



U.S. Army Corps  
of Engineers  
Far East District

# East Gate Edition

November/December 2003

Volume 13, Number 10

## *Southern Resident Office*

*The best engineering service provider in the South!*



*See pages 10 ~ 13 to read the full story*



## Inside

Duffers' day out .....	6
Southern Resident Office .....	10 ~ 13
Town Hall Meeting .....	16
Farewell .....	17
New members .....	20
Hangul pages .....	21~24

### This month's focus

## Southern Resident Office

### On the cover



**The SRO family portrait at their garden outside the office in Camp Henry, Taegu. See page 12 for names.**

The **East Gate Edition** is an authorized publication for members of the Far East District, U.S. Army Corps of Engineers. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, DoD, DA, or the U.S. Army Corps of Engineers. It is published monthly by the Public Affairs Office, Far East District, U.S. Army Corps of Engineers, APO AP 96205-5546, telephone 721-7501. Circulation: 600.

**Email:** gloria.j.stanley@pof02.usace.army.mil  
**District Commander:** COL Francis X. Kosich  
**Public Affairs Officer:** Gloria Stanley  
**Editor:** Joo-won (Julie)  
**Park Photographer:** Yo, Kyong-il

Check out the Far East District web site at [Http://www.pof.usace.army.mil](http://www.pof.usace.army.mil)

# From the Commander

## Going the Distance



**COL Francis Kosich  
Commander**

I Ran my first marathon on a Thanksgiving weekend in Philadelphia. Never thought I'd run a marathon. 26 miles, 285 yards, are you kidding me? Never was much of a runner; viewed it as a necessary evil. You know, fitness through pain and drudgery. Then one Sunday morning, I went to the finish of the Honolulu Marathon to serve as transportation and support among other things for a buddy of mine who was running in it.

Standing in Kapiolani Park along the last couple hundred yards of the race, I was struck by the enormity of it all, throngs of people, a carnival atmosphere, the electricity in the air, fans cheering on runners obviously spent from the run straining to finish in good stride. And everyone who finished, regardless of the place they came in or how long it took them to finish, relished crossing the line taking in the cheers of encouragement from anyone and everyone. Then and there I decided I had to do this, I had to run a marathon.

I waited 11 months for my chance, entering in my hometown's first marathon. I thought I was prepared. I increased my mileage significantly running in several 10K's, half-marathons, and long training runs. I flew to Philly from Hawaii earlier in the month to get acclimated to the weather there as well. I tapered off my training and got a good night's rest before heading out early on race day morning. I believe I did all I could to survive. That's right, my goal was simple, to finish. I was confident that I would do just that; I had no idea just how difficult it might be. And I still didn't some 12 miles into the race. Just about then, I could feel myself slowing down a little, cooling off a bit, and getting tight. I paid more attention to the markers, which announced the distance remaining and took no solace from those around me who looked to be feeling the same effects. It got lonely out there as I passed the 18-mile mark and thought, "just a 10K left." To put it mildly though, I was hurtin' just a tad. At 20 miles, I slowed to a walk as the joints of my feet, especially the tops of my toes, ached with every pounding step. Yeah, I admit it, I walked. But I soon found out that my feet hurt more when I walked then when I ran (or jogged or slogged at this point). I was no longer sweating, I was getting colder by the minute, and I was incredibly hungry; all I could think about was eating a soft pretzel and a hoagie (good ole Philly food) and having a Miller beer or two (not sure why Miller; I think because it's in clear bottles; the fact that it's the self-proclaimed "Champagne of Bottled Beers" never crossed my mind). With about two miles to go, I was drained both physically and mentally. It was getting dark and the Philadelphia Police were beginning to pick up the barriers marking the course. Why are they doing that, I thought?

(continued on Page 15)

# Safety & Occupational Health

Well folks, it's that time of year again when we all feel like saying "Woo, that was one heck of a year, glad that it's over or I can't wait until next year".

There is no doubt that these statements have some validity to them, however, when it comes to safety there is no ending. Like a revolving wheel that continuously turns, safety is an on-going process that each of us must be vigilant in if we are going to avoid becoming an accident statistic. We are in the midst of entering a major holiday season and thus must take steps in avoiding mishaps from occurring to our families and ourselves. Here are several pieces of information to consider while you plan activities during this holiday season:

## **CHRISTMAS TREES:**

*Christmas trees add a special touch to the holiday season, but they also can be a fire hazard. Here are some helpful tips to reduce the risk of fire:*

- Check your tree lights for broken or frayed wires and loose connections.
- Replace non-working light bulbs.
- Avoid decorating Christmas trees with candles.
- Make sure live Christmas trees are fresh. Don't buy trees with brown needles or dry limbs.
- Consider having the tree sprayed with a Fire Marshall-approved flame retardant chemical.
- Give the tree plenty of water. Never let the base holder dry out.
- Don't place the tree near a heat source, open flames and room exits.
- Keep light strings and other electrical decorations out of children's reach.
- Always unplug the Christmas tree lights when you leave or go to bed.

## **ELECTRICAL SAFETY:**

- Separate outdoor from indoor decorations. Label them accordingly.
- Discard broken or faulty lights.
- Store decorations away from children, pets, and water.
- Make sure all electrical lights; toys and appliances bear the seal of a nationally recognized certification agency, such as CSA, Intertek Testing Services, or Underwriters Laboratories.
- Don't allow your children to use electrical toys near water, and make sure they know that water and electricity never mix. Electrical toys can become a shock hazard if they are misused.
- Send warranty and product registration forms to manufacturers. That way, they can notify you promptly in case of a recall.
- Post-holiday sales are a great time to purchase fire extinguishers and smoke detectors.

## **DRIVING & TRAVEL (plan ahead, hotel/motel safety, weather watch):**

**Three "P" success!**

Prepare for the trip.

Protect yourself and those you love

Prevent crashes.

*And ALWAYS...wear your seatbelt!*

# Deputy's Word



*by LTC Paul D Cramer  
Deputy Commander*

The November 2003 issue of Engineer Update contains an article that details some of the work the Learning Advisory Board (LAB) has completed. One initiative was to adapt the Army's training principles to USACE training principles. These principles are used to align you the workforce with our mission. The training principles are:

## ***Train as you Work***

- Link training to work experience.
- Adapt training content and method to changing conditions (lessons learned, case studies, after action reports, best practices, etc.).
- Make training a team-building opportunity.
- Use the Project Management Business Process to identify, analyze, and offer training relevant to project delivery and customer satisfaction.

