

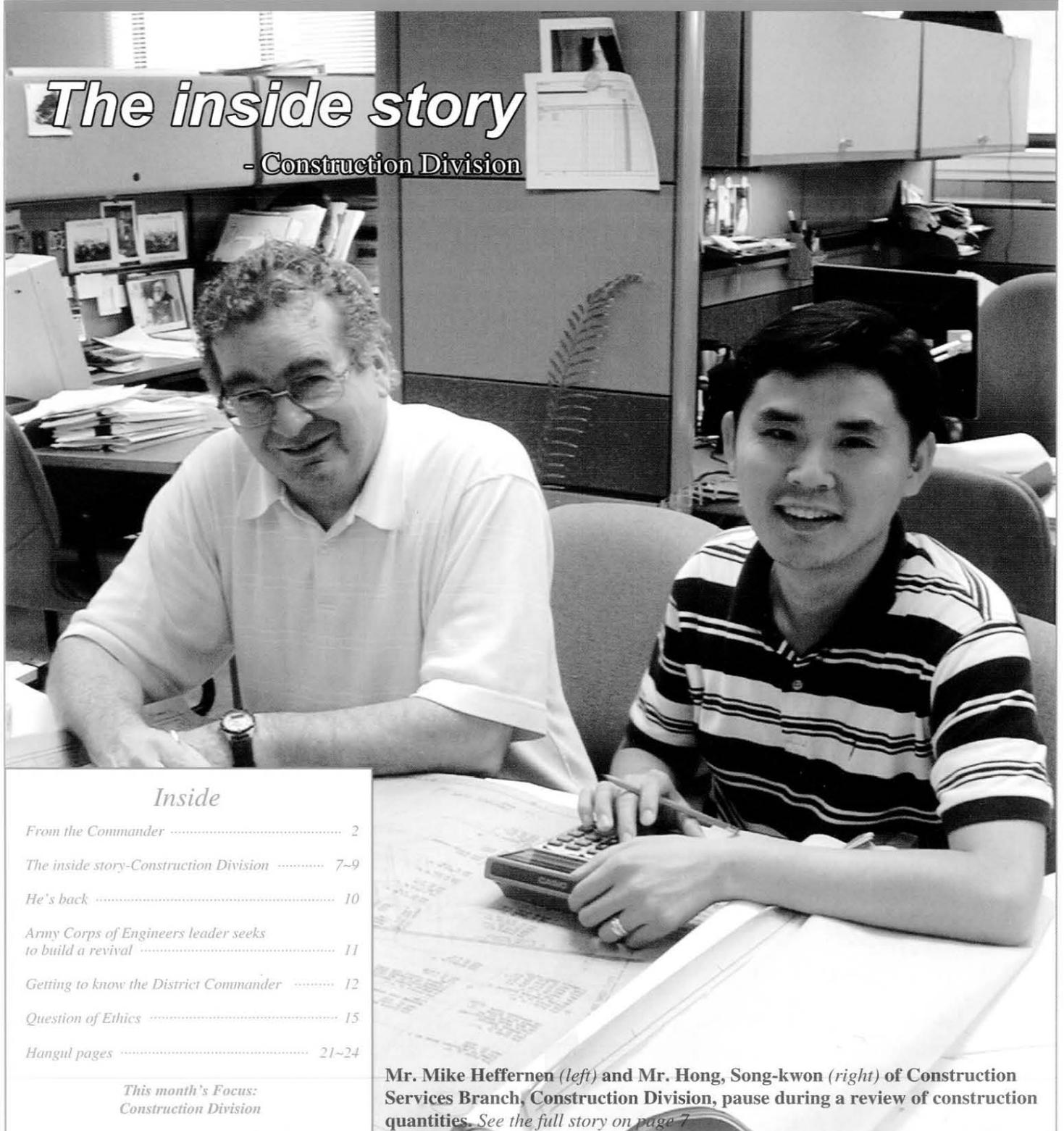


East Gate Edition

U.S. Army Corps
of Engineer
Far East District

September 2002

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The inside story - Construction Division

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This month's Focus:
Construction Division

Mr. Mike Heffernen (left) and Mr. Hong, Song-kwon (right) of Construction Services Branch, Construction Division, pause during a review of construction quantities. See the full story on page 7.

From the Commander



COL Francis Kosich

Reflections on August

I really enjoy August for lots of reasons. School's here, my favorite season, Fall, is just around the corner, football season is starting, and we head into the stretch of yet another banner year in the Maneuver District. Lots of great people doing great things but what most impressive is the prevailing attitude that says we can and will get better, that no one's resting on their laurels. We took some major steps in August, which I'll address while recognizing some of our dedicated professionals.

Chief's Visit. Although LTG Flowers and his wife Lynda spent just a short time in the District, it was quality time indeed. Both the Chief and his spouse got to see what the District is all about from Dongducheon to Daegu, from the Town Hall meeting to project visits with the 121 Hospital team and the Pyongtaek team. The visit reaffirmed the confidence the Chief has in this great district while giving him an

opportunity to detail transformation in the Corps of Engineers and the way ahead. I want to thank all of those who worked so hard to ensure the Chief's visit went smoothly, especially Larry Drape and Lenny Kim. Job well done!

Ulchi Focus Lens (UFL). USFK's annual capstone exercise provides the district with an opportunity to dust off its contingency plans and focus on readiness. No other district is faced with the challenge of executing a multi-million dollar construction program while preparing to support the warfighter in the event hostilities resume on the Korean peninsula. During this year's UFL we focused on three main objectives: 1) assessing our plan; 2) demonstrating reach-back capability through tele-engineering; and 3) providing first class liaison support to each of the service components. We achieved each of these objectives while documenting several lessons learned with the help of key district members and several IMA's deploying to Korea for the exercise. Mitch Glenn, Pat Crays, and the members of the Security, Plans, and Operations Division performed admirably and are to be thanked for their efforts during UFL. I look to improve our process as a result of lessons

learned during the exercise and I ask for your assistance in this district-wide initiative. I look to gauge our progress at next March's RSOI exercise so let's ensure we are dedicating the required resources to this effort in the interim. As someone once said, "The readiness is all." Sound advice.

PMBP. The month of August also marked the initiation of PMBP training and certification. I'm impressed with how district members embraced USACE's new business process and with the quality training taken place thus far. I view this as an investment in our future and am confident you do as well. Bob Losey and the members of this important PDT have put together a superb plan and actively sought comments on how to improve the training in subsequent phases. Keep up the great work!

It didn't take me long to realize that the tempo in August is the rule rather than the exception in the Maneuver District. September and year-end promises to be fast and furious as well. But, the proud professionals of this district have a bias for action and I know they are up to the task. I appreciate all you do for the district and each other. I'm proud to be counted in the ranks of the Maneuver District. See you on the ground... .

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

Dirty Dirt

by Edward Primeau, Safety and Occupational Health Office

Recently, I attended the American Industrial Hygiene Association (AIHA) Conference. I attended a lecture on current issues in the construction industry. The current health and safety issues in construction include hazards that have been identified and well documented for years such as asbestos, lead, silica, noise, electrical hazards, fall protection, and trenching/excavation. Two new issues that have arisen recently are fungal contamination and dirty dirt. Today, I will outline the issues related to the dirty dirt (contaminated soil). Here at the Far East District we have experienced the discovery of contaminated soil on our construction sites. So what is the hazard and how do we control the exposure to construction workers?

Frequently, construction work may create exposures to contamination from soils. Although construction may not be related to hazardous waste work, contamination may be present due to historical fill used on the site, petroleum leaking from underground storage tanks or natural sources of asbestos, silica and other contaminants.

Some of the contaminants that may be encountered are

arsenic from the disposal of coal ash, lead in soil in major cities due to leaded gasoline, asbestos from past demolition and disposal practices, as well as from underground piping, cadmium found in paint pigments and ash, and volatile organic compounds from past petroleum spills and ash disposal.



The levels of contaminants are often not elevated such that a bulk sample would fail Toxicity Characteristic Leaching Procedure (TCLP), but the levels may raise concern for worker exposures. Though these levels may not classify as toxic environmentally, they may lead to exposures that can exceed the occupations exposure limit. The most common exposure route is through skin contact, followed by ingestion. The least common exposure route is inhalation, but this may increase if the dust levels increase once the soil is allowed to dry.

The exposure can also

be a concern for their family as the spouse and children may be at risk due to exposure from contaminated clothing and equipment brought home from the construction site.

To control the exposure engineering or administrative controls shall be implemented based on the level of risk. Examples of such controls are the use of dust control methods such as wetting down the soil, using covers for stockpiles, and erecting barricades to prevent vehicles from entering the contaminated area and causing dust clouds. Also enforce personal hygiene such as hand washing before eating, smoking, and drinking to prevent the ingestion of contaminants. Use personal protective equipment such as respirators if airborne levels exceed established standards, or use gloves and protective clothing to prevent contact with the contaminants. Lastly, if personnel cannot prevent contact there shall be a means to decontaminate people and equipment.

Finally, if there is a discovery of contaminated soil, a plan needs to be developed to determine the risk to people and the environment, including how the risks will be communicated to all parties concerned, and how the risks are going to be controlled.

The Deputy's Word



by LTC Paul D Cramer
Deputy Commander

August and September have passed along with the year-end closeout and Chusok. I hope everyone spent the time off enjoying the company of their family and friends. I want to let you know my thoughts on USFK Joint Exercise Ulchi Focus Lens (UFL) that took place during the last two weeks of August.

The district again was the first in USACE to successfully bring the fiscal year to a close. The New Year will bring new challenges to the district as the workload and number of personnel will increase.

We will implement a

contingency training program to prepare our EEC/MEC to take on an increased role. We will look at our facilities to ensure everyone has a functional work area and that the right functions are being performed in each type facility.

