



# East Gate Edition

U.S. Army Corps  
of Engineer  
Far East District

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## Learning the ropes at FED



*From left to right, COL Gregory Kuhr, CDR FED; MAJ Kim, Jung-wan, ROK Army; Mr. Kim, Sung-ho, MND DPA; LTC Shim, Hai-shik, Department of Construction Technology, Military Installation Bureau, MND; Mr. Hwang, In-jae, MND DPA; MAJ U, Kyung-jun, ROK Air Force; LT Choi, Seung-hyun, ROK Navy; Mr. Yi, Joong-yung, MND; and Mr. Lenny Kim, FED PPMD.*

### Inside

<i>Learning the ropes at FED. . . .</i>	<i>1 &amp; 6 ~ 7</i>
<i>Living and working in Korea. . . . .</i>	<i>5</i>
<i>Christmas Party. . . . .</i>	<i>8</i>
<i>January Focus. . . . .</i>	<i>9</i>
<i>Question of Ethics. . . . .</i>	<i>9</i>
<i>Security Clearance; who needs one? . .</i>	<i>10</i>
<i>Did you know &amp; Things to do. . . . .</i>	<i>11</i>
<i>Hangul pages. . . . .</i>	<i>13~16</i>

*by Julie Park*

Throughout the year, the Republic of Korea plays host to United States Forces Korea. Once a year that the role is reversed at FED which plays host to guests from its host nation.

Every year a number of exchange students from the Republic of Korea's Ministry of National Defense (MND) are selected to attend an 8-weeks-long training program with the Far East District

(FED). The purpose of this training is to help the ROK engineers understand our business and decision-making processes so that cooperation between ROK and U. S. military engineers are improved and the high quality of the construction is maintained.

The most recent training class began on October 29, 2001 and six very enthusiastic ROK students arrived at FED. This

*(continued on page 6)*

# From the Commander



COL Gregory S. Kuhr

## Information Technology in Far East District

We often claim that the adoption of new information technology will radically simplify our work and make us much more productive, efficient and consistent. As we continuously change into a world-class engineering organization, the increased use of information technology is a critical ingredient to our performance. Are we using the latest software and hardware and are they assisting us in delivering our projects faster, cheaper and with world-class quality?

Information technology helps us in many ways, but it also backfires if we are not careful. For instance, everyone in the District uses email, but are they more or less productive? Some would argue that they have far more access to important information than without email. Not only can they communicate around the

globe and search the Internet for information, but they can efficiently communicate with their co-workers every minute of the day. They are connected and can be reached at all times. However, others would claim that reading their email ties them down for hours unnecessarily, inhibits their face-to-face and personal contact with others and increases the communication expectations (why didn't you answer my email?).

We have several other examples throughout the District. Ask our Project Managers about the use of their project management software – PROMIS. Most would argue that typing in and maintaining their project data does not help them do their job.



However, how does the District leadership, Pacific Ocean Division and the Corps headquarters find out about the over 350 projects we are managing if not with PROMIS? Another example - in Engineering Division the computer has virtually taken over as a replacement for the art and craft of the professional designer.

Designers can be much more productive by using standard symbols and incorporating standard design work where appropriate. On the other hand, by using standard designs we have lost the creativity and ingenuity that only a talented designer could have supplied?

Information technology affects everyone in the District. Most of you know them by their abbreviations - CEFMS, SPS, RMS, PROMIS, MS Office, MODERN, and many more. While these systems contribute to our productivity and efficiency, they also inhibit what we do and how we do it. In many ways the District's organization is a result of the information systems which we have to maintain. Our processes are built around the software we use to do our job. Our communication is built around email and cell phones. Technology has re-invented us and taken on a life of its own. We expend countless resources maintaining our technology and data systems without continuously asking the question – Is this effort worth its contribution to our project delivery system?

I encourage all employees to re-examine whether you are a slave to information technology

*(Continued on page 10)*

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 & Health

## Musculoskeletal Injuries in Construction

by Edward Primeau, SO

Musculoskeletal injuries have been common in construction since the Egyptians built the pyramids. Imhotep, an administrator concerned with major Egyptian construction projects, recorded cases that are likely to be musculoskeletal injuries. Musculoskeletal injuries are those that affect the muscles, nerves, tendons, ligaments, joints, cartilage, or spinal discs. These injuries are usually a result of a gradual chronic development, but may also be due to acute events such as slips and trips.

In the November 2002 Issue of Applied Occupational and Environmental Hygiene, there was an article in which the author performed a literature review of musculoskeletal problems in the construction industry. The article reviewed historical evidence, injury data, workers compensation data, medical exam data, survey data and exposure data. Included in this review was lost time injury data for 1984 through 1988 by the U.S. Army Corps of Engineers (USACE).

The article stated, "that USACE jobs are much safer than construction jobs in the private sector, with an annual injury rate of 1.34-1.52 lost-workday injuries per 100 full time workers. Sprain and strain injuries accounted for 29.9 percent of all lost-time injuries. During the initial phases of

construction (site preparation and excavation) sprains and strains accounted for over 60 percent of lost time injuries. Overexertion injuries (10.6% of the total) and bodily reaction injuries (6.8% of the total) were almost all sprains and strains. In comparison, data from state workers' compensation records showed 24 percent of injuries were due to overexertion and 7 percent were due to bodily reaction. Seventy-nine percent of all back injuries for the USACE were sprains and strains. Sprains and strains also accounted for 37 percent of all USACE trunk (except back) injuries and 16 percent of USACE upper extremity injuries."