## ***Make Training Our Leaders' Business***

- Expect senior leaders to be lifetime learner models.
- Revise leader performance standards to support learning as a primary responsibility.
- Establish corporate oversight as a component of the command training system.
- Establish training budgets and priorities supported by a rigorous employee screening process.

## ***Maximize Return on Investment***

- Invest in technology to streamline training development and delivery.
- Focus learning on the most critical performance gaps.
- link training to specific learning and performance outcomes.
- Bring training to students
- Draw from a toolbox of learning methods.
- Establish standards and measure effectiveness.

## ***Maximize the Potential of Our People***

- Link training and development to attracting, retaining, and developing resources.
- Reinforce desired culture and behavioral change with training.
- Reinforce individual responsibility to stay technically current and obtain the skills needed to do the job.
- Understand and leverage student motivations to learn.
- Take the whole person into account; recognize the link between personal development, performance, and retention.
- Support the learners' development of strengths by positioning them for success.
- Develop and implement a systemic approach to career development (development of students in terms of business process, leadership, and technical excellence).

These training principles link workforce development into the Mission Essential Task List (METL) by linking the mission to performance measurement which enable the identification of skill gaps in the workforce. The Automated Training Management Program (ATMP) produces a list of individual and organizational training requirements that will, through training and various learning activities, align the workforce and mission. In order to maximize ATMP all individual METLs must be entered into the system. ATMP will be used as the justification for expending training resources.



# The Chin Report



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

## **Future of the Alliance (FOTA) in Korea - Planning for Uncertainty**

I recently attended the USACE PDT Conference last month in San Diego and was impressed by what I learned. I was particularly energized by a presentation by Mr. Michael Mavaddat on Managing Uncertainty. His point was that in the face of future uncertainty, we need to develop various scenarios as a tool that would help us meet the challenge of uncertainty. He told the story of the Encyclopedia Britannica Company which was an extremely successful business in America for decades. But in the 1990's, their business started to decline in part due to the use of the personal computer. In 1995, Bill Gates of Microsoft approached Encyclopedia Britannica and asked if he could pay them to include an electronic version of the Britannica in his software package that's included in almost all PC's. Britannica

refused Gates' offer and subsequently went out of business. And of course we all know what happened to Bill Gates and Microsoft. The point is that in the face of declining sales and uncertainty, Britannica should have developed a scenario to diversify into the electronic media.

In Korea, we currently have uncertainty regarding the basing of U.S. troops in Korea. Negotiations are ongoing between U.S. and Republic of Korea (ROK) officials to determine the future of the U.S. and ROK alliance. Meanwhile a significant amount of Far East District's workload is on hold pending the results of the FOTA negotiations. Once the decisions are made on basing and relocating the troops, we expect a heavy workload that must be executed quickly. The big question for us is how to execute this workload in the time that USFK wants. We must do many topo surveys, environmental analysis, geotechnical work, designs, contract award and actual construction in a quick professional manner.

We need to develop plans to meet the uncertainties involved with the upcoming workload. For example, we should plan on a FOTA Steering Committee consisting of senior District managers that can make executive decisions on mission, schedules, available resources, regional business processes, and communications to stakeholders.



We can establish a FOTA PDT that consists of middle managers at FED who can draw on all managers and team leaders to delegate various tasks, allocate resources, assign PDT members to the projects, review project schedules, and assess available tools. Specific functions and responsibilities of this PDT would be to evaluate existing assets and plan on developing new tools for project execution such as: 1) Design Build IDIQ, 2) new JOC contracts with higher limits, 3) innovative contracting, 4) act as one door to the Corps, 5) set up pre-design team activities like topo, geotech, charettes, etc., and 6) maximize brokering alliances with other Districts.

In conclusion, since we are faced with uncertainty on our future workload and the timing of its execution, we need to start thinking of and developing plans on how to meet the challenge of this large future workload even when we don't know what it looks like yet.

# Duffers' day out!

The Far East District's duffers and their guests got a chance to show their best swing and putt their way to the almost-PGA-like scores during the FED Duffers Golf Tournament at the Sungnam Golf Course. The tournament organizers had door prizes for the participants and donated funds to the District's Civilian Welfare Recreation committee.



**FED Duffers!** The shot-gun tournament was the first duffers tournament for the District and the players enjoyed a morning round of golf, buffet, and door prizes.



**COL Frank Kosich,** Commander, Far East District, shows (tees) off!

## *Camp Humphreys Army Lodging Ribbon Cutting*



**Camp Humphreys welcomed the opening of an Army Lodging facility on October 17. This four story building offers 67 rooms and 13 suites, with 18 parking spaces for guests.**

# Year End Party

Another successful year has gone by and the Far East District gathered in a beautiful autumn day to chow down and mingle at the Year End Party. Great fun, great food and great people...a recipe for a great FY 04!



*Photo by Yo, Kyong-il and Joo-won Park*

# Yongsan Overpass Progresses



On October 27, 2003, FED achieved a milestone for the Yongsan Overpass Project. Gate 10 was reopened to vehicle traffic. The original gate was replaced with a new gate with increased force protection capabilities. Even with challenging weather conditions to overcome, the \$7.9 million overpass is still on schedule for completion January 31, 2004. When completed, traveling by car between Main and South Posts will be easier using the overpass because it won't be necessary to stop at a traffic signal or show identification cards. It will also ease traffic on the main road (Itaewon Ro) between Main and South Posts. Recent visitors to the construction site include Seoul American High School students interested in engineering toured the construction site to get a close-up view of a major construction project in progress on September 27, 2003, and General Leon J. LaPorte, Commander of U.S. Forces Korea, Combined Forces Command and United Nations Command visited the site on October 31.





## Far East District receives International Standards Organization 9001:2000 Certification

by Gloria Stanley, Chief, PAO

The Far East District (FED) of the U.S. Army Corps of Engineers was recognized by the International Standards Organization (ISO) for meeting the ISO 9001:2000 standards for quality management.

FED is the first district in the U.S. Army Corps of Engineers to have all the District's business processes included in the ISO 9001 certification. This achievement was celebrated during a town hall meeting on 10 October, when BG Thomas P. Kane, Deputy Chief of Staff, United Nations Command and U.S. Forces Korea, presented the certificate to COL Frank Kosich, District Commander.

"On behalf of all USFK and UNC, for delivering quality products and attention to great detail, I want to thank you all," said Kane.

"I think all of you had something to do with this building we're in, as an example. You are all to be congratulated."



BG Kane was referring to the new Yongsan multipurpose training facility on Yongsan South Post, for which FED managed the construction contract.

Certification confirms the documentation and implementation of FED's Quality Management System (QMS) processes have reached an internationally recognized standard for quality. This significant achievement came after two years of work to document the quality processes, implement these procedures and actively look for ways to make continual improvement.