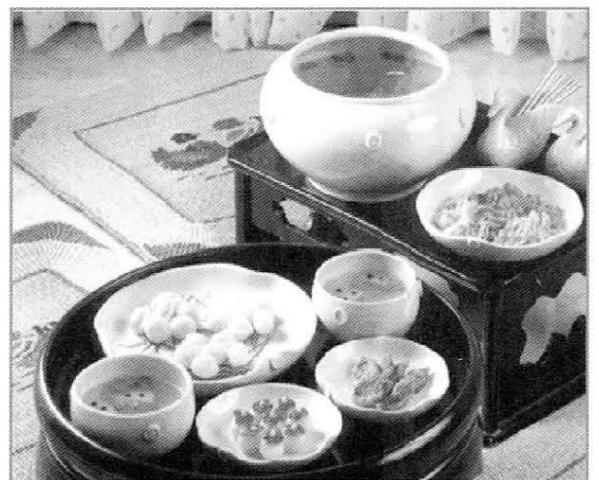
Fall is rapidly approaching and with it brings cooler weather and different safety concerns. I ask that you refresh yourselves on how to winterize your vehicles (your POV and the FED vehicles), review the proper winter driving techniques, dust off and wax your snow skis, and prepare for the holiday shopping

season. Along with the cold weather normally comes an increase in sedentary activities. I encourage everyone to take advantage of your local fitness centers in order to gain or maintain an active life style.

I would like to hear your thoughts on how we are doing with the East Gate Edition and what we can do to make it an even better publication. I am also interested in hearing about how to make the FED compound an installation of choice.



Executive Officer, LTC Phillip Cummings addresses the Emergency Operations Center staff in Taegu.



Autumn's biggest holiday for Korean is Chusok. Traditional Korean food served during Chusok is "songpyun", ricecake served on a layer of pine needles. This picture also shows "Sujungkwa" cinnamon punch.

The Chin Report



by Allen Chin,
Deputy for Programs and
Project Management

Many of you have seen the Seoul Word newspaper that talked about the wonderful renovation project that was just completed at the 8th Army HQ building in Yongsan. The project was completed on time with exceptional quality. LTG Daniel Zanini, 8th Army Commanding General, announced at the Grand Opening ceremony on 31 August 2002 that the project set a new standard of excellence for quality. The project was also the first renovation "design-build" project undertaken by the Far East District. It was completed in a compressed time of 11 months for both design and construction.

How did we achieve such a success and what lessons are learned from it? First of all we need to recognize that there was exceptional teamwork and partnering with the users within the Project Delivery Team (PDT) that resulted in this achievement. All the offices within the District contributed mightily during August 2001 when we first received the project. The PM, Gary Basham proved early on that he was a team

Teamwork at the 8th Army HQ Building Renovation



Participants of the 8th Army Headquarter ribbon cutting. (From left to right) Staff SGT Khalida Hendricks, Eighth Army NCO of the Year, COL Kim, Tuk-gon, ROK Army, LTG (retired) House, GEN Livesey, LTG Daniel Zanini, Eighth Army Commanding General, Mr. Choe, Byung-che, president, KRIMA Construction Co., and Command SGT MAJ Benjamin Palacios.

player. Engineering Division prepared a basic floor plan after several revisions from the users and did an excellent job of close coordination with the PDT to satisfy the users' needs.

During the execution of construction, there were numerous changes requested that threatened the scheduled completion of the project. But the Project Manager worked closely with the Northern Resident Office (NRO) to ensure that the modifications were expeditiously awarded with timely receipt of funds. Engineering Division again was a team player in their tenacious coordination of the sprinkler issue with POD and HQUSACE. The District's Northern Resident Office (Dickson

Ma and Larry Shockley) were always taking the initiative with the PDT in ensuring that modifications were expedited and work was done on schedule.

Krima construction did a fantastic job, as they were relentless in their pursuit of excellence as well as putting out a tremendous effort to adhere to the expedited schedule despite numerous changes during design and construction.

The biggest reason for success was that all PDT members had a good positive attitude, kept an open mind, never pointed fingers, were always ready to find a solution, and tried to work well as a team rather than as individuals.



Regina's View

TRIBUTE TO LIFE

by Regina Adams
Chief, Resource Management Office

I'm taking a departure from my normal column format to do a "tribute to life." As many of you are aware, I recently lost my Father, Paris J. Cotton. His passing was sudden having a big impact on my family. I, like others of you having gone through this situation, mourned his death because of "my" loss. But as the inevitability of death and reality of the situation settled in, I had to pause to celebrate his life because he lived a full, prosperous, and gratifying life as he had seen fit. He was neither a millionaire nor an engineer, in simplistic terms, he was a retired janitor who loved what he did, did it well, and worked it into a business.

The message I leave with you is status is but one reward. Accomplishment and recognition for what you do is the greatest reward. Strive to be the best you can at what you do, know and accept your limitations, but always give your all. Your efforts make a difference in the accomplishment of the FED mission and are recognized. In the bigger scheme of things, "life" enjoy it to its fullest because life is its own reward.

On behalf of the Cotton Family, thank you so much for your cards, emails, flowers and words of condolence.

Ulchi Focus Lens 2002

by Mitchell Glenn, Chief, Security, Plans and Operations Office

Ulchi Focus Lens 2002 has been completed for this year. This year there were 38 participants from the Far East District and we had a series of briefings followed by a cook out. There were several cooks involved.

POF demonstrated ability to activate and conduct contingency operations from a static location and deploy the staff to an alternate location while maintaining contact with all supported elements. We also demonstrated strength in our ability to deploy Liaison Officers (LNOs) to the component commands and the Combined Forces Command



Head cook, Mr. Dave Wilson, serves gourmet burgers SGM Daniel Anders and MSG Graham Sylvester

(CFC)/ U.S. Forces Korea (USFK) staffs, work the components Contingency Construction Lists (CCL), and to form a diverse team into a

functional staff.

The first product POF provides is the Current Project List (CPL) to the USFK Regional Contingency Engineer Management (RCEM) cell to assist them in preparing the War Chest. This process is functional but with various software tools used within USACE, data has to be manually merged from two programs (CEFMS & PROMIS) into one database that contains both the financial information and the project descriptions.

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The inside story

Construction Division

by Julie Park

For the month of September, the East Gate Edition is spotlighting the Construction Division of the Far East District with *The inside story* of the division - what they do, what's new and who's hot.

What they do...

Quite simply, Construction Division is responsible for oversight of the total construction program for the Far East District. It is responsible for the construction contract management program, which ensures execution, and completion of all construction work is in conformance with the contract plans and specifications. Construction Division also serves as the principle consultant to the District Commander and the Contracting Officer on all construction matters.

To accomplish this mission, the Construction Division has a northern area office and six resident offices, with associated project offices, strategically located throughout the peninsula, from Tongduchon to Busan. The Construction Division also has two branch offices at the District Headquarters. They are the Quality Assurance and Construction Services Branches, both of which primarily provide

technical assistance to the resident offices in the field.

Quality Assurance Branch (QAB)

As the name suggests, the Quality Assurance Branch assures high quality in all of the District's construction projects, contractors and resident offices. They do this by performing regular evaluations of resident offices and inspections of contractors. The QAB team, made up of electrical, mechanical and civil engineers and architects, has scheduled annual visits to resident and project offices. Each member of the team reviews and

QAB is also responsible for performing design review at the 30%, 60% and 95% stages of the design process. They check for the design's Bid-ability, Construct-ability, Offer-ability, and Environmental friendliness (BCOE) during the review.

Additionally, they perform contractor submittals and construction quality management training. This team of senior/experienced engineers of all disciplines serves as advisor and technical consultant to the Chief of the Construction Division.

Mr. Bruce Kim, as the Chief and Supervisory Civil Engineer, leads the QAB which



It was a rare opportunity to have all members of QAB together at the office. (back row, from left) Mr. Fred Davis, Deputy of CD, Mr. Pak, Hong-chaе, Mr. Na, Pyong-chol, Mr. Hong, Chong-pil, Mr. Sang Lee, Ms. Karen McCullough, Mr. Cho, Nam-chu, Mr. Kang, Myong-suk, Mr. Choe, Yong-kun, Mr. Bruce Kim, Chief of QAB and Mr. George Ward, Chief of CD; (front row, from left) Mr. Yi, Won-son, Mr. Yi, Tong-kun, Mr. Kwon, Ho-yong, Mr. Ho, Sung, Mr. Cho, Yong-kil, and Mr. Randall Midomaru.

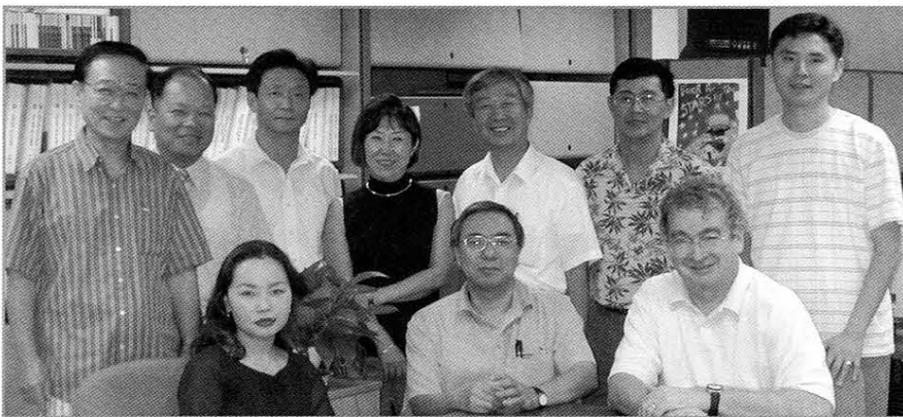
inspects projects within their field of expertise to make sure the construction progress abides by the original specs and drawings. includes two Civil Engineers, Ms.

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The inside story

(continued from page 7)

Karen McCullough and Mr. Yi, Won-son, and four Electrical Engineers, Mr. Randall Midomaru, Mr. Choe, Yong-kun, Mr. Pak, Hong-chaе and Mr.



The CSB team boast of their family-like working environment and great support for each other. (back row, from left) Mr. No, Myong-yong, Mr. Choe, Kwang-kyu, Mr. Chon, Yong-man, Ms. Choe, Si-cha, Mr. Sin, Won-kyun, Mr. Potong Bhramayana, and Mr. Hong, Song-kwon (front row, from left) Ms. Kim, Hyun-chong, Mr. Yi, Yong-ho, Chief of CSB, and Mr. Mike Heffernen. Not pictured are Ms. Rheta David and Ms. Pak, Chae-kyong.