The leading causes of overexertion injuries are manually

lifting, carrying, or moving objects. Shoveling and digging follow this as the second leading cause of overexertion injuries.

The conclusion of this article was not surprising in that construction workers risk to musculoskeletal injury is much higher than other workers. The risk is about 50 percent higher than other workers.

Therefore, to prevent such injuries workers and supervisors should take the following actions:

- ❖ Prevent awkward postures. Tasks performed with repeated or sustained bending or twisting of the wrists, knees, hips, or shoulders impose increased stresses on these joints.
- ❖ Prevent twisting at the waist when carrying loads. Keep the load close to the body. Avoid extreme ranges of motion such as high above the head.
- ❖ If the load is too bulky or heavy to lift alone, the worker should get help to perform the lift. Use mechanical devices to assist in the lifting.
- ❖ Workers should maintain good physical conditioning. Stronger muscles and bones will be more likely to handle the stresses of the job.

# The Deputy's Word



by LTC Charles Markham  
Deputy Commander

## Leadership Training

### Happy New Year!

A few months ago I wrote an article about our new Leadership Development Program (LDP). I want to talk some more about that program and our Emerging Leader Program (ELP). Both of these programs offer great opportunities for our employees to meet the future leadership needs and challenges of the Far East District and the U.S. Army Corps of Engineers.

The LDP provides current and potential FED leaders, you, with an opportunity to develop your leadership and managerial skills. I challenge all our first line supervisors, team leaders, and non-supervisory employees, who demonstrate leadership potential or strive to be leaders, regardless of grade, to volunteer for this program. I believe you will enhance your leadership and managerial skills through cross-training, shadowing district leaders, observing leadership meetings, and completing self-development activities. All you need to provide is

some initiative and self-determination to complete the two-phased program requirements within two years. Program information and applications are located on the FED Intranet. Take the leadership challenge and check it out.

Another leadership program in the District is the Pacific Ocean Division ELP. This is a Division sponsored program open to employees at the GS/KGS-09 through GS/KGS-12 grade levels. The program is designed to provide participants with exposure to senior leadership. As such, basic activities include observing Division leaders in action, participating in POD Senior Leader Conferences, performing Division and District taskings as assigned, attending meetings and serving as mentors to the incoming ELP class. The ELP provides participants with a better understanding of both District and Division activities, and of the USACE mission, organization, and business practices. The program seeks to foster a corporate perspec-

tive and dedication to the USACE Strategic Vision. It is a two year program. We have a few ELP alums in FED who would be more than happy to talk to you about their experiences in the program. The POD Program details and application packet is on the POD Electronic Library Web Page. FED is currently accepting applications for the ELP class of 2002 now. The suspense date for applying is 1 February 2002. I highly recommend you look into applying.

As the cold weather closes in around us, I encourage everyone to think about their safety and everyone around them. Understand the conditions and your risks and mitigate them accordingly. Stay warm and safe! **There's no alternative for Safety!**

**Serving you and the District!**

## Living and working in Korea, my perspective

by Allen Chin, Deputy for  
Programs & Project Management

Many of us (DACs and military) have been signed up for two year tours or extensions. How many of you think about how long a two year tour feels like in Korea? (Then again, compared to a two year tour, a one year tour must feel like a long TDY.)

During my first two year tour in FED in the 1980's, the time went by relatively quickly but my memories of my first tour were quite memorable and made it seem like it lasted a lot longer. Also, I was TDY to FED from POD so many times over the ensuing years that it sometimes felt like I had not really left Korea.

In my first tour I took some university classes to learn how to read and write Korean. That also made my first tour quite memorable.

I still remember the Korean language I learned and that comes in handy when I try to understand signs and menus or communicate in Korean.

There is a difference between just coming here for a two year tour and extending an additional two year tour. During the initial two years, the newness and excitement of a new rich environment probably doesn't really wear off.

For those of you who have signed up for an initial two year tour in Korea, there are three phases that we all go through in this initial tour.

The first phase is breaking in

as a newbie and all the fun that entails. I think many of us who have lived here for awhile may have forgotten those days when we first arrived in Korea and the excitement of a new country with all the fascinating differences from what we may be used to.

That means living in a hotel, looking for an apartment, learning about life in Korea, and meeting the people you work with at FED. The



next phase (settling in) is a time that might pass quicker for us since we become old hands at FED and in Korea and adjust to the lifestyle and pace of work. In this phase, we seek out a routine that we are comfortable with.

That could mean shopping, finding good places to visit or simply exploring the countryside. The 3<sup>rd</sup> phase is when we have a DEROS coming up and start making plans for the next assignment and wonder where the time went. But even in this last phase, I often hear people say with a twinge of regret that they

didn't take the opportunity to experience a more variety of things.

One of the new things I had to get used to again in Korea was the four seasons. Prior to my previous tours in Korea I came from California and Hawaii and didn't experience fall, winter, spring and summer. I had to get used to changing wardrobes for the different seasons as well as the contrasting cold of winter and the heat of summer.

In many respects, a two year tour may not be enough because the brief time doesn't allow one much time to settle in and enjoy the country.

Also, that might not be enough time to fully learn and enjoy the job before it's time to leave. Of course, the turnover of leaving after one tour might have an adverse effect on an office especially given the difficulties of recruiting qualified people to come to Korea.