In May 2001 FED completed a Project Management Business Process (PMBP) manual that provided flowcharts

and descriptive text to explain each step in the process of initiating, planning, designing, contracting, constructing and closing out a project. Then in August 2001 FED contracted with ISO consultants to start the process of learning about ISO 9001 requirements

and developing documents to describe our quality management system and its processes. In May 2003 FED Quality Management team approved the 180 documents that detail the District's Quality Management System.

As FED ends FY03 and focuses on the year ahead, the District personnel and management will be building on the success of their ISO certification as they continue to set quality objectives, take appropriate measurements, analyze the data and look for ways to improve the quality of their products and services to enhance customer satisfaction as they support U. S. Forces Korea on the peninsula.

# Southern Resident Office

*Serious about  
teamwork,  
Responsive to  
customers,  
and  
One of a kind  
to the Far East  
District*

*By Julie Park, PAO*

Anyone lucky enough to visit the Southern Resident Office (SRO) in Taegu will know...what a nice place Taegu is to live and work. When I visited, I noticed the city is clean, people are warm, and the weather is just as warm as the people. However, what impressed me more is that the SRO is made of hard working, multi-tasking, and a dedicated team of professionals who feel and act more like a family than co-workers. Oh, and the teamwork? It is simply phenomenal!

As I swung open the office entrance, I was at home. And at the end of my visit, I felt the same as if I was leaving home.

This was my first trip to the city of Taegu, the third largest city in Korea after Seoul and Pusan.

Although only an hour plane ride from Seoul, the city sends out much different feeling. The city has a good combination of the mountains and modern streets with buildings. Unlike Seoul, where it is maxed out for development and new buildings, Taegu still has room to be explored. Streets are wider, people are more relaxed and the day goes by at a slower pace than Seoul.

## People

The SRO and its project offices' staff don't have the luxury of living a slower paced life, however. The office is overloaded with work and extremely understaffed as a team of 12 is managing 38 active projects. Fortunately, this problem, if it should be considered a problem, will soon be resolved because the office is planning on expanding its staff and adding two more project offices in Mujuk and Waegwan.

At present, SRO has Taegu Project Office (TPO) and Pusan Project Office (PPO) under its wing.

The Southern Resident Office is headed by Mr. Harry H. Kye, resident engineer, with the supporting staff of Mr. Pan, Chae-yong, negotiator; Ms. Pak, Kyong-yeon, contract specialist; and Ms. Kim, So-haeng, office assistant. Two negotiator positions and a deputy resident engineer position are vacant at present.

Taegu Project Office (TPO) is comprised of six members. Currently, the TPO has five active members; Mr. No, Ki-chang, office engineer; Mr. Kang, Kil-su, Mr. Lorenza D Younts,



and Mr. Choe, Chun-ho, construction representative; and Ms. Pak, Sun-cha, engineering support assistant. The TPO is currently recruiting for a project engineer.

Pusan Project Office (PPO) is small, I mean very small. Mr. Pak, Sam-kun is the only employee in PPO right now as SRO expects to have three more positions, a project engineer, office engineer and a construction clerk, filled.

Mujuk Project Office (MPO), overseeing the projects in Pohang area is set to be established by end of this year and form a team of five. For Mujuk, two of its five members have been selected, with one arriving at the end of November. Mr. Pae, Chin-su, construction representative, is the only member of the MPO team at the moment.

The Waegwan Project Office (WPO) in Camp Carroll will be established by end of November 2003. WPO has one member, Mr. Hong, Kyong-suk, construction representative, already at work. The team is to design to be comprised of five members, and two more members, Mr. Roger Smith, construction representative and Ms. Pak, Kyong-ok, an engineering support assistant, are starting their new mission with



**A view of the Camp Walker Lodging with a gold course behind the lodging. The picture was taken from Ap-mountain in Taegu.**

*Photo by Yo, Kyong-il*

WPO in early November.

## *Plan*

Mr. Harry Kye, who was the project engineer at the Seoul Project Office prior to taking on the current position, is optimistic of SRO's future and proud of its past.

"We are going to see some positive effects from the current Land Partnership Plan (LPP) between Republic of Korea and U.S. government," said Kye, referring to the plan to relocate the U.S. Forces in Korea. "Camp Market and Pusan

area is going to be combined to Camp Carroll in Waegwan area to become a hub in the southern part of Korean peninsula."

According to the current data, Waegwan's project will increase by at least \$10 million dollars each year for up to FY05. In Mujuk, they are expecting growth of almost twice in dollars in FY04, and persistent growth for the following three fiscal years.

Kye has been with the SRO for less than a year after spending three and a half years in SPO. In that short time, Kye has seen some

*(continued on page 12)*







MCA, Whole Barracks Renewal Project



MCA, PN 51518, Physical Fitness Center



OMA/QOLE BUP Projects, Bldg Nos. 252, 253, and Swing Space

## SRO

(continued from page 11)

significant improvement in the business operation of the office and in the quality of the construction contractors.

"Our contractors are a lot more quality oriented and committed to meeting our expectations," said Kye. "And we are seeing some very noticeable improvements and changes in the ways they operate."

"We have quarterly in-house training to improve contractor's service quality, but the key factor is the improved communication between the Project Delivery Team (PDT) members."

When asked about what they feel is the biggest improvement the office has experienced, the office staff are in once voice saying that more standardized operating procedure is the biggest improvement and that a good leadership and constant stimulus for change are the cause.

"Many of us have been here a long time in SRO," said Ms. Pak, Kyong-yon, contract specialist. "So there was a tendency for us to become comfortable with the way

we do business, somewhat hesitant for a change."

"Since Mr. Kye's arrival, he has reinforced changes in the way we think and operate. After almost a year of actively supporting and following the standardized business procedures, we are a more productive team. Also, as individuals, we are witnessing developments in the way we behave as professionals," continued Pak.

It is without question that SRO has a bright future to look forward to. But SRO also has a great history behind them, which should be credited for making the bright future possible. Over the years, SRO and its projects have contributed to not only the military community in Taegu and its adjacent areas, but have made some notable contributions to the surrounding Korean communities as well.

Mr. Pae, Chin-su, quality assurance representative, who has been with the SRO for over 21 years, remembers very well the Camp Carroll Sewage Treatment Upgrade Project and how it had made a difference in the way children viewed the USFK.

"The project showed how the sewage treatment upgrade

turned the sewage into water clean enough for the goldfishes to live," said Pae. "It really impressed the elementary school children that were visiting the facility. And I was proud to be part of this "miracle" making process."