Lee, Sang. There are also three Mechanical Engineers, Mr. Ron Castanaga, Mr. Ho, Sung and Mr. Na, Pyong-chol, two Architect Engineers, Mr. Kwon, Ho-yong and Mr. Cho, Yong-kil, who replaced Mr. Cho, Nam-chu who retired at the end of August. The support staff of the QAB includes Mr. Hong, Chong-pil, Ms. Kang, Myong-suk and Mr. Yi, Tong-kun.

Construction Services Branch (CSB)

Construction Services Branch (CSB), a team also made of senior/experienced engineers, is responsible for providing contracting administration and negotiator support to the resident

engineers. They assist by reviewing and ensuring the quality of all contract modifications after award of the construction contract.

Besides this general mission shared by all members of CSB, each member also has their own specialized field. Mr. Yi, Yong-ho, Chief and Supervisory

Civil Engineer leads CSB. Mr. Mike Heffernen is a construction division Architect & Engineer liability board member and he seeks and defines government's damage cost in case damage occurred. Mr. Potong Bhramayana and Mr. Hong, Song-kwon are responsible for evaluation of new contract proposals and execution of modifications through negotiations with the contractor.

Mr. No, Myong-yong specializes in JOC order contracts and Mr. Choe, Kwang-kyu performs bid-ability reviews and post-award modification reviews. Mr. Chon, Yong-man handles cost pricing related jobs necessary for execution of a

modification as well as collecting and gathering of data information for field offices. Mr. Shin, Won-kyun is responsible for providing process reports for field offices as well as reports for the resident engineers' monthly meeting and the project review board.

A second highly important part of the CSB is its budgeting and funds management section as they oversee and manage the funds and monitor the budget for Construction Division. Ms. Rheta David, Ms. Choe, Si-cha and Ms. Pak, Chae-kyong are responsible for these duties.

Last, but not least is Ms. Kim, Hyung-chong who provides administrative support to the branch.

What's new?

Mr. Gary Chaney, Deputy Resident Engineer of the Central Resident Office, just passed the Professional Engineer Exam. Chaney took the exam in Seoul, which was proctored by the Society of Military Engineers through the State of Oregon.

This was Chaney's second try at the exam and to prepare for this, Chaney studied for 2 hours before work and 3 hours after work, everyday, including all of his weekends, for a



Mr. Gary Chaney put in 5 hours every day for a year to achieve his goal and is now looking forward to bigger and better things.

whole year.

"When I graduated from the University of Colorado, my professor said there were only two tests that ever really matter for an engineer, the Engineer in Training (EIT) and Professional Engineer (PE). So personally, I guess I'm out of the test taking business for a while," said Chaney.

Professionally, Chaney is looking forward to more potential promotion opportunities this will bring about in the future

Who's hot?

Mr. Pete Perez, Resident Engineer of the Central Resident Office, is one of those people that energizes and spurs you on to feel like you must try to accomplish just one more thing before the end of the day. Perez's energy, dedication to his job, and positive influence on those who work with him have made him one of the District's respected leaders, and after 15 years of an outstanding career in engineering, he got what he deserves by being selected for the Hispanic Engineer National Achievement Award in the Professional Achievement Category for the Military. The Hispanic Engineer of the Year Award Conference presents this prestigious award annually to an elite group of nominees from the engineering community worldwide. Perez will receive the award on October 18 during a formal award ceremony in South Padre Island, Texas.

"I'm honored and humbled," said Perez. "I don't

view this award as an individual award but an award to be shared with all those who took the time to mentor, teach, and coach me throughout my career. Most of the credit goes to my parents, family and especially to my wife, Grace. What I have been able to accomplish professionally would not have been possible without the love and support of Grace. Grace has made tremendous sacrifices in her support of me pursuing my career endeavors. She is heaven sent and I am blessed to have her by my side during this journey."

So, what is left for this man with a "Can-do" attitude and endless desire to achieve beyond his realm?



Mr. Pete Perez poses for the camera during his routine daily visit to the site.

"I will continue to learn and grow professionally and pursue opportunities that increase my sphere of influence as a leader in our organization."

That's some plan... but then, we are talking about the Hispanic Engineer of the Year!

Congratulations!

Farewell



Mr. Cho, Nam-chu, a mechanical engineer in the Quality Assurance Branch, retired after 38 years of

service with the Far East District. Mr. Cho plans to take some time off to relax and then travel to every beautiful place this peninsula has to offer. He also hopes to continue his ties with the District working as a consultant. The District will remember and appreciate his valuable contributions for many years to come.

September Focus



Name: Karen McCullough
Title: Civil Engineer, Quality Assurance

Branch, CD

What do you do?: I provide BCOE reviews, contractor submittal reviews, and participate in preliminary and prefinal inspections when requested by field office staff. I also oversee resolution of technical issues through coordination with AEs, FED staff and others.

What do you like about your job?: I came from Design Branch before here; so working in Construction Division is a new experience for me. I also enjoy the chance for an overseas experience and my weekend trips to various parts of Korea as well as other countries of East Asia.

What would you recommend for the District?: The only recommendation I can think of is with staffing. We need to be more active about recruiting, because there's so much work and not enough people to share the workload. It can be stressful to the current workforce.

He's back!

by Julie Park

When the word got out that Mr. George Ward had been offered the position as the new Chief of Construction Division, the name was familiar to many members of the District. Those who knew him thought, 'It's a wise choice', and those who didn't know him thought, 'well, it's going to be a tough shoe to fill'

East Gate Edition interviewed the new man in town, the one who will lead a district team of some one hundred and sixty, from Busan to Tongduchon.

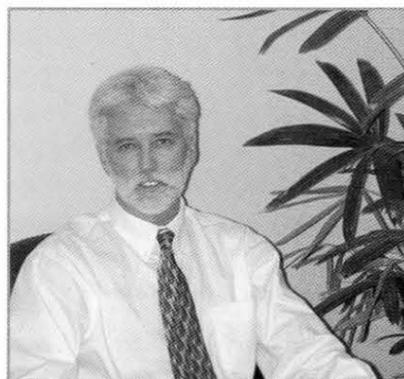
EGE: Tell us about your background.

GW: Elberton, Georgia, is my hometown. My parents and my sister and her family still live there. I graduated from the University of Georgia, majoring in Agricultural Engineering and I have a Professional Engineer License from the State of Georgia. I started my civil service career with the Corps 23 years ago as a Co-op student at Richard B Russell Dam with the Savannah District. From 1988 to 1993, I worked for the Honolulu District at Kwajalein. And I worked with the Far East District as the Northern Resident Engineer from 1993 to 1996.

EGE: Have you been keeping in touch with the people from this District since after your departure

in 1996?

GW: I stayed in touch with my predecessor, Mr. Jack Church. There are a lot of people here that



On his feeling about coming back to Korea, Mr. George Ward, Chief of Construction, says, "It feels like being back in my second home."

I worked with before, so when I was selected for the job, many folks from here sent me emails congratulating me and I really appreciated that.

EGE: Have you noticed any changes in the District that you noticed since coming back?

GW: The biggest change I've noticed, besides the increased workload, is the move to Project Delivery Teams. The Programs and Project Management Division was established before I left in 1996, but the work was still pretty much done in stovepipes. Also, the move to become ISO 9001 certified is great progress.

EGE: What did you miss the most about Korea and the District?

GW: The people. When I

thought about my previous tour here it was always the people that I remembered and not projects. I've been gone almost six years but after being back for a little over a week, it feels like I never left.

EGE: There must be a lot of pressure replacing Jack Church, especially since you had worked with him before.

GW: I don't think anyone can take Jack's place. He was an institution with a tremendous amount of knowledge. Luckily the folks here in the division have a lot of that knowledge as well. Also, I continue to stay in touch with Jack so I can tap that resource whenever I need to.

EGE: What are some possible challenges you see for the division?

GW: Recruiting and keeping high quality folks is the biggest challenge. I noticed that the District has prepared an excellent recruiting tool so we just need to make sure that we get that out to as many people as possible in as short a time as possible to help overcome this challenge. The next big challenge is continuing to change our culture towards team based project delivery. The key to this is people and communication between team members, contractors and customers.

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Army Corps of Engineers leader seeks to build a revival

By **Jeremy Kirk**, Stars and Stripes
Pacific edition, Thursday, August 22, 2002

YONGSAN

GARRISON, South Korea — Ethical work and cooperation are important to keeping the beleaguered Army Corps of Engineers alive, the organization's commander told Corps employees in South Korea on Monday.

Then he sweetened the message by discussing several changes aimed at increasing employee productivity and satisfaction.

Lt. Gen. Robert B. Flowers, speaking to Far East District employees gathered in the Sofitel Hotel ballroom, cited the Civil Aeronautics Board as an example of a government agency dismantled in the 1980s because of its inability to change.

"That's why we are making this transformation," he said.



Photo by Julie Park

Mr. Ralph Youins, Safety and Occupational Health Office, was the lucky employee who was selected to give his 30-second commercial.



Photo by Julie Park

Lt. Gen. Robert B. Flowers, Chief of Engineers, US Army Corps of Engineers, speaks to the crowd during a Town Hall Meeting at the Sofitel Hotel in Seoul.

The challenge in the United States for the Corps has been defending against critics who say the agency has supported high-priced watershed-related projects that have little environmental or economic benefit.

In December 2000, an inspector general's report concluded that three Corps engineers manipulated data to justify a \$1 billion lock-expansion project on the Mississippi and Illinois rivers.

Last month, the National Academy of Sciences — picked by Congress to review the Corps — called for outside examination of large-scale projects to ensure the agency does

correct planning and analyses.

Flowers, who took command of the 35,000-employee Corps in October 2000, has taken steps to stress the need for ethics.

"I'm willing to state categorically that the Corps must change," the general told a Senate committee on June 18.

Flowers told senators he planned to transform the Corps by reducing the \$5 billion backlog of unfinished projects whose designs won't fix problems. Internal processes — such as planning, environmental science, economics and public involvement — in Corps projects are being revamped now, he told legislators.

