



U.S. Army Corps
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Far East District

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8th Army HQ gets makeover

by Julie Park

The exterior of the Japanese built building from the 1920's still stands firmly on its ground as the Headquarters of the 8th US Army at the Yongsan Garrison in Seoul, Korea. The interior of the building, however, is another story.

What looks like a crime scene or a building after a devastating fire, is the site of an extensive renovation project being managed by FED's Northern Resident Office (NRO). This \$2.7 million project is the NRO's second design and build contract.

Design and build contract means the contractor designs and builds the project, while FED reviews design and manages the

construction. For this project, Krima Construction Co., Ltd is the building contractor who gave the design contract to Youone Engineering Co. There will also be an interior design firm, SERA Interior Design, to do the interior of the 8th Army HQ.

The first design and build contract was the Dragon Hill Lodge's pool construction, which is also currently in progress. The NRO staff, however, sees this 8th Army HQ renovation project as their first design

and build contract. The reason why it feels like the first one is due to its bigger scale and challenges compared to the DHL pool project.

FED issued its notice to proceed (NTP) for the 8th Army HQ project on September 29, 2001 and it is scheduled for completion on August 23, 2002. With six more months to go and still much work to be done, the project office staff and the contractor are doing everything they can possibly do to satisfy the customer.

The project is currently in its first phase of demolition, which

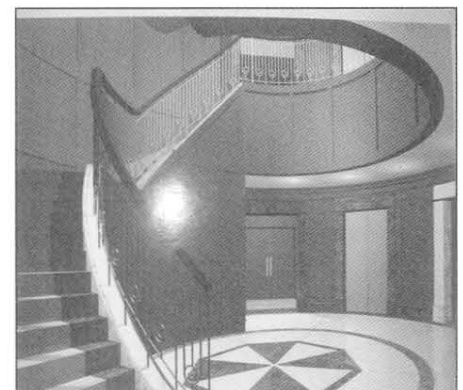
(continued on page 6)

Inside

8th Army HQ gets makeover.....	1 & 6
The Chin Report	5
Question of Ehtics	7
History of our own	8-9
Did you know & Things to do	10
What's up in February.	11
New Members	12
Hangul pages	13-16



Mr. Larry Shockley, Quality Assurance Representative for the 8th Army HQ project, stands in the current entrance as it is ready to be demolished.



A rendering of what the new entrance at the 8th Army HQ is going to look like, complete with marble floor and spiral staircase.

From the Commander



COL Gregory Kuhr



Adapting to Change

I recently completed an excellent book entitled *Who Moved My Cheese?* by Spencer Johnson. This 94-page book emphasizes that change is a natural occurrence, which we should all embrace and enjoy. "Cheese" is a metaphor for anything we want in our lives, whether it's money, house, recognition, or health. When our vision of achieving this "cheese" changes, we must be able to adapt to find a replacement. I encourage all District employees to read this book and consider how it applies to you.

This past year the District underwent significant change in so many areas. We hired a third A-E firm, added ten contractors to our prequalified construction contractor list, instituted For Information Only submittals, renovated several buildings on the FED Compound, completed the new motor pool and tore down the old facility, and changed many of our work

processes. This is just the tip of the iceberg as change affected every corner of the District. Additionally, throughout the District we have posted the fiscal year 2002 Operations Plan (OPLAN) that describes numerous changes planned for this next year. If you don't know your office's plans, ask your office chief to discuss them with you.

For many of our employees adapting to this change was difficult while others welcomed it with open arms. This book by Spencer Johnson encourages all of us to be ready to change and enjoy the ride when change happens. Key points made in the book include the following:

- Change will happen. Anticipate it.
- Don't hang on to old illusions.
- Don't hang on to fear. Deal with it and discard what is irrational.
- Watch out for little changes in your situation. They may be harbingers of big changes.
- Be ready to adapt quickly to change by changing yourself.
- Enjoy change — savor the

adventure of going off in a new direction.

• Be ready to change again — and remember, there's always new cheese out there.

I am not an advocate for change for change sake. We should change deliberately and only after we carefully consider the consequences. This does not mean we should study proposed changes to death. Let's get on with it, take acceptable risks and affect the change. I want all District employees to step back from their daily tasks and ask the question "How can I improve what I do? How can I do my job more efficiently?" Once you have answered that question, discuss your ideas with your immediate supervisor and gain his or her support in implementing the changes.

There are so many areas in which we can make the District better, but I need the support of every single employee to embrace change and effect improvements. Someday you may be asking, "*Who Moved My Cheese?*" Before someone recommends improvements in your work area, find those improvements first and effect the change. Become a leader within the District and a Champion for improvement.

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 & Health

FAR EAST DISTRICT CONTRACTOR SAFETY CERTIFICATION COURSE

by Ralph Youins, SO

The United States Army Corp of Engineers, Far East District (FED), has the distinction of being the only organization on the Korean peninsula that conducts a Contractor Safety Certification Course. The course is designed for Department of The Army Civilians (DAC), Korean National (KN) Employees of the United States Government and Korean contractor personnel who have been selected to serve as safety representatives for respective companies.