I believe that Korea and FED are exceptional places to work in because Korea is a wonderful place and the people here are great. That's why I see people who come back to Korea who have worked here before and that's why many folks extend for additional tours.

## Learning the ropes at FED

*(continued from page 1)*

year's group was made up of three civilians from MND's Defense Procurement Agency (DPA) and three officers from the ROK Army, Navy and Air Force.

On December 10, I had a chance to tag along with them on their field trip to the Combined Defense Improvement Program (CDIP) project sites at K-16 Air Base in Songnam, near Seoul. I've been told that the selection process to attend this training is highly competitive and the chosen ones are undoubtedly the best from their group. I was very excited about this trip and chance to meet and talk to the students.

Mr. Lenny Kim, Programs and Project Management Division (PPMD), was the coordinator and our designated driver for this trip. Two of the six students were



*From left to right; Mr. Hwang, In-jae; MAJ Kim, Jung-wan; Mr. Lenny Kim; Mr. Kwon, Yong-jung, MND DPA, CDIP Program Manager; Mr. Kim, Yu-suk, MND DPA, Project Engineer at K-16; LT Choi, Seung-hyun; and Mr. Kim Sung-ho, posed for the camera during the tour of the project site of the Motor Pool Building project site at K-16 AB, Songnam.*

unable to make this trip due to some personal matters. On our way to K-16 AB, I was able to ask questions to the four students who did make the trip.

By this time, the students were quite close and had become one happy family.

They were approaching their final week of training, so I asked what they thought was the most educational part of it.

"There is a lot of difference between the way Korean firms operate and the FED teams operate," said MAJ Kim, Jung-wan.

Major Kim from the ROK Army 1175 Field Engineers, was the leader of the group by seniority and rank.

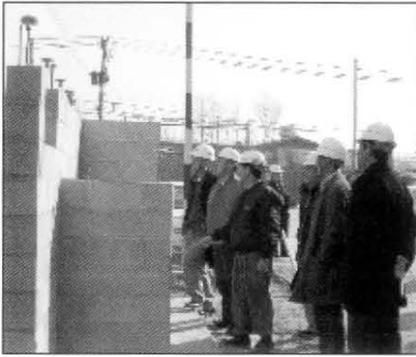
"The FED teams and their work are very well organized and systematically planned out from the beginning stages to the end. I think that's what makes smooth construction for all FED projects," he added

"The concern and care of safety at the sites are also something that needs to be learned from the FED team."

Well, enough of the text-book-like comments. I had to ask



**This Aviation Restructuring Initiative (ARI) Barracks at K-16 AB, Songnam, is over 40% complete.**



**Students viewed the sample of Concrete Masonry Unit (CMU) block construction. The building of a CMU sample is not required by the ROK government, but by US construction standards.**

what was REALLY helpful about this training.

Mr. Kim, Sung-ho, a student from MND DPA, answered.

“It’s nice to be able to go home on time during this training because at our usual jobs, we don’t have a set schedule. But really, the best thing about this whole experience is the experience itself,” said Kim.

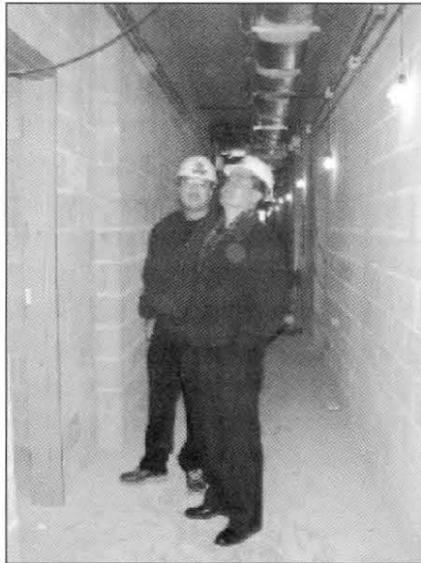
“We all work in the same business. But it’s good to see the same business operating in a different environment,” Lieutenant Choi, Seung-hyun, from ROK Navy Headquarters said.

“I know this was a great experience for me. I don’t know exactly how I’m going to apply the things I learned from this to my present work, but I’m glad I had the opportunity to attend this training,” LT Choi added.

Upon arrival at K-16 AB, the CDIP Program Manager, Mr. Kwun, Yong-jung, greeted us and gave a briefing about the CDIP projects, which are now 43% complete. Mr. Kwun said that the

attack of September 11 had delayed the shipment of some construction materials, delaying the work, but it is now back to normal.

The CDIP is a ROK government funded program that is jointly carried out and managed. The ROK government has the authority to award the contract and supervise the construction, while FED is responsible for design and has authorization to recommend a contractor for a project. The current CDIP projects at K-16 AB include a



**Mr. Hwang In-jae, MND DPA, checks out the details at the ARI Barracks project site.**

Vehicle Maintenance Building and an Aviation Restructuring Initiative (ARI) Barracks. During the briefing, Mr. Kwun emphasized that the quality of CDIP projects has improved a lot over the years and that the ROK government is committed to improving all of their construction standards to meet and exceed the standards of the USACE.

“The training will help us continue to maintain an excellent relationship with our ROK MND engineers in executing the Host Nation Funded Construction (HNFC) program,” said Mr. Lenny Kim.

It was obvious that both sides, FED and the ROK government, have a lot to learn from each other and that this type of exchange program brings each a step closer to reaching that meeting point of two very different cultures and their people.

