



# East Gate Edition

U.S. Army Corps  
of Engineer  
Far East District

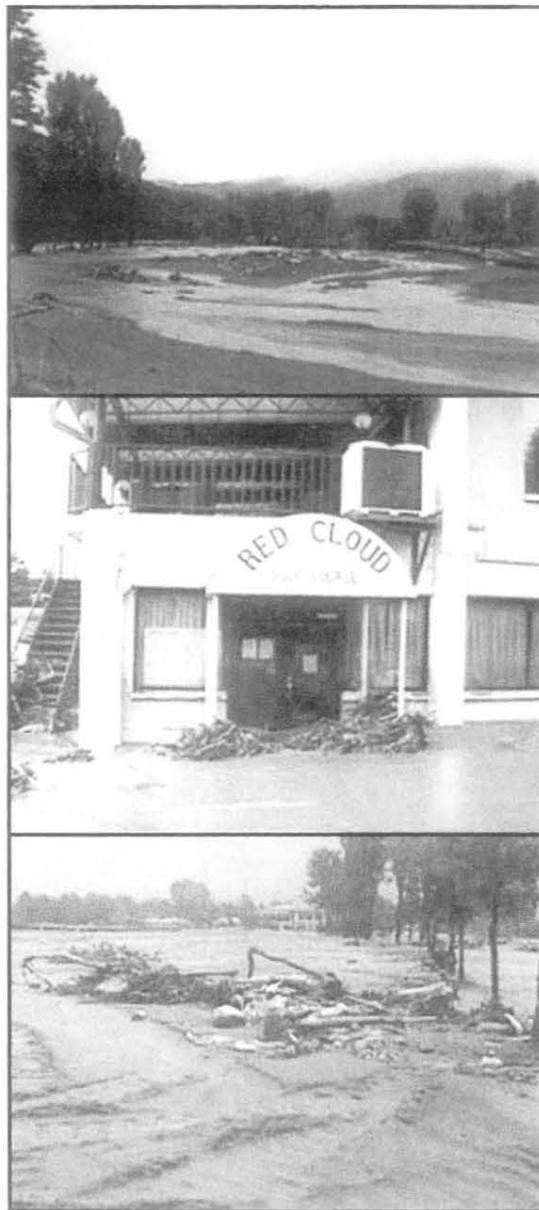
May 2002

Volume 12, Number 05

## And the flood water receded...

by CPT Randall E. Wheeler,  
Uijongbu Project Office

As a new monsoon season approaches, newcomers to Korea may not be able to appreciate the hard work that went into the recovery efforts of the 1998 Floods that caused extensive damage across the peninsula. For those that witnessed and participated in the recovery efforts and the completion of the construction projects that resulted from the damage, it is an opportunity to take pride in a job well done. The District should be proud of the results of teamwork, dedication, and professionalism that were the forces behind our efforts in completing the challenging FY 99, Flood Supplemental, construction projects.



Photos of 1998 Camp Red Cloud flood damage.  
Photos provided by USAG, CRC.

This article does not encompass all the FY 99, Flood Supplemental Projects but will highlight the efforts completed in the Uijongbu City area and the Western Corridor. The Uijongbu Project Office (UPO) that oversees these particular geographical regions completed the quality assurance and contract administration for these projects. Though most of the personnel in the District and UPO have changed from the initial assessment and planning phases, it was a joy to witness how the installations and tenant units gained the full impact and benefits of our labor.

In early August 1998, almost two weeks of rain caused floods that damaged many facilities. In some cases, three feet of mud covered many of the floors, while debris blocked accesses to roads, and utility lines. Major renovations and future flood mitigation was necessary to return the installations to functional duty and limit any future damage from flooding.

In the Western Corridor at Camp Howze, three new

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# From the Commander



COL Gregory Kuhr

## Becoming a Learning Organization

The world is rapidly changing around us and it is imperative that the Far East District change just as quickly. Most organizations only change after they are threatened with loss of profits and jobs because their customers are taking the business to a competitor. Currently we lack a serious competitor for most of our work. Lacking a strong competitor, the District leadership must continuously assess industry trends, measure our performance, and be willing to accept risk in making significant changes to the way we do business.

In order to seek improvement we will soon embark on a series of activities which will enable us to become a Learning Organization. We will start with a survey which will evaluate the degree to which we are a learning organization. The proposed steps after the survey may follow those described in the book "Ten Steps to a Learning Organization."

1. **Assessment** - we will conduct a survey to determine how

resistant we are to change and how well we are learning from others and ourselves.

2. **Promote the Positive** - we will build on the District's achievements.

3. **Build a Culture that's Safe for Thinking** - all employees must participate and believe that their ideas are important to our improvement.

4. **Reward Risk Taking** - we must be willing to take reasonable risks to find improvement.

5. **Help People Become Resources for Each Other** - teamwork, teamwork, teamwork. Encourage employees to go talk to others and build relationships.

6. **Put Learning Power to Work** - learning and doing are



the same - we must apply new knowledge to our work.

7. **Map Out the VISION** - a Vision is our description of how much we will have improved.

8. **Bring the VISION to Life** - once we know what Vision we want to achieve, then we've got to work to make it happen.

9. **Connect the Systems** - every change will involve several offices and they must all support the change. Teamwork again!

10. **Get the Show on the Road** - make this learning and improving part of our regular processes.

ALL employees must be involved. We need your ideas and creativity to make the District better than ever. I am proud to serve with every employee and I continue to be impressed by the wealth of talent, creativity and dedication in so many employees. Keep up the great work!

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

## MEMORIAL DAY SAFETY

by Ralph Youins, SO

Memorial day is a day to remember those people, Americans and their allies, who have made the supreme sacrifice so that the United States of America is and remains the land of the free and the home of the brave.

We should also remember the warm season has once again arrived bringing unique hazards to people during on and off duty hours. Activities such as driving, barbecue grilling, water sports, mountain climbing and other events are a few of the activities that have special hazards associated with them.

Taking a second to incorporate the 5-Step Risk Management Process of; (1) Identifying the hazard, (2) Assessing the hazard, (3) Making risk decisions, (4) Implementing controls, and (5) Supervising (watching for changes) to eliminate hazards and/or reduce the hazards to their lowest level can make the difference in this Memorial Day being an enjoyable or tragic event.

1. Here are a few things to keep in mind if you are departing the area on a mini-vacation:

- Do a safety check or have one



done on the vehicle you plan to travel in. Check for the following:

1. Tires, belts, hoses, radiator, battery, brakes, oil, headlight, turn signals and emergency lights should be inspected for serviceability and replaced as needed.
2. A spare tire, jack, a few basic tools, oil and extra water should be stored in the trunk.
3. Get a good night's rest before driving.
4. Have an activity planned that will keep children quiet so you can concentrate on driving.
5. Don't try to drive for long periods of time without stopping to eat or rest.

Supervisors and managers, take time to brief your personnel on other hazards associated with this holiday celebration. The following is a list of suggested safety topics that can be briefed to employees:

Vehicle Driving Safety  
 Organized Sports Safety  
 Barbecue Grill/Fire Safety  
 Pool, Diving & Swimming Safety  
 Boating Safety  
 Eye/Skin Protection  
 Bicycle/Rollerblading Safety  
 Drinking & Driving  
 Food Safety  
 Backpacking/Hiking Safety  
 Child Safety  
 Fire Safety

Remember, "*Safety Begins With You!*"



# The Deputy's Word



by LTC Charles Markham  
Deputy Commander

## COL Kuhr: Making a Difference

On 10 June 2002, the District will once again hold a Change of Command. The ceremony, hosted by the POD Commanding General, BG Johnson, will install the 28<sup>th</sup> commander in the history of the Far East District. I'd like to take a moment and thank the 27<sup>th</sup> commander, COL Greg Kuhr.