In 1997, FED and the Korean Military Construction Association (KMCA) decided that it would be beneficial to all parties concerned if a safety construction course was developed and conducted. The course was tailored to familiarize personnel responsible for safety on Corps of Engineers projects to use Engineer Manual (EM) 385-1-1, Safety and Health Requirements Manual, as the primary reference source.

Since the inception of the course, approximately 600 personnel have attended and completed the 3 day session. The course consists of subjects that could be considered as general

safety; i.e. Safety Program Management, Sanitation, Medical and First Aid Requirements. Others would clearly be deemed as specialized subjects; i.e. Safe Access and Fall Protection, Personal Protective Equipment, Welding and Electrical Safety, Rigging and Lifting, Work Platform and Scaffolding, Hand and Power Tools, to name a few.

The training is currently conducted by the staff of the FED Safety and Occupational Health Office, Mr. O, Sung-Sik, Safety Manager, Mr. Ralph L. Youins and Ms. Glenna B. Smith, Safety and Occupational Health Specialist and Mr. Edward J. Primeau, Certified Industrial Hygienist. The entire staff is devoted to providing an enjoyable and educationally rich environment where students learn, *"There's No Alternative To Safety"*.



Safety News

* **Mr. Bryan Williams** received an On The Spot Cash Award and a Certificate of Merit from the FED Safety Office for his outstanding support in the area of safety and occupational health. Mr. Williams serves as a Quality Assurance Representative at the Pyongtaek Resident Office.

* **Mr. Yo, Kyong-II** received an On The Spot Cash Award from the FED Safety Office for the never-ending creative support he provides to the safety office personnel. Mr. Yo works for the Information Management Office.

* The Safety Office recently held a **Safety and Occupational Health Committee meeting**. This meeting will be held every quarter and committee members are comprised of the Commander and all division chiefs. Any employee having safety issues that need to be addressed to the district should present them through their representative.

* The Safety Office is gearing up for the **Annual Safety Day**, which will be held this spring.

The Deputy's Word

by LTC Charles Markham
Deputy Commander



HEROES

Greetings from the Deputy's Desk. As we celebrate the new lunar year, the Year of the Black Horse, my wife and I would like to wish everyone another Happy New Year! Lunar New Year is my children's favorite Korean Holiday. Can you guess why? Because they love to receive all those crisp 10,000 won bills from their elders after they bow before them!

For me, I enjoy seeing the eyes of my nieces, nephews and boys as I hand them won after bowing to my wife and I. I also savor all the attention I receive from my in-laws. They know what my favorite foods and drinks are, so they always position the table with them in front of me.

I'm always amazed at how hard the women in the house work in cooking for and waiting on the men. I hardly see them all day except when they bring out the food and drink from the kitchen. Ah, to be a man in Korea on a holiday!

After the September 11th incident, we have heard the word "hero" used in describing a multitude of different people. We hear the press use it to describe the victims of the attacks, the ordinary people who responded with help during and after the incident and, now, the service members deployed in support of our

war on terrorism. What or who is a hero? The dictionary defines a hero as any person admired for courage, nobility, exploits, qualities or achievements and regarded as an ideal or model.

Do you think this word or honor is being misused?

At times, I think it is. Is a hero to you a hero to me? No, not necessarily. When you listen to or read about Medal of Honor recipients, to the man, they never consider themselves "heroes."



They believe they were only doing their job or they did it to protect their fellow man, never thinking they were doing something heroic. However, all their citations contain the phrase, "...above and beyond the call of duty..."

Do we have heroes at FED? I believe we do. Do you? Look around you at our hard working employees of the District. Even

better, look in the mirror. Are you or they working above and beyond the norm of what is expected of an ideal or model employee? I submit, that most of you are.

We have established many formal and informal teams working on important and highly visible projects that are doing everything they can to satisfy our customers. Is this heroic? I think so. The majority of our work force gives the extra effort routinely to complete their job or ensure they hold up their part of the team. I believe we have "heroes" throughout the District doing heroic acts daily. Just look around you and you'll catch someone or team doing these great acts, above and beyond the norm.

To our District leaders, I challenge you to award these District heroes and teams with recognition and encouragement. So, to all of our heroes, I salute you and I'll be looking for you.

Remember and practice our Safety motto, "There's no alternative to safety."

Serving the District and you!

The Chin Report



Lord of the Rings PDT

by Allen Chin,
Deputy for Programs and Project Management

I saw the movie Lord of the Rings the other day. Those of you familiar with the story know there is a Fellowship of Nine teammates who work together. When seeing the movie, I thought to myself, what a great Project Delivery Team (PDT) this Fellowship of the Ring is. I know what you're thinking; Chin has a one track mind – always thinking about work and the PDT even when he is watching a movie!

If you read the book or saw the movie, you know that a group of inhabitants of Middle Earth band together to journey to destroy a ring of great power. The group consists of Hobbits, Men, an Elf, a Dwarf, and a Wizard. This group had real good synergy. The real life actors worked together for over a year and developed such a great synergy amongst themselves that they got tattoos to commemorate the great bond that developed among the Team of Actors. Anyways I think that a FED PDT can develop a likewise great synergy. From an analytical perspective I tried to compare the story characters and the roles they played in the Fellowship and who they reminded me of in Project Delivery Teams at FED. Here is my comparative analysis.