For people of different backgrounds it is difficult to adjust to and cooperate with each other on a daily basis. One can only imagine how difficult it must be for two teams made up of people from not only different backgrounds, but also with different work habits and history, to work on a project together. However, after years of consistent efforts such as this exchange program, these two very different groups of people are working together producing great results.

I realized it is not the amount of knowledge gained from this training that is valuable. It is the purpose of this training (working together) that is its true importance and value. As long as we keep up with this attitude of sharing and cooperation, the partnership between the ROK government and the FED will grow stronger during this new

*Mr. Lenny Kim would like to send his heartfelt appreciation to all those on the FED team who took time from their busy schedule to support this training.*

# 2001 Christmas Party!



Mr. Harry Kim, Chief of Contracting.  
Waiting for customers...



Engineering Division had some great food and the cutest entertainment...Dancing Santa!



West meets East! For Christmas entertainment, some FED employees played Korean traditional game, Yutnori.



The party went on and on until the last Kalbi was served. Geotech Division knew how to throw a great party.



The LMO family really went all out and decorated their brand new motor pool for this year's party. They also served one of this year's best dishes, Yukgejang, Korean traditional beef soup.



Executive Office offered lots of homemade dishes and enough Christmas spirit for everyone.

## January Focus



**Name:** Chong, Tok-sok  
**Branch:** Engineering Service Branch, Program Team  
**Title:** Accounting Technician  
**Years with FED:** 24 years

**What do you do?** : I maintain journals, registers and general ledgers utilizing the CEFMS & MS Access database program.

**What are some of the biggest changes you've witnessed during your employment with FED?** : Work speed and accuracy have improved greatly due to the use of computers, calculators and CEFMS. However, it's a mystery to me that the workload hasn't decreased at all.

**You are retiring this month. Do you have any final words for the Corps family?** : When I was faced with some tough times in my personal life, the co-workers and friends from FED provided me with a lot of support and care. I felt like a part of this big family and it was great help to know that I had such great friends. I will not be able to forget the past 23 years with FED and would also like to say a special thanks to Mr. Thomas Knipper, who I had the privilege to work with for the past 16 years.

## Question of Ethics

by Gilbert Chong, OC

### Post-Employment Negotiations

Terry is an FED Contracting Officer's Representative on a construction contract with Worldwide Amalgamated Amalgams Inc. He has a meeting scheduled with Worldwide on a contract modification tomorrow. Two weeks before, Terry applied for a job with Worldwide in a separate division of the company, but has not heard from Worldwide on his application. May Terry participate in the next day's contract negotiations?

\_\_\_ a. YES, because he is applying to work for Worldwide's consulting services division, which is not related to the construction division.

\_\_\_ b. NO, because he is applying for a job with Worldwide, no matter what division it is.

\_\_\_ c. YES, because he has not yet heard back from Worldwide.

\_\_\_ d. NO, because he might be too lenient with Worldwide in the next day's discussions so as to avoid angering the Company before they decide on his application.

*Answer to Question of Ethics is on page 10.*

# Security Clearances; Who needs one?

by Mitchel Glenn, EMO

Bottom line up front, not everyone needs a security clearance. If your job description includes a security clearance, then yes, you need to either acquire one or maintain the one that you have. If your duties change, and you are required to work with classified information, then you will need to have a security clearance.

FED has 191 EEC/MEC and 10 active duty personnel. Not all of the EEC/MEC require a security clearance to do their contingency mission. About 1/3 of them are required to have a clearance, based upon the MOBTDA. Supervisors need to review their positions. If you need someone to have a clearance during armistice, you need to coordinate with our office. We will assist you, but that person will need to fill out the proper documents to request a clearance. If it is only a requirement during a contingency, then you need to identify which positions and request a change to the MOBTDA.

A secret clearance for a DAC is only good for 10 years. You need to start the renewal process one year prior to it expiring. A security clearance for a Korean employee is a long process to acquire and has to be revalidated annually. Currently, only one of our MEC's has a clearance. This is an area that needs to be reviewed by the supervisors. If one of your MECs is required to work with classified documents or in the Emergency Operations Center during a contingency, then we need to start the process and get them the required security clearance.

Any questions about your security clearance or how to update it if it is expired should be directed to Mr. Pat Crays at 721-7410.

## Commander's Message

(Continued from page 2)

or whether you are using it to maximum advantage to accomplish your job? Count the number of minutes every day you spend reading email or updating data in an information system and ask yourself if you are now more productive. If you determine you are not more productive, ask how you can maximize your productive time. Likewise, if you believe your pro-

ductivity would improve with new information technology, let your supervisor know so that we can evaluate getting that system for you.

While applying technology can be a two-edged sword, performance is always dependent on professionals who are focused on the mission and committed to achieving their best. Far East District will have a great 2002 because employees are committed to continuously improving their performance. Continuously

## Answer

### To Question of Ethics

(From page 9)

**The answer is C.** Terry should visit his ethics counselor before beginning his meeting. The ethics counselor would tell him he may participate in the negotiations with Worldwide because he has had no response from its Human Resources Division. The general rule about conflicting financial interests, 18 USC 208, is that a government employee may not personally and substantially participate in a matter that would affect a financial interest of that employee, or a person closely associated with that employee. Negotiating for future employment with a contractor would be a financial interest, but under 5 CFR 2635.603(b), merely submitting an application or a résumé with no response from the company is not within the definition of negotiating for future employment. Terry has come very close to, but would not be violating either the statute 18 USC 208 or the above regulation by participating in the meeting for the contract modification.