COL Kuhr is a caring leader, whose concern for people is always first in his mind and actions. He is a professional engineer, with a thorough knowledge and grasp of the technical challenges faced by the district. This professionalism enabled him to gather the right team members to make timely and proper decisions on a myriad of technical and general issues involving many diverse projects. However, his outstanding interpersonal skills and concern for his employees were the key factor in building a diverse "Team of Teams" to accomplish the varied and important missions throughout the Korean Peninsula. His presence provided positive influence to superiors, peers and subordinates alike in the Combined and Joint engineer community. He personally challenged the District to



COL Gregory Kuhr, Commander, FED, smiles for the camera during his surprise birthday party.

"make a difference" in the quality of life for service members, civilians and their families. Through his dedication, the District served as USFK's first choice for all engineering, environmental and construction management services under his command.

Under his strong mentoring, the District developed a state of the art GIS system as well as innovative contracting tools. As a result of COL Kuhr's leadership the District started a Design-Build approach to major construction programs, to include a multi-

phased Family High Rise complex at Yongsan. This was the first use of Design-Build in Korea. In addition, he led the effort in establishing a multi-million dollar Build-to-Lease Program to improve the Quality of Life in Korea, and began the master planning for the peninsula-wide Land Partnership Plan. He was the driving force in expanding the number of pre-qualified Korean Construction contractors to help build competition and lower costs for our customers.

*(continued on page 13)*

# The Chin Report



by Allen Chin,  
Deputy for Programs and  
Project Management

## Learning Organization

What is a Learning Organization, you ask.

Is this just a buzzword? Is this just the flavor of the month?

I have got good news on this subject.

The Learning Organization is a concept when done right will make our job better. We will actually improve in the way we do business and quality will be enhanced. Do you remember the movie "Terminator II" where Arnold Schwarzenegger, who is a cybernetic being, says that his CPU is a "learning computer"? So he can continuously learn new things and constantly improve upon what he knows.

We should all strive to learn and improve on what we know. Because if we don't improve and learn, we may be stuck with making the same mistakes over again.

The POD Draft Campaign Plan has an initiative that says; "We will assume the culture

of a Learning Organization where each member is trained and motivated to be able to contribute on behalf of the organization..."

A Learning Organization embraces a culture of practicing continual learning in all their processes. We need to listen to, partner with and team up with our customers and fellow PDT members to keep learning. Learning doesn't mean just learning about new things but it may mean re-learning old things as well as learning from past mistakes.

Lessons learned are one of our most powerful resources to becoming a Learning Organization. Having a repository of lessons learned and After Action Reports on similar projects or technical processes can keep us from repeating painful mistakes.

On 30 May 02, the Far East District will have a Quality Stand Down day where we have planned activities to reflect on and improve our quality. Quality extends to all our processes whether it is our Independent Technical Reviews or our Project Management Business Process. As a Learning Organization, lessons learned are important tools to improvement of our quality. Regionally, we can all share lessons we have learned from one District to another and in this way, improve collectively.

We need to think and improve regionally because this is a powerful force multiplier where we can maximize our learning.

As we live in these rapidly changing times, we see dynamic changes and improvements, in technology, business processes, and organizations. The way to keep pace, and better yet, stay ahead of these important changes is to embrace the concept of a Learning Organization. I see that there are those that lead in the forefront of dynamic improvements and there are those that follow behind in the cloud of dust. As a Learning Organization we need to be in the forefront of improvement and not left behind in the dust.



## Far East District awards and breaks ground for Yongsan Family Housing Contract

by Julie Park

After a long wait and much anticipation, Yongsan Family Housing project got underway. The Far East District (FED) awarded the contract for phase one of the project to Pumyang Construction Co., Ltd., on April 15 and on April 25, 2002, FED, USFK and Pumyang held a groundbreaking ceremony to officially begin the project.

“We have been planning this project for 18 months and we are excited to finally award a contract to finalize the design and start construction” said COL Gregory Kuhr, Commander, FED, during the contract signing.

The Yongsan Family Housing project aims to construct a total of 1066 family housing units in Yongsan and is divided into 10 different phases. The first of the 10 phases is the construction of two 5-story housing buildings with a total of 60-units.



COL Gregory Kuhr, Commander, FED, shakes hands with Mr. Cho, Kang-muk, President of Pumyang Construction Co., Ltd., after contract signing at the Far East District.



The official dig team, U.S. Army GEN Thomas A. Schwartz, Commander of U.S. Forces Korea, Mr. Cho, Kang-muk, President of Pumyang Construction Co., Ltd., base housing area mayors and project leaders, prepare to do their ceremonial dig at the groundbreaking ceremony held on April 25.

The contract is the Corps' largest design-build construction contract yet in Korea with the amount at over \$22 million. A design-build construction contract means the contractor will be responsible for the complete design as well as building of the project with quality supervision done by the U.S. Army Corps of Engineers.

The phase one units, to be built at the site of the existing housing duplexes across the street from Commiskey's Restaurant and the athletic field on South Post, will consist of 3, 4, and 5 bedroom units. There will also be underground parking and recreation facilities, including a basketball court, picnic area and playground.

“This project is the first of its kind for Korea, using the Design-Build process for the first time on a new construction project for USFK,” said Ms. Lise Ditzel-Ma, Project Manager, FED. “It was a tremendous team effort to get to this point, and the team feels these new family housing units will be a wonderful boost to the Quality of Life of our families.”

Starting this year, the army housing unit standards that restricted square footage per housing unit has been lifted, thus this new housing unit will be bigger and better than any previous housing units. For example, a 5-bedroom unit will be larger by approximately 400 square feet.



This is an artist rendering of one of the two apartments for the first phase of the Yongsan Family Housing project. The other apartment complex is identical to this one and they will be facing each other.

The housing units will be available to U.S. military servicemembers of many ranks and will be assigned for occupation by need. This is the first time that housing units of a certain size will not be assigned to a certain rank.

At the groundbreaking ceremony, undoubtedly the biggest groundbreaking ceremony held in Yongsan by its scale and media interest, GEN Thomas A. Schwartz, Commander-in-Chief, UNC, CFC, USFK, expressed his excitement with some enthusiastic words.

"It's been 30 long years since any housing was built in Yongsan," said Schwartz. "This will be the benchmark project as the best quality high rise apartments in the peninsula for the U.S. servicemembers and their families."

"This is the first piece of the Land Partnership Plan (LPP) and only the beginning of a vision," added Schwartz.

"We will plant the seed and those after us will enjoy the shades of the leaves."

## And the flood water receded...

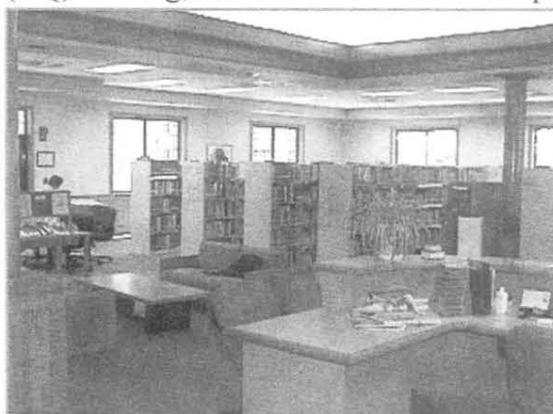
*(continued from page 1)*

projects were completed that enhance the operational readiness and quality of life for the units located throughout the Western Corridor. A standard duplex company operations building was completed in September 2000 and provided much needed office space. A new library and community service center (CSC) opened in September 2001 and provided a great boost to the quality of life. The CSC has become a focal point for the area and provides not only a social outlet but also a much-needed facility to conduct meetings and conferences. Our Pacific Ocean Division Commander, the 2<sup>nd</sup> Infantry Division (ID) Commander, and the USACE Commanding General have all utilized the CSC.