Frodo – Project Manager who always has an expression of deep pain
Gandalf the Wizard – COL Kuhr leads the charge and allows us to take our own direction

Gimli (Dwarf) – Construction/Resident Engineer for their tenacity

Legolas (Elf) – Engineering team member for their agility

Boromir – Office of Counsel for their pragmatism

Sam – Contracting Division who always show their loyalty

Aragon – The Customer who is the rightful King of Middle Earth

Merry/Pippin – PAO/IMO/LMO/RMO/EM/SO always supportive and have deceptively strong strength

I won't venture to say who the Goblins, Orcs or trolls are other than they seem to be constraints and challenges that face us on the way to project execution. Bottom line is that the Fellowship of the Rings is a timeless example of a great PDT.

Receiving, Staging, Onward-movement, and Integration 2002 (RSO&I'02)

Preparation and planning is well underway for the next JCS Exercise. In a very short time, some of the Far East District's employees will be asked to provide support to the Receiving, Staging, Onward-movement, and Integration 2002 (RSO&I'02) exercise. To assist in this effort, the Division/Office Chiefs are receiving some short briefings to let them know what type of support is required. Each Chief will then decide who will be the representative (s) from their office.

These personnel will receive additional training and briefings to prepare them for the exercise. The training will be conducted here on the FED Compound. After the training is completed, the exercise participants will deploy (move) down to Taegu. They will be working 12 hour days for about 6 days straight.

RSO&I is the first part of a military contingency. If South Korea were to be attacked, the US Army



(continued on page 11)

8th Army HQ gets makeover

(continued from page 1)

began on January 21, 2002.

There are some issues of modification still pending, which may increase or decrease cost from its total expected cost, but hopefully not delay the construction.

An addition to the cost will be the modification to put in new steel super structure for the interior of the building. Another pending modification issue is the installation of water sprinklers. This issue is still under discussion, as it may delay the expected completion date.

The contractor, during their design process, classified the building as the Type 2, a non-wood structure that does not require a sprinkler system. The FED's engineering branch, however, classified the building as the Type 3, wood structure that requires a sprinkler system, and that is why further discussion is needed.

"This is a challenging project because we're breaking new ground. This is the first actual design and build contract for us and the contractors," said Larry Shockley, Quality Assurance Representative (QAR) for this project.

"For this project, QARs, project engineers and the contractor are working more closely with each other to resolve issues before they become problems in order to meet and satisfy the demands of the customer," added Shockley.

"We are learning as we go," said Harry Kye, Project



Staff conference room currently undergoing demolition. This room will be equipped with the state of the art facility once completed.



A rendering of the future office of the commander of the 8th army.

Engineer of the Seoul Project Office. "It's been real helpful because there is good cooperation and communication between us and the contractor."

Mr. Cho, Sung-kwang, Project Manager from Krima Construction Corporation feels the same way.

"The Krima Corporation has been in partnership with FED for over 20 years. For this particular project, we are on a very tight schedule, but through experience and great cooperation

from Mr. Kye and Mr. Shockley, we are dealing with this problem," said Cho.

"I think we are going to be fine. We will satisfy our customer," adds Cho with smile and confidence.

Well, what is the expected end result after this major plastic surgery?

Shockley answers without a moment of hesitation. "By the time we're finished, the building will be the envy of the Garrison."

Question of Ethics

by Larry Vogan, OC

Question:

An FED employee is affiliated with an organization that helps support an orphanage for disabled orphans. The organization is seeking to raise money to renovate the orphanage. The FED employee would like to ask for donations from FED PQ contractors and from the SOFA AEs. What may the FED employee do to help the orphanage?



Discussion:

DoD employees are free to engage in volunteer and personal charitable activities when they are not on duty, at the worksite, or otherwise acting in an official capacity. DoD employees, however, may not personally solicit contractor employees either on or off duty.

Employees may not participate in personal charitable fundraising at the worksite. The head of the DoD Component command or organization may authorize collection boxes for food or toys to be placed in designated public areas. JER, Section 3-300. Employees may not engage in personal charitable fundraising with contractor personnel. 5 C.F.R. 2635.808(c).

DoD employees cannot solicit contractors or contractor employees, either on or off duty, for contributions, or to participate in group "runs" for charity, to sponsor an employee's participation in a charitable "walk" or "run," or to purchase cookies, gift wrap, candy bars or similar items in support of personal charitable activities.

(Answer on page 11)

February Focus



Name: Mr. Sin, Won-kyun
Branch: Construction Division,
Construction Service Branch
Title: Engineering Technician
Years with FED: 24 years

How did you start working for FED? : A friend of mine during my college years, whom I used to play tennis with, introduced me to FED. He was a US Air Force Major. My first job with FED was at the Relocatable Project Office and I have stayed in construction ever since.

Family? : My wife's name is Kim, Hyun-sook and I have two sons, Hyun-jae and Hyun-tae. My first son, Hyun-jae is in the ROK Marines and my second son is enrolled in college.

Do you have any recommendations for improvement within FED?

: I think FED needs to focus more on developing its own manpower. More personal care and assistance in improving and developing current employees and allowing promotion opportunities for lower grade employees are necessary.