Projects in South Korea have escaped much of the criticism leveled on Corps work in the United States. Projects here have much more oversight by the military and are structured

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Getting to know the District Commander

By Gloria Stanley
Public Affairs Officer

By now, most of you have gotten to know or at least have met COL Francis Kosich, who became Far East District Commander in June. But for those of you who haven't had that opportunity, East Gate Edition decided to interview him so we could pass along some of his thoughts and impressions.

What surprised you about the Far East District?

A couple of things actually. The most surprising is the incredible talent that resides in the district. This district is truly blessed with some amazing people and has enormous potential as a result of that. I've also been surprised with the workload. There is a lot of experience to be gained from employment here because the district handles a lot of projects. The fact that we have the well drilling mission on the peninsula and one of the few remaining soils labs in the Corps of Engineers surprised me as well.

Any specific goals yet?

I've not set any specific goals yet. I'm still assessing the organization, meeting people and getting their views on what we could do better. I believe it's the responsibility of each person in the district, mine as well, to make a difference-as such it's a goal of mine to move forward with the district. Key to that is an honest assessment of where we are and where we want to be. How we get there is the challenge and I'm excited about meeting these challenges head on. My vision for the district is that we model excellence, and have a district that is committed, concerned, and competitive in providing the best possible products to our partners, customers, and stakeholders. We need to look at each project from the view of the customer or the user. It may be the only project we do for them so we have to ensure they receive our best effort. I think everyone will be leaning forward to do that and my impression is we try to do that every day.

Do you have a list of specific priorities for the district?

I want to focus on three things. The first area is relationships, internally and externally - how we operate with each other, how we interface with each other, how we assist each



"I believe it's the responsibility of each person in the district, mine as well, to make a difference..."

other in achieving our collective mission. And, then how we interface with our partners. It's really important we understand what their concerns are and we address their issues in a timely manner. So that's the first focus or priority.

Second, is output. We're an engineering organization. We build things. We build quality things safely and in a timely

manner. Our customers should expect nothing less, which means being on our "A" game all the time. In order to do so, our processes and procedures need to have redundancy so that we can ensure consistent performance.

My third focus is learning. I started out saying that our third focus is training or education, but someone once said to me that education and training do not necessarily equate to learning. And I thought, well, you are exactly right. It's empowerment, self-improvement and contribution to the team. Leaders should know their job, their people and themselves, with that knowledge make a difference. So the learning piece tracks with getting better at what we do.

Are changes needed?

That is a tough question, because as the Army transforms, we are transformed as well. So there is a lot of change that I foresee for the district. And we are in the midst of it and embracing it. There is the process that says we are no longer customer oriented we are project oriented. And the customer is a key member of the delivery team. We want to partner with them. There is our ISO certification, the development and execution of standard processes. There is our leader development program. All those things make us more relevant and more responsive to those we serve. So, I'd say everything is on the table and I have mentioned that in a couple of



"I want to focus on three things...relationships, output and learning."

forums. We have a lot of collective experience, knowledge and wisdom in the district and I'll look to our people to facilitate our change processes. And as the saying goes, if you're not part of the solution and getting better, then you're part of the problem. I want to take advantage of that corporate wisdom and experience to look at how we're changing so we're doing it smartly and we can sustain it.

Strengths of the district?

Definitely the people. The work ethic and the can-do attitude of our personnel is absolutely without parallel. It's incredible what we accomplish. They give the district the reputation that it has. So that is the one strength, not the only strength, but the one that stands out foremost in my mind.

Previous experience in Korea?

That was about 23 years ago and my first assignment in the Army. I could not have asked for a better assignment. I cut my teeth as a platoon leader on a variety of construction projects and it was a phenomenal learning experience.

I joined the active army to serve for two years and then go back to Philly and get a job with that experience. And, my first assignment in Korea told me this is something I really enjoy. I like being part of a team. I like being with soldiers. That year in Korea ranks in the top 3 of all my career assignments. I go back now to places here and it brings back

(continued on page 15)

Question of Ethics

by Larry Vogan, OC

Have you ever seen your colleagues run to the pharmacy or play computer games on duty time? Do they surf the Internet for personal reasons or make copies of their income tax forms? Do people make numerous personal phone calls during working hours using their Government telephones?

Does your boss ask his/her assistant to do personal errands (unrelated to work) for him/her during working hours? If you answered, "yes" to any of the previous questions, what is the wisest course of action?

1. Don't ask, don't tell—keep quiet; you may need to access these same "conveniences" on occasion.
2. Report the information to appropriate authorities, such as a supervisor, an ethics official, or even your agency's Inspector General.
3. Use Government equipment and time as necessary to conduct your own investigations because it is your responsibility to curtail waste, fraud, and abuse; the Government moves too slowly and rarely takes appropriate actions anyway.

(See answer on page 19)



UFL 2002

(continued from page 6)



CPT Anthony Mitchell was ready for his first UFL.

LNOs were integrated with the CFC Engineer at CP Tango (located in Seoul), USFK Engineer staff in both the Regional Contingency Engineer Management and Second Republic of Korea Army bunker (located in Taegu), 8th Army Engineer located in CP Oscar (Taegu), 7th AF Engineer (Osan AB), and Marine Forces-Korea Engineer working out of Pusan. Our LNOs worked with the various engineer staff sections to assist them in reviewing and updating their CCL and providing them with Reach Back capability to request engineer studies.

During the Exercise, our Emergency Operations Center received 26 requests for Reach Back capabilities from all of our LNOs, plus 2 requests from the 2nd ID Assistant Division Engineer Staff. This was the first exercise that the 2ID Engineer had requested our assistance. The Request for information consisted of: Dam Breach analysis, rivers, flood plains, tidal affects, tactical bridging capabilities, local sources for engineer materials, modeling

of Korean rivers, standardized designs for K-span bldgs, rapid runway repair, capabilities for assessment of deep operations, well drilling, causeway, and Enemy Prisoner of War camp construction.

Tactical FASTLANE (TACLANE) was integrated into our operation, which allowed our Global Command and Control System - Korea (GCCS-K) to operate at T-1 speed. Our Theater Construction Management System (TCMS) design team was able to demonstrate their use of Metric Standard Drawings and local Bill of Material (BOM) Database that they developed.

This enabled the TCMS projects to be printed with metric



Seoul Emergency Operations Center is in action as S-3 LTC Darren Carpenter gets on the phone.

drawings and local BOM for the Korean contingency contractors. The metric drawings and BOM worked well; we will forward these results to Huntsville.

Overall it was a good exercise and we learned a lot. We need to build on our success and look forward to the Emergency Essential Civilian/Mission Essential Civilian personnel participating in our contingency training in the future.

Getting to know the District commander

(continued from page 13)

memories that I cherish to this day.

During my first assignment, I was at Uijongbu but we did most of our work in the western corridor, Camp Casey and northwest of there.

I'd get to Seoul about once or twice a month and saw palaces and gardens; there were a couple of places Katusas would take me. I had a couple of friends that were local Korean nationals and they'd take me off the beaten path so to speak.

I did get back to Korea in 1985 for Exercise Team Spirit as a company commander and I saw some changes mainly in infrastructure.

But the Korea I left even in '85 is nowhere near the Korea of today. It's a modern country and an economic power. What has not changed is the Korean people.

They are great people: industrious, hardworking, and competitive. They enjoy life and don't mind working hard to have a good time.

One of the things I remember from being a 2nd lieutenant up in Uijongbu is Engineers work hard and play hard and that's what I see in the district.

I see fun-loving people who are industrious and take their jobs seriously and take a lot of pride in it and I love them for it.



"We have a lot of collective experience, knowledge and wisdom in the district. If you're not part of the solving the problems in the district and getting better, then you're part of the problem. I want to take advantage of that corporate wisdom and experience to look at how we're changing so we're doing it smartly and we can sustain it."

Any favorite stories about Korea?

There is one experience that comes to mind that affected me from a teamwork standpoint. I was with a unit that was about half Katusa and half American. This really dates me, but we did a concrete placement of an ammo storage bunker up at Camp Greaves on the other side of the Imjin River. It was about a 24-hour placement because we mixed concrete with batch boxes and old 16S mixers - did it about a cubic yard at a time. Very manpower intensive.

We started at 6a.m. in the morning and finished at 6a.m. the next morning. The teamwork and the attitude was the same the

whole time. Hardworking, looking out after each other, taking care of business. And, I remember at about 4 a.m. as folks are getting tired I look down and see G.I.s and Katusas doing pushup contests on the ends of the batch boxes. That was an incredible day, and incredible day. I look forward to going up there to see that jobsite, because I have good memories from that one day. It was a great day, a lifelong memory.

Any perceptions that have changed?

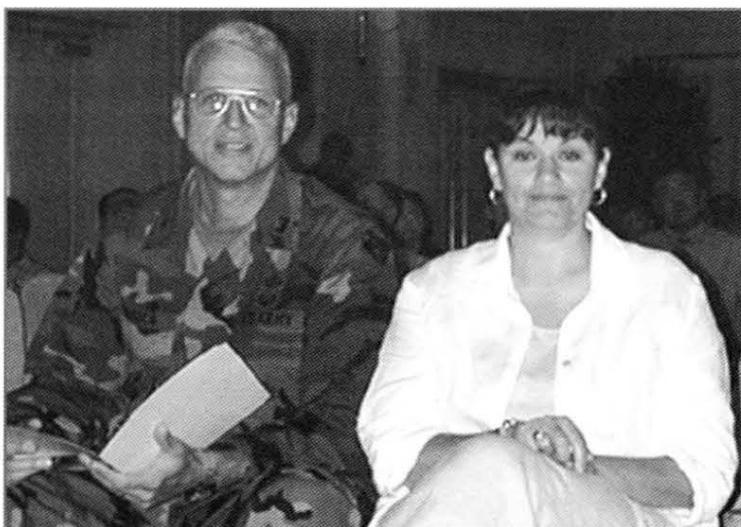
It was an interesting time

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Getting to know the District Commander

(continued from page 15)

back then. Two weeks after arriving in country the President of South Korea was assassinated. The country was under martial law, all locked down, and I thought we were going to war. You didn't have anybody on the road after midnight. You didn't have as many cars. You didn't have the lines of communication you have now. There were a lot of farm vehicles, lot of A-frames.