On Camp Red Cloud, three projects were completed in July and August 2001 that provided a new 2<sup>nd</sup> ID Headquarters (HQ) building, two 48 Persons

Bachelor Officers Quarters (BOQ) and a multiple projects contract that included several infrastructure improvements. The 2<sup>nd</sup> ID HQ building provides much needed office space. The two BOQs have improved the quality of life and moved officers onto Red Cloud that previously lived several kilometers away. Under the multiple projects contract, construction included raising bridges, a concrete stream channel, a debris basin, replacement of roads, repairs to the golf course, and the addition of a library/education center. These projects allowed the installation great flexibility in their master planning and have recently supported the demolition of over thirty buildings that provided much needed future construction space.

The UPO, Northern Residence Office, and the other members of FED have provided an invaluable service to our customers in our efforts to complete the FY 99 Flood Supplemental Projects. Many unsung heroes that took personal pride in their work were instrumental in completing these projects not only



The new library at Camp Howze. This library was one of the multiple projects awarded to FED after the 1998 flood.

in the Uijongbu Area and the Western Corridor, but also across the peninsula. It is teamwork and dedicated professionals that can accomplish such a task during and after such a disaster. It has been an honor to take part in this endeavor and be a member of USACE's Far East Engineer District.

## 2001 Hard Hat of the Year

USACE Hard Hat of the Year award, which began in 1987, is not given out to the best-decorated hard hat from field offices of USACE Construction Division. It is given out to the most outstanding Construction field office employee in each Major Subordinate Command (MSC) in USACE.

To be eligible for the award, nominees must meet 6 different criteria and then are evaluated on their knowledge, skills, achievements and leadership demonstrated in Quality Management. So, you see, it's not just about looking pretty in your Hard Hat.

2001 Division Hard Hat of the Year award went to Mr. Pae, Chin-su, Mechanical Engineer, Southern Resident Office (SRO). Pae is the 5<sup>th</sup> Hard Hat winner from FED to beat out all other outstanding competitors from the Pacific Ocean Division (POD).

Pae's outstanding work and achievement in the Forward Stationing Initiative project on K-2 Base in Taegu played a key role in locking him in for the award.

In times of conflict between the Republic of Korea (ROK) and United States Forces Korea (USFK), Pae played a vital role in defusing the conflict.

"Mr. Pae managed this challenging project contract through forming and maintaining a



Mr. Pae, Chin-su

true partnership between all stakeholders," said Mr. James Couey, Resident Engineer, Southern Resident Office.

Pae went the extra-mile to ensure that things were done right and done on time for the customer. Pae was also instrumental in getting the project back on track to meet design changes by proposing innovative construction solutions. And most importantly, the project was completed without any lost time accidents.

Pae, a native of Taegu, Korea, started working for FED in 1982 as a Quality Assurance Representative. He is married with two children and enjoys mountain hiking and reading world history.

### *Congratulations!*

## Construction Management Excellence Award

The K-2 Forward Stationing Initiative project at Taegu was a difficult project. And those who were involved in the successful completion of the project have

been recognized for their efforts. As Mr. Pae, Chin-su was nominated as the winner of the USACE Hard Hat of the Year award for his efforts from the same project, another member for the Project Delivery Team, Mr. Choe, Kwang-kyu, Civil Engineer, Construction Services Branch, Construction Division, has been recognized as the Far East District's (FED) nominee of the USACE Construction Management Excellence Award.

Choe was nominated for his dedicated and outstanding performance negotiating contract modifications as a member of the Project Delivery Team. Choe is also being recognized for his efforts on the Airfield Upgrade project at Camp Stanley.

Choe demonstrated great negotiating skills and worked tirelessly to keep the contractor on schedule to meet 13 differently phased "no fail" completion dates and 4 different funding sources for



Mr. Choe, Kwang-kyu

the K-2 Forward Stationing Initiative.

"Mr. Choe is a man of many talents who embraces a challenge and uses project delivery team concepts to push through to mission success," said Mr. Darryn Heffernan, Civil

Engineer, Construction Services Branch.

For the airfield upgrade project, Choe, again demonstrated his superb communication skills and leadership by completing 12 construction contract modifications without any delay from the contract's proposed 160 days performance time.

"I consider this a team award for all of the Construction Division," said Choe. "The team effort, including the contractors, was the essential part in satisfying the customer."

Construction Division, HQUSACE, created the USACE Construction management Excellence award in 1993 and it recognizes district or field office construction personnel whose outstanding contribution to Military or Civil Works construction management during the previous calendar year is recognized as having the greatest positive impact in each Major Subordinate Command.

On a personal note, Choe's family includes his wife, Sun-sop and his son, Sok-il. Choe enjoys taking care of his tropical fish and plants, as well as bowling and fishing on weekends.

Another highlight of Choe's career was his selection as the first Korean National employee to attend the Army Management Staff College at Ft. Belvoir, VA and he graduated with a gold medal for his athletic excellence and received the certificate of achievement for academics.

***Congratulations!***

# Question of Ethics

by Larry Vogan, OC



An FED employee has just received a copy of the POD Commander's Policy Memorandum #2 on personal use of Government communication resources. She read in paragraph two of this document that government communication resources shall be used for official use and authorized purposes only. As she reads further she sees that the memo states that making a bank or other financial transaction is authorized. All of Jane's friends in the States are day-trading in the stock market and Jane also wanted to start day trading but held off because she did not own a computer. Jane thinks, "buying and selling stocks are financial transactions, so I must be able to buy and sell stocks using my government computer". With that Jane set up her account at Fast-n-loose Online Brokerage and began day trading on her government computer. She was really enjoying herself, so much so that she sometimes continued her trading 15 to 20 minutes after her lunch break. Is there anything wrong with Jane's activities? If there is a problem, what can be done to correct it?

(Answer on page 12)



## Installation Access

Part One of Three Parts



by David Wilson, Security, Plans and Operations

In order for any individual to access a U.S. military installation in Korea, they must have in their possession one of the authorized forms of access or be escorted by an individual who is authorized to escort.

**What is the authorized form of access for U.S citizens employed by the District?**

The U.S. employee and their family members, over 10 years old, will be issued an Identification (ID) Card by the local Personnel Service Company after the Civilian Personnel Office com-

pletes the necessary documents. Once the ID holder has his/her pass, they must visit the installation/base Pass and ID office to get their ID card registered into the BIDS system. The ID card will expire on the employee's DEROS. If the employee extends, he/she will begin the process all over for the employee and their family members.

**What is the authorized form of access for DOD employees TDY to the District?**

(continued on page 13)

# Saying goodbye – Jack W. Church Story

by Julie Park

It is always difficult to say goodbye to someone who has been a part of your daily routine for so many years. Mr. Jack W. Church, Chief of Construction Division, was a part of the Far East District's (FED) daily routine for almost 20 years. During those years, he mentored, nurtured, directed, and cared for more people than he can possibly remember.

Now Church is ready to retire and enjoy the memories of those he encouraged and helped become someone bigger than they imagined possible.