History of our own

by Julie Park

As Oxford University historian, Professor Hugh Trevor-Roper said in 1963, "Perhaps in the future there will be some African history to teach. But at the present there is none; there is only the history of Europeans in Africa. The rest is darkness...and darkness is not the subject of history."

Unlike this much-quoted pronouncement, a couple of FED employees are creating bright history with the FED. In celebration of Black History Month, Ms. Regina Adams, Chief of RMO, and Mr. Ralph Youins, Safety and Occupational Health Specialist of SO, look back on their past and share with us their personal success stories. By sharing their stories, the two outstanding employees of FED hope to give aspiration and encouragement to those walking the similar path.

Growing up in the projects of New Haven, Connecticut was not easy for Mr. Ralph Youins. It was difficult and discouraging to grow up in an environment where your only possible hope was to grow up and become a bus driver or a cook at a local restaurant.

Although having a dream and a wish for success seemed like a luxury, Youins beat the odds

and paved the way for not only a better future for himself but showed that dreams are for



Mr. Ralph Youins smiles widely as he receives 30-year pin and a certificate from Mr. O, Sung-sik, Safety and Health Office.

everyone and that everyone is entitled to the sweet taste of success in life.



Ms. Regina Adams, Chief of RMO.

Before Youins could finish high school, he decided to join the army with a desperate desire to move out of the project. 17 years old and not so aware of his

choices, he says he asked his father to sign the papers thinking that the army would be like a Boy Scout. He expected to be able to quit whenever his teenage heart desired.

"Boy, was I wrong! Once they started yelling and giving orders, I knew I was in a place far different from what I expected," said Youins.

Joining the army also meant the beginning of a different life for Youins. It also provided an opportunity that would change his life forever. In the army, he happened to be in the same group with a guy who changed his own faith by running away from a disabled home and somehow put himself through Harvard. This

man's determination to make something out of himself and commitment to achieving his dreams really impressed Youins and stirred him to a different direction in life.

However, his career in the army was no smooth sailing.

When Youins was an E-3 he noticed that people who enrolled later than him were getting promoted ahead of him. He decided to take this issue to his Sergeant in hopes of seeing justified action or explanation, but instead he was told, "As long as I am here, I would not promote you or any black person."

Youins used his chain of command and after a month he was promoted.

"The army taught me that you are the product of your environment, but you can certainly change or influence that environment and design your own future by setting a standard for yourself and aggressively pursuing your goal," said Youins.

"I didn't have values while growing up and in the army I was able to meet and gain values from people who had that positive influence on me."

Nowadays when Youins goes back home, he runs into many of his childhood friends who go in and out of jail as if it is their second home. He then realizes once again what a great choice he made for himself at the age of 17.

Ms. Regina Adams had a somewhat different life from Youins. Adams grew up in a mid-upper class household and had all the opportunities and benefits that a child could ask for. After graduating from the Arkansas Technical University with a degree in Mathematics and after her employment with Southwestern Bell, she joined the civil service for its job security. She started out as a GS-5, Account Technician, not expecting her career with the government to last as long as it has.

Adams' attitude towards work and life is positive and aggressive. She will not leave any room for an excuse for not fulfilling her goal or failing to succeed. She says that while it is important to be aware that the society is still suffering from discrimination, it is

equally important to understand that not all African Americans experience discrimination. Color of one's skin should not be the sole determining factor of one's success but their commitment to excellence and quest for success should.

"I was able to do what I wanted to do," said Adams.

However, she did have to adjust and adapt to working in a predominantly male military environment.

"Trying to establish yourself as a female civilian in a male dominated military environment was kind of difficult," said Adams.

"But I used my gender as a positive tool and I made it work for me by proving myself to be not just a 'woman', but truly a source of quality performance and a colleague," added Adams.

Her biggest trick to adjusting to the working styles of the military environment was learning their language.

"I had to hangout with them and learn to speak their language to make them feel comfortable with me."

She continued to gain respect by proving herself and her capabilities. She interacted with her colleagues with knowledge, authority and confidence.

Now a GS-14 and one of the most respected office chiefs of FED, she says advancement



Ms. Regina Adams, Chief of RMO, briefs the staff of upcoming issues and tasks.

was not what it was all about.

"For me it's not just making the grades," said Adams. "I must be able to truly consume my job before going on to the next level. I believe that taking my time to fully understand the task and gaining as much knowledge as I can possibly obtain, at the same time learning to enjoy the job, is more beneficial for me in the long-run."

Looking back to Youins' and Adams' own personal history, we are able to gain hope and a valuable lesson in achieving success. In that sense, they are true heroes.

"History is a people's memory, and without a memory, man is demoted to the lower animals." By Malcom X, Talking Drums: An African-American Quote Collection.

Did you know...

Traditional Patterns and Symbols of Korea

Korean people traditionally adapted to and found meaning in the order of nature. People wanted to teach these hidden meanings of nature to their children and actually believed them as law and order in their daily lives. They created beautiful and diverse patterns making use of their creative talent and imagination. This talent reflected all ranges of daily life, from common people's daily goods to royal clothing. Respect for nature has long been inscribed into traditional Korean patterns.

