



U.S. Army Corps
of Engineer
Far East District

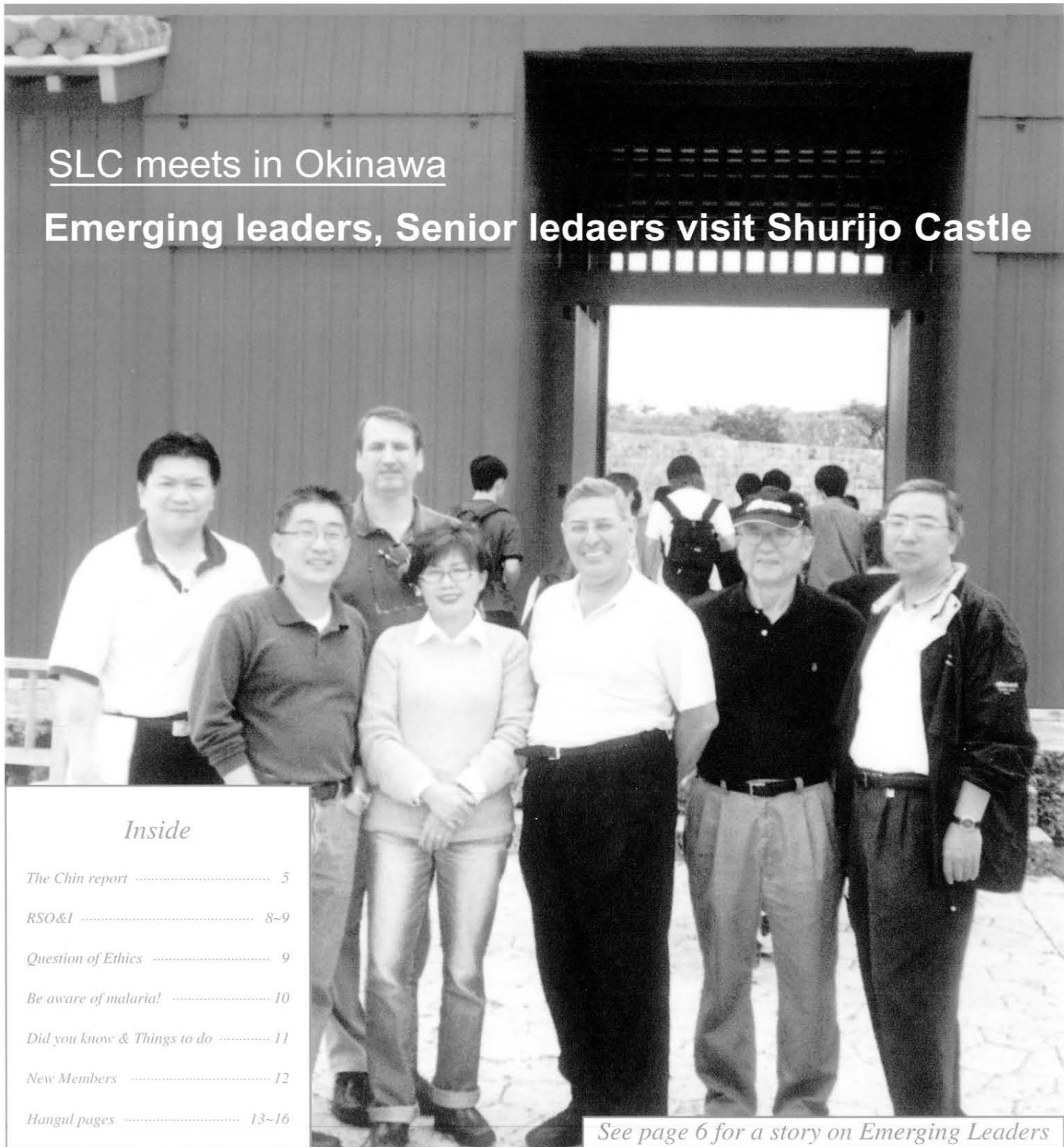
East Gate Edition

April 2002

Volume 12, Number 04

SLC meets in Okinawa

Emerging leaders, Senior leaders visit Shuri Castle



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From the Commander



COL Gregory Kuhr

Culture

Today I want to discuss the FED "culture" and how it makes us so successful. Our organizational culture is displayed everyday in how we interact with each other, how we get our work done, how we socialize, and how personal conflicts develop. All leaders are taught the importance of understanding their organization's culture if they hope to successfully lead. So what is FED's CULTURE?

What is culture? It's how members of an organization do things. It is a combination of values, customs, traditions, and beliefs that, over time, has created a shared institutional attitude. From this culture springs common expectations regarding standards of behavior, discipline, teamwork, loyalty, selfless duty, and customs. I am sure that each of you has your own perception of what our culture is, but let me tell you some of my perceptions.

First, I believe most em-

ployees are very proud to work for FED. Every year the District makes a significant contribution towards improving the facilities and quality of life of US service members. Since 1957 FED has earned a reputation for quality work. From all of our customers I hear - "If you want it done right, get FED to do it." This pride causes us to work even harder and dedicate ourselves to accomplishing each task correctly.

Secondly, FED has a unique workforce because it is half Korean National (KN) and half US civilians. Our KN employees come to FED with different background and experiences, and thus different attitudes, philosophies and beliefs. For instance many of our Korean employees work for FED for over 20 years, while our US employees usually stay less than 5 years. This is a strength for FED because our Korean employees bring continuity and historical knowledge while our US employees bring experiences from work at other Districts or agencies. This combination works extremely well in balancing old and new ways of doing things.

Next, our culture has been that the US employees are the interface with our customers while our Korean employees have been limited to technical positions. The result is that our US employees hold most of our supervisory

positions. This is a natural alignment of responsibilities given the language difficulties; however, it also has unintended consequences. Our Korean employees have few opportunities beyond the KGS-11 level because there are few non-supervisory higher grades.

Respect for seniority is a Korean societal trait that also brings strength to the District. However, it can also inhibit junior KN employees from expressing their valuable opinions or challenging engineering judgments. US employees are less reluctant to challenge their seniors, although hopefully always in a respectful manner. As long as we always treat each other with dignity and respect, listening to opposing opinions only makes us a stronger organization.