Church came to FED as the Chief of Quality Assurance Branch (formerly Surveillance and Inspection Branch in the Southern Area Office) in 1983, from the Honolulu Engineering District, Pacific Ocean Division. His outstanding leadership skills and dedication to personnel development began to shine in 1994 when Church took over Construction Division as the Acting Chief. Construction Division was staffed with only 60 personnel and had total construction placement of about \$90 million. During this difficult time, Church focused on the division's most valuable assets, people, by taking care of and motivating them. Many of these personnel have surpassed expectations by achieving great success in their career with the Corps.



**Fidel Castro of FED? Mr. Jack W. Church, Chief of Construction Division, FED, in one of his favorite photos taken during one of NEO exercises.**

In January 1996, Church left Construction Division for a stint of 9 months to serve as the Chief of Programs and Project Management Division (PPMD). Under his leadership, PPMD increased and restructured significantly, approximately doubling its staff. Total construction placement grew from \$150 million in FY97 to \$171 million in FY98 and construction placement for Military Construction (MILCON) within Korea grew from \$5 million in FY96 to \$45 million in FY97.

Church returned to Construction Division in October 1996 as the Acting Chief and then as Chief in April 1999. Under his leadership, the division has expanded from 3 to 6 Resident Offices with a staff of 150 and the placement has grown to \$290 million. As Church departs, the

division is standing up an Area Office in the 2<sup>nd</sup> Infantry Division.

"Jack has done almost every job in construction at some time in his career," said Mr. Fred Davis, Deputy of Construction Division.

"Jack has been both a mentor and special friend to me for the past dozen years or so. It's going to be hard to imagine Construction Division without Jack."

Among his more notable contributions to FED are the use of his directive and persuasive skills to provide up-to-date computers on every desk, as well as a LAN system in all field offices.

His quest to produce quality service to customers began with recruiting and maintaining

*(continued on page 12)*

# Did you know...

## Traditional Korean Village Guardians

### Changseung

A *Changseung* is a milepost or guardian for a village. Deeply rooted in Korea's shamanism culture, it has over 200 years of history. Originally named *pupsu* or *puksu*, the name *Changseung* was borrowed from the Taoism idea of "*jangsaeng balsa*" (meaning live long and never die). This *jangsaeng* became *changseung* for easier pronunciation. Even in modern time, *pupsu* or *puksu* are still used in the southern areas (*Cholla*, *Ch'ungch'ong*, and



*Kyongsang* Provinces). Some people also call them *halabugi*, *halmunidangsan*, *harubang* (on Cheju Island), *chunha daejanggung*, *susal*, *dolmiruk*, *sinjang*, or *soosal*.

The name of the various types of *changseung* differs according to its role, function, appearance, and location. It is classified into many different functions such as village

protection, national defense, protection from disaster and diseases, protection of Buddhism, geological boundary, legal milepost, protection from diseases and disasters from China, and praying for a son. In its basic form, *changseung* represents a guardian with a symbolic expression of a deformed human face on stone or wood and its name written on the body. Usually, a pair would guard the entrance to the village.

The expression of the face marks the most important aspect. It usually has popped eyes, a big and bulbous potato nose, protruding teeth, and a hat. The expression of the *changseung*'s face falls into two different categories. One is the guardian or *tokkaebi* (see below) look, while the other is a self-portrait image of the masses. These two different types expressed realistic views or humorous caricatures of humanity. Certain representations are common throughout Korea.

*Chonha-dejangkun* is the great god above the world, and he is usually found together with *Jihayojangkun*, the great female god of the underground. *Bangweeshinjang* is the god guarding against devils and misfortune, while *hohop-shinjang* is the god who protects national or religious constitution. *Bopsoo* is the name of a *Sinson* (a Taoist supernatural, personified god)

## Things to do...

### Seoul International Food Expo 2002

The Seoul International Food Expo 2002 opens in time for the 2002 FIFA World Cup™ from June 14<sup>th</sup> through June 19<sup>th</sup> at the Seoul Coex Pacific Hall.

Culinary culture is now considered to be one of the main characteristics of a civilization, and is a focal point of the travel industry, currently one of the three most valuable industries of Korea. The Seoul International Food Expo 2002 will provide the general public with a look into the world of culinary delights through various displays and cultural performances. At the same time, world-class professional cooks will be invited to contend in an international cooking competition, furthering the Expo's value as an international festival.



#### Location

Trade Center Coex Pacific Hall

#### Transportation

- Subway : Line 2 Samsung Station

- City Bus : 21, 33, 56-2, 65, 69, 78, 86-2, 300, 571, 710

#### Information

Tel : +82-2-733-6238/9

Fax : +82-2-722-6366

Homepage : [www.food-expo.or.kr](http://www.food-expo.or.kr)

E-mail : [2002@food-expo.or.kr](mailto:2002@food-expo.or.kr)

## Saying Goodbye...

(continued from page 10)

quality personnel, but he didn't stop there. He went an extra mile to provide a quality work environment for his personnel and made sure that environment was maintained and updated.

In all, the most appropriate, yet subdued description of Church's contribution to FED is, "FED is what it is today largely because of Jack W. Church."

### One on One with Jack Church

**Q:** Where are you retiring?

**A:** I just bought a house in an area just North East of Sacramento, CA.

**Q:** What are you going to do?

**A:** I'm going to travel, relax and maybe work as a consultant. But I don't want to work 8 hours a day so it will be a part time job. Nothing is for certain, right now. Only time will tell.

**Q:** Why did you decide to retire?

**A:** All my life, I've enjoyed coming to work and I couldn't wait for Monday to come around. I mean work was really fun for me. But at some point in time, I was looking forward to the weekends and work wasn't as much fun for me. That's when I knew it was time to retire.

**Q:** When and what was the most fun for you?

**A:** I thought growing up in California was the happiest time of my life, but when I went to Hawaii I was happier. Then, when I came to FED, I was even happier than before. Every day is

a different day and it's a different experience. I enjoyed every day and what lied ahead that day and at that time.

**Q:** What was the most rewarding for you during your 20 years with the FED?

**A:** Having the opportunity to work with different people was the most rewarding for me. I learned so much from so many different people, especially from the Korean national employees.

**Q:** Are you excited about what lies ahead?

**A:** Yes, I am. When growing up, you try to think of what you want to become. Well, now that I am all grown up and matured, I need to figure out what I want to do. And that's exciting for me.

## Answer

### to Question of Ethics

(from page 9)

Jane may use her government computer to conduct financial transactions on a limited and infrequent basis or during non-duty hours. She may cause the government to incur expense due to her use and may not conduct a business using her government computer or phone. This would also apply to her use of the government telephone. Jane's day trading during lunch would probably consist of her watching the prices of her stocks rise and fall and the execution of a number of transactions during the period. This would likely be consistent with the POD Commander Policy Memo #2 and not prohibited. However, the period of time Jane

is day trading which is during her working hours must be short and infrequent.

Since day trading would require at least frequent monitoring of stock prices and possibly frequent trades, she would not be authorized in using her government computer for day trading during working hours. In addition, the working hours day trading would be improper due to the requirement of using official time to perform official duties. It would also be improper for Jane to conduct an outside business using government communication resources during off-duty hours or conduct an outside business during duty hours.

## FED Fitness Center

The FED fitness center is a place to relieve your daily build up of stresses and help tone your body to keep you looking younger and feeling healthy. So come and let us help you look younger, feel refreshed, and get rid of those unwanted pounds.

The fitness center is open 24 hrs daily if you have the combination. Please see Mr. Dave Flynn, Mr. Ted Kwon, or Mr. Dave Wilson to receive your training prior to using the facility.



## Installation Access

*(continued from page 9)*

If the DOD employee does not possess an ID card with a magnetic strip on the back they will be issued a temporary USFK pass. Process time can take one week.