COL Francis Kosich and his wife, Laurie, attended the past Town Hall Meeting with LTG Robert Flowers, Chief of Engineers.

I flew over Camp Indian the other day. Camp Indian used to be a small 10-acre compound outside a small village called Mangadae, surrounded by rice paddies. I can't wait to get up there and see it, because from air it's just completely transformed. It used to have a little two-lane road out front; it's like a six-lane

road now. It has high-rise developments across the street where there were rice paddies. There is just a lot more development but with it, a growing sense of taking care of the environment.

What would you say to someone beginning an assignment in Korea?

First of all, I'd say congratulations. You're fortunate you have been given an opportunity to serve in such an

Americans and the Korean people.

And, learn your craft because you will get plenty of opportunity to and you will be better for it. The 2nd ID soldiers like to talk about learning warfighting skills over here and basically being the battle lab for the Army. I think the same could be said for the District as a construction lab in programming and executing a vast array of construction projects and learning by doing as a member of the Pacific Ocean Division team and the U.S. Army Corps of Engineers.

Did your first experience in Korea enhance your career opportunities?

What it did was tell me the Army was something I would be comfortable serving with and making a career out of and it convinced me the Army is a great place to live, mature, grow and learn. It didn't help me in deciding whether to accept or decline this position because my mindset and philosophy were if I was going to be considered for a District Engineer position I should be willing to go wherever the Army needs me to go. I'm happy to be here. I'm happy for my family because I had served over here both times before getting married and my children talked of needing an adventure.

And, they're getting one. Living on the other side of the world, experiencing another

environment. You'll get three years of experience in one year. I think I got more than 3 years. Take advantage of the opportunity: learn the country, learn the culture, and learn the region. If you're a military history buff, learn about the Korean War and the sacrifices that took place, both by the

culture, understanding everything is not the way it is on the block where they're from. They will never forget the time they spend here and I'm committed to making sure that's the case by getting them out and about, seeing the country and the region.

Army Corps of Engineers leader...

(continued from page 11)

differently than waterway projects in the States.

Like other Corps employees, however, Corps staff in South Korea have been given wallet-sized cards stressing the need for legal, accountable work that also is good for the Corps' customers. Individual responsibility and fostering proactive, positive people will help develop leaders at all levels, Flowers said.

Don Schlack, chief of the environmental section, remembers

Flowers talking about the card during the general's last visit to South Korea.

"It's nice to see a little bit of continuation where it is still important this year and that it is not a gimmick," Schlack said.

Flowers said the Corps is developing a peer-based learning program in which employees can learn from each other. The program also will include online learning and training courses.

"This in part is something that I think has been a very strong part of Korean culture that we want to make part of the Corps culture," Flowers said. "People who are doing similar jobs will form a community of practice."

More-experienced employees should pass along their skills by taking on apprentices, Flowers said.

"It's something I don't think the government has done as a whole in the past — to try to make sure people are exchanging information," said

Voncile Williams.

"It's good to know that you are working for an organization and get lessons from anywhere in the world," said Williams, a supervisory program analyst who has worked in South Korea since 1999.

Flowers also hopes to improve employee working conditions by allowing alternate work schedules, telecommunication work and mixing in part-time employment. Using satellites at regional and area offices should help Corps employees stay closer to their families, he said.

"The idea is to set up multiple locations from which people can work," Flowers said. "We will work very hard at doing whatever we can do to improve the quality of work life for our employees."

Then, for their attentiveness, Flowers told all employees they could leave two hours early Friday to do some healthy activity.

The Corps is responsible for planning all new military construction projects in South Korea. The projects then are contracted to Korean construction companies and built with Corps oversight.

Massive renovation and new buildings at installations around South Korea has kept the Corps busy. Major projects include an \$80 million renovation of the 121st General Hospital, a new visitors' center at Osan Air Base and construction of two family housing high-rise apartment buildings at Yongsan Garrison.



Photo by Julie Park

A crowd of some 200 employees attended the town hall meeting with LTG Robert Flowers, Chief of Engineers.

PUBLIC INFORMATION

To the Army community in the Republic of Korea

Concerning the Secretary of the Army announcement of the troop rotation study and the coverage in the Pacific Stars and Stripes. Overall, my advice to everyone is to take a breather, relax and don't speculate as to what will or won't happen.

Troop rotation is only one option of the larger Army study of how we can man the force in the future. It's too early to know the scope of the study, what the Army is specifically looking for in its study, and what the overall goals of the proposal include.

All of us outside Washington D.C. will have to wait a while for the information to filter down to the lowest levels. We will be informed of the Who, What, When, Where, Why and How, but we have to be patient and allow the process to happen.

The Army, especially now with the ongoing Transformation process, has done and is doing studies all the time in a variety of areas. As a matter of business, the Army conducts studies in order to improve the way it does business. This is everything from improving the way we buy equipment, the use of automation, personnel processes, training

resources and how we get paid, to name just a few.

News of the study has resulted in an emotional response from the field. Nobody, including me, has enough information to make an informed and intelligent response as to what the eventual outcome will be and what if any effects it will have on the future of the Army.

Many times, studies begin in one direction and end up with a completely different outcome than what was initially intended or expected.

Remember, the endgame in everything the Army is doing is to improve the readiness of the force, improve the training and quality of the already outstanding soldiers we have doing the mission everyday as well as trying to improve the quality of life of our soldiers and their families.

Have faith in the system. It won't happen overnight. Your chain of command will keep you informed as it progresses.

STEVEN A. BOYLAN
Lieutenant Colonel, US Army
8th US Army PAO

He's back

(continued from page 10)

EGE: What are some initiatives you'd like to promote within your division?

GW: After only about a week on the job, the division specific initiative that I see is looking at the organization of the field offices and making sure we are aligned correctly and staffed correctly for the workload that's coming. This is something I'll be discussing with the Resident Engineers soon.

EGE: Anything you'd like to say to the construction division team?

GW: I would like to thank everyone for making me feel welcome, and especially to Mr. Fred Davis, for all his hard work in the last few months and in the months to come. Lastly, to all the division folks, I would like everyone to feel free to send me an email or call if you need any help or if you have any ideas you would like to share with the team or me.



Things to do...

Hwanseon Cave

Hwanseon Cave, the largest cave on Korea's East Coast, is located in the Daei-ri district of Samchok. This is where limestone caves are concentrated in the mountainside valleys of the Taebaek-san Range, which is the backbone of Korea. Other neighboring caves include Gwaneum Cave, Sadari Bahwe Cave, Yanhtuh-mokseh Cave, Dukbatseh Cave, and Keunjehseh Cave. This area of almost 6.6 mil. sq. meters is Korea's largest limestone region and was designated Natural Monument #178 in June 6, 1966, and is known as Korea's Grand Canyon.



This region developed during the Sub-Paleozoic Era of the middle Cambrian Period (about five hundred thirty million years ago). It is classified as a limestone layer located in the lower part of the great limestone series of the chosun Period. The thickness of this geological layer measures about 400 meters with a highly developed Karst layer. It also has the characteristics of forming large underground caves and lavish underground palaces.

Gwaneum Cave has a magnificent sight of flowstone,

such as stalactites and stalagmites, but Hwanseon Cave is best known as being Korea's largest cave in the East. Numerous pools created by waterfalls and chasms and continuation of limestone terraces, pisolite, plains, and pot-hole groups resemble those in the Valleys of Baekdahn Shrine in Sorak Mountain, but in greater scale.

Information:

- Samchok City Hall: (033) 570-3544
- Tourism Development Division: (033) 570-3544
- Daei Cave Control Office: (033) 541-9266 (tel), 541-7181 (fax)

Answer to Question of Ethics

(from page 15)

1. This is not a correct answer. Even though the Federal Government does not have a "don't ask, don't tell" policy for misuse of position, you certainly would not want to reserve the right to violate ethics provisions.
2. Of course, this is the wisest response to this question. As a Government employee it is your responsibility to report information about violations of any rule and to disclose information about waste, fraud, and abuse to the appropriate authorities.
3. Unless it is a part of your official duties to conduct an investigation, you should report any apparent violations to the appropriate authority and continue to do your assigned job.

Foreign Currency Fluctuation Project Delivery Team

The Foreign Currency Fluctuation (FCF) Project Delivery Team (PDT), a cross-functional team, was established to develop a process and resolve the current funding shortfall created by the necessity to revalue the dollar requirement to ensure sufficient funds to complete several major projects paid in Won. The continued fall of the Korean Won over the last several months required a change to the local Won rate from 1230 to 1150 (to the dollar). The purpose of the rate is to ensure fund availability to pay the District's contractors progress payments as they complete work on construction contracts.



Team members; (back row, from left to right) Ms. Regina Adams (team leader-RM), Mr. Dave Newcomer (PPM-PR), Ms. Anita Alcantara (RM-FAO), Mr. Gar Sum Lum (CT-Ch C), (front row, from left to right) Mr. Sin, Won-Kyun (CD-V), Ms. Sin, Hui-Pok (RM-Ch B), Ms. Voncile Williams (PPM-Ch PR), and Mr. Kim, Sang-hun (PPM-AY).



New Members



SSG Gary F. Malkin joined Pyongtaek Resident Office on August 15 as a Quality Assurance Representative. His hometown is Fair Haven, Vermont, and his hobbies include hunting, fishing and outdoor sports. He has received many awards and among them are a Meritorious Service Medal, 3 Army Commendation Medals, 9 Army Achievement Medals and a Joint Service Medal. He has been in the Construction business for over 16 years and with the US Army for over 10 years. This is his first job with the U.S. Army Corps of Engineers.



Mr. Jackie Collier joined Construction Division as a Civil Engineering Technician on August 20. His hometown is New York City and he graduated from the University of Maryland and Troy State University with an Associates degree in Resource Management, Bachelors degree in Business Management, and Masters degree in Science Management. He enjoys billiards, chess, football, basketball and he collects old clocks. This is his first position with the U.S. Army Corps of Engineers.