FED needs all employees empowered to achieve their potential without organizational or cultural restrictions. Are you being held back from reaching your goals? Is it an FED cultural trait that prevents you from advancing? Remember that our culture is also a source of strength and one of the principle reasons we are so successful. Be proud of our culture but also don't be hesitant to challenge the

(continued on page 12)

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

Contractor Quarterly Safety Award

by Glenna B. Smith, SO

LG Engineering and Construction Corporation was selected as FED's **Outstanding Safety Contractor** for the 1st quarter of FY02, for their efforts on Contract # DACA81-01-C-0020, Whole Barracks Renewal located at Camp Humphreys. All contractors working on projects for the US Army Corps of Engineers can be considered for this award. This award is for safe performance of work accomplished by the contractor during the quarter.

Each Resident Office reviews all of their contractors and projects using the Quarterly Contractors Evaluation Report, for the rating period and considers them for nomination.

In order to be eligible for nomination the contractor must have received an outstanding rating in all safety elements, which is verified through the Construction Contract Administrative Support System (CCASS) and the Contractors Performance Evaluation (DD Form 2626). Contractors must consistently demonstrate outstanding safety initiatives and have high marks for compliance to EM 385-1-1, Safety and Occupational Health Requirements Manual.

Resident Offices with contractors meeting the requirements present their nomination package to the selection board. The package is reviewed, voted upon and the selection is made.

LG's commitment to Safety has earned them this award. LG has a proactive Safety Engineer and staff who continually strive to improve safety. During monthly safety meetings LG promotes safety by recognizing an employee for outstanding safety performance and presents them with an award. Congratulations to LG Engineering and Construction Corporation and employees. Thanks for staying committed to safety and remember,

Company, was awarded Safety Coin # 100, on Feb 26th, for a greatly improved safety program.

Mr. Don Wood, QAR, Tongduchon Resident Office, was awarded Safety Coin # 94 on Feb 8th, for excellent site safety.

Mr. Cho, Du-Ho, Project Manager for BECCO Construction Company was awarded Safety Coin # 95 on Feb 8th, for an excellent safety program.

Mr. Fred T. Davis, Deputy Chief, Construction Div., FED, was awarded Safety Coin # 98 on March 20th, for outstanding support in accident prevention.

Mr. Matt McCullough, Asst. Project Engineer, Seoul Project Office was awarded Safety Coin # 99 on March 12th, for excellent safety support.

FED Safety Day will be held May 22, 2002. If you would like to present a topic during Safety Day, have areas of concern or training topics that you would like to see addressed, please let us know here at the Safety Office.

Contractor Safety Certification Course is scheduled for 24-26 April at FED in the VTC room.



Mr. Maing, Won-jai, Senior Executive Vice President of LG Engineering & Construction Corp. receives the award from **COL Gregory Kuhr**, Commander, FED.

"There's No Alternative For Safety".

Safety News

Mr. Dong, Sang-Bum, Safety Engineer for Samwha Construction

The Deputy's Word



by LTC Charles Markham
Deputy Commander

Calendar Update

Greetings from the Deputy's Desk. Spring has sprung, and with it comes a busy time of the year for us all. This spring is especially busy with special District events and visitors. I want to quickly update you all on some of these important upcoming District events and dates.

On or about 14 May, we will honor Mr. Jack Church for his dedicated service as a Government Civil Servant with a retirement luncheon. Watch for upcoming fliers on the time and location. The District will host its annual Safety Day on Wednesday, 22 May. The Safety Office is planning a great day with your input. However, to make it successful, we need your ideas and participation. Please help us out. We'll be looking for a new safety slogan too! On Friday, 24 May, we will farewell COL and Mrs. Kuhr at the picnic area between buildings S-67 and S-68. The Divisions and Separate Offices will have the opportunity to say thanks and present their special gifts to the outgoing commander. I anticipate a fun, informal event in showing our sincere appreciation.

In June, we will host the visiting Chief of Engineers and his wife, LTG and Mrs. Flowers. In conjunction with the chief's visit, BG and Mrs. Johnson will also honor

FED with their presence. Both parties will participate in the District Change of Command scheduled for Monday, 10 June at 0900, here on the FED Compound. The incoming commander, COL Frank Kosich, will take command during the ceremony. Following COL Kosich's reception, we will conduct a District Town Hall Meeting the next morning. We're coordinating for a large ballroom to hold the meeting in, so again, watch for upcoming announcements on the



exact location. LTG Flowers plans to depart Korea on 12 June.

Another important event is scheduled for Friday, 14 June, the District's Organizational Day. This date allows COL Kosich to host the event and meet more of you, his new employees, and our school-aged children can participate because school is officially out for the summer that morning. We plan to continue

with the same type of venue as the previous years with good food and games for everyone.

COL Kosich will depart Korea around 15 June to attend a USACE pre-command course and pack up his family for their PCS to FED. My replacement, LTC Paul Cramer, will arrive on 17 July. He is a former Project Engineer in the Tongduchon Resident Office, so he knows FED. I expect him to hit the ground running.

I will depart FED on 27 June, headed to Oregon as the Deputy for the Portland District. My family and I are excited to remain with USACE and live on the West Coast.

Expect to see more information on all of these important events. I will be forming and planning PDTs for the DE's farewell event, Change of Command ceremony and Organization Day. We're always looking for energetic volunteers and good ideas. Please join us.

As always, remain safe and think before you act. Practice good risk management principles and don't forget: **"There's No Alternative for Safety."**

Serving the District and you!

The Chin Report



*by Allen Chin,
Deputy for Programs
and Project Management*

RMB and SLC, *what?*

In case you're wondering, RMB and SLC stand for Regional Management Board and Senior Leaders Conference. And if you didn't know, the Pacific Ocean Divisions (POD) RMB was held 6, 7, and 8 Mar 02 in Tokyo, Japan and the POD SLC was held in Okinawa, Japan on 11-15 March 02. I had the good fortune to attend both events.

The RMB meets three times a year and the SLC meets once a year. The RMB consists of the Chiefs of Resource Management Office, PPMD, and Technical Division from each of the Districts within POD as well as the office chiefs from POD. The SLC consists of senior leaders from each District and POD; namely the Division and District Commanders, Division Chiefs and Staff Chiefs. In this particular SLC, Emerging Leaders from throughout POD were invited to attend and participate.

The RMB topics presented and discussed were very exciting. I

especially liked the discussion on "Battle Rhythm". This is where we laid out the plan for our Regional Business Process. This process included reviewing our budget process, manpower, PMBP, ISO 9001 certification, etc. It will also assess the effect of our current processes on our customers and stakeholders.

