 씨는, "저희 회사는 가능한 모든 자원과 인력을 투자해 고객에게 높은 품질의 제품을 제공하는 데에 최선을 다하고 있습니다." 라는 말씀을 하시며, "저희는 이 상을 앞으로 더욱 잘 하라는 뜻으로 받겠습니다." 라는 시상 소감을 말씀하셨다.

## 도덕에 대한 질문

"도덕에 대한 질문"은 이번 달 East Gate Edition을 시작으로 정기적으로 여러분을 찾아 뵙게 됩니다. 이 칼럼의 목적은 여러분에게 도덕에 대한 인식을 높일 수 있는 기회를 제공하고, 여러분의 일상생활에서 일어나는 모든 결정 과정에 있어 도덕성에 대한 인식이 한 일부가 될 수 있도록 하고자 하는데 있습니다. 아래의 상황 설정은 매우 보편적이므로 다음 상황이 여러분에게 어떤 영향을 미칠 수 있을지에 대해 생각해 보시기 바랍니다.

1. 베리씨는 본인의 기관에서 수억 달러 상당의 항공기 계약을 모회사에 수여하려는 것을 미리 알고, 자신의 주식 중개인에게 전화해 그 회사의 주식을 다량 구입한다.

2. 메리는 USACE의 직원이자 환경 운동 단체의 간부이기도 하다. 메리는 직장에서 작업하고 있는 장기적 댐 건설 프로젝트가 해당 지역의 야생 동물 보호에 피해를 끼친다는 것을 알고, 이 프로젝트가 공식 발표되기 전에 환경 운동 단체의 회의에서 이 사실을 알린다. 이후 환경 운동 단체에서는 즉시 댐건설을 반대하는 운동을 준비한다.

위의 두 가지 상황에서 베리와 메리의 행동 중 잘못된 점은 무엇입니까?

“그럼 이걸 다 읽어 보세요. 그리고 이 문제를 읽고 나서 여러분은 이 문제를 어떻게 생각하십니까? 그리고 이 문제를 읽고 나서 여러분은 이 문제를 어떻게 생각하십니까? 그리고 이 문제를 읽고 나서 여러분은 이 문제를 어떻게 생각하십니까?”