One of the newest members of the SRO is Mr. L.D. Younts, quality assurance representative. Younts, who retired as a command sergeant major from the Special Forces in Okinawa, Japan, and worked with MWR prior to taking on the job with the SRO, is another happy camper.

"One of the things that really impressed me is the education opportunities the Corps of Engineers provide to its employees," said Younts.

"You can't beat the schooling with the Corps of Engineers and the professionalism of its teachers. I've been here for 7 months and have been to 5 courses so far. I'm taking as many courses as I can because I feel that these opportunities better me and the organization."

Overall, Younts says that the move he made to the Corps of Engineers and with the Far East District is one of the best moves he had made in a long time.

**From the cover: SRO family... (Top row, from left to right) Mr. Pak, Sam-kun; Mr. Pan, Chae-yong; Mr. Choe, Chun-ho; Mr. Harry H. Kye; Mr. No, Ki-chang; Mr. Pae, Chin-su; and Mr. Lorenza D Younts (Bottom row, from left to right) Mr. Kang, Kil-su; Ms. Hong, Kyong-suk; Ms. Pak, Kyong-yon; Ms. Pak, Sun-cha; and Ms. Kim, So-haeng**

"I like work and we have a lot of work," said Youns. "I am happy where I am."

## Projects

The Southern Residents Office currently has 38 active projects that are under the management of the Taegu, Pusan, Mujuk, and Waegwan Project Offices. From this long list of projects, five projects of different types are focused.

### **FY02 MCA, PN 51518, Physical Fitness Center, Camp Carroll**

Description: Construct a standard-design two-story physical fitness center, a basketball court, four handball and racquetball courts. Anti-terrorism/force protection measures include laminated glass, balst-resistant door and window frames, utilities, security lighting, fire protection and alarm system, and parking. Heating and air conditioning (100 tons) will be provided by a self-contained oil-fired system. Handicapped accessible.

NTP: 25 September 2002  
Scheduled BOD: 25 March 2005  
Construction Contractor: Samsung Engineering & Construction Co.

### **FY01 & FY02 OMA/QOLE BUP Projects, Bldg Nos. 252, 253, and Swing Space, Camp Carroll**

Description: Repair existing deteriorated enlisted barracks using the current DA 1+1 module standard, including repair of HVAC, interior electrical, plumbing, partitions, roof, structural elements, insulation, fire protection system, cable system,

and telephone system  
NTP: 08 October 2001  
Scheduled BOD: 17 October 2005  
Construction Contractor: Shinil Engineering Company

### **CY98 ROKFC, Water Storage Tanks, Camp Henry and Walker**

Description: Construct elevated three water storage tanks with cathodic protection and provide pump stations to increase water pressure and water lines. The tank sizes are one 250,000 gallon and two 50,000 gallon. Also provide electric services, paving, site improvements, chain link fences, and automatic alarms. Upgrade two existing water treatment plants at Camp Henry and Walker.

NTP: 14 May 2002  
Scheduled BOD: 23 January 2004  
Construction Contractor: Yuil Engineering & Construction Co.

### **FY02 MCA, Phase I, Upgrade Electrical Distribution System, Camp Carroll**

Description: Upgrade the electrical system as phase 1 of 3 phases. Include switching station, primary and secondary distribution lines, sectional switches and pad-mounted transformers. Supporting facilities include paving, walks, curbs,

gutters and site improvements. Provide testing for disposal of fluids and electrical equipment.  
NTP: 05 August 2002  
Scheduled BOD: 07 January 2004  
Construction Contractor: Krima Construction Corporation

### **FY03 MCA, Whole Barracks Renewal, Camp Carroll**

Description: Construct two modified 2+2 standard-design barracks. Supporting facilities include underground utilities, electric service, exterior lighting, fire protection and alarm systems, paving, walks, curbs and gutters, parking, entrance gate, bike racks, dumpster pads and trash enclosures, storm drainage, fuel storage tanks, information systems, and site improvements. Anti-terrorism/Force Protection measures include resistance to progressive collapse, laminated glass and traffic control barriers. Heating and air conditioning (110 tons per barracks) and access for handicapped will be provided.

NTP: 03 February 2003  
Scheduled BOD: 14 February 2005  
Construction Contractor: Yuil Engineering and Construction Company



A Night view of the Taegu tower from the entrance of the Ubang Park in Taegu.  
Photo by Yo, Kyong-il

# LEARNING ORGANIZATION - PROMOTE THE POSITIVE

by Voncile Williams

During October's Town Hall Meeting, COL Kosich discussed becoming a Learning Organization. I'm sure that many of you have wondered what your role is in a Learning Organization and what you can gain from being a part of a learning organization?

A Learning Organization begins at the level of the individual, proceeds through the level of the team, and is internalized and stored at the level of processes and systems. A Learning Organization invites affirmation of everything an organization must do to achieve its goals. Everyone who comes in contact with our processes and systems are encouraged to become an active participant in the Districts' Learning Organization. History has proven that the Far East District is definitely a team-spirited learning organization as we've implemented ISO, PMBP, and Corps Path. Now we're ready to take it a step further by learning about some of the things that will assist us towards becoming a more defined Learning Organization. In this month's issue, we'll cover Step #2, "Promote the Positive".

Promoting the positive is a vital step towards building an effective Learning Organization. Everyone in the organization can participate in this step because it does not require a change in techniques, procedures or processes. The emphasis is placed on developing a positive attitude in the workplace. Promoting a positive attitude changes the atmosphere in the organization and supports positive personal interactions at all levels. In order to practice and implement Promoting the Positive, I would like to share seven important techniques to practice in order to transform the Far East District into a successful Learning Organization:

1. Reframing - This is a way of looking at reality that allows you to see things in a new light, to sort out facts and ideas so that the positive ones emerge clearly and place negative ones behind.
2. Emphasize Improvement - Stop talking about mistakes but rather about "improvement opportunities." Every crisis is really an opportunity and every mistake is a potential learning experience.
3. Respect One Another - This begins with self-respect. Always remember that respect is a two-way street and people of all cultures should be treated with equal respect.
4. Seek Out Positive Outcomes - Look for the positive outcome so that it becomes a permanent asset to the organization.
5. Listen to New Ideas Positively - Remain open to new ideas, they can be improved on and reframed in a more effective direction.
6. The Good and New - Share experiences that you feel good about. If someone on your team or in another office has done something innovative or good, share it not only with your team but with everyone.
7. Three Nice Things - Share three nice things that you appreciate about a person. This could involve acknowledgement of a person's character or their contribution to the group or team.