The rules on post-employment restrictions are complicated and fairly technical. It is highly recommended an employee consult with this office when s/he begins such a process to avoid any risk of violating the rules noted above.

seeking improvement must become a way of life for the Far East District!

**Essays!**

**COL Kuhr**

## Did you know...

### *SUL* (part 3)

#### Joseon Dynasty

By this time 300 different kinds of drink had been developed. *Soju* had become so popular that Jeong Yakyong, a famous scholar and politician, suggested that the King take distillers away from the common people. His logic was that the people were using too much of their rice to make soju and not saving enough to eat. By banning *soju* production, the King would preserve the nation's food supply. In addition to *takju*, *yakju*, and *soju*, a fourth class of drink developed in the late Joseon period: *gwahwajuryu* was made very sweet or mixed with soju to give it a longer shelf life.



#### Japanese Occupation (1910-1945)

During the Joseon Dynasty, brewing was not industrialized or monopolized. Brewing was done in the home on a small scale, with about 1 in 7 homes producing sul. During the Japanese occupation, this form of production was outlawed and the Japanese issued brewing licenses to favored local supporters. These licensed brewers produced drink en masse and were, in turn, taxed by the Japanese and formed the beginning of industrial sul making in

Korea. During this period, *nuruk* (malt) production became a major business concern and Western drinks, such as beer and whisky, were introduced to Korea. These drinks became popular among the wealthy, while Korean traditional drinks have been preserved among the common people.



#### After Liberation

Due to the long period of Japanese exploitation and the subsequent devastation of the Korean War, this period was actually worse for *sul* production than before liberation. *Takju* and watered *soju* became popular and the Korean liquor industry began focusing on more healthy drinks. Many of the traditional recipes have been altered and a vast variety of traditional drinks have been lost. Since 1980 the government has lifted some of the controls on sul production, allowing the recreation of some 50 kinds of *sul*. This pales in comparison to the variety that has been lost. The government has also allowed home brewing again since 1995. However, it will take a long time to rebuild the glorious home brewing tradition of the past.



## Things to do...

### *Polar Bear Swim*

**Where:** Busan Haeundae Beach

**When:** Jan 27, 2002

**Sponsor:** Westin Chosun Beach Hotel

If you think winter in Korea is *not* cold enough, try the Polar Bear swimming event. The Polar Bear swimming event is held every January as a way to celebrate and welcome the New Year. The event is held at Haeundae Beach in Busan.

The event consists of a 20-meter run on the beach and 80-meter swim in the bone-chilling-cold ocean. After the swim you will feel like you've just frozen and gotten rid of all the excess fat in your body. This is a fun event rather than a race, so participants should take it in the spirit of the event.

Showers and saunas will be available free of charge to all participants after the swim in the Club Verandah at the Westin Chosun Beach Hotel.

A 5-day tour package (from Jan 24~29) is available for this event through Hanjin Travel Service Co. at 836,000 won per couple. The tour package includes a tour of the cities of Busan and Gyeongju and participants will stay at the Westin Chosun Busan Hotel and Gyeongju Hyundai Hotel.

If the tour package is too much for you, try calling the Westin Chosun Beach Hotel directly and arrange for a trip.

**Westin Chosun Busan Hotel :**  
(051) 749-7201 or 749-7410.

# New Team Members



**Ms. Kim, Chi-hyon** joined FED's QAB on December 17 as a secretary. Her hometown is Daegu and she graduated from Hyosung Catholic University in 1994. Her major was in Political Diplomacy. She spends her spare time engaging in church activities and she is married to Mr. Sagong, Ram and they have a daughter named Sagong, Ye-sung. This is Ms. Kim's 5<sup>th</sup> year working for the U.S. government. Her previous employment was with 20<sup>th</sup> Support Group, and Yongsan DPW.



**Mr. Sin Hyon-chun** joined FED as a Geologist in the GeoTech & Environmental Section on December 17. He graduated with a PhD from Yonsei University in August 2001. He likes to play computer games, soccer or table tennis during his time off. He is married

to Ms. Im, Jung-sin and has a 13-month-old son named Sin, Ji-hun. This is Mr. Sin's first employment with the U.S. government.

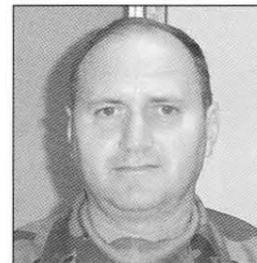


**Mr. Yi, Song-pok** and Mr. Sin Hyon-chun have a lot in common. He joined FED as a Geologist on the same day as Mr. Sin Hyon-chun and two men went to the same university, Yonsei University. Mr. Yi graduated in 1998 with Master's degree. He enjoys computer games and billiards. This is also Mr. Yi's first employment with the U.S. government.



**Mr. Jacob Davis** joined FED as a Civil Engineer in the GeoTech & Environmental Branch on December 4. He is originally from Jacksonville, Florida and graduated with BS in CE from Florida Institute of Technology in 1997. He plays a variety of sports such

as racquetball, tennis, softball, and golf and he enjoys reading sci-fi fantasy and fiction books. Mr. Davis likes to go out clubbing at night and travel to different countries. Thus, he is personally looking forward to exploring Asia during his stay in Korea. This is Mr. Davis' 6<sup>th</sup> year with the U.S. government and his previous employment was with the Jacksonville District.