Common themes included longing for paradise, happiness, love, and good fortune. Myriads of patterns and motifs (often embodying auspicious meanings) can be found adorning everything from Korean traditional architecture to objects of every day life. The use of these patterns reveals much about how Korean sought practicality, as well as a sense of refinement and beauty, in whatever surrounded them.

Chimney of Chagyong-jeon Hall

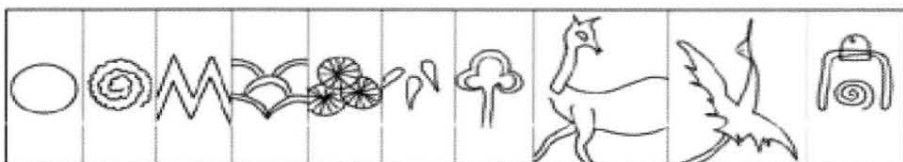
The Chimney of Chagyong-jeon Hall in Kyongbok Palace represents some of the best ex-



The chimney of Chagyongjeon Hall in Kyongbok Palace

amples of symbolism in Korean culture. The chimney forms a part of the wall of the courtyard. The ten exhausts (sun, cloud, mountain, water, pine tree, bamboo, bracket mushroom, deer, crane, turtle) on top of the chimney are tiled to resemble the beams and rafters of a wooden structure.

The chimney is decorated with various designs to represent long life, wealth, and many offspring and to repel evil. On the lower half of the wall is a large decoration panel, the background of which is plaster. It contains designs of a cloud, rocks, pine tree, deer, crane, grapes, bracket fungus mushroom, bamboo, chrysanthemum, and lotus. Above the panel are three designs of a mythological beast called a *Haetae*.



The ten exhausts: sun, cloud, mountain, water, pine tree, bamboo, bracket mushroom, deer, crane, and turtle

Things to do...

Jeju Trekking

Tour Operator: Dream Walkers

Tour Origin: Seoul

Duration: 3 ~ 5 days package

Price: Around 300,000 won ~ 500,000 won

Do you want to go biking throughout to the island of Jeju and just camp out in the middle of the island? Or do you want to go horseback riding on the hills of Halla Mountain? Come on! Get out of your chair and get into the nature!



This tour package to Jeju Island includes bicycle hiking (about 50 km), climbing (6 hour course), ocean fishing, forest bath, camping, shellfish digging, lots of walking, a visit to Folk Village and seawater sauna. However, if you are looking for someone to cook you up a nice meal three times a day, you better forget it because most of the meals are self-cooked. But if you want to experience the real soil of Jeju Island, this is the perfect tour for you.

For more information, contact Dream Walker at (02) 542-8115 or visit their web site at www.dreamwalkers.co.kr.

What's up in February

Engineer Ball

When: February 22, 2002 at 1800

Where: Ambassador Hotel

How much: \$40 or 50,000 won

For whom: Everyone!

What does it include: International buffet and dancing!

Dress code: Formal



We know you've all worked hard during the past year. Now come and show us your fancy footwork! Great chance to meet and mingle with the members of the engineer community and guests.

Please contact Mr. David Wilson at 721-7185 for ticket information.

Annual 5km Fun Run/Walk

When: February 23, 2002

Time: Registration – 1100; Start – 1200

Where: South Post, Yongsan

How much: FREE

Stop staring at your computer monitor and get out and enjoy a run with your family and co-workers!

This year, free T-shirts will be available to the first 300 finishers and lots of great prizes will be given out at the end of the event. Bring your family and revive yourself for another great year ahead.

* For employees and/or family members without authorized access to Yongsan, please contact Mr. David Wilson at 721-7185.

Answer to Question of Ethics

(continued from page 8)



The FED employee may not personally solicit any PQ contractor or SOFA AE for contributions for the orphanage. If authorized by the command, the employee can place collection boxes in designated areas for items to be donated to the orphanage.

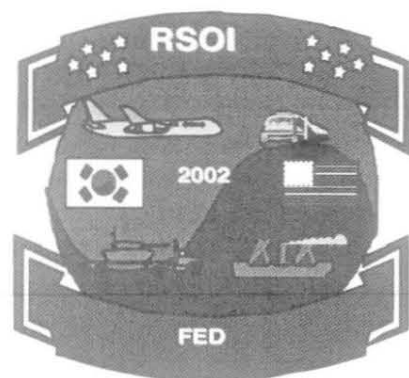
RSO&I'02

(continued from page 5)

will provide military assistance to the ROK. The way the additional people arrive will be by ship and airplane to specific locations in Korea. They will then meet up with their equipment, receive their orders and move out to a staging area further north where they would then be integrated into the battle.

This is a very important part of the US support to our allies, the ROK government. FED plays a big role in this process. In the beginning and for many days, FED is the heavy construction capability for the USFK forces. By participating in these exercises, it helps us prepare our procedures/SOPs and work out coordination with other units/agencies. The more preparation that is put into this effort, the easier the real thing will be to accomplish.

I look forward to working with all the exercise participants. If you feel a desire to participate, talk with your supervisor and let them know that you are interested. If you have any additional questions, you can reach me at DSN 721-7469.