Now that we have a better idea of what a Learning Organization is about and as we practice "Promoting the Positive", everyone will reap the benefits of being a part of a Learning Organization. As we continue to grow and implement these practices, the Far East District will continue to create an environment where the centerpiece is the workforce.

Next month, you will be asked to participate in a Learning Organization Assessment survey. This is an opportunity for you to participate and provide your input on where we are organizationally. Your input will be helpful to assist in identifying where improvements are needed and help implement changes that will benefit our organization.

We welcome your ideas and suggestions; together we can make a positive impact towards building a great Learning Organization here at the Far East District. Your comments can be emailed to the following email address on the Outlook global address book: DLL-CEPOF LO FEEDBACK.



## Commander's Column - Going the Distance *(continued from Page 2)*

I had no idea that there was a time limit. I saw folks in Honolulu finishing in 6 hours (not my intent mind you but that wasn't the point nor was it my goal). It was past 4:30 p.m., the race having started at noon. I couldn't believe they were closing the course. I knew one thing though; I hadn't run 24 miles for nothing. I forgot how tired, hungry, cold, and achy I was and focused on getting to the finish at Independence Hall before the police took something from me that I thought I was entitled to, crossing the finish line. I worked hard for it, it was there for the taking, and I was once again determined to have it. Well, I finished in 4:50, 10 minutes before the course closed. And I had a soft pretzel and a Miller. Don't recall if I had the hoagie... probably. I also had loads of lessons learned from the experience. Some lessons I put to test two weeks later when I ran the Honolulu Marathon (yes, two weeks; being young is great isn't it) in just over 4 hours (with no time limit to spur me on).

So why am I telling you this? Well, I've often thought of our work as marathon-like. Think about it. Our projects and programs are lengthy, fraught with obstacles/challenges and at times setbacks, throughout; they are strategically based with results gleaned from proper training, preparation, and execution; all things a marathon runner experiences. Both require stamina, commitment, determination, and agility (mental and physical). Long-term success isn't measured in how well we execute a single project or a phase of a project just like it's not in how well we run a certain leg of a marathon, but in our performance over the duration. That's the way it should be, it's up to us to provide sustained, quality performance over the long haul. Our performance should be characterized in terms of quality, predictability, and reliability. If not, then we won't finish the deal.

So are we ready to go the distance? Is our strategy sound? Are we prepared to expect the unexpected and work to ensure it does not affect our overall performance? Has our training prepared us to do our best? Are we determined to overcome obstacles and perform as expected? I know we are. So let's have a good run this year and I'll see you at the finish...

*See you on the ground...*

---

## Troop Call

On November 13, 2003, Far East District's military members travelled to Inchon for a guided tour of Inchon Landing. Called Operation Chromite, the amphibious landing of Inchon on September 15, 1950, during the Korean War, proved to be the last operation of its kind - second only to Normandy in scale.

The most difficult challenge at Inchon was its tidal range which varied by 32 feet from high to low tide. Most landing craft had a draft of 19 feet, and only on the 15th and 27th of September would the tide be high enough to take them safely into Inchon. General Douglas

MacArthur selected the 15th.

The landing assault began on the island of Wolmi-do (designated Green Beach) on the western coast of Inchon. Follow-on Marine forces established two main landing sites, Red Beach and Blue Beach, to the north and south of Wolmi-do.

The invasion from the sea opened a second front into Korea and reinforced MacArthur's WWII lessons learned, that control of the seas gives mobility to military power.

Operation Chromite is on a par with the greatest military achievements in history.



# Town Hall Meeting

by Julie Park, PAO

For the second time, the Far East District held its Town Hall Meeting at the Multi-Purpose Training Facility in Yongsan, South Post. On October 10, Far East District members migrated to Yongsan to hear what Colonel Frank Kosich, Commander, Far East District, had to say and to witness the receiving of ISO 9001/2000 certificate.

It was a day of recognition and more recognition, plus a run-down of organization's progress with USACE 2012.

COL Kosich, who gave the same briefing on USACE 2012 that Lieutenant General Robert Flowers, Chief of Engineers, US Army Corps of Engineers, gave to District Engineers, followed the briefing with updates on major programs and topics that included Corps in Iraq, future of alliance in Republic of Korea, second year of Regional Leadership Development Program, Learning Organization, and receiving of ISO 9001/2000 certification.



Kane, Deputy Chief of Staff, United Nations Command and United States Forces Korea, presented COL Kosich and Mr. Robert Losey, ISO Program Manager, with the ISO 9001/2000 certificate.

The Far East District was the first district in the USACE to have ISO 9001/2000 certification on

Information on the USACE 2012 answered many questions about the significance, relevance, and goal of the program and built confidence within the employees about where the Corps of Engineers is headed as a world-class team of engineers.

COL Kosich's update briefing on the future of alliance with the host country and tentative relocation plans of the United States Forces Korea (USFK) drew most attention by the audience. And to satisfy the interest on the subject by the Korean employees, Mr. Lenny Kim, PPMD, provided the translation.

The highlight of the town hall meeting was when Brigadier General Thomas

all of its business processes. During the presentation, BG Kane recognized the District leadership and employees for exceeding its own standards to produce quality products and attention to great detail.

"On behalf of all USFK and UNC, I would like to thank the leadership and its people for the standard of excellence you've helped instill."

As the final part of the day, the District's heroes were recognized. The recognition included DA Certificate of Appreciation to Mr. Sam Han, Mr. Jason Kim, Mr. Yung Koh, Ms. Kang, Nae-hwa, Mr. Ted Kwon, Mr. Larry Grant, Ms. Lise Ditzel-Ma, Mr. Ted Song,

*(continued on page 18)*

# Farewell...



**Many District members and guests joined to say goodbye to Mr. and Mrs. Fred Davis during a farewell luncheon held at the Carne Station in Jongro, Seoul.**

**Mr. Fred Davis**, Deputy Chief of Construction Division, is departing the District after 19 years of service to take on the Deputy Chief of Construction position with the Los Angeles District. During his tour in Korea, Davis held other key positions within the Construction Division including Chief of Quality Assurance Branch and Resident Engineer of Central Resident Office. Davis was also a key contributor in the success of the District's Regional Leadership Development Program as he helped establish the program for the District. Of his latest accomplishments, Davis played an instrumental role in helping the Construction Division successfully meet the ISO requirements, thus contributing to the overall success of the District's ISO certification.

District and are returning to their home to take on the position as the Deputy Resident Engineer of the Fort Shafter Resident Office and Programs Manager of the Army Team, respectively. During their tour with the Far East District Dickson served as the Resident Engineer at Northern Resident Office in Yongsan and Lise served as a project manager for the Osan Team and Army Family Housing project for the Yongsan team in PPMD.