### **What is the authorized form of access for non-DOD employees contracted by the District?**

The U.S. citizen will receive a USFK pass to meet the access needs required to complete the mission. Process time can take three weeks. The period of the pass will depend on the time period of the contract.

### **What is the authorized form of access for Korean (KN) employee of the District?**

The KN employee will be issued a USFK Pass. The access granted on the pass will be that required to complete his or her duties. The USFK-wide pass will expire one year from issue. All other USFK passes will expire three years from issue

**- First time issued a USFK Pass.** All new pass holders are required to receive a USFK Provost Marshall's Office Joint Police Record Check and the Korean National Police Background Check. The process to complete these checks takes 48 to 72 hours for the USFK check and 90 days for the Korean National Police check. A temporary pass will be issued while the Background Check is being completed.

**- Renewal of a USFK Pass.**

The pass holder will submit their renewal application 60 days prior to the expiration date of the pass. If the background check is more than five years old the application should be submitted 90 days prior to the expiration date of the pass. Process time can take 60 days.

### **What if I lose my ID Card or USFK Pass?**

Contact the installation/base military police and your supervisor to report that the ID card/pass is lost. Inform the Security, Plans and Operations Office that the ID Card or pass is lost. Those issued an ID Card will visit the local Personnel Service Company to receive a replacement ID Card. Those issued an USFK-wide pass will be required to wait 30-days before receiving a replacement. The other USFK pass holders will be issued a replacement once the Lost Pass Report is signed by the Resident Engineer or Deputy Commander, FED.

*Any other information can be obtained from Mr. David Wilson, Security, Plans and Operations*

## Deputy's Word

*(continued from page 4)*

He also increased the competition between the SOFA Architect-Engineer Firms by bringing on a third firm and increasing our design capacity. Always looking for ways to save and stretch the customer's money, he reinvigorated the value-engineering program, initiated authorization for use of quality

local material, and encouraged the use of specific wholesalers to reduce material costs. He attracted new customers and developed the District's workload to an annual program of \$500 Million, the largest in its history. Through his leadership, the District embarked on obtaining ISO 9002 certification in 2002.

A strong safety program was the first and most essential element of the District's program. As a result of his command emphasis and direct involvement, the District safely executed over 15 million man-hours of construction placement and received two United States Army Corps of Engineers and Pacific Ocean Division Safety Awards.

During his leadership, the District was named by the Pacific Air Force Command (PACAF) as their Design Agent of the Year in 2001, and his lead Air Force Project Manager (PM) was named the Air Force PM of the year for 2001. Colonel Kuhr also recognized excellence within the workforce by submitting winning award packets for the 2000 USACE Black Engineer of the Year, 2000 and 2001 USACE nominee for Military Professional Engineer of the Year, and 2000 USACE General MacArthur Leadership Award.

Colonel Kuhr was instrumental in improving the quality of life of the District's employees. He directed a facilities and equipment upgrade program which included building renovations and upgrades, new furniture, computer/informational systems upgrades, and force

*(continued on page 16)*

# DRIVING WHILE INTOXICATED (DWI) AND DEPARTMENT OF DEFENSE CIVILIANS

by Ralph Youins, SO

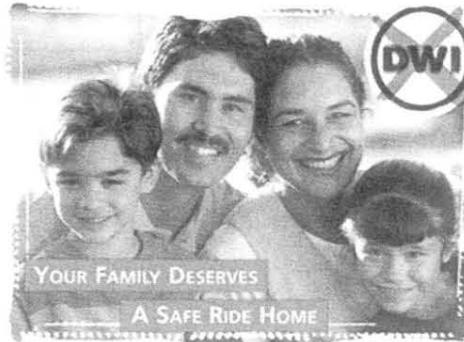
Driving here in the Republic of Korea can and does cause tempers to flare, often bringing horns of rage out of one's forehead. However, what we drivers tend to forget is that the right to drive is a privilege, and that as fast as this privilege is bestowed upon us it can also be suspended or revoked for not complying with the rules of the road. One manner in which an individual can lose their driving privileges here on the peninsula is by Driving While Intoxicated (DWI). Many people believe that with a few drinks they stand straighter or are twice as strong, but in reality are neither.

The following is what happens to DOD personnel regarding DWI.

The Korea National Police (KNP's) establishes sobriety checkpoints to determine if there are individuals who are operating a motor while intoxicated.

Individuals suspected of being intoxicated are administered a sobriety test using a Portable Breath Analyzer Tester. This device indicates if there is the presence of alcohol, greater than 0.05, which is the legal limit here in Korea for a person to be considered intoxicated.

If it is determined that the person is intoxicated he or she is transported to the KNP station where they are formally charged with DWI and processed.



Contrary to popular belief, personnel employed by the U.S. Government are indeed covered under the Status of Forces Agreement (SOFA) and are afforded certain rights. However, the right to be released to U.S. Government officials, i.e. the Military Police (MP's) is not a right at all but a privilege. You will be released at the discretion of the KNP's.

If and when the KNP's decide to release you they will contact the MP's. You will be picked up by the military police, escorted to the military police station, and again processed under the same charges. Items you will be required to surrender include your driving licenses, military and civilian if you have both, and your passport pending resolution of the charges filed against you.

In addition, you will be escorted to a military medical facility where you will be requested to voluntarily submit a sample of your blood so that a Blood Alcohol Test (BAT) can be conducted to determine your

body alcohol content.

You have the right to refuse this test, however, the military police can request a "Command Directive" be issued so that the blood can be drawn without your consent. The result of the BAT will become a part of the case file of your charges.

After the BAT, you will return to the military police station where someone in your supervisory chain of command will be notified of your apprehension, charges, and need to be picked up.

Army Regulation 190-5, Motor Vehicle Traffic Supervision, states the penalties an overseas commander can impose on DOD employees for DWI are:

## a. Suspension:

1. Pending resolution of an intoxicated driving incident involving active duty military personnel, family members, retired members of the military services, DOD civilian personnel, and others with installation or overseas command driving privileges regardless of the geographic location of an intoxicated driving incident.
2. For refusing to take or complete a lawfully requested chemical test to determine contents of blood for alcohol or other drugs.
3. For operating a motor vehicle with a blood alcohol content

(BAC) OF 0.10 percent by volume or higher or in violation of the law of the jurisdiction that is being assimilated on the military installation (Korea 0.005).

4. For operating a motor vehicle with a BAC of at least 0.05 percent by volume but less than 0.10 percent blood alcohol by volume in violation of the law of the jurisdiction in which the vehicle is being operated if the jurisdiction imposes a suspension solely on the basis of the BAC level.

5. On an arrest report or other official documentation of the circumstances of an apprehension for intoxicated driving.

#### **b. Revocation of driving privileges for:**

1. Failing to comply with any of the conditions requisite to the granting of the Privilege. Driving privileges will be revoked for a mandatory period of not less than 1 year in the following circumstances:

a. The installation commander or designee has determined that the person lawfully apprehended for intoxicated driving refused to submit to or complete a test to measure the alcohol content in the blood, or detect the presence of any other drug, as required by the law of the jurisdiction, installation traffic code, or by Service directive.

b. A conviction, non-judicial punishment, or a military or civilian administrative action resulted in the suspension or revocation of a driver's license for intoxicated driving. Appropriated official documentation of such conviction is required as the basis



for revocation.

#### **c. Factors that can influence test results:**

1. Food: Food taken with alcohol results in a lower, delayed blood alcohol concentration peak (the point of greatest intoxication).

2. Medication: If you are taking any medication it could increase the effects of the alcohol.

3. Fatigue: Fatigue causes many of the same symptoms that are caused by alcohol intoxication. These symptoms will be amplified if alcohol intoxication is concurrent with fatigue.