New Team Member



Mr. Min, Chong-ho joined FED on December 3, 2001 as an Interdisciplinary Engineer at Geotech Branch. He graduated from Yonsei University with the Master's Degree in Geology. In his previous employment, he worked at the Korea Agricultural and Rural Infrastructure Corporation from September 1999 to July 2000. His hobbies and interests include reading and playing with his 4 years-old son, Min, Sun-hong. He is married to Ms. Chong, Hae-ran.



On January 14, **Mr. Marvin Ballard** joined the Safety and Health Office as the new Safety manager. He enjoys pewter molding, walking, fishing and taking photographs of scenery and wild life. He has a 16-year old daughter named Stephanie and a 12-year old son named Jurden. His initial job with the Corps began in 1968 when he was active duty and he began his civil service after retirement in 1996, working in Germany. He is looking forward to learning and experiencing the Korean culture.



Mr. Lee, Sang-pil joined FED on December 29, 2001 as an Electrical Engineer at QAB. He is originally from Kennewick, Washington and he graduated from University of Idaho with a bachelor's degree in Electrical Engineering. He enjoys playing basketball, tennis and golf and he is married to Ms. Lee, Ji-hyun. They have a 7 year-old son named Branden and a 3 year-old daughter named Jodie. He has been with the Corps for 13 years including his job with the Walla Walla District in Northwestern Division. He worked as an Electrical Engineer at Dworshak, Lower Granite and Lower Monumental Locks and Dams providing technical support for the operation and maintenance of the hydroelectric power facilities. He also spent two weeks at the "Ground Zero" in New York for two weeks after the 9/11 Attack providing logistic support.



Mr. Han, Kyu D joined FED on January 28 as an Information Management Specialist at IMO. He graduated from Augusta

University of Georgia with a bachelor's degree in Mathematic and Computer Science. He enjoys playing golf during his leisure time. He is married to Ms. Han, Sung E and has a son named Han, Jay J. and a daughter named Han, Jenny D. He has been offering his service with the government for 12 years including his position as a Korea Wide Area Network Administrator and Manager.



Mr. Daniel I. Anders joined FED on February 1 as an Operations NCO at EMO. His hometown is Gunnison, Colorado and he graduated from Wichita State University in General Studies. His hobbies include scuba diving, photography and golf. He is married to Ms. Louise Anders. Mr. Anders joined the US Army in 1966 and joined the Kansas National Guard. He was activated in 1968 and sent to Viet Nam in 1968 until he was deactivated in 1969. He joined the Army Reserves in 1971 to serve as the General's chauffeur, enlisted AIDE, fire chief, fire fighting instructor and finally his current job as the operations NCO. He is also a graduate of a class of 17, Sergeant's Major Academy of Ft. Bliss, Texas.

사령관메세지



COL Gregory Kuhr

변화에 대한 적응

저는 얼마 전 Spencer Johnson의 *Who Moved My Cheese* 라는 아주 훌륭한 책을 읽었습니다. 총 94장의 이 책은 변화에 대한 설명을 이렇게 합니다. "변화는 아주 자연적인 것이며 우리 모두가 받아들이고 반겨야 하는 것이다". 이 책에서의 "Cheese"는 집, 돈, 명예 그리고 건강 등 우리가 인생에서 원하고 바라는 그 모든 것을 뜻합니다. 우리의 인생에 있어서 우리의 "Cheese"에 대한 시각이

는 더 나아가 2002 회계연도에 계 획되어 있는 많은 변화를 명시한 Operation Plan (OPLAN)을 발표했습니다. 만일 현재 근무하고 있는 사무실의 OPLAN을 아직 모르신다면 반드시 사무실의 chief에게 확인하시기 바랍니다.

이러한 변화를 환영한 직원이 있었는가 하면, 반면에 새로운 것을 거부해 하던 직원도 있었습니다. Spencer Johnson의 이 책은 우리

· 또 한번의 변화를 기대해라 --그리고 기억하라. 세상에는 또 다른 "cheese"가 있다는 것을.

저는 변화를 단지 변화라는 이유로 좋아하지는 않습니다. 변화란 그것에 따른 결말을 자세히 알고 상세하게 고려한 후 신중히 이루어 지어야 합니다. 그렇다고 죽을 때까지 이 변화에 의한 결말을 분석하고 공부하지는 것은 아닙니다. 적당한 모험과 변화를 이루기까지의 노력은 분명히 필요합니다. 공병단의 모든 직원 여러분, 지금 하고 있는 일을 잠시 중단하고 다음과 같은 질문을 자신에게 해 보시기 바랍니다. "과연 나는 지금 최상의 방법으로 내 일을 하고 있는가? 더 잘 할 수 있는 방법은 무엇일까?" 이 질문에 답을 하신 분은 이 답을 자신의 상사와 상의하고 이를 이루기 위한 그의 후원과 협조를 요구하십시오.

지금의 공병단을 한 층 더 발전시키기 위한 방법은 여러 가지가 있습니다. 그러나 이 많은 방법들을 실행에 옮기려면 여러분 모두의 협조와 변화에 대한 이해가 필요합니다. 어느날 여러분은 "내 cheese를 도대체 누가 옮긴거야?" 라고 물을 수도 있습니다. 누군가가 당신의 근무처에 개선을 추천하기 이전에 당신이 먼저 이러한 개선안을 찾아내고 실행하십시오. 그리하여 개선의 첩피와 공병단의 지도자가 되시기 바랍니다.