Mr. Matthew Waterbury joined the Geotech branch as a Geologist. His hometown is Havre De Grace, Maryland, and he has attended Washington State University and Lee University for a Bachelor's degree in Geology and the University of Arizona for his Master's degree in Hydrology. He enjoys making wine and beer, hiking, and fishing. Waterbury has also enjoyed changing diapers since 1991 as he and his wife, Melinda, have five children; Meghan (11), Brendan (8), Cameron (7), Ian (4) and Liam (7 months). This is his first job with the U.S. Army Corps of Engineers.



Ms. CynDee L. Oleyte joined PPMD as a Secretary for the Support for Others Section. Her hometown is Mililani, Hawaii, and she graduated from Maryville College in Tennessee. She enjoys crafting, sewing, quilting and reading. She is married to Mr. Chris Oleyte and they have four children; Tiffiney, Amberly, Kristen, and Trenton. She worked in POD/HED from 1991 to 2002.



Mr. Kenneth Estabrook joined Logistics Management Division as a Facility Manager on 24 August. His hometown is Castro Valley, California, and he is a US Army Reservist. Estabrook enjoys scuba diving and he has volunteered for the Search and Recovery with the Alameda County Sheriff Department. He is married to Ms. Yoko Estabrook and they have an 8-year old son, Kyle. After completing his active duty services with the U.S. Navy in 1994 and the U.S. Army in 1999, Estabrook is glad he is finally doing what he always wanted to do.



Mr. Yung Lee joined PPMD on August 26. Lee graduated from the University of California, Davis, in 1982. He is married to Ms. Lee, Jung-ja and they have a daughter, Hannah and a son, Donald. This is his first position with the U.S. Army Corps of Engineers.



사령관메세지

8월을 기억하며...



COL Francis Kosich

저는 여러 이유로 8월을 좋아합니다. 아이들이 학교로 돌아가고, 또 제가 개인적으로 가장 좋아하는 계절인 가을이 성큼 다가왔다는 것을 뜻하며, 미식축구가 새로운 시즌을 시작하기 때문입니다. 또한 8월은 Maneuver District의 새로운 회계연도를 준비하는 시간이기도 합니다. 많은 사람들이 훌륭한 일들을 하고 있지만, 그 중에서도 가장 저를 감동시키는 것은 직원들 사이에서 볼 수 있는, 현재에 만족하지 않고 '우리는 할 수 있다'라고 믿고 더 발전 할 수 있다'라는 정신입니다. 8월에 우리에게 많은 일이 있었습니다. 저는 8월에 큰 공헌을 한 몇몇 직원들의 이름과 함께 그 일들에 대한 이야기를 하고자 합니다.

먼저, 공병감님의 방문이 있었습니다. 비록 긴 방문은 아니었지만, 플라워스 육군 중장님과 그 아내, 린다는 유익한 시간을 보내고 가셨습니다. 두 분은 동두천에서 대구, 그리고 타운 홀 미팅에서 용산의 121 병원과 평택 팀과의 미팅에 이르기까지 우리 디스트릭의 모든 것을 보셨고 경험하셨습니다. 이번 방문을 통해 공병감님은 우리 디스트릭에 대한 믿음과 신뢰를 재확인하셨고 우리의 밝은 미래, 개혁의 기회와 가능성을 느끼고 가셨습니다. 이번 공병감님의 방문을 위해 수고해 주신 모든 분들에게 다시 한번 감사의 말씀을 드리고, 특히 Mr. Larry Drape와 Mr. Lenny Kim에게 감사를 드립니다. 수고 하셨습니다!

그리고 을지훈련이 있었습니다. 을지훈련을 통해 우리 디스트릭은 전시 대비 계획과 그 준비를 다시 확인할 수 있습니다. 수천 달러 규모의 공사를 책임지는 동시에 전쟁시에는 전투군을 지원할 준비태세를 갖추어야 하는 디스트릭은 우리 극동공병단밖에는 없습니다. 이번 을지훈련에는 다음의 3가지에 중점을 두었습니다: 1) 우리의 현재 계획에 대한 평가; 2) 텔레-엔지니어링을 통한 reach-back 능력 시험; 3) 각 서비스 분야에 대한 최고의 연락 지원제도 제공. 우리는 디스트릭 내



서울 소피텔 호텔에서 있었던 Town Hall Meeting 중, 극동공병단 사령관 COL Francis Kosich께서 미 육군 공병감 LTG Robert Flowers에게 방문 기념 선물을 전하고 있다.

의 주요 직원들과 이번 훈련을 위해 한국으로 배치 받은 몇 명의 IMA들의 도움으로 훈련기간동안 발견된 우리에게 필요한 보강사항들을 문서화하는 동시에 앞에서의 3가지 주요 목표를 성공적으로 달성 할 수 있었습니다. 이번 을지훈련에 많은 노력과 훌륭한 지원을 아끼지 않은 Security, Plans, and Operations Division의 직원들과 Mr. Pat Crays, 그리고 Mr. Mitch Glenn에게 감사의 말씀을 드립니다. 저는 이번 훈련에서 배운 점들을 다음 해 3월에 있을 RSOI 훈련에 적용시키고자 하며, 이를 위한 여러분의 적극적인 참여와 지원을 부탁드립니다. 어떤 사람이 그랬듯이 저는 "준비가 전

부이다"라는 말에 적극 동의합니다. 정말 훌륭한 조언이라고 생각합니다.

PMBP또한 8월에 있었던 매우 중요한 일들 중에 하나입니다. 아시다시피, 8월에 PMBP 교육을 시작하였습니다. 아직 한번의 교육기회밖에 경험하지 못했지만, 8월에 보여주신 여러분의 지원과 참여, 그리고 교육 성과에 저는 매우 큰 인상을 받았습니다. 저는 이것을 우리의 미래에 대한 투자라고 생각합니다. Mr. Bob Losey와 PMBP PDT의 모든 멤버에게 감사의 말씀을 보냅니다. 여러분이 보내주신 피드백은 다음 교육과정과 PMBP의 미래를 발전시킬 수 있는 매우 중요한 자료들입니다. 계속 수고 부탁드립니다!

제가 느낀 8월의 분위기가 결코 특별한 것이 아닌 지금까지 그래왔던 극동공병단의 관례였다는 것을 알아차리는 데에는 그리 오랜 시간이 걸리지 않았습니다. 9월과 year-end 또한 8월과 마찬가지로 정신없이 바쁘게 지나갈 것이라고 생각합니다. 하지만, 여러분의 프로 기질을 비추어 보았을 때, 이는 결코 무리가 아니라는 것을 저는 알 수 있습니다. 여러분이 보여주시는 모든 노고에 저는 진심으로 감사를 드립니다. 여러분과 한 팀이라는 것이 정말 자랑스럽습니다. 그럼, 현장에서 뵈겠습니다....

쿠어대령



공병감님의 부인께서 프로젝트 현장 방문 중 현장 직원들과 함께 포즈를 취했다.

부사령관메세지



by LTC Paul D Cramer
Deputy Commander

Ulchi Focus Lens (UFL)훈련

Year-end 와 추석연휴를 보내고 나니 벌써 8월과 9월이 훌쩍 지나가 버렸습니다. 연휴기간 동안 모든 분들이 가족과 함께 유익한 휴식의 시간을 가지셨기를 바랍니다. 저는 이번 글을 통해 여러분에게 Ulchi Focus Lens (UFL)훈련에 대한 저의 생각을 말씀드리려고 합니다.

다시 한번 저희 극동공병단은 모든 공병대 중 가장 처음으로 회계연도를 마감했습니다. 새로운 회계연도에는 업무량과 인력의 증가로 인한 우리가 극복해야 할 새로운 과제들을 가져다 줄 것입니다.

우리는 앞으로 훈련에서 emergency/mission essential 직원들의 더욱 활발한 참여를 요구할 예정입니다. 또한, 우리의 작업환경이 최대한 생산적이고 전 직원이 그들에게 주어진 역할을 제대로 할 수 있도록 모든 후원을 아끼지 않을 것입니다.

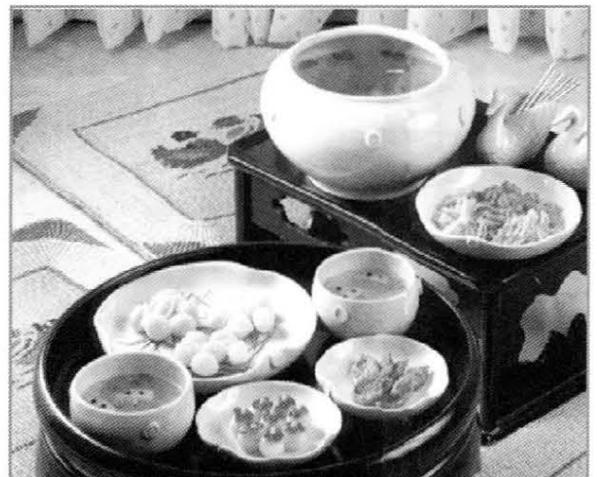
시원하고 높은 하늘의 계절인 가을이 성큼 다가왔습니다. 가을에는 가을에 필요한 안전 사항들이 있습니다. 자동차 (개인 및 회사 차량)의 겨울 운행 준비를 하고, 겨울에 사용하게 될 스키를 꺼내어 왁스를 먹이고, 가장 중요한 연말 쇼핑 준비도 빠짐없이 해

나가야 할 것입니다. 겨울 시즌에는 많은 사람들의 활동양이 줄기 마련입니다. 이를 고려해 가까운 곳에 있는 운동센터를 찾아 더욱 활발한 라이프 스타일을 즐기도록 합시다.

그리고 마지막으로, East Gate Edition에 대한 여러분의 의견을 듣고자 합니다. 좋은 말씀이 있으시면 보내주시기 바랍니다. 또한, 극동공병단을 더욱 일하기 좋은 곳으로 만들기 위한 여러분의 아이디어도 부탁드립니다.



Executive Officer, LTC Phillip Cummings씨가 대구의 EOC직원들과 함께 회의를 하고 있다.



한국의 가장 큰 명절인 추석. 추석에 즐기는 전통음식으로는 송편이 있다.

플라워스, 재건을 시도하다.

미 육군 공병감, 능력향상 추구

By Jeremy Kirk
Stars and Stripes
2002년 8월 22일

용산, 서울 - 곤경에 빠진 미 육군 공병대를 살아남게 할 수 있는 중요한 방법은 도덕성을 지키고 더욱 활발한 협력관계를 이루는 것이라고 2002년 8월 19일 미 육군 공병감이 서울의 공병대 직원들에게 얘기했다.