**Staff SGT Greg Parker** joined FED's Osan Project Office on Dec 18, 2001 as a Construction Inspector. He is originally from Thomasville, GA and attended the Tide Water Community College. He likes to golf during his time off and is married to Ms. Susan Parker. Besides many awards and recognitions he achieved during his 15-year active duty career with the US Army, his biggest achievements are his son Kyle and his daughter Julia.

## **WELCOME!**

## 사령관메세지



COL Gregory Kuhr

# FED의 정보 기술

우리는 새로운 정보 기술의 도입으로 인해 우리의 업무가 간편화되고 더욱 효율적으로 변화될 것이라고 말하곤 합니다. 오늘날 우리 FED가 세계적 수준의 공병단으로 발전해 나가는 데에 있어 더욱 많은 정보 기술의 이용은 매우 중요한 요소입니다. 그 때문에 저는 다음과 같은 질문을 드립니다. 과연 우리가 사용하고 있는 소프트웨어와 하드웨어는 우리의 업무를 더욱 빠르게, 저렴하게, 그리고 세계적 수준에 맞게 처리할 수 있도록 도와주고 있는가?

정보 기술의 이용은 우리에게 많은 도움을 줍니다. 하지만, 무엇이든 그렇듯 잘못된 사용이나 과용은 우리에게 해를 끼칠 수도 있습니다. 예를 들어, 당지구의 모든 직원은 전자 우편을 사용하고 있습니다. 하지만 전자 우편의 생산력에 대해서는 모두 다른 의견을 제시합니다. 어떤 이들은 전자 우편이 없으므로 인해 더욱 쉽게 중요한 정보를 얻을 수 있다고 하고, 그 반면에 어떤 이들은 전자 우편이 있음으로 인해 더욱 쉽게 때와 장소를 무관하고 통신을 할 수 있고 많은 정보를 얻을 수 있다고 합니다. 그리고 어떤 이들은 통신의 전자화로 인해 개인적인 접촉이 없어지고, 필요 이상의 시간을 전자 우편을 읽거나 답하는 데에 소비하게 된다고 하기도 합니다.

앞의 상황과 비슷한 예는 당 지구에서도 쉽게 찾아볼 수 있습니다. 가장 쉬운 예로는 모든 project manager들이 사용하고 있는 PROMIS라는 소프트웨어를

들 수 있습니다. 거의 모든 이들은 각 project의 데이터를 입력하고 보관하는 것이 각자의 업무 수행에 도움을 주고 있지 않다고 얘기할 것입니다. 하지만, 이 PROMIS라는 소프트웨어가 아니라면 과연 어떻게 공병단의 지휘층이 현재 운영되고 있는 약 350개 이상의 프로젝트에 대한 정보를 얻을 수 있겠습니까? 또 다른 예를 들자면, Engineering Division에서는 거의 모든 디자인이 컴퓨터로 인해 이루어지고 있습니다. 이로 인해 디자이너들은 더욱 편리하게 표준화된 심벌과 디자인을 인용하여 작업을 할 수 있게 되었습니다. 하지만 또 다른 시각으로 본다면 이러한 표준화된 디자인을 사용함으로써 우리의 창의력과 연구력이 감퇴되어 가고 있다고 할 수도 있습니다.

정보 기술은 당 지구의 모든 직원에게 영향을 줍니다. 바로 우리 모두에게 잘 알려져 있는 CEFMS, SPS, RMS, PROMIS, MS Office, MODERN, 등을 예로 들 수 있습니다. 이와 같은 시스템은, 물론 우리의 업무력과 생산력을 향상시키지만, 우리의 업무와 그 업무를 시행하는 방법을 제한하는 역할을 하기도 합니다. 여러모로 보면 당지구와 그 단체들은 우리가 유지해야 하는 정보 시스템의 결과라고 말할 수 있습니다. 우리의 업무 진행은 우리가 이용하고 있는 소프트웨어를 중심으로 이루어지고, 우리의 통신은 전자 우편과 휴대폰으로 대부분 이루어지고 있습니다. 기술이 우리를 다시 만들고 우리의 생활 속

에 또 하나의 생활을 만들고 있다고 해도 과언이 아닐 것입니다. 그리고 우리는 기술과 데이터 시스템을 유지하고 개발하기 위해 많은 노력과 에너지를 소비하고 있습니다. 이르기 전에 우리는 다음과 같은 질문을 해봐야 한다고 생각합니다. “과연 이러한 노력과 에너지 소비는 그만큼 가치가 있는가?”

저는 여러분 모두에게 자신이 과연 이러한 최신 정보 기술에 노예가 되어 있는지, 아니면 적절하게 이 기술의 특성을 잘 이용하고 있는지에 대해 생각해 보시기를 추천합니다. 하루 일과 중 전자 우편을 읽고 그에 답하는 시간을 계산하고 그 결과 자신의 생산력이 뒤떨어지고 있다고 생각되면 이를 향상시키기 위한 방안을 마련하십시오. 또한 그 결과 더욱 새로운 정보 기술의 이용이 업무의 생산력을 늘릴 수 있다고 생각되시면 그 제품의 구입을 추천해 주시기 바랍니다.