For the past two years, Dickson was responsible for

some of the District's high visibility projects such as the 8<sup>th</sup> Army Headquarter renovation, Yongsan Multipurpose Training Facility, Army Family Housing, and Yongsan Overpass project. He led the team to ensure the projects got off to a solid start and helped the team members to be focused on producing high quality products.

As with Dickson, Lise also took on some of the most visible and critical projects in the District. She managed the \$30 million Army Family Housing project in Yongsan, which was the first design-build project in the history of Far East District. She is noted for awarding this project three months ahead of schedule to meet the requirements of the customer. In addition, she was the project manager of the \$35 million Family Housing Project at Osan Air Base, which was awarded \$6 million below program amount.

*(continued on page 18)*

---

**Dickson Ma & Lise Ditzel-Ma** joined the District a little over two years ago from the Honolulu Engineering



**After two years in Korea, the Ma family (pictured from left to right; Jaryd, Dickson, and Lise) say, "Someday we'll be back..."**



# Farewell...

(continued from page 17)

"I would like to thank my staff at the NRO and the District for all their support these past two years. This tour has gone by so quickly yet I feel that I have learned so much working here at FED. It's a privilege to be part of this great organization and I will truly miss the people here as well as their rich culture that Lise, Jaryd and myself have enjoyed so much." - *Dickson Ma*

"I would like to thank the FED family with its great leadership for all the support, guidance and friendship. FED people are warm and friendly and work together like a well-oiled machine to crank out the workload. I feel honored to have been part of this great team of teams and will really miss everyone, the food and the shopping in Korea. Someday we'll be back..." - *Lise Ditzel-Ma*

**Mr. Bob Losey**, who has served the District since 1982 is leaving to take on a job as the program manager for the Northwest Division, Omaha, Nebraska. Among many, Losey's contribution in the facilitation of the CorpsPath, development of the District's Programs Management Business Process (PMBP) as well as the development of business processes to prepare for the ISO 9001 certification is most recognized for many. During a yearlong effort by the District to



**COL Frank Kosich** (pictured here with Bob and Elaine Losey) was one of many who turned out at the joint farewell party for Bob Losey and Lise Ditzel-Ma of PPMD.

complete the PMBP training, Losey organized and led the PDT members and small group discussion facilitators to gain great feedback and participation by all District members. As the District's ISO 9001 certification leader for the past two years, Losey led and coached the District in their preparation of the ISO assessment in September, which the District successfully satisfied to become certified in October. Losey also led the District's efforts in preparation and implementation of P2.

During his tour with Far East District, Losey served as the team leader in the Air Force Branch, Chief of Southern Section of PPMD, and Chief of Installation Support Section in Engineering Division.

POD nominee for USACE's cost engineer of the year award to Mr. Song, Paek-chae; and POD nominee for USACE's PDT of the year award to Mr. Loren Chin, Mr. Samuel Yang, Mr. Yong D. Kim, Ms. Suky Legris, Mr. Ilmar Tarikas, Mr. James Saucedo, Mr. Maxwell Kim, Mr. Jacob Davis, Mr. Lee Jung, Mr. Kenneth Gardiner, Mr. Melvin Bell, Mr. Bruce Kim, Mr. Greg Reiff, Ms. Son-Ok So, Mr. Fernando Garcia, Ms. Yi, Tong-hui, Mr. O, Mun-hwan, Ms. Kim, Tok-kyong, and Mr. Gilbert Chong.

In addition, Commander's Award for Civilian Service was presented to Mr. Ken Pickler and Ms. Marsha Smith, and Meritorious Service Civilian Award to Mr. Fred Davis and Mr. Robert Losey.

## Town Hall Meeting

(continued from page 16)

Mr. Steve Kim, and Mr. Dave Newcomer; POD nominee for USACE's architect of the year award to Mr. Chris Kim; POD nominee for the Women of Color award to Ms. Lise Ditzel-Ma;



## Things to do...

### Daehakno

Daehakno, Korean version of the college street, is situated in Jongro and only a five-minute taxi ride from our Far East District.

Seoul National University was first established here in 1946 and quickly became a place for the young to gather. Although Seoul National University moved its campus in 1975, many other universities remain in the area, including Sungkyunkwan University, Korea National Open University, Catholic



University of Korea and Seoul National University College of Medicine.

With this many university campuses it is easy to see why many people call the main street in this area 'College Street'. On the former campus of Seoul National University now lie Marronier Park and various cultural arts centers, thus turning the landscape of Daehakno into one that is rich in culture and the arts.

The Literary Arts Hall, Dongsung Art Center, Batangol Art Center as well as major theatrical exhibition



centers and approximately 300 small movie theaters fill the streets of this culturally rich area. Many quaint cafes, unique restaurants, and pubs are scattered throughout this area. Marronier Park is a place where young people gather, play sports such as basketball or badminton, and perform music and plays. There is a special area set up in the park for performances to take place as well as many nearby restaurants lining the street. Heading towards Sungkyunkwan University, there is a small street that is famous for shopping. Located on this university campus, one can find Joseon National College where the famous Munmyo Shrine is situated.

Take some time out after a day of work and go down to Daehakno. Find out



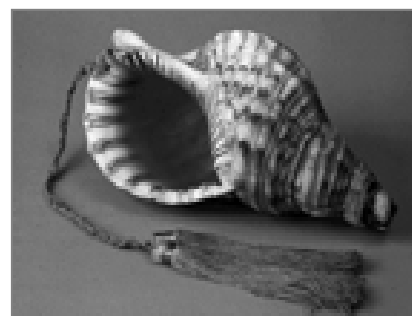
what this street of arts and performances has for your cultural needs. It may just well be the very thing missing to make your tour in Korea complete!

## Did you know...

### Korean Traditional Musical Instrument

### Nagak

Nagak is a wind instrument made of a large conch horn. It's often called sora or godong (Korean terms for conch), and is made of a large natural conch shell that grows in the Namyang region. A hole is punctured at the tip of the conch, into which a mouthpiece is fitted, and the blowing of air through the tip creates a unique sound. According to the History of Goryeo, Chwigakgun (wind instrument players consisting of 20 soldiers) led the procession in front of the king's palanquin, while Chwiragun (nagak players consisting of 24 soldiers) would follow after the royal cart during the Beopgawijang (largest royal march). Nagak was also played during the Jeongdae-eop of jaeryaeak (Korean requiem for Royal Ancestral Shrine) for ilmu (court dance). Nowadays the wind instrument is used in daechwita (a kind of court music).