Now I really like this part because we keep talking about PMBP, PDT ISO, etc. But this is where we will bring in our customers' perceptions of how our business processes affect them. We also had a high intensity (fun) session with CH2MHILL who ran us through some PMBP exercises. On the last day of the RMB, we were treated with an enlightening presentation on the Learning Organization; something we should always strive to be.

Even though I thought the RMB was exciting and stimulating, the SLC was even more exciting because of the addition of the Commanding General and the District Commanders as well as the rest of the senior leaders from throughout POD. The SLC was packed with high-energy leaders, well-focused presentations, and lively breakout sessions. We even experienced the adventure of being the last occupants of old "vintage" billeting that was due to be demolished after our departure. A key focus of the SLC was for us to collectively refine the POD Campaign Plan, which directs us into a vision of where we want to go. The Emerging Leaders added a lot of

spice to the SLC with their presentations on "Recruitment and Retention" and their astute observations of their senior leaders in action. Even though you may think that we experienced a harsh 12 hour workday everyday, we did find time to enjoy a Karaoke Night, Awards Dinner, and a Staff Ride.

The Battle of Okinawa Staff Ride was a highlight of the week and was an event where we all traveled by bus to various World War II battle sites in Okinawa and at each site, each District and POD gave a true account of the fierce battle. It was an amazing and sobering sight to walk into the elaborate tunnels where the Japanese soldiers were living and fighting from in 1945.

The high energy level of the participants in both events was exciting and contagious. At the SLC, we benefited from having both the senior leaders and emerging leaders share their perspective and view of things from where they sit. This was all great stuff.

In conclusion, although the RMB and SLC were about looking at our processes from a regional perspective and charting a strategic plan for the future, they were also about having an enjoyable experience.



Emerging Leaders!

by Julie Park

Have you met the Far East District's (FED) Emerging Leaders (ELs)? Do you know who they are and what they do? And more importantly, why they are emerging leaders?

Each year some outstanding individuals have been selected as the emerging leaders to represent each district in POD for two years. The Emerging Leaders Program (ELP) is a Division sponsored program open to all GS/KGS 09 through 12 grade levels. The program is designed to provide ELs with exposure to senior leadership and to give them opportunities to refine as well as examine their own and each other's leadership skills.

In 1999, the ELP was updated to include that participants complete a project that will make an impact on the operation process of the Corps. In 1999, Ms. Sin, Hee-bok, RMO, Ms. Kim, Yong-son, IMO, and Mr. Curtis Lypek were selected as ELs. As the Class of 2000, this graduating class includes Mr. Lenny Kim, Project and Programs Manager, PPMD, Dr. Pak, Chon-pom, Supervisory Geologist, Geotech Branch, and Mr. John Ghim, Project Engineer, Hospital Resident Office, were selected. 2001 ELs were Mr. Steve Truong, Project Engineer, PPMD and Ms. Cho, Yong-wool, accountant, Resource Management Office. And finally, just a couple of months ago Mr. Gary

Chaney, Central Resident Office, and Mr. Yu, Chae-hwang were selected as 2002 ELs to carry the torch for the next two years.

If you happen to run into these ELs, you should make an effort to talk with them about the ELP because it's more than likely that you will want to become one yourself afterwards.

You may be asking yourself, "What does it take to

more of a participant," said Mr. Steve Truong, 2001 EL.

So, how does it exactly elevate your sense of leadership?

"It (ELP) forces you to be more vocal in speaking out on behalf of the Corps with a sense of purpose," said Truong. "It makes you work harder as you are trying to squeeze more time into a day."

Ms. Cho, Young-wool,



To complete their project the emerging leaders, (from left to right) Mr. Steve Truong, Dr. Pak, Chun-pom, Mr. Yu, Chae-hwang, Mr. Lenny Kim, and Ms. Cho, Yong-wol, met after work to discuss the progress of each other's shared duties.

become an EL, and is there a specific skill or talent you need to have in order to be selected?" Many of the ELP alums will tell you that they applied for the program with strong recommendations from their branch/office supervisors. However, such recommendation is not necessary. Any person with self-confidence and desire to elevate their leadership skill to another level can apply.

"I elected to participate in the program so that I can learn more about myself, grow and be

also a 2001 EL, agrees. "I used to just focus on completing the duties and mission placed upon me, but since my participation in ELP, I want to actually do something to make a positive impact for the Corps."

"Until my trip to Hawaii for the Leadership training, I never really felt like I belonged to the Corps," added Cho. "The training was very emotional and stimulating. Afterwards, I felt like I belonged to this organization and that feeling was created through personal relationships and the



A group photo from 2002 Senior Leaders Conference, which was held in Okinawa, Japan in March.

bond that was built up during the training.”

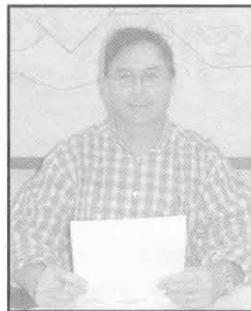
As their ELP projects, 2000 and 2001 ELs worked on a Recruitment and Retention project, which the group representatives successfully introduced during the Senior Leadership Conference (SLC) at Okinawa, Japan. Along with ELs from other POD districts the group also discussed, brain-stormed, and made presentations on this year’s main theme, “Building a Regional Business Center”. They also participated in discussion on the “Battle of Okinawa during WWII” as a team exercise.

“The ELs were given the additional task of determining and presenting an initial proposal for transforming POD into a ‘Learning Organization’. Although a lot was accomplished during SLC, I expect that my fellow ELs in POD and I still have a lot of work to do,” said one of this year’s enthusiastic ELs, Mr. Yu, Chae-

hwang.

The group conducted surveys and studies from FED to prepare for the project. To prepare for the discussion, each EL read up on the subject during their personal time.

So, you can see that it’s not just the title. As an EL you really have to put in a good



One of the newest members of the Emerging Leaders, Mr. Gary Chaney, Central Resident Office.

amount of effort and your own time to improve and satisfy yourself.

Mr. Lenny Kim, a class of 2000 EL, talked about his feelings as he is close to graduat-

ing from the program. “I’m satisfied with the program. I wish I had more time to fully dedicate myself to the project, though.”

After all the hard work, the gains and benefits of the program are tremendous.