4. Tolerance: Tolerance is the diminution of the effectiveness of a drug after a period of prolonged or heavy use of that drug or a related drug (cross-tolerance).

There are two types of tolerance at work with alcohol. The first is metabolic tolerance in which the alcohol is metabolized at a higher rate in chronic users. Because of the higher metabolic rate for alcohol, lower peak blood alcohol concentrations are achieved by chronic alcohol users than the average drinker when the same amount of alcohol is ingested.

The second is functional tolerance in which there is an actual change in the organ or system's sensitivity to the drug. Studies have shown that **chronic alcohol users can have twice the tolerance for alcohol as an average person**. It is important to note however that even in light

of these tolerance factors, it has been shown conclusively that even in heavy alcohol users functional impairment is clearly measurable at the blood alcohol concentration levels that are currently used for traffic law enforcement and safety sensitive job performance.

5. Gender: Women absorb and metabolize alcohol differently from men. They have higher Blood Alcohol Concentration's (BAC) after consuming the same amount of alcohol as men and are more susceptible to alcoholic liver disease, heart muscle damage, and brain damage. The difference in BAC's between women and men has been attributed to women's smaller amount of body water, likened to dropping the same amount of alcohol into a smaller pail of water.

An additional factor contributing to the difference in BAC's may be that women have lower activity of the alcohol-metabolizing enzyme ADH in the stomach, causing a larger proportion of the ingested alcohol to reach the blood. The combination of these factors may render women more vulnerable than men to alcohol-induced liver and heart damage.

Mixed drinks are based on typical drink recipes using **80 proof liquor**. The amount of alcohol in actual mixed drinks may vary.



A breathalyzer machine used in to test alcohol level.

(continued on page 16)

**DWI...***(continued from page 15)*

**Alcohol Content (%) of Selected Beverages**

<b>Beverage</b>	<b>Alcohol Content (%)</b>
Beers (lager)	3.2 - 4.0
Ales	4.5
Porter	6.0
Stout	6.0 - 8.0
Malt Liquor	3.2 - 7.0
Sake	14.0 - 16.0
Table wines	7.1 - 14.0
Sparkling wines	8.0 - 14.0
Fortified wines	14.0 - 24.0
Aromatized wines	15.5 - 20.0
Brandies	40.0 - 43.0
Whiskies	40.0 - 75.0
Vodkas	40.0 - 50.0
Gin	40.0 - 48.5
Rum	40.0 - 95.0
Aquavit	35.0 - 45.0
Okolehao	40.0
Tequila	45.0 - 50.5
Rum	40.0 - 95.0
Aquavit	35.0 - 45.0
Okolehao	40.0
Tequila	45.0 - 50.5



**May Focus**



**Name:** Marvin Ballard  
**Job title:** Safety manager  
**What do you do?:** I'm the primary safety advisor and consultant for the FED Commander.  
**How long have you been with the Corps?:** 4 months  
**What do you like the most about FED?:** The diversity of the people and the challenges of the job, some days I find more challenging than others!  
**What do you want to see changed from FED?:** Increased communication among the employees, divisions, and offices.

**Deputy's Word**

*(continued from page 13)*

protection improvements. He also spearheaded the effort in recruitment and retention as the District's workload greatly increased. As a direct result of these changes, he increased productivity and raised morale within the District. Under his guidance, a solid base was built to yield steady growth for the future. He truly made a difference with the District and the defense of the Republic of Korea.

I'll end with the words from COL Kuhr's award citation.

"For exceptionally meritorious service as Commander, Far East District, Republic of Korea, from 6 June 2000 to 10 June 2002. His dynamic and caring leadership, managerial expertise, sound judgment, professional engineer knowledge and ability to work with diverse groups contributed immeasurably to the effectiveness and mission accomplishment of the District. Most importantly, he greatly improved the image and stature of the Corps of Engineers within the Republic of Korea. He truly made a difference. Colonel

Kuhr's exceptional meritorious service to the defense of the Republic of Korea reflects great credit upon him, the United States Army Corps of Engineers, and the United States Army."

*Proudly serving COL Kuhr, you and the District!*



## 사령관메세지



COL Gregory Kuhr

# 배우는 조직이 되는 길

## (Becoming a Learning Organization)

빠르게 변화하고 있는 세계 속에서 살아남기 위해, 우리 극동 공병단도 그 변화에 빨리 적응해 나가는 것이 매우 중요합니다. 대부분의 조직은 그들의 고객을 다른 경쟁자에게 빼앗기고 난 후, 그들의 손익이 줄거나 직원 감원의 상황에 접했을 때에서야 변화를 시도하곤 합니다. 현재 대부분의 분야에서 우리에게는 그리 막강한 경쟁자가 없는 상황입니다. 그러한 상황에서, 우리 FED의 지도층은 항상 업계의 추세와 우리 자신의 성과를 평가하고, 우리의 운영 방식에 있어 불가피한 변화를 시도하는 데에 따르는 리스크를 받아들일 준비를 하고 있어야 합니다.

우리는 앞으로 “배우는 조직”이 되기 위한 개선을 하기 위해 몇 가지 이벤트를 가질 예정입니다. 우선, 과연 우리는 현재 얼마만큼 “배우는 조직”의 자세를 갖추고 있는가의 측정을 목적으로 하는 조사를 시작으로, 책자 “배우는 조직이 되는 10가지 단계”에 나와 있는 아래의 단계들을 거치게 될 것입니다.

**1. 평가** - 과연 우리가 가지고 있는 변화에 대한 저항력은 얼마만큼 인가를 확인 시켜 줄 조사를 하고, 우리는 다른 조직으로부터, 그리고 우리 자신으로부터 얼마나 잘 배우고 있는 가를 확인한다.

**2. 장점을 강조한다** - FED의 업적을 토대로 발전할 부분을 책정한다.



**3. 개인의 생각과 아이디어를 격려하는 문화를 만든다** - 모든 직원은 그들의 생각과 아이디어가 조직의 발전에 큰 힘이 된다는 것을 믿고 적극 참여해야 한다.

**4. 리스크에 대한 도전을 보상해야 한다** - 개선을 위한 리스크에 대한 책임을 질 준비가 되어 있어야 한다.

**5. 서로가 서로의 자원이 될 수 있도록 돕는다** - 팀워크, 팀워크, 그리고 또 팀워크. 팀워크의 중요성을 알리고 직원들 간의 관계 개선을 격려한다.

**6. 배움의 힘을 강조한다** - 배우는 것과 행동은 같은 것이다. 우리의 새로운 지식을 행동으로 옮겨야 한다.

**7. 우리의 전략을 명확히 한다** - 우리의 전략은 우리가 얼마큼 개선을 해야 하는가를 설명해 주는 도구로 쓰일 수 있다.

**8. 우리의 전략을 현실로 옮긴다** - “우리의 전략이 이것이다”,라는 것을 안 후, 그것을 실행하기 위한 노력이 필요하다.

**9. 모든 시스템을 연결한다** - 어떠한 변화이건 변화를 실행으로 옮기기 위해서는 여러 사무실의 협조와 지원이 필요하다. 또 다시 팀워크의 중요성이 강조되는 부분이다.

**10. 실행** - 앞에서 이루어진 변화를 우리의 일상 생활에 한 부분으로 만든다.

변화를 실행하는 데에는 모든 직원의 협조가 필요합니다. FED는 좀 더 나은 조직이 되기 위해 모든 직원 여러분의 아이디어와 창의력을 필요로 하고 있습니다. 저는 개인적으로 여러분과 함께 일 하고 있는 것에 큰 긍지를 가지고 있으며, 여러분의 뛰어난 능력과 창의력, 그리고 헌신적인 근무 태도에 매일 감명을 받고 있습니다. 계속해서 좋은 성과를 부탁 드립니다.