그리고는 직원들의 생산력과 만족도 향상을 목표로 진행 될 몇 가지의 변화를 설명하는 것으로 직원들의 사기를 높여주었다.

Sofitel Ambassador 호텔의 불룸에 모인 극동 공병단의 직원들과의 미팅에서 로버트 플라워스 미 육군 중장은, 1980년 변화에 적응하지 못한 이유로 해체되었던 정부 기관 중 Civil Aeronautics Board의 예를 들며 "이것이 바로 우리가 변화를 추진하는 이유" 라고 설명했다.

미국 내에서는 공병단의 유역 관련 사업이 고가인 대에 비해 비경제적, 비환경친화적이라는 따가운 비판으로 인한 어려움을 겪고 있다.

지난 2000년 12월, 미국 현지의 감찰감은 공병대 직원 3명이 미시시피주와 일리노이주의 수문 확장 공사에 대한 10억불 예산을 공정화 시키기 위해 데이터를 조작했다는 결론을 내리기도 했다.

그리고 지난 달, 미 국회에서는 미 육군 공병대에 대한 조사를 국내과학연구소에 의뢰했으며, 그들은 공병대의 대규모 프로젝트에 대한 계획/분석 과정이 제대로 이루어지고 있는가에 대한 조사를 외부 업체에 의뢰한 상태이다.

2000년 10월 직원 35,000명의 공병대 지휘를 맡은 플라워스는 도덕성의 중요성을 강조하기 위해 적극적으로 나섰다. 지난 6월 18일 미 상원의사당에서 "공병대가 변화해야 한다고 나는 단언할 수 있

다,"라고 이야기하기도 했다.

그 자리에서 그는 약 5억불 상당의 잔무 감소를 위한 계획을 세우고 있다고 얘기하고, 공병대의 프로젝트 운영에 필요한 내부적 업무 - 계획, 환경 과학, 재무 및 공적 사업 참여 - 등에 대한 계획을 계획하고 있다고 설명했다.

한국에서 진행되고 있는 공병대 사업은 미국에 비하면 비교적 많은 비판을 피할 수 있었다. 그것은 한국 내에서의 사업이 미국의 수로 사업과는 다르게 구성/진행되며, 미국에 비해 군의 감독을 많이 받고 있기 때문이다.

하지만 다른 공병대 직원들과 마찬가지로, 한국의 공병대 직원들도 명함크기의 카드를 지니고 다닌다. 그 카드에는 합법적이고 책임감 있는, 그리고 동시에 고객에게 만족을 줄 수 있는 직원의 근무 태도에 대한 중요성이 적혀져 있다. 책임감 있고, 능률적이며 긍정적인 직원을 육성하는 것이 여러 레벨에서 지도자를 개발해 낼 수 있는 방법이라고 플라워스는 얘기했다.

극동공병단 환경 섹션의 차프, 단 솔락씨는 플라워스가 지난번 방문 때에도 이 카드에 대한 이야기를 했던 것을 기억한다며, "한 기관에서 추진하는 프로그램이 그때뿐인 게 아니라 지속적으로 지원되고 있다는 게 보기 좋다,"라고 했다.

플라워스는 현재 공병단이 직원들끼리 서로 가르치고 배울 수 있는 프로그램을 개발중이며, 이 프로그램은 앞으로 온라인 상으로도 접할 수 있을 것이라고 말했다.

플라워스는 이 배움의 프로그램에 대해 "서로에게 배움을 얻고 정보를 나누는 것은 한국의 문화에서 쉽게 접할 수 있는 것이라고 생각합니다. 저는 이 문화를 이제 공병단의 문화에 적용하려 하는 것입니다. 같거나 비슷한 일을 하는 직원들은 이러한 프로그램을 통해 동호회와 비슷한 조직을 조성하게 될 것입니다" 라고 설명했다.

또, 더 많은 경력의 직원은 그들의 노하우와 능력을 다른 직원들과 나누어야 한다고 얘기했다.

이에 대해 슈퍼바이저 프로그램 분석자로서 1999년부터 한국에서 근무해 온 본실 윌리엄스는 "직원들끼리 정보와 지식을 나누게 하는 일은 지금까지 정부기관에서 볼 수 없었던 일이라고 생각한다" 라고 얘기하며, "이런 조직에서 일을 하며, 세계의 어떤 곳에서든 정보와 지식을 얻을 수 있다는 것은 아주 좋다" 라는 긍정적인 반응을 보였다.

또한, 플라워스는 직원들의 근무환경과 근무컨디션을 개선하기 위해 교체 근무스케줄, 텔레커뮤니케이션 근무, 그리고 파트타임 직원 고용을 추진하고 있다고 했다. 뿐만 아니라, 지역사무실에서 세틀라이트를 이용해 직원과 가족이 더욱 쉽게 연락을 취할 수 있을 것이라고 했다.

플라워스는 이에 대해 "직원들이 근무할 수 있는 사무실을 여러 곳에 세울 생각이다" 라고 하며 "우리는 직원의 근무환경 개선을 위해 최선을 다할 것이다" 라고 강조했다.

끝으로, 경청을 한 직원들을 위해 플라워스는 그 주의 금요일에 2시간의 휴가를 허락하며, 그 시간을 각자가 유익하게 보낼 것을 당부했다.

공병단은 한반도의 모든 새로운 미군공사를 계획하는 임무를 맡고 있다. 그리고, 모든 공사는 공병단의 감독 하에 한국 시공회사가 추진한다.

최근 한국의 공병단은 많은 일거리로 매우 바쁘게 운영되고 있다. 현재 진행중인 대규모 프로젝트로는 8천만불 규모의 121병원보수공사, 오산공군기지의 방문센터공사, 그리고 용산기지의 고층아파트공사를 들을 수 있다.

번역: 박 주원

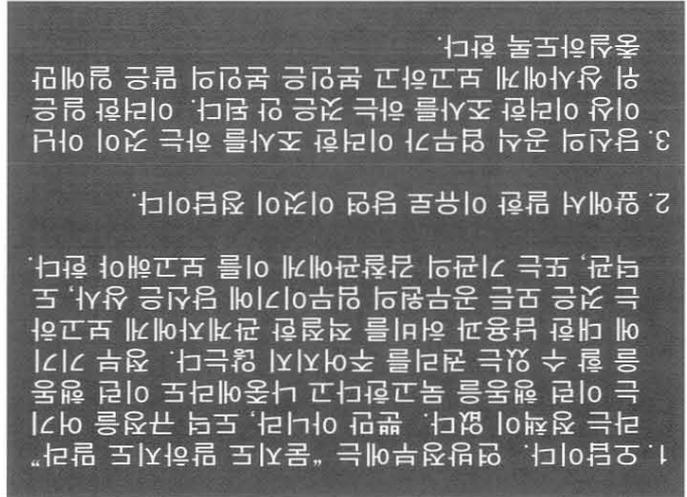


도덕에 대한 질문

당신은 혹시 같이 일하는 직원이 근무시간에 약국을 가거나 컴퓨터 게임을 하는 것을 본 적이 있으십니까? 혹시 근무시간에 개인적 사유로 인터넷을 검색하거나 자신의 세금계산서를 회사에서 복사하는 것을 본 적은 있으신가요? 근무시간에 회사 전화로 개인적 사무를 보지는 않는지요? 혹시 당신의 상사는 근무시간에 개인적인 업무 또는 심부름을 부탁하거나 요구하지 않나요?

만일 위의 질문에 한가지라도 "네"라는 대답을 하셨다면, 이에 대해 어떤 행동을 취하는 것이 가장 좋을 까요?

1. 묻지도 말하지도 말라...당신도 언젠가 그런 편리(?)가 필요할 지도 모르니까.
2. 상사, 도덕관, 또는 감찰관등 적절한 관계자에게 이를 보고한다.
3. 공무원으로서 다른 직원이 정부 기기를 남용하고 허비하는 것을 감시하고 막는 것은 우리 모두의 의무이기 때문에 회사 장비와 근무시간을 이용해 이에 대한 조사를 하도록 한다.



FED의 새식구



8월 15일 SSG Gary F. Malkin 씨가 Quality Assurance Representative로 펄팩 지역 사무실의 새 식구가 되었다. 그의 고향은 버몬트주의 Fair Haven이며 사냥, 낚시, 그리고 모든 야외 스포츠를 즐긴다고 한다. 그는 지금까지 매우 많은 상을 받은 경력이 있으며, 그 중에서는 Meritorious Service

Metal 과 9개의 Army Achievement Metal 등을 꼽을 수 있다. 지금까지 약 16년간을 construction 쪽의 일을 해왔으며 이번이 공병대와의 첫 인연이라고 한다.



8월 26일 이 영욱씨가 PPMD의 새 식구가 되었다. 그는 UC Davis를 1982년에 졸업했으며 이 정자씨와 결혼해 슬하에 두 아이, 하나와 도날드, 를 두고 있다. 이번이 공병대와의 첫 인연이라고 한다.



Geotech branch에 Matthew Waterbury씨가 새로운 Geologist로 오셨다. 그의 고향은 미 메릴랜드주의 Havre De Grace이며 워싱턴주 대학과 Lee 대학에서 Geology 학사학위와 Hydrology 석사학위를 각각 받았다. 그는 매우 특이하게 취미로 맥주와 와인 만드는 것을 즐기며 등산과 낚시 또한 좋아한다고 한다. 1991년 이후로는 주로 기저귀 가는 일에 몰두하고 있다고...그와 그의 아내 멀린다는 슬하에 다섯의 아이를 두고 있기 때문이다; 매간 (11세), 브랜든 (8세) 카메론 (7세) 이안 (4세) 그리고 리암 (7개월). Waterbury 씨 또한 이번이 공병대와의 첫 인연이다.