“I have learned about the human skills that are more delicate and subtle than the technical skills I have been trained for during my professional career,” said Truong.

As a newcomer to the program, a 2002 EL, Mr. Gary Chaney says, “By participating in this program, I may be able to put all the bits and pieces together from a corporate perspective which will help me to better understand the other side of the fence and solve problems in a more productive and professional way.”

Any advices for the future emerging leaders?

“This is serious stuff,” said Chaney. “Watch out what you ask for, you may get it.”

RSO&I

by Mitchel Glenn, Security, Plans & Operations Office

The Pacific Ocean Division (POD) and the Far East District (POF) participated in the Receiving, Staging, Onward Movement and Integration 2002 (RSO&I '02) Exercise from 20-27 March. This year's exercise was a little different from the past due to the addition of the following items.

- New Emergency Operations Center (EOC) on Camp Walker with twice the space that we used to have on Camp Henry.
- Second Fixed Tele-Engineering System. The first one is located in bldg S-81 on the FED Compound in Seoul and new one is in the POF EOC on Camp Walker.
- Secret Internet Protocol Router Network (SIPRNET, classified computer) connection to communicate with other agencies and individuals worldwide.
- Two LAN systems; one for unclassified and the other for classified information.

Due to the 11 September 2001 attack, all of the reservists that normally support FED during the Joint Chiefs of Staff (JCS) Exercise were called to active duty in other locations. However, we received two reservists for one

year tours to assist in the Emergency Management Office (EM) as well as 6 additional Troop Programs Unit (TPU) Reservists from other units came to assist us, plus a small core of POF personnel.

Prior to the exercise, EM sponsored a training class called Theater Construction Management System (TCMS). The instructors came out of Huntsville Engineering Support Center. TCMS is a software package that allows the engineers to quickly design projects to the initial standards. All the standard drawings are in English units. Our Engineering Division's Bob Kiehm has been working on developing a metric

Myong and Scott Lowdermilk departed on Monday, 18 March to open up the buildings, setup new equipment and perform a Communications Exercise (COMMEX) with POD. On Monday and Tuesday, the main body attended the TCMS class and a series of briefings on what to expect during the exercise.

On Wednesday, 20 March, the main body departed and convoyed down to Taegu and the Liaison Officers (LNOs) linked up with the HQs/Components they were supporting. Upon arrival, we received a message from POD that the Chief of Engineers wanted Korea to submit a video of FED wishing



Participants from Theater Construction Management Systems training course took time out to pose for a group photo.

version of these drawings and a list of local materials.

The Advance Party, including Jerry Giefer, Pat Crays, Ken Pickler, Kyu Han, No-hyun

the Corps of Engineers happy birthday. The exercise participants did a Video Tele-conference with Engineering Research & Development Center (ERDC)

in Vicksburg, MS, which recorded our message in both Hangul and English.

When the LNOs received a request for assistance from the HQs/Component engineer staff, that request was passed back to the Executive Officer/S-3. A determination was made if POF could fulfill the requirements or if we would use our Reach Back capability for assistance. There were several requests for assistance, which were passed via secure communications back to ERDC to get Subject Matter Experts (SME) to work the issue. Normally within a few days, answers were returned.

The Project Manager (PM) and TCMS crew were working on updating the Contingency Construction List (CCL). The CCL is a list of projects consolidated at USFK, prioritized and sent to FED for design. The projects would either be constructed by a contractor or by a troop unit. Several of these projects were sent to POD, who then divided them between POH and POJ for design assistance.

This exercise was a 24 hours operation, so yes, there were people working in the EOC around the clock. We did receive requests for information at all hours of the day and night. These were all handled in a very professional manner and we received good reports back from our customers.

My thanks to all the participants on a very well executed exercise. I look forward to working with the rest of you in upcoming exercises.

Question of Ethics

by Lawrence Vogan, OC

Chulsoo, a project manager, and Younghee, an engineer, are TDY in Malaysia as part of an FED team exploring a business opportunity assisting the Malaysian military in constructing a hospital at one of their installations.

While off duty, Chulsoo and Younghee see a print shop with ornate business cards displayed in the window and, since they gave out their last business cards at a meeting with Malay army officers, they decide to order some business cards for use on the job. After intense negotiations with the proprietor, Chulsoo and Younghee agree on the design and price for 500 business cards each. The design is patterned after a Malay Army Engineer card and the cost is USD25.00 each. Chulsoo makes the purchase and charges it to his travel card. Younghee also purchases 500 business cards with cash. After returning from TDY, Chulsoo claims the cost of the business cards on his travel voucher. Younghee does not claim the cards on her voucher. Both Chulsoo and Younghee use the business cards in doing their jobs. If you were processing Chulsoo's voucher how would you handle the claim for the business cards? Why? Is it appropriate for Chulsoo and Younghee to use the business cards as designed in their jobs?

(Answer on page 10)

April Focus



Name: Rikky Rice

Job Title: Quality Assurance Representative, Osan AB

How long have you been with the Corps?: I served over 30 years in US Air Force. I'm a

retired Chief Master Sergeant (E-9) and I started working with FED on November 1995. I worked in various assignments while serving in the Air Force. In Europe, I worked in Germany, France, Spain, Turkey and Greece. In the Middle East, I have been to Israel and Jordan. Finally, in the Far East, I have been in Japan, China and now Korea.

Family?: I am married with one son here in Korea.

Where were you born?: I was born in Panama, but on record my home town is Corpus Christi, Texas.

What do you think of FED?: I LOVE working for FED!

Be aware of malaria!

by Edward Primeau, Safety & Health Office

In 1993 there was a resurgence of malaria in Korea. While malaria cases occur throughout Korea, areas north of Seoul have the highest incidence and risk of malaria transmissions. The following information is provided to inform FED employees about Malaria.

Malaria is a serious, sometimes fatal, disease caused by the parasite, *Plasmodium vivax*. Humans get malaria from the bite of a malaria-infected mosquito. The parasite goes from the mosquito's

mouth to the person's blood. The parasite then travels to the person's liver, enters the liver's cells,

grows and multiplies. During this time when the parasites are in the liver, the person will not yet feel sick. The parasites leave the liver and enter red blood cells; this may take as little as 8 days or as long as several months. Once inside the red blood cells, the parasites grow and multiply even more. The red blood cells burst, freeing the parasites to attack other red blood cells. Toxins are also released into the blood, making the person feel sick.