# New Member



**Mr. John B. Babbs, Jr.** joined the Pyongtaek Resident Office as a new project engineer. From Newport News, Virginia, Babbs graduated from Virginia Polytechnic Institute and State University with a bachelor's degree in civil engineering and University of Southern California with a master's degree in systems management. Babbs enjoys scuba diving, sailing, ballroom dancing and shooting. With 35 years of service in Federal Government, Babbs has experienced diverse overseas assignments to such countries as Israel, Germany, Turkey, Egypt, Bahrain, Panamas, and Korea. This assignment is Babbs' third in Korea.



**Mr. Paul Chi** joined the Quality Assurance Branch as a new civil engineer. From Denver, Colorado, Chi received Bachelor's and Master's degree from Hanyang University in

Korea and studied Structural Engineering from University of Colorado. Chi, who enjoys hiking and fishing, is married to Ms. Lucia Chi and they have one daughter and two sons. Chi worked as a structural design engineer in the private sector for 20 years prior to working for the U.S. Air Force for ten years. From April to July this year, Chi served as an office engineer in Kunsan Resident Office.



**Ms. Mattie C. Ward** joined the QAB as an architect. From Birmingham, Alabama, Ward graduated from Tuskegee Institute with a Bachelor's and Master's degree in Architectural Science.



QAB welcomed a total of three new members this month, as **Mr. Kim, In** joins them as an electrical engineer. Originally from Kyongju City, Kim graduated from Yeungnam University with a bachelor's

degree in electrical engineering. Kim enjoys playing and listening jazz. Prior to joining the Far East District team, Kim worked for almost two years with a private company, Youone.

---

## Congratulations!



**Mr. Chang, U-Ik** from Safety and Occupational Health Office was recognized for his 20 years of service with the U.S. government. Chang received a certificate and a coin from COL Frank Kosich in a private ceremony.




---

## Happy Holidays

---

## 사령관의 메세지



COL Francis Kosich  
Commander

### 더 멀리 나가면서

저는 추수감사절 기간에 필라델피아에서 첫 마라톤에 참가했습니다. 마라톤을 할거라고는 전혀 생각해 보지도 않았습니니다. 26마일 285야드, 말도 안돼!!!

달리기 선수라고 생각해 본적도 없거니와 그다지 꼭 할 필요가 있다고는 생각지 않았습니니다. 아시겠지만, 운동은 힘들고 고통이 뒤따릅니다. 그러던 어느 일요일 아침, 저는 호놀룰루 마라톤의 결승지점에 그곳으로 달려오는 친구를 도와주기 위해 갔습니니다.

Kapiolani공원을 따라 최종 200야드지점에서 기다리면서 수 많은 관중, 축제분위기, 열광의 분위기, 출발의 긴장감에서 큰 걸음으로 골인하는 선수들을 환호하는 청중들까지 그 곳의 모든것에 큰 충격을 받았습니니다.

그리고 어디서 왔건 얼마나 시간이 걸렸던간에 상관없이 모든 선수들이 많은 사람들로 부터 격려의 환호속에 골인지점에 도착하는 즐거움을 만끽하는듯이 보였습니니다. 그때 그 자리에서 저는 결심했습니다. 나도 이것을 하리라. 마라톤을 하겠다고...

11개월을 기다려서야 저는 비로서 나의 고향에서 첫 마라톤에 참가할 기회를 가졌습니니다. 저는 스스로 준비가 되었다고 생각했습니다. 저는 여러번의 10km, 하프 마라톤 그리고 장거리 달리기를 통

해 점점 거리를 늘려 나갔습니니다. 그리고 저는 대회일정보다 일찍 하와이에서 Phrilly로 가서 그곳의 날씨에 잘 적응하기위해 떠났습니니다. 그리고 훈련을 중단하고 경기 당일 아침 일찍 떠나기위해 전날 저녁엔 충분히 휴식을 취했습니니다.

저는 믿습니니다. 제가 완주하기위해 전력을 다했다고... 그렇습니니다. 저의 목표는 단순했습니니다. 완주하는것, 또 그렇게 할수 있으리라 자신했습니니다. - 그렇게 하기가 얼마나 힘든줄 알지 못했으므로 - 그리고 레이스 완주를 12마일 남겨 두었습니니다. 그때쯤 저는 점점 느려지고, 가라앉고, 점점 답답해지는것을 느꼈습니니다. 저는 남은 거리를 알려주는 표지판에 더욱 주의를 기울였고, 제가 달리고 있는 주위에는 힘을 북돋아 준다는 느낌을 갖게 해주는 어떠한 것도 없었습니니다. 주변은 쓸쓸했으며 18마일을 지난 표지판을 보고 "이제 10마일 남았어"라고 생각했습니다.

조심스럽게 말한다면, 약간의 부상을 입었습니니다. 20마일 지점에서 발 관절이, 특히 발가락 끝이, 걸을때마다 아프기 시작했습니다. 그렇지만 저는 걸었습니니다.

그러나 저는 곧 발에 있는 부상이 걸을때나, 천천히 달릴때나 점점 심해짐을 느꼈습니니다. 더 이상

땀도 나지 않았고 시간이 지나면서 추위짐을 느꼈습니니다. 그리고 매우 허기짐을 느꼈습니니다.

제가 생각했던 모든 것은 오직 먹는 것, 부드러운 pretzel과 hoagie(맛있는 전통 Philly음식)과 밀러맥주 한 두병(왜 밀러를 생각했는지 모르지만, 아마 그것이 분명히 병으로 된것이라고 생각했습니다. 샴페인은 결코 떠오르지 않았습니니다.)마시는 것이었습니니다.

2마일쯤 더 가서 저는 몸과 마음이 모두 지쳐 버렸습니니다. 어둠이 드리워지고 필라델피아 경찰이 코스의 설치물을 하나 둘씩 철수하기 시작했습니다. 왜 저러지? 라고 저는 생각했고, 그때까지만해도 저는 시간 제한이 있는줄 몰랐습니니다. 저는 전에 호놀룰루 마라톤에서 6시간동안 군중을 보았습니니다.(그럴 의도도 아니었고 그럴 생각도 없어지만..)

정오에 시작된 경기는 오후 4시 30분이 지나고 있었습니니다. 저는 그들이 이 경기를 마무리짓고 있음을 믿기 어려웠습니니다. 저는오로지 한 가지 생각, 제가 단지 24마일을 헛되이 달리지 않았다는 사실만 생각했습니다.