물론 신기술의 도입과 그의 효과에 대한 찬, 반론은 있을 수 있지만, 결국 우리 각자의 업무에 대한 열정과 헌신이 가장 뛰어난 결과를 가져다준다는 것을 잊지 마십시오. FED의 2002년은 항상 자신의 개발과 발전을 위해 노력하는 모든 직원들이 있기에 밝고 희망찬 것이라고 저는 생각합니다. 이를 잊지 말고 올 한 해도 노력하고 개발하는 해가 되길 바랍니다.

쿠어 대령

# 부사령관메세지



by LTC Charles Markham  
Deputy Commander

## 지도자 교육 (Leadership Training)

새해 복 많이 받으십시오!

몇 달 전 저는 이 칼럼을 통해 공병단의 새로운 지도자 개발 프로그램 (Leadership Development Program, LDP)에 대해 말씀을 드린 적이 있습니다. 이번 칼럼에서는 LDP에 대한 추가 설명과 더불어 신생 지도자 프로그램 (Emerging Leader Program, ELP)에 대해서도 말씀을 드리고자 합니다. 이 두 가지 프로그램은 모든 공병단의 직원들에게 극동 공병단뿐만이 아닌 미 육군 공병대의 주요 자산이 될 수 있는 좋은 기회를 제공하고 있습니다.

다. 이렇게 좋은 기회를 얻기 위해 여러분이 제공해야 하는 것은 자신감과 2년간의 성실한 교육 태도뿐입니다. 이 프로그램에 대한 더욱 자세한 정보는 FED의 Intranet에서 찾으실 수 있습니다. 이 좋은 발전의 기회를 깊이 고려해 보시기 바랍니다.

공병대의 또 하나의 지도자 프로그램은 바로 태평양 공병 사단의 ELP입니다. 이 프로그램은 각 division에서 후원하며 GS/KGS-09부터 GS/KGS-12 직위의 직원들에게 열려 있습니다. 이 프로그램은 상급 지도자와 그들의 지도력을 배우는 것을 목표로 만들어

어지며, 이 교육과정을 성공적으로 마친 직원들이 현재 FED에 몇 있는 걸로 알고 있으니 주저하지 말고 이 프로그램에 대해 질문을 해 보십시오. 아마도 기꺼이 자신들의 경험에 대해 이야기 해드릴 것입니다. POD 프로그램에 대한 자세한 사항과 신청서는 POD 전자 도서관을 통해 얻을 수 있으며, 현재 FED에서는 ESP 2002 신청서를 접수하고 있습니다. 접수 마감 날짜는 2002년 2월 1일입니다. 관심 있으신 분들은 꼭 신청을 고려해 보시기 바랍니다. 서서히 추위도 지나가고 있는 이 무렵 여러분 모두 안전과 건강에 주의하시기 바랍니다. 항상 주의의 상황과 위험에 대한 충분한 인식을 갖고 이에 대처하시기 바랍니다.

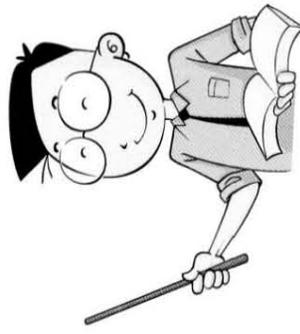
**“지도력과 발전하고자 하는 욕망을 가지고 있는 제 1선의 지도자, 팀 지도자, 그리고 모든 직원들에게 이 프로그램에 적극 참여하기를 추천”**

안전에 대한 대안은 없다!

Serving you and the District!

LDP는 현재와 미래의 지도자들에게 그들의 지도력과 경영 실력을 향상시킬 수 있는 기회를 제공합니다. 지도력과 발전하고자 하는 욕망을 가지고 있는 제 1선의 지도자, 팀 지도자, 그리고 모든 직원들에게 이 프로그램에 적극 참여하기를 추천합니다. 이 교육 프로그램에서 참가자들은 크로스 트레이닝, 지도자 회의 참가, 옛 지도자들 따라잡기, 그리고 자아 개발 활동 등을 통해 자신의 지도력을 한 단계 높일 수 있을 것입니

져 있는 만큼 교육 기간 동안의 활동 사항도 POD 상급 지도자 회의 참석, Division 과 District의 지정 임무 실행, Division 지도자의 활동 관찰, 그리고 새로운 ELP 학생들에게 조언 등을 해주며 지도자의 역할을 직접 해보는 등 매우 유의하게 짜여져 있습니다. 이 교육을 통해 참가자들은 USACE의 임무, 활동 사항, 경영 방안, 그리고 조직 자체에 대한 더욱 깊은 이해와 지식을 얻을 수 있을 것입니다. 이 교육 또한 2년간에 걸쳐 이루어



# Martin Luther King Jr's Birthday



2002년 1월 21일은 미국의 흑인 민권운동가 마틴 루터 킹 주니어의 날이다. 가장 감동적인 연설을 들라고 하면 세계인들은 주저하지 않고 그의 "I have a dream!"을 꼽는다. 1963년, '워싱턴 마치' 출정식에서 행해졌던 이 연설은 링컨 기념관 앞 광장을 가득 메운 25만 군중을 열광시켰다. 헨리 데이빗 소로우와 마하트마 간디의 영향을 받았던 그는 민권 운동 기간 내내 시종 비폭력 저항 운동을 펼쳤고, 그 공로로 1964년 노벨 평화상을 수상했다. 1964년 시민권법과 1965년 투표권법이 제정되면서 결국 백인 기득권 층은 백기를 들고 말았다. 반전 운동으로 인해 FBI로부터 백인 여자와 동침했다거나 공산당원과 접촉했다는 등의 모함을 받기도 했던 킹 목사는 1968년, 멤피스의 노동자 파업에 참여하던 중 제임스 얼 레이에 의해 암살 당했다. 1986년 레이건 대통령은 매년 1월 셋째 주 월요일을 King Day로 선포하였다.