쿠어 대령

그러나 이 많은 방법을 실행에 옮기려면 여러분 모두의 협조와 변화에 대한 이해가 필요합니다

바뀐다면 우리는 이것을 대신할 다른 것에 적응해야 합니다. 여러분도 이 책을 꼭 읽어보시고 자신에게 어떻게 적용되는가에 대해 생각해 보시기를 추천합니다.

지난 한해동안 저희 공병단은 많은 변화를 경험했습니다. 우리는 제 3의 AE를 채용 했고 PQ 명단에 10개의 업체를 추가했습니다. 뿐만 아니라 For Information Only 라는 의견 제시 제도를 도입 했고, FED의 여러 빌딩을 수리했으며, 새로운 Motor Pool 빌딩을 세우는 등 우리의 업무 방식에 여러 변화를 시도하기도 했습니다. 그러나, 앞에서 말씀드린 변화들은 빙산의 일각일 뿐입니다. 우리

에게 앞으로 닥쳐오는 변화에 한 발자국 더 쉽게 다가갈 수 있는 방법을 추천해 줍니다. 이 방법의 주요 핵심은 다음과 같습니다. 그 러므로 맞을 준비를 하라.

- 오래된 망상에 연연하지 말라.
- 두려움에 연연하지 말라. 이 에 맞서고 빨리 떨쳐 버려라.
- 주위의 작은 변화들을 조심하라. 더욱 큰 변화에 대한 징조일 수도 있다.
- 앞으로의 변화에 쉽게 적응할 수 있도록 자기 자신을 변화시켜라.

· 변화를 즐겨라 -- 새로운 모험의 기회를 즐겨라.

부사령관메세지



by LTC Charles Markham
Deputy Commander

FED는 영웅들로 만들어져 있다!

부사령관의 사무실에서 안부 전합니다. 임오년 말피해를 맞아 여러분 모두 새해 복 많이 받으십시오. 구정 설 연휴는 저희 아이들 이 가장 좋아하는 연휴입니다. 혹시 그 이유를 짐작하시겠습니까? 바로 세뱃돈 때문입니다. 저희 아이들은 세배를 한 후 어른들에게서 받는 만원 짜리 지폐에 눈을 반짝거리며 좋아하고, 저는 저희 조카들에게 만원 짜리 지폐를 나눠주면 그들의 반짝이는 눈을 볼 수 있는 것이 좋습니다.

하지만 무엇보다도 저희 처갓집 식구들에게서 받는 사랑과 관심이 저에게는 설 연휴가 좋은 가장 큰 이유입니다. 저희 처갓집 식구들은 제가 좋아하는 음식과 음료를 모두 꽤 뽕고 계시기 때문에 항상 저의 앞으로 그 음식을 놓고 상을 돌려놓아 주십니다. 매해 느끼는 것이지만, 한국의 여성분들이 설 연휴에 얼마나 많은 일을 하는가를 보면 놀라지 않을 수가 없습니다. 부엌에서 음식을 들고나올 때 말고는 하루종일 저의 부인을 볼 수가 없을 정도니까요. 이럴 때는 제가 남자로서 한국에 있는 것이 얼마나 다행스럽게 느껴지는지...

911 테러가 있는 후 우리는 "영웅(hero)"이라는 단어가 많은 곳에서 쓰이는 것을 볼 수 있습니다. 미디어에서는 테러의 피해자들, 참변 당시 도움의 손길을 주었던 평범한 사람들, 그리고 이제는 테러와의 전쟁을 위해 싸우고 있는

군인들을 영웅이라고 합니다. 과연 누가, 어떤 사람이 진정한 영웅 일까요? 사전에서는 영웅이라는 단어를 다음과 같이 설명합니다: 재능, 지력, 용맹, 담력 등이 뛰어나 대업을 성취할 대가, 또는 그런 사람. 혹시 이 영웅에 대한 진정한 뜻이 잘못 해석되고, 잘못 쓰이고 있다는 생각을 해보신 적이 있으십니까? 가끔 저는 그런 생각을 합니다. 예를 들어 당신의 영웅이 꼭 저에게도 영웅이어야 하는 것은 아닙니다. 다른 사람을 구하기 위해 위험을 무릅썼던 명예 훈장(Medal of Honor) 수상자들을 보면 그들은 자기 자신을 영웅이라고 생각하지 않습니다. 하지만 그들의 훈장에는 항상 다음과 같은 문구가 들어갑니다. "...above and beyond the call of their duty..."

FED에도 영웅이 있을까요? 저는 반드시 있다고 생각합니다. 여러분은 어떻게 생각하십니까? 우선 저희 공병단 내의 열심히 일하는 많은 동료 직원들을 둘러보십시오. 그리고 거울을 보십시오. 당신은, 아니면 다른 직원은 이상적이거나 모범적인 직원에게서 흔히 기대할 수 있는 것보다 더 훌륭한 직원입니까? 우리 공병단에서는 형식적인 팀과 비형식적인 팀을 구성하였고 그들은 매우 중요한 임무를 맡고 고객의 절대적인 만족을 위하여 최선을 다하고 있습니다. 이들이 영웅일까요? 저

는 그렇다고 생각합니다. 공병단의 많은 직원들은 항상 기대치를 넘는 노력과 열정을 갖고 그들의 팀을 위하여, 또는 고객을 위하여 일을 하고 있습니다. 그렇기 때문에 FED는 영웅들로 만들어져 있다고 생각합니다.