Symptoms of malaria include fever and flu-like illness, including shaking chills, headache, muscle aches, and tiredness. Nausea, vomiting, and diarrhea may also occur. Malaria may cause anemia and jaundice (yellow coloring of the skin and eyes) because of the loss of red blood cells.

For most people, symptoms

begin 10 days to 4 weeks after infection, although a person may feel ill as early as 8 days or up to 1 year. *P. vivax* can relapse; it can rest in the liver for several months up to 4 years after a person is bitten by an infected mosquito. When the parasite comes out of hibernation and begins invading red blood cells, the person will become sick.

Prescription drugs can cure malaria. The type of drugs and length of treatment depend on the kind of malaria diagnosed, where the

patient was infected, the age of the patient, and how severely ill the patient was at the start of treatment.

The first line

of defense in preventing malaria is to prevent mosquito and other insect bites. The best way to do that is by using insect repellent on exposed skin. Wear long pants and long-sleeved shirts, especially from dusk to dawn. This is the time when mosquitoes that spread malaria bite. Ensure that all window and door screens are in good condition to prevent mosquitoes from entering your home or office.

Early diagnosis and treatment are important to minimize the seriousness of the infection. Therefore, if you or your family experience any of the above symptoms, consult your physician immediately.

If you have any questions please contact Mr. Edward Primeau, Safety and Occupational Health Office, 721-7114.



Answer

to Question of Ethics

(From page 9)

DoD and DA policies do not authorize the commercial printing of business cards at government expense. There are only limited exceptions and those exceptions do not apply to Chulsoo's purchase.

Within POD and its subordinate districts, all Commanders, Deputy Commanders, Special Assistants, Directors, Division, Office, and Branch Chiefs, all project managers, all regulatory, and their military equivalents are authorized to produce business cards in-house. District Commanders may authorize the purchase of business cards for additional staff positions within their Command at their discretion. Business cards produced within the organization will comply with the standard Corps business card design. Chulsoo is a PM and is therefore authorized to produce business cards in-house. He is not authorized to purchase them from a commercial source.

The voucher processor should not approve Chulsoo's request for reimbursement of the cost of the business cards. Further Chulsoo should not have used his travel card to purchase the business cards since they are personal items. Since the items are personal and not government purchased/produced business cards, they do not need to comply with the Corps standard but the regulation recommends that business cards comply with the standard design.

Did you know...

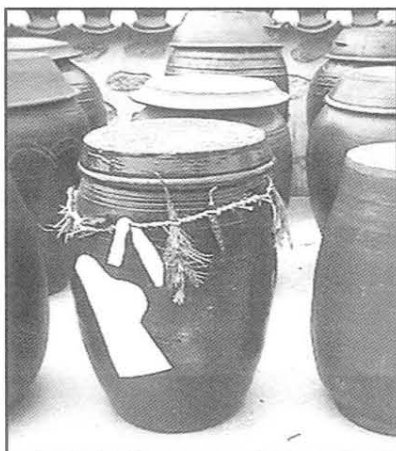
Traditional Kitchenware

Crockery and clay ware were an important part of daily life.

Designed to reflect the surrounding nature, these pots were used to store and ferment Korean food, such as *kanjang* (soy sauce), *koch 'ujang* (chilly paste), *deonjang* (soy bean paste), and *kimch 'i*.

Individual pots preserve their contents from spoiling and can keep *kimch 'i* fresh for a long time. The jars are made in special kilns through a method of reduction: flames and air are mixed into a fierce heat. Pine twigs are used to keep the flames intense, and the kiln's smokestack and fuel-hole are closed to intensify the heat. The clay ware controls the humidity and helps purify the jars.

A Korean saying states that every house's good taste comes from its *Jangdokdae*, which is the place where Koreans place the pots used to store fermented food.



Clay jars (danji)

Jangdokdae is usually in the backyard near the kitchen in a high area with plenty of sunshine and

good ventilation. Koreans place a base at the bottom of the *Jangdokdae* to keep away bugs.

Korean housewives cleaned the *Jangdokdae* everyday. Koreans often tied straw with red peppers and pieces of charcoal around the pots to try to prevent the flavor from changing. Sometimes they also drew traditional socks on the pot as a wish for the original flavor to come back. These practices stem from shamanistic practices.



Rice and soup bowls with tops

Things to do...

Nanta

Just when you thought noise in and around your house was enough to drive you nuts, well, you haven't heard anything yet. And you will be surprised to find that those annoying noises can be orchestrated into something worth a million ticket

sales.

The show 'Nanta', a hit musical performance that taps out the traditional rhythms of Korea by using everyday household items, is about to sell its millionth ticket to audiences in and out of Korea. PMC Productions, the creator of 'Nanta', said it reached 997,763 in ticket sales on March 14, 2002, and its two daily performances at the Seoul Jungdong 'Nanta' theatre are nearly sold out for every showing. It is a rare accomplishment for a Korean performance production to draw such an audience.

According to PMC productions, 'Nanta' has put on about 2300 shows both in and out of Korea since it opened in '97. Outside of Korea, it has shown in 16 countries and 81 cities. There have been repeat tours in the U.S., England, Japan, Taiwan, Germany, Austria and Netherlands. There have been 730,938 tickets sold within Korea and 266,6825 outside of Korea. 70% of visitors to the Jungdong 'Nanta' theatre are foreign tourists visiting Korea.

Nanta has received various awards and recognition in Korea, as it was recognized as the "Best Product of the Year" by Munhwa Ilbo and selected as one of "Korea's Top 10 Attractions" by the Korean National Tourism Organization.

For more information and ticket reservations, visit these internet sites: www.cookinworldwide.com or www.nanta.co.kr.



FED bids farewell to its “sun-sang-nim”!

It was the biggest crowd and the longest award ceremony I have seen, ever, put together for one man.

On March 18, 2002 more than one hundred FED employees gathered together to say good-bye and thank you to one of its most respected and valuable employees, Mr. O, Sung-sik, Acting Safety, Occupational Health Office Manager.

Mr. O, born and raised in Hwang-Hae-Do, Korea, began his 22-year career with the Far East District in 1977 as a KGS-11, General Engineer. Since then, he worked as a KGS-12, Supervisory Civil Engineer and on to his most current position as a KGS-12, Acting Safety, Occupational/Health manager.