킹 목사의 그 유명한 "I have a dream!" 연설의 일부분을 적어 본다.

...I say to you today, my friends, that in spite of the difficulties and frustrations of the moment, I still have a dream. It is a dream deeply rooted in the American dream.

I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident: that all men are created equal."

I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former

slaveowners will be able to sit down together at a table of brotherhood.

I have a dream that one day even the state of Mississippi, a desert state, sweltering with the heat of injustice and oppression, will be transformed into an oasis of freedom and justice.

I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.

I have a dream today...

## FED 새 식구



12월 17일 김지현씨가 QAB의 새로운 식구로 오셨다. 김지현씨는 대구 출신이시며 효성카톨릭 대학에서 정치외교학을 전공 하였다.

그녀는 여가 시간을 교회에서 주로 보내며 사공탐씨와 결혼하여 슬하에는 사공예성이라는 예쁜 이름만큼 얼굴도 예쁜 딸이 있다. 왜관의 20th Support Group과 용산 DPW에서 근무를 한 경력이 있으며 올해로 미국 정부와의 인연이 5년째이다.

(16페이지에 계속)

# 도덕에 대한 질문

## 문제

### 사후의 취업을 위한 협상

테리는 FED의 계약관으로써 내일 Worldwide Amalgamated Amalgams Inc.사와 계약 수정 문제와 관련, 미팅이 있습니다. 약 2주전 테리는 Worldwide 사의 다른 부서에 이력서를 제출했으나 아직까지 아무 소식을 못 들은 상태입니다. 이런 상황에서 테리는 내일 있는 미팅에 참석을 해도 될까요?

- a. YES, 그는 Worldwide 사의 건설 부서가 아닌 컨설팅 부서에 지원을 했기 때문에 내일 미팅에 참석할 수 있다.
- b. NO, 그는 어느 부서와 상관없이 Worldwide 사에 근무를 지원했기 때문에 내일 미팅에 참석할 수 없다.
- c. YES, 아직 Worldwide 사에서 아무런 연락을 받지 않은 상태이기 때문에 참석할 수 있다.
- d. NO, 그가 자신의 개인적 이익을 위해 내일 있을 미팅에서 필요 이상의 관대함을 보일 수 있기 때문에 참석할 수 없다.

테리는 내일 FED의 계약관으로써 내일 Worldwide Amalgamated Amalgams Inc.사와 계약 수정 문제와 관련, 미팅이 있습니다. 약 2주전 테리는 Worldwide 사의 다른 부서에 이력서를 제출했으나 아직까지 아무 소식을 못 들은 상태입니다. 이런 상황에서 테리는 내일 있는 미팅에 참석을 해도 될까요?

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답



12월 17일자로 GeoTech Branch는 두 명의 Geologist를 새 식구로 맞이하였다. 그중 한 명인 신현준씨는 지난 2001년 8월

연세대학교에서 박사 학위를 받으셨으며 취미로는 컴퓨터 게임, 축구, 그리고 탁구 등이 있다. 그는 임정신씨와 결혼하였으며 출생 13개월이 된 아들 신지훈군이 있다. 이번이 미국 정부와는 처음 맺는 인연이라고 한다.



또 한 명의 Geologist인 이성복씨는 앞의 신현준씨와 오랜 인연이 있다. 같은 연세대학교에서 같은 전공을 하였다 는 것이다. 그러

나 이성복씨는 신현준씨의 후배가 된다. 그는 1998년 연세대학교에서 석사 학위를 받았으며 취미로는 컴퓨터 게임과 당구를 즐긴다. 그는 아직 미혼이다. 이성복씨 또한 이번이 미국 정부와는 처음 하는 일이다.



12에 GeoTech 에서는 많은 새 식구를 맞이했다. Jacob Davis씨는 Civil Engineer로써 12월 4일에 FED와 인연을 맺었다. 그의 고향

은 미국의 Florida 주 Jacksonville 이며 1997년 Florida Institute of Technology에서 Civil Engineering 학사 학위를 받았다. 그는 매우 활동적인 성격으로 많은 스포츠를 좋아한다. 라켓볼, 테니스, softball, 그리고 골프를 즐기며 공상과학소설을 매우 즐겨 읽는다고 한다. 또

한 아직 미혼인 만큼 나이트 클럽을 즐겨 가며 여행 또한 좋아한다고 한다. 그는 이번 기회에 한국과 아시아의 많은 문화와 역사를 직접 경험할 수 있게 되어 매우 기쁘다고 한다. 그는 지난 6년간 Jacksonville District에서 근무했다.



12월 18일 현역 미 육군하사 Greg Parker씨가 오산 프로젝트 사무실의 Construction Inspector로 새로 오셨다. 그의 고향은 미 조지아 주의 Jacksonville 이며 Tide Water

Community College를 다녔다고 한다. 그는 여가 시간에 골프를 즐기고 Susan Parker씨와 결혼했다. 그는 지난 15년간 현역으로 근무하며 받은 수많은 상과 성과보다도 아들 Kyle 과 딸 Julia가 가장 큰 성과라고 한다.