쿠어 대령

# 부사령관메세지



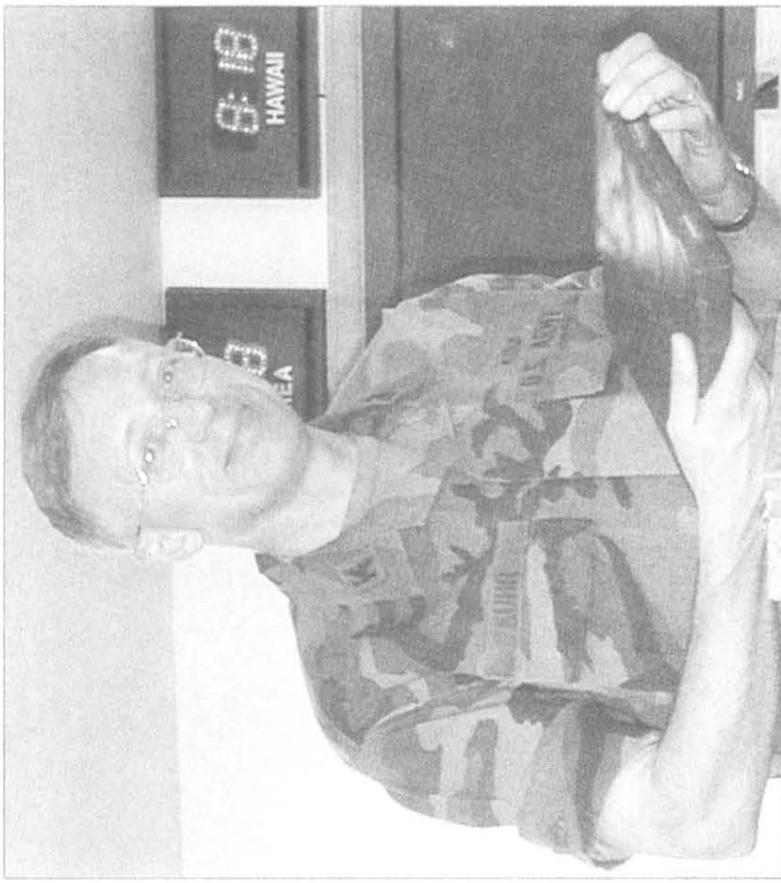
by LTC Charles Markham  
Deputy Commander

## 쿠어 대령: 변화를 일으킨 지도자

6월 10일, FED는 다시 한번 Change of Command 행사를 가지게 됩니다. POD 사령관, BG Johnson께서 주최하게 될 이번 행사는 FED의 역사에 제 28기 대령을 임명하게 됩니다. 이런 행사를 앞두고, 제 27기 대령 이었던 그레고리 쿠어 대령과 그의 공헌에 대한 이야기를 하고자 합니다.

쿠어 대령은 항상 직원과 동료의 생각을 앞세웠던 매우 자상한 지도자입니다. 그는 FED가 겪고 있는 기술적 문제와 그 외의 전문 분야에 대한 지식을 충분히 소유한 전문 엔지니어로서, 이러한 그의 전문성은 다양한 종류의 프로젝트가 기술적, 그리고 일반적 이슈에 부딪혔을 때 그가 적시에, 적절한 결정을 내릴 수 있게 하는 큰 힘이 되었습니다. 하지만 이러한 전문 지식보다는 그의 뛰어난 대인 관계와 직원에 대한 진실된 생각과 관심이 그가 한반도 전체의 수많은 프로젝트를 성공적으로 이끌어 나가고, 또한 "team of teams"로 불리는 훌륭한 조직을 조성할 수 있게 한 가장 큰 요소이었다고 생각합니다. 쿠어 대령의 존재는 그의 상상, 동료, 그리고 연합 공병 사회에서 절대적인 영향을 미쳤습니다. 그는 개인적으로 FED에게 미군, 민간인 그리고 그들 가족의 삶의 질 향상을 위한 "변화를 추구할 것"을 제의했으며, 그의 진념과 헌신에 힘입어 FED는 USFK의 공학, 환경 그리고 시공에 있어 제 1의 선택이 될 수 있었습니다.

쿠어 대령의 지도 아래



지난번 깜짝 생일파티 때 선물을 받아보며 즐거워하는 쿠어대령의 모습

FED는 최첨단의 GIS 시스템과 획기적인 계약 기구를 개발하였으며, 역사상 처음으로 용산 하우징 프로젝트와 같은 대규모 프로젝트에 대한 design-build 어프로치를 과감히 시작하였습니다. 뿐만 아니라, 그의 노력에 더불어 한반도 내의 삶의 질 향상을 위해 수천만 달러 규모의 Build-to-Lease 프로그램을 시도했으며, 한반도 내 전체의 Land Partnership Plan의 최종 작업을 시작할 수 있

었습니다. 그는 또한 pre-qualified 업체의 수를 늘리는 방안을 적극적으로 추진하여 업무간의 경쟁력을 높이고 고객의 비용을 덜어 주는 데에 큰 기여를 했으며, 제 3의 SOFA 건설-공학(AE)사를 추가하여 우리의 디자인 능력을 증가시켰습니다. 언제나 고객의 비용 절감을 최우선하는 그는 value-engineering 프로

(19 페이지에 계속)

(18페이지에 이어서)

그램을 되살려 고품질의 한국산 제재 사용을 허락하였으며, 지정된 도매상의 이용을 추천하여 제재 비용을 줄이는데 힘을 기울였습니다. 쿠어 대령은 새로운 고객 을 이끌어 오는 데에 성공, FED의 업무량을 역사상 최고인, \$500 million으로 끌어 올렸으며, 그의 지도 아래 2002년 ISO 9002 획득을 위한 작업에 착수하였습니다.

FED의 주요 프로그램 중 하나는 특별한 안전 프로그램이었습니다. 쿠어 대령의 적극적인 참여와 강조 아래 FED는 시공 중 15 million man-hour 라는 획기적인 안전 기록을 성공적으로 이루었으며, 두 개의 United States Army Corps of Engineers and Pacific Ocean Division Safety Awards를 받았습니다.

그의 지도 아래, FED는 Pacific Air Force (PACAF)로부터 2001년 Design Agent of the Year이라는 영광을 받았으며, FED의 Air Force Project Manager (PM)는 2001 Air Force PM of the Year 이라는 또 하나

의 영광을 받을 수 있었습니다. 그의 직원에 대한 뛰어난 능력을 인정하기 위해 쿠어 대령은 2000년 USACE Black Engineer of the Year, 2000년 과 2001년 USACE Military Professional Engineer of the Year, 그리고 2000년 USACE General MacArthur Leadership Awards 등의 상에 FED의 직원을 추천하는 많은 노력을 아끼지 않았습 니다.

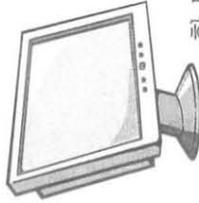
쿠어 대령은 FED 직원들 의 삶의 질을 향상하는 데에 큰 기여를 했습니다. 그는 FED의 시설 및 장비 개량을 추진하였으며, 빌딩 수리, 새 가구 및 컴퓨터 구입, 그리고 보안 체비 향상 등 수많은 개선에 대한 노력을 아끼지 않았 습니다. 그는 또한, FED의 업무 량 증가에 대비해 인력 채용 및 유 지에 대한 노력을 시작하였으며, 이의 결과로 FED의 생산력은 급 격히 증가했으며 그에 따른 직원 들 간의 사기 또한 크게 증가 한 것을 볼 수 있습니다. 그의 지도 아래 FED는 성공적인 미래로 향 하는 탄탄한 기반을 다질 수 있었 다고 할 수 있습니다. 그는 한국 에서의 근무 기간 동안, FED와 대

한민국의 국방을 위해 많은 변화 를 이끌어 왔습니다.