During his 22-years of service, he established himself as a priceless addition to the FED and took the responsibility upon himself to become the role model and a mentor to many of those who had the privilege of working with him. Moreover, he was referred to as a sun-sang-nim (teacher) by all for quality teaching and wealth of knowledge he shared with the FED as well as with the Korean contractors.

Mr. O began his career with the United States Army in 1964 as a KGS-9, Construction Inspector, and since then has received 20 Outstanding Performance Awards (1979-1999), 3 Sustained Superior Performance Awards (1982, 1983, & 1987), 3 Special Act Awards (1985, 1986, & 2000), a Hard Hat of the Year Award for Pacific Ocean Division (1987), Commander's Award for Civilian Service (1984) and many more.

Mr. O and his wife, Ms. Yi, Ok-hee, have three children; Mr. O, Yung-su, Mr. O, Bong-su and Ms. O, Soon-hae. They also have five grandchildren.

We wish him and his family well and much happiness!



Members of FED Safety & Health Office pose for a family photo after the farewell luncheon for Mr. O, Sung-sik (seated, left) and his wife, Ms. Yi, Ok-hee (seated, right).

New Member



On March 1 CPT Adam Rauch joined FED on a one-year assignment from Las Vegas, Nevada. CPT Rauch is the new Security, Plans & Operations Officer. He graduated from Embry Riddle Aeronautical University with a bachelor's degree in Aero Space Engineering. For fun, he enjoys volleyball, racquetball, softball, hiking and camping. He is married to Kathleen and they have two children, Jennifer (age 6), and Brittany (age 2).

Culture

(continued from page 2)

way we operate. Discuss your personal goals with your supervisor by using the Individual Development Plans (IDP), which is the supervisor's contract to support your plan. Every employee should ensure they have an updated IDP signed by their supervisor.

I would be interested in your opinions about our culture and how you believe it affects our operations or your personal aspirations. Feel free to talk to me or send me an email note with your ideas. Each and every FED employee is invaluable to our mission and a member of our family.

사령관메세지



COL Gregory Kuhr

문 화(Culture)

오늘은 FED의 문화와 이 문화가 우리의 성공에 미치는 영향에 대해 이야기 하고자 합니다. 우리 조직의 문화는 직장에서 생겨나는 직원들 간의 의견 충돌, 직원들 간의 사고, 그리고 업무 처리 방법 등을 통해 나타납니다. 성공적인 지도자는 각자 조직의 문화에 대한 이해의 중요성에 대해 배우게 됩니다. 그렇다면 과연 FED의 문화란 무엇일까요?

문화란 한 조직의 직원들의 업무 및 생활 방식을 얘기합니다. 이것은 각자의 가치관, 전통, 풍습, 그리고 신념이 오랜 시간에 걸쳐 조직화된 것입니다. 이러한 문화를 통해 행동의 기준, 질서, 팀워크, 성실, 그리고 임무에 대한 충성심의 공동 의식이 생겨나는 것입니다. 여러분 모두가 문화에 대한 각자의 의견을 가지고 있으리라 생각합니다만, 이번 기회를 통해 저는 저의 의견을 여러분과 나누려고 합니다.

첫째, 많은 FED의 직원들은 FED에 대한 긍지를 가지고 일을 하고 계실 거라 생각합니다. 매해 FED는 미군의 생활의 질을 향상시키기 위해 많은 노력과 투자를 하고 있습니다. 1957년 FED의 설립 이후, FED는 최상의 품질을 생산하기로 널리 알려져 있습니다. 저는 저희의 고객으로부터, "일을 제대로 하려면 FED에 일을 의뢰해야 한다." 는 이야기를 많이 듣습니다. 이러한 우리의 명성은 우리가 더욱 열심히 일을 할 수 있도록 도와주는 활력소의 역할을 하기도 합니다.

둘째, FED는 한국 직원(KN)과 미국 직원(US)으로 반씩

구성된 매우 특별한 조직입니다. KN 직원들은 FED에 각자의 독특한 배경과 경험을 제공함으로써 우리에게 색다른 습관, 철학 그리고 신념을 접할 수 있는 기회를 만들어 줍니다. KN 직원들 중에는 FED에서 20년 이상을 근무한 직원이 많은 반면, US 직원의 대부분은 5년 정도를 근무합니다. 이것은 우리의 큰 장점입니다. 그 이유는, KN 직원들이 그들의 오랜 지식과 연속성을 제공하는 반면, US 직원들은 다른 district에서부터 가져오는 신기술과 지식을 제공 할 수 있기 때문입니다. 이러한 결합은 old 와 new의 조화를 잘 이루어 줍니다.

하지만 이러한 조화가 가져다주는 조직의 단점도 없지 않습니다. 지금까지 우리 조직의 문화는 US 직원들이 고객과의 직접적인 접촉을 하는 자리에 있고, KN 직원들은 다소 기술적인 자리에 제한되어 있었던 것이 사실입니다. 그리고 이러한 문화는 US 직원들이 대체적으로 감독자의 자리에 있게 되는 결과를 초래하게 되었습니다. 언어의 장벽을 고려했을 때에 어쩌면 이러한 동향은 당연할 수도 있습니다만, 이것은 계획되지 않은 결과입니다. 이로 인해 우리의 KN 직원들은 KGS-11 이상의 자리로 승진을 하는 데에 어려움을 경험하기도 합니다.

윗사람을 존경하는 한국의 사회적 특성은 오랜 경험자를 존경함으로써 FED의 큰 힘이 되기도 합니다. 하지만 이러한 특성은 KN 직원들이 각자의 의견과 기술적 판단을 발표하는 데에 장애가 되기도 합니다. 그러한 반

면, US 직원들은 거리낌없이 자신의 의견을 발표하는 것을 보실 수 있습니다. (다만, 항상 서로에 대한 최소한의 예의는 갖추어야겠죠) 어떤 상황이건 서로에 대한 예우와 존중을 다한다면, 자신의 의견과 반대되는 의견을 접하는 것도 우리가 더욱 튼튼한 조직으로 커 나가는 데에 힘이 될 수 있을 것이라고 믿습니다.