PPMD의 Support for Others Section에 CynDee L. Oleyte씨가 비서로 오셨다. 그녀는 하와이의 밀리라니 출신이며 미 테네시주의 Maryville 대학을 나왔다. 바느질, 퀵트, 독서 그리고 공예를 즐기며 Chris Oleyte씨와 결혼해 슬하에 4명의 아이들을 두고 있다; 타파니, 엠벨리, 크리스틴, 그리고 트랜트. 그녀는 1991년부터 2001년까지 하와이 공병단에 서 근무했으며 이번이 한국에는 첫 방문이라고 한다.



8월 20일 Jackie Collier씨가 Civil Engineering Technician으로 Construction Division의 새 식구가 되었다. 그는 뉴욕 출신으로 메릴랜드와 트로이 주립대학을 졸업했으며 경영, 자원 그리고 과학 경영학을 공부했다. 취미로는 당구, 체스, 미식축구, 농구를 좋아하며 오래된 시계를 모집한다고 한다. 이번이 공병대와의 첫 연이다.



8월 24일 Logistics Management Division에 Facility Manager로 Kenneth Estabrook씨가 왔다. 그의 고향은 미 캘리포니아주의 Castro Valley이며 그는 미 육군 예비군이다. 그는 취미로 스쿠버 다이빙을 즐기며 Alameda County Sheriff Department 에 Search and Recovery 자원봉사를 하기도 했다. 그의 부인의 이름은 Yoko Estabrook이며 그들 사이에는 8세의 아들 카일이 있다. 미 해군과 미 육군에서 각각 4년을 보낸 그는 이제서야 자신이 좋아하는 일을 할 수 있게되어 매우 기쁘다고 한다.



U.S. Army Corps
of Engineer
Far East District

East Gate Health Edition

September 2002

by Edward Primeau,
Safety and Occupational Health Office

Mr. Everett Hosack, of Chagrin Falls, Ohio, a 100-year-old runner was asked why he runs. He replied, "I run because I feel better when I do." He also said, "I figured if I was going to live a long life, I want it to be a healthy one." The following information is provided so that you may initiate a new or continue a healthy life style. Recently, a number of employees in the US Army Corps of Engineers have died as a result of non-occupational reasons such as heart attacks and strokes. Good nutrition and exercise are key elements in a healthy life and may prevent negative health outcomes such as coronary heart disease.

Health Indicators

The following health indicators can be used to assess you health.

Heart Rate: Your age, level of cardio-respiratory fitness, and certain environmental factors influence your resting heart rate. The resting heart rate becomes progressively lower as aerobic fitness improves, and also tends to lower with increasing age. Anxiety, sleep deprivation, over training, caffeine and tobacco use are some of the external factors that may cause elevation of the resting heart rate.

Blood Pressure: Blood pressure is the pressure exerted by the blood against the walls of the arteries. Systolic blood pressure is the arterial pressure during the contraction phase of the heart



Electrocardiogram

cycle and is the first number recorded. Diastolic blood pressure is the arterial pressure during the rest phase of the heart cycle and is the second number recorded. Optimal resting blood pressure for adults is 120/80, measured in millimeters of mercury (mm Hg). Hypertension is higher than normal blood pressure, or resting blood pressure greater than 140/90 mm Hg.

Cholesterol: Cholesterol is a waxy; fat like

substance produced by the body and is an essential building block for life. Sources of cholesterol include foods of animal origin (i.e. meat, milk, eggs, and cheese). Genetic factors can also cause high blood cholesterol.

Body Composition: The human body can be divided into fat-free and fat mass. Fat-free mass (lean body mass) includes muscle mass, water, bones, blood and organs. Fat is essential to life. Men's minimum requirement is 3-5% fat mass; women's minimum requirement is 11-14% fat mass. A healthy range of body fat for males is between 19-24% and between 26-31% for females. Safe and effective weight loss can be achieved at 1-2 lbs. Per week. (One pound of fat = 3500

(continued on page 2)

Health Indicators

(continued from page 1)

calories, 2-3 lbs of fat = 1% body fat)

Low Density Lipoproteins (LDL): LDLs are the principal cholesterol carriers in blood. An elevated LDL level is strongly correlated with a higher incidence of coronary heart disease. Reduction of saturated fats and cholesterol in the diet can lower LDL in most people. Also, excess caloric intake can affect both total and LDL cholesterol levels.

High Density Lipo-

proteins (HDL): HDL serves to transport cholesterol from the blood to the liver where it is metabolized and later excreted from the body, helping to lower cholesterol. It is desirable to have high HDL concentrations.

Waist to Hip Ratio

(W:H): One method of determining body fat distribution is the waist to hip ratio. Individuals who store a greater amount of fat abdominally are at increased risk for many diseases. (i.e.

hypertension, high cholesterol, Type II diabetes, and coronary heart disease). Lower W:H ratios indicate more fat storage in the buttocks/thigh region, a pattern associated with difficulty in weight reduction, not coronary heart disease. W:H ratio can be reduced with a loss of body fat.

Nutrition and Your Health

by MAJ Remedios M. Balan

Good nutrition is important for everyone. Most

- Use sugars only in moderation
- Use salt and sodium only in moderation
- If you drink alcoholic beverages, do so in moderation.

Variety - A good diet includes some choices from each of the five different groups of foods. Eating a variety of foods gives you the 40 nutrients your body needs. You can achieve these by following the food pyramid.

- Fats, Oils & Sweets: use sparingly
- Milk, Yogurt, & Cheese Group: 2-3 servings
- Vegetable Group: 3-5



Americans eat diets that include too much of some foods and not enough of others. By following the seven dietary guidelines, you can enjoy better health and reduce your chances of getting certain diseases.

Seven Dietary Guidelines For a Healthy Diet

- Eat a variety of foods
- Maintain healthy weight
- Choose a diet low in fat, saturated fat, and cholesterol
- Choose a diet with plenty of vegetables, fruits, and grain products

servings

- Meat, Poultry, Fish, Dry Beans, Eggs, & Nuts Group: 2-3 servings
- Fruit Group: 3-5 servings
- Bread, Cereal, Rice, & Pasta Group: 6-11 servings

The major nutrients that you need are as follows:

Carbohydrates include starches, sugars and dietary fiber. Starch and sugar supply the body with energy. Dietary fiber provides bulk to the diet, which stimulates regular elimination

from the bowel. Good sources come in plenty of vegetables, fruits and grain products.

Proteins are the building blocks of the body. They are needed for growth, maintenance, and replacement of body cells. Proteins also form hormones and enzymes used to regulate body processes. Good sources come from lean meats, fish, poultry and beans. Consuming about 15% of calories from protein will meet our needs.

Fats provide energy and are carriers for fat-soluble vitamins. Some fats help form cell membranes and

needed in relatively small amounts and do not supply energy. They are used to build strong bones and teeth and to make hemoglobin in red blood cells. Minerals also help maintain body fluids and are vital links in many other chemical reactions in the body.

Water is often called the "forgotten nutrient" It is needed to replace body water lost in urine and sweat. Water helps to transport nutrients, remove wastes, and regulate body temperature.

Exercise



hormones. Fats also add flavor to foods. Fats should be limited to no more than 30% of total calories. Good sources should come from unsaturated fats such as olive oil, corn oil, safflower oil and peanut oil.

Vitamins are substances needed by the body in very small amounts. They do not supply energy, but they help release energy from carbohydrates, fats, and proteins. Vitamins also help in other chemical reactions in the body.

Minerals are also



You should obtain medical clearance from your physician prior to starting any new exercise routine. This is extremely important if you have been inactive for 6 months, are over the age of 40, or have any previous or existing injuries.

An ideal exercise program consists of the following major components:

AEROBIC exercise is a sustained, rhythmical activity using all of the major muscle groups of the body. It

improves the heart and lungs' ability to function on a daily basis. **Aerobic exercise also helps decrease the risk of cardiovascular disease and other diseases related to a sedentary lifestyle.** Some examples of aerobic exercise are walking, jogging, cycling, and swimming.

MUSCULAR STRENGTH is the maximum force that a muscle produces against resistance in a single, maximal effort or 1RM. From this **One Repetition Maximal effort (1RM)**, a percentage of resistance, or weight, is



calculated for the starting weight in a strength-training program. Muscular strength may improve in as little as 4 to 6 weeks of consistent training. Strength gains continue to improve after 12 weeks by increasing sets and weight. **Maintaining, or increasing muscular strength decreases the rate of age related loss of lean muscle mass. It also decreases the risk of injury**

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Exercise

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and age related diseases such as osteoporosis.

MUSCULAR

ENDURANCE is the capacity of a muscle to exert a force repeatedly against a resistance. The best illustration is running, where the feet repeatedly hit the ground and push off for the next stride. When weight training, performing one set of 15-20 repetitions with a relatively light weight is more of a muscular endurance exercise than a muscular strength exercise.



FLEXIBILITY is the range of motion around a joint. That sounds simple, but this component is often neglected in the most avid exercisers. Flexibility is very important in the prevention of injury in daily activities, as well as during training or

athletic event. **Overall flexibility declines with age as soft tissue gets thicker and loses elasticity, thereby decreasing mobility and range of motion.**

Prescription for Training:

1. Begin with one set of 12-15 repetitions. The amount of weight should produce noticeable muscle fatigue by the last few repetitions.
2. Master each technique before adding sets or weight. Control the speed of movement with each repetition.
3. Any increase in sets or weight should occur after 4-6

- weeks of training.
4. Gradually increase to 2-3 sets of 8-12 repetitions.
5. Perform a compound exercise before an isolation exercise.
6. Train 3 times per week, every other day.
7. Rest for a minimum of 2

minutes between sets and exercises.

Always finish your workout with a cool down and stretch.

REMEMBER: To either maintain or lose extra body fat, aerobic exercise is essential in the fight against accumulating fat stores. Aerobic exercise is the only form of exercise that burns fat, thus helping to lose fat weight.

Some important facts about fat:

- Fat will not turn into muscle, nor muscle into fat.
- Fat is only burned through

aerobic exercise, not strength training.

- Initial weight loss is from losing water weight.

An improper diet, or fasting, will not reduce fat stored. Instead, the body will hold onto the fat to keep functioning!

Online Resources

<http://www.eatright.org> <http://www.deliciousdecisions.org> <http://shapeup.org>
<http://drkoop.com/wellness/fitness/> <http://www.americanheart.org> <http://cancer.org>