공병단의 지도자 여러분, FED의 영웅들과 그 팀들에게 영웅에게 주어져야 하는 존경과 격려를 아끼지 말아 주십시오. 우리의 모든 영웅들이여, 저는 당신에게 경례를 표하며 곳 당신을 만나게 될 것을 기대하고 있습니다.

끝으로 우리의 표어, "안전에 대한 대안은 없다"를 항상 기억하시기 바랍니다.

Serving the District and you!



FED의 직원은 개인적으로 PQ 업체 또는 SOFA AE를 상대로
저선 기금을 청탁할 수 없습니다. 다만, 사령관의 허락 하에
모금 상자를 지정된 곳에 설치해 물건 등을 모금할 수는 있
습니다.

FED의 새가족



2001년 12월 3일 민정호씨가 F E D Geotech Branch의 새로운 식구가 되었다.

Interdisciplinary Engineer로서 그는 연세대학교의 지질학과에서 석사 학위를 받고 졸업하여 한국의 농업기반공사에서 1999년 9월부터 2000년 7월까지 근무했다. 그의 취미는 독서와 현재 4살인 아들 민선홍군과 시간을 보내는 것이라고 한다. 그는 정해란씨와 결혼하였다.



1월 14일자로 Safety and Health Office의 새로운 Safety Manager로 Marvin Ballard씨가 오셨다.

그는 자신을 매우 활동적인 사람이라고 표현하며 산책, 낚시, 그리고 사진 찍기를 즐긴다고 한다. 주로 야생 동물 또는 풍경 사진을 즐겨 찍으며 그의 아들 Jurden (12세) 과 딸 Stephanie (16세)는 현재 미국에서 거주 중이라고 한다. 그와 공병대의 첫 만남은 1968년이었지만 공무원 생활의 시작은 1996년 독일에서부터이었으며 한국에서의 새로운 도전에 많은 기대를 하고 있다고 한다.



지난 12월 29일 이상필씨가 Electrical Engineer로서 QAB의 새로운 식구가 되었다. 그의 고향은 워

싱턴 주의 Kennewick 이며 아이다호 주립 대학에서 Electrical Engineer 학사 학위를 받았다.

그는 농구, 테니스 그리고 골프를 즐기며 이지현씨와 결혼하여 아들 Branden (7세) 과 딸 Jodie (3세)를 슬하에 두고 있다. 그는 13년 전 처음 공병대와 인연을 맺었으며 North Western Division 의 Walla Walla District에서 Dworshak, Lower Granite, 그리고 Lower monumental 갑문과 댐 건설 현장 등에서 일을 해 왔다. 그리고 최근 911 테러 현장인 뉴욕시의 "Ground Zero"에서 약 2주간 병참 지원을 하기도 했다고 한다.



1월 28일 신규 동씨께서 IMO의 Information Management Specialist로 오셨다. 그는 조

시아 주의 어거스타 대학에서 수학과 컴퓨터 과학을 전공하였으며 여가 시간에는 골프를 즐긴다고 한다. 그는 한성 은씨와 결혼하여 아들 Jay 군과 딸 Jenny 양을 슬하에 두고 있다. 미 공무원으로서 약 12년 가량 근무했으며 한국 지역 네트워크 관리자로서 근무한 경험이 있다.



2월 1일 Daniel Anders 씨가 Emergency Management Office의 새로운 Operations NCO로 오셨다.

그의 고향은 미 콜로라도 주의 거니슨 이며 그곳의 위치타 주립 대학을 졸업하였다. 그의 취미는 스쿠버 다이빙, 사진 촬영, 그리고 골프라고 하며 Louise Anders씨와 결혼하였다. 그는 1966년 미 육군에 입대하여 캔사스 주의 방위군 이였으며 1968년 베트남 전쟁에 참전하였다. 1971년, Anders씨는 미육군

예비군으로서 대령의 기사, 조력 사병, 소방소장, 소화 활동 교사를 거쳐 지금의 Operations NCO로 근무하게 되었다고 한다. 그는 또한 텍사스 주 Sergeant's Major Academy의 17기 졸업반이라고 한다.



Talk Tips

Executive Office

"Please disseminate this information as widely as possible."

"이 정보를 가능한 멀리(많은 사람에게) 퍼뜨려 주십시오."

*disseminate : 퍼뜨리다, 전파하다.

위의 문장은 어떠한 정보 또는 뉴스를 여러 사람과 나누고 싶을 때 쓰면 되겠습니다.

Resource Management Office

"Have you checkde with HR?"

"인사과에 문의해 보았습니까?"

*HR = Human resources : 인력, 인사과. 문장에서 어떻게 쓰이느냐에 따라 인력 그 자체를 말한느 것일 수도 있고, 인사과를 말하는 것일 수도 있습니다.

(예 : "Do you have enough humam resources to complete the job?"

- 이 경우에는 인력을 뜻합니다. 또한, human resources 대신man prwer 라고도 합니다.