FED의 모든 직원들은 각자의 가능성을 충분히 발휘하는데 있어 문화 또는 조직의 제한을 받아서는 안됩니다. 만일 당신의 가능성 또는 능력이 FED 내의 문화에 의해 최대한 발휘되지 못하고 있다면, 변화를 제시한다는 것을 두려워 말고, 당신의 상사에게 당신의 목표를 이야기하고 미래에 대한 계획을 같이 세워 보도록 합시다. 이것을 이루기 위해 Individual Development Plans (개인 개발 계획, IDP)를 사용하는 것도 하나의 방법입니다. IDP는 감독자/지휘자가 부하 직원의 계획을 지원하기로 약속하는 일종의 계약서라고 설명할 수 있습니다. 모든 직원은 해당 감독자/지휘자의 서명이 된 최신 IDP를 소지하고 있도록 합시다.

저는 여러분의 의견이 듣고 싶습니다. FED의 문화에 대한, 또 문화가 우리의 경영과 개인적 목표에 미치는 영향에 대한 좋은 의견이 있으신 분은 저에게 그 의견을 들을 수 있는 기회를 주시기 바랍니다. 여러분 모두가 FED에 없어서는 안될 자산임을 잊지 마십시오.

쿠어대령

부사령관메세지



by LTC Charles Markham
Deputy Commander

일정 업데이트

- Calender Update -

안녕하셨습니다? 이제 완전한 봄이 찾아왔습니다. 봄이라는 계절은 우리에게서 바쁜 일정의 시작을 뜻하기도 합니다. 특히 이번 봄은 당 지구의 이벤트와 외부 손님들의 방문으로 여느 봄보다도 더 바빠질 것입니다. 그 래서 여러분에게 이번 글을 통해 짧고 간단하게 앞으로 다가오는 주요 행사와 기념일을 정리 해 드리 고자 합니다.

먼저 5월 14일에는 Jack Church씨의 정년 퇴직 점심 식사가 있습니다. 지금까지 그가 공무 원으로 근무하며 보낸 세월과 그 의 노고에 대한 경의를 표하는 날 이니만큼 장소와 시간을 알리는 이메일을 잘 보시고 꼭 참석하시 기 바랍니다. 5월 22일은 FED의 Safety Day (안전의 날)입니다. 안전과 에서는 성공적으로 이 날 을 계획하기 위해 여러분의 아이 디어와 참여를 부탁드리고 있습니다. 또한 현재 안전과 에서는 새로운 안전 슬로건을 찾고 있으니 좋은 아이디어가 있으신 분은 안전과로 연락 주시기 바랍니다. 5월 24일 금요일은 쿠어 사령관님의 작별 피크닉이 있겠습니다. 이 피크닉은 빌딩 S-67과 S-68 사이의 피크닉 지역에서 있을 예정 이며 이날 각 사무실과 branch 에서는 각자의 특별한 작별 인사와 선물을 드릴 수 있는 기회가 있을 것입니다. 여러분의 많은 참여와 성원으로 이 작별 피크닉을 재미 있고 유익한, 그리고 정성들인 행사로 만들고자 합니다.

6월에는 공병 감 LTG

Flowers님과 그의 부인이 FED를 방문하시게 됩니다. 공병감님의 방문과 동시에 태평양 사단의 BG Johnson님과 그의 부인도 함께 방문해 FED에 대한 경의를 표하는 행사를 가질 예정입니다. 그리고 이 두 손님을 모두는 6월 10일 9시에 있을 FED의 Change of Command 행사에 참여하실 예정 입니다. 새로 오실 COL Frank Kosich (프랭크 카시치 사령관)께서 이 행사를 통해 FED의 지휘를 맡게 됩니다. 이 행사 이후 다음 날 아침에 당 지구의 타운 홀 미팅 이 있을 예정입니다. 이번 타운 홀 미팅의 장소가 결정되는 즉시 장소를 알리는 이메일이 발송될 예정이니 주의해 보시고 꼭 참석 을 하시기 바랍니다. 이 행사를 끝으로 LTG Flowers님과 그의 부인은 6월 12일 한국을 떠나시 기로 예정되어 있습니다.

6월 14일 금요일에는 또 하나의 중요한 행사가 예정되어 있습니다. 바로 District's Organizational Day입니다. 이 행사를 통해 새로 오신 카시치 사 령관께서는 더 많은 여러분을 만나실 수 있을 것입니다. 또한 이날 DoD 학교는 공식 휴교를 하기 때 문에 이 행사에는 여러분의 자녀 분들도 참석 할 수 있을 것입니다. 이날 행사는 지난 행사들과 마찬가지로 맛있는 음식과 재미있는 게임이 가득할 것입니다.

코시치 사령관님은 약 6월 15일쯤 한국을 떠나 USACE pre-command 교육 코스를 거쳐 가족과 함께 한국으로 돌아오시게

됩니다. 저의 후임자가 되실 LTC Paul Cramer (폴 크레이머 부사령관)께서는 7월 17일 한국 에 도착하시게 됩니다. 그는 전 동두천 지역 사무실의 프로젝트 엔지니어로 근무하기도 했으므로 FED에 대해 많은 지식을 가지고 있습니다. 저는 그가 FED에 도착 하자마자 아무 문제없이 그의 임 무를 잘 이행해 나갈 것으로 믿어 의심치 않습니다.

저는 6월 27일자로 한국 을 떠날 예정입니다. 저와 저희 가족의 다음 목적지는 미국 오프 군주의 포트랜드입니다. 그곳에서 저는 포트랜드 지구의 부사령관직 을 맡게 되겠습니다. 저희 가족은 계속해서 USACE의 가족일 수 있는 것을 다행으로 생각하며, 새로 시작하게 되는 미국 서부에서의 생활에 대한 기대에 차 있습니다.

위에서 말씀드린 모든 행사와 기념일들에 대한 더 많은 소식을 기다려 주십시오. 그리고 사 령관의 송별회, Change of Command 행사, Organization Day를 준비하는 데 에 도와주실 지원자를 찾고 있습니다. 여러분의 많은 참여와 관심을 부탁드립니다.

마지막으로, 여느 때와 같이 항상 행동 전 안전을 생각하고, 우리의 안전 표어인 "안전에 대한 대안은 없다"를 기억하시기 바랍니다.

Serving the District and you!

말라리아 조심하세요!!!

1993년 한국에도 처음으로 말라리아의 출현이 시작되었다.

말라리아는 한국 전 지역에서 나타나지만 특히 서울의 북쪽지역이 가장 높은 빈도의 말라리아 전염 발생비율을 보인다. 다음은 FED에 제공된 말라리아에 관한 정보다.