저는 이번 글을 쿠어 대령 의 감사패에 쓰인 말씀을 빌어 끝 을 마치겠습니다.

"2000년 6월부터 2002년 6월 10일 까지, 대한 민국 국동 공병대의 사령관으로써 그의 노고 를 표창한다. 그의 활동적이고 배 러 깊은 지도력, 전문 경영 지식, 바른 결단력, 전문 공학 지식, 그 리고 다양한 그룹과 일 하며 높은 생산력을 끌어낼 수 있는 그의 능 력을 표창하는 바이다. 그리고 가 장 중요히, 그는 한국 내에서 공병 단의 전반적인 이미지와 위업을 향상시키는데 큰 공헌을 했으며, FED의 미래를 위한 많은 긍정적 변화를 일으킨 장본인이다. 쿠어 대령이 보여준 대한 민국의 국방 을 위한 뛰어난 공헌은, 그 자신, 미 육군 공병단, 그리고 미 육군 전체에 커다란 명예를 안겨 주었 다."

쿠어 대령, FED 그리고 여러분 모두를 위해 복무하는 것 을 자랑스럽게 여기며!



# 도덕에대한 질문

한 FED의 직원이 정부의 통신 기기를 사적으 로 사용하는 것에 관한 POD 사령관의 방침 #2를 받 아 보았습니다. 이 방침의 제 2항을 보면, 정부 소유의 컴퓨터 또는 통신 기기는 허락된 공무 상황에서만 사 용할 수 있다고 명시되어 있습니다. 이 방침을 더 읽 어 내려가면 직원은 은행 또는 금융 거래를 하는 것이 허락된다는 항목을 읽게 됩니다. 마침, 이 직원은 자 신의 모든 친구들이 미국에서 주식 거래 (day trading)를 하는 것을 보고는 항상 자신도 하고 싶 다 는 생각을 하고 있던 차였습니다. 그래서 이 직원은 "주식을 사고 파는 것도 금융 거래인 만큼, 내가 회사 컴퓨터로 주식 거래를 하는 것도 이것에 포함이 되겠 군." 이라는 생각을 하게 됩니다. 이 후로, 이 직원은 Fast-n-loose 라고 하는 온라인 주식 중개사에 자신 의 계좌를 만들어 거래를 시작하고, 주식 거래를 너무 즐기다 못해 가끔 점심 시간 이 후 약 15분에서 20분 간을 계속해서 거래를 하곤 했습니다. 이러한 이 직 원의 행동에 무슨 문제가 있을까요? 만일 문제가 있 다면, 이 문제를 고칠 수 있는 방법은 무엇일까요?

한민국의 국방을 위해 많은 변화 를 이끌어 왔습니다. 저는 이번 글을 쿠어 대령 의 감사패에 쓰인 말씀을 빌어 끝 을 마치겠습니다. "2000년 6월부터 2002년 6월 10일 까지, 대한 민국 국동 공병대의 사령관으로써 그의 노고 를 표창한다. 그의 활동적이고 배 러 깊은 지도력, 전문 경영 지식, 바른 결단력, 전문 공학 지식, 그 리고 다양한 그룹과 일 하며 높은 생산력을 끌어낼 수 있는 그의 능 력을 표창하는 바이다. 그리고 가 장 중요히, 그는 한국 내에서 공병 단의 전반적인 이미지와 위업을 향상시키는데 큰 공헌을 했으며, FED의 미래를 위한 많은 긍정적 변화를 일으킨 장본인이다. 쿠어 대령이 보여준 대한 민국의 국방 을 위한 뛰어난 공헌은, 그 자신, 미 육군 공병단, 그리고 미 육군 전체에 커다란 명예를 안겨 주었 다."

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# Memorial Day(현충일)

미국에서 5월 마지막 월요일은 메모리얼 데이 곧 현충일이다. 이 날은 남북전쟁에서 전사한 사람들을 추모하기 위해 1868년 5월 30일에 그들의 무덤을 꽃으로 장식하라는 존 로간 장군의 명령이 시행되면서 시작이 되었다. 로간 장군은 적을 진압하기 위해 연합했던 육군 해군 해병을 하나로 묶어주는 친절하고 친근한 감정을 유지하고 강화하며 전쟁에서 살아남은 자가 전사한 자들을 추모하기 위하여 이 날을 제정한다고 하였다.



이보다 일찍 링컨 대통령은 1863년 11월 19일 남북전쟁의 격전지였던 펜실바니아 게티스버그에서 전사자들을 위한 묘지를 봉헌하면서 그들을 추모하는 유명한 연설을 하였다.

미국은 자유 안에서 시작되고 모든 사람이 평등하게 창조되었다는 명제를 지켜 나가는 나라인데 남북 전쟁은 바로 이런 나라가 지속 할 수 있는가를 시험하는 것으로 이 나라가 살도록 목숨을 바친 자들의 안시처로 그 땅을 봉헌하였다. 링컨은 아울러 그들의 죽음이 헛되지 않을 것이며 아 나라는 하나님 아래서 새로운 자유를 가질 것이며 국민을 위한 국민에 위한 국민의 정부는 지구에서 없어

지지 않도록 결의한다고 하였다. 이것이 미국의 정신이요 군인들의 정신이며 오늘 우리가 누리고 또한 후대에게 물려줄 정신이다.

처음에는 남북전쟁에서 전사한 사람들을 추모하는 것으로 시작이 되었지만 나중에는 미국과 관련한 모든 전쟁에서 전사한 사람들을 추모하게 되었다.

그러다가 메모리얼 데이(Memorial Day)로 명칭이 바뀌게 된 것은 1882년이며 5월 마지막주 월요일이 연방공휴일로 공식 선언된 것은 1971년의 일이다. 그리고 31년의 세월과 함께 메모리얼 데이는 그 본래의 빛을 바래가고 있다.

여전히 메모리얼 데이가 되면 비전역 곳곳에서 나라를 위해 목숨을 잃은 장병들의 넋을 기리는 기념행사가 열리고 화려한 퍼레이드와 그들의 공에 보답하는 메달이 수여되지만 그렇게 하루를 보내면 그뿐인 것이로 끝이다.

요즘의 메모리얼 데이는



비공식적으로 여름이 시작되는 것으로 받아들여지고 있으며 가족들이 한자리에 모여 피크닉을 가고 공놀이 등을 통해 여름을 즐기는 것으로 인식되어 지고 있다.

# May Focus



- 이름: Marvin Ballard
- 타이틀: FED 안전과 매니저
- 하는 일: FED 사령관의 안전 고문 역할
- 공병단 근무 기간: 4 개월
- FED에서 근무하며 가장 좋은 점: 많은 사람들과 만날 수 있다는 것이 좋으며, 일을 하며 접하게 되는 어려움 들을 해결해 나가는 것 또한 흥미롭다. 하지만, 어느 날 보다 특히 더 어려운 날 들도 때로 있는데 그런 날 들은 그리 흥미롭지만은 않다.
- FED에게 바라는 점: 직원들, 지도자들, 그리고 사무실 간의 더 많은 대화와 정보 공유가 필요하다고 본다.