말라리아는 말라리아 병원충의 기생충에 의해 전해지는 심각한 질병이다. 치명적이라 할 수 있는 질병이다. 사람은 말라리아 병원충에게 감염된 모기에게 물림으로써 말라리아에 걸리게 된다. 그 기생충은 모기의 입으로부터 사람의 피로 들어가며 사람의 간으로 이동한 후 간의 세포로 침입하고, 그곳에서 자라며 번식한다. 이 기생충이 간에 있는 그 기간동안에 사람은 아픈 것을 아직 느끼지 못한다. 그것이 간을 떠나 적혈구에 들어간다; 이것은 8일 내지 몇달이 걸릴 수도 있다. 일단 적혈구안으로 들어가면 그 기생충은 또 그곳에서 자라고 번식한다. 적혈구가 파열되면, 또 다른 적혈구를 자유롭게 공격한다. 이 과정에서 독소가 피속으로 방출되며, 그때부터 사람은 몸이 아픈 것을 느끼게 된다.



말라리아의 증상은 열과 감기와 같은 질병을 수반하며, 오히려 몸을 떨게 되고, 두통과 근육통증, 피곤함을 느낀다. 메스꺼움과 구토증상, 설사가 또한 동반된다.

말라리아는 적혈구를 파괴하므로 빈혈이나 황달 같은 증상을 보이기도 한다.

대부분의 사람들은, 감염이후 10일에서 4주 정도쯤에 증상이 나타나며, 짧게는 8일 길게는 1년이 걸린 후에야 아픔을 느끼기도 한다. P. VIVAX (기생충)는 재발될 수 있다; 왜냐하면 기생충은 감염된 모기에 물린 사람의 간에서 몇 달에서 길게는 4년까지 휴지기를 갖고 있을 수 있기 때문이다. 이 기생충이 동면에서 깨어나서 적혈구에 침입하기 시작하면, 사람은 그때부터 아픔을 느끼기 시작할 것이다.

적절한 약의 처방으로 말라리아는 치유될 수 있다. 약의 형태나 치료의 기간은 진단된 말라리아의 종류, 감염된 지역, 환자의 연령, 또 초기치료당시 환자

의 질병의 정도에 따라 달라진다.

말라리아를 예방할 수 있는 첫번째 방어책은 모기 또는 다른 곤충에게 물리지 않는 것이다. 가장 좋은 방법은 노출된 피부로부터 곤충이나 벌레를 쫓아 버리는 것이다. 특별히 해가 질 무렵에는 긴바지와 소매가 있는 긴 셔츠를 입자. 지금이 바로 말라리아에 감염된 모기들이 퍼질 시기이다. 때문에 모든 창문과 문의 칸막이를 잘 점검해서 집이나 사무실로 모기가 들어오지 못하도록 각별히 신경써야겠다.

빠른 진단과 치료는 감염의 심각성을 줄일 수 있는 가장 중요한 일일 것이다. 그래서, 당신이 당신의 가족에게서 위와같은 증상들이 보여지면 즉시 병원에 가서 진찰을 받기를 권한다.

➔ 문의사항이 있으시면 안전과의 에드워드 프리모씨에게 721-7114로 연락주시기 바랍니다.

번역 : 진현정(안전과)

..... 어버이날 (Parent's Day)

5월 8일은 어버이날이다. 모두가 알다시피 어버이날은 조상과 어버이에 대한 은혜를 헤아리고 어른과 노인에 대한 존경과 보호를 다짐하는 날이다.

서양의 문화는 어른과 조상에 대한 존경과 그 은혜를 헤아리는 마음이 동양에 비해 부족할 것이라고 생각한 본인은 어버이날의 시작이 서양이었다는 사실에 놀라지 않을 수 없었다. 어버이날의 시작은 사순절의 첫날부터 4번째 일요일에 어버이의 영혼에 감사하기 위해 교회를 찾는 영국과 그리스의 풍습과 미국의 한 효녀로부터 시작된 것이라는 것은 특별히 주사하지 않는 이상 쉽게 접할 수 없는 이야기이다. 본인이 이 글을 준비하며 알아낸 사실이다. 처음에는 왜 한국은 "어버이날"이며, 미국은 "아버지의 날"과 "어머니의 날"이 따로 정해져 있는가에 대해 알아보고 글을 쓰려고 했었다. 그것이 양국의 현대 문화와 생활에 밀접한 관계가 있을 것이라는 생각을 했기 때문이다.

어버이날의 유래를 살펴보면, 지금부터 약 100여년 전 미국 버지니아 주 웨스턴 마을에 "안나 자비스"란 소녀가 어머니와 단란하게 살았는데, 불행하게도 어느 날 사랑하는 어머니를 여의게 되었다. 소녀는 어머니의 장례를 임숙히 치르고 그 산소 주위에 어머니가 평소 좋아하시던 카네이션 꽃을 심었다. 그리고 항상 어머니 생전에 잘 모시지 못한 것을 후회하였다.

16페이지에서 계속

팀: DOD와 DA 구성상, 외부에서 제
 작된 명함을 정부에 보내로 제해할 수
 없다. 정부에 청구할 수 없는 것들은
 매우 제한되어 있으며, 할 수의 경우
 청구가 허용되는 상황에 포함되지
 않는다. POD와 그의 하급 지구에서는
 모든 사법관, 부사법관, 특수 보조관,
 directors, division chiefs, office chiefs,
 branch chiefs, 프로젝트 매니저, 그리
 고 모든 정치 직원 및 그 하급을 합한
 in-house (사내) 제작된 명함
 를 가질 수 없다. 또한, 사내 명함
 을 가질 수 있는 직원에 대한 제한이
 없다. 사내 제작된 명함은 반드시
 문명화 디자인을 따르도록 되어
 야 한다. 할 수는 프로젝트 매니저로
 서 사내에서 제작된 명함이 허용된다.
 하지만, 외부 인쇄소에서 명함을 제작
 /사용할 수는 없다. 그리고 프로젝트
 출장 증명서를 처리하는 직원에게
 명함 인쇄비용에 대한 청구를 승인하
 여서는 안 된다. 또한, 할 수는 자
 개인적인 명함에 대한 인쇄비용을 처리
 할 때 그의 운수 비용 크레딧 카드
 로 처리하지 않아야 한다. 할 수가
 클라이언트에게서 만든 명함이 개인적
 이 문명화된 표준 디자인과 어울려야
 한다.