제가 얼마나 지치고, 배고프고, 춥고, 아픈지 그러한 사실은 잊은채 오직 경찰이 시설물을 철수하기

(24페이지에서 계속)



## 부사령관의 메시지



by LTC Paul D Cramer  
Deputy Commander

2003년 11월호 Engineer Update에는 LAB에서 완성시킨 세부사항에 대한 기사가 실렸다. 이것은 육군 교육 방침을 USACE훈련에 적용시키기 위한 것이었다. 이중 하나가 USACE의 교육방침에 Army의 교육방침을 적용시키는 것이다. 이러한 기본적인 원칙으로는 다음과 같은 것들이 있다.

### 업무로서 훈련할 것

- 교육과 업무 경험의 연결
- 교육의 내용과 방법은 변화하는 상황에 적용(경험에서 얻은 교훈, 사례연구, 사후보고서 등)
- 팀웍 도모를 위한 교육의 기회
- 프로젝트 완성과 고객만족을 위해 PMBP를 사용하여 확인, 분석, 관련된 교육을 적용시킨다.

### 지휘관 업무 훈련을 할 것

- 상급자는 평생 학습자의 본보기가 되어야 한다.
- 리더의 지식습득 지원이 최우선 책임이 되도록 업무수행 기본을 바꾼다.
- 지휘관 훈련의 체계의 구성요소로서 공동감독을 만든다.
- 교육예산을 확립하고 우선 엄격한 직원 선발과정을 한다.

### 재 투자의 극대화

- 개발과 남기훈련을 능률화하기 위해 기술에 투자한다.
- 가장 취약한 부분의 훈련에 중점을 둔다.
- 교육과 결과가 나올수 있게 훈련을 연결시킨다.
- 교육생들을 위한 교육을 한다.
- 교육방법의 여러가지 지원장치를 이끌어 낸다.
- 기준과 효과적인 측정방법을 만든다.

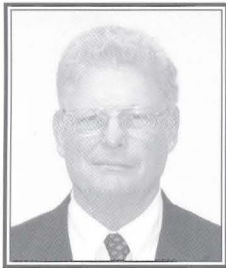
### 잠재 능력의 극대화

- 훈련과 개발은 흥미있고, 계속 유지 시키고, 발전할 수 있는 자원이 되게끔 연결시킨다.
- 훈련을 통한 원하는 교육과 행동양식의 변화를 강화시킨다.
- 현재 필요한 그리고 업무를 수행하기 위해 개인에게 요구되어지는 기본적인 책임감을 강화시킨다.
- 배우고자하는 교육생의 동기유발을 위해 제도적 장치와 이해를 시킨다.
- 모든 사람이 이해할 수 있게 즉, 개인의 개발과 업무수행과 현재 능력의 보유와의 관계를 인식 시킨다.
- 모든 교육생이 그들의 위치에서 성공적으로 자기 개발을 할 수 있도록 지원한다.
- 업무능력 지원에 체계적으로 성취할 수 있고 개발할 수 있도록 장치를 마련해 준다.(업무과정, 개발, 리더쉽, 탁월한 기술의 개발을 위해)

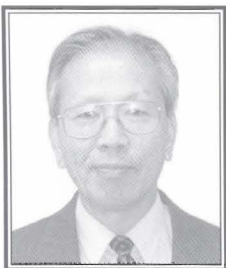
이러한 훈련원칙들은 업무상의 취약부분을 인식하게 하는 수행측정에 의해 업무개발과 METL을 연결시켜 준다. ATMP는 다양한 지식습득과정, 그리고 일과 업무에 관한 개인과 조직이 필요하는 다양한 목록이 들어있다. ATMP를 극대화하기 위해서는 각 개인 MWTL에 관한 자료가 시스템에 기록되어 있어야 한다. ATMP는 훈련자료를 확대시키기위한 규정집으로 사용되어질 것이다.



## FED의 새식구



평택 사무실에 새식구가 생겼다. 그 주인공은 바로 project engineer 인 John B. Babbs, Jr. 씨. 미국 버지니아 주의 뉴포트 뉴스가 고향인 그는 버지니아텍 대학교에서 토목공학 학사학위를 받았으며 University of Southern California에서 시스템 매니지먼트 석사학위를 받았다. 여가시간에 스쿠버 다이빙, 세일링, 볼룸댄싱, 그리고 클레이 슈팅 등의 다양한 취미활동을 즐기며 현재 미혼이라고 한다. 미 정부에서 근무한지 약 35년이 되었다는 그는 그동안 이스라엘, 독일, 터키, 이집트, 바레인, 파나마, 등의 여러 나라에서 근무한 경험이 있고, 이번으로 한국에서는 3번째 근무하게 되는것이라고 한다.



Mr. Paul Chi씨가 QAB의 새식구가 되었다. 한국의 한양대학교에서 학사, 석사 학위를 받은 그는 미국으로 건너가 University of Colorado에서 Structural Engineering을 공부하였다. 여가 시간에 등산과 낚시를 즐기

는 그는 Lucia 씨와 결혼하여 슬하에 딸 한명과 아들 둘을 두고 있다. 약 20년간 외부 회사에서 근무하였고 10년간 미 공군에서 근무하였다. 또한 2003년 4월에서 7월까지 군산 사무실에서 근무하였다.

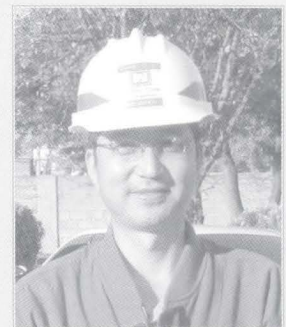


QAB에 또 다른 새식구가 생겼다. Mr. Mattie C Ward씨가 바로 그 주인공. 알라바마주의 버밍햄 출신인 그는 Tuskegee Institute 에서 학사와 석사 학위를 받았다고 한다.



김 인씨도 QAB의 새식구가 되었다. Electrical Engineer로 근무하게 된 그는 경주가 고향이며 영남대학교에서 전기공학을 전공 하였다. 재즈 기타를 즐긴다고하며 음악감상 또한 좋아한다고 한다. 공병대에 들어오기 전 약 1년 8개월동안 유원 E & C에서 미군관련 프로젝트와 국내 프로젝트일을 했다고 한다.

## 축하합니다!



Safety & Occupational Health의 장우식씨가 미국 정부를 위하여 20년 근속한 공로로 표창을 받았다. 그는 COL Frank Kosich로부터 감사장과 기념 주화를 받았다.



*Happy Holidays*



(21페이지에서 계속)

전에 Independence Hall의 결승점에 도착하는 것만을 생각했습니다. 저는 이일을 위해 열심히 노력했습니다. 저는 다시 마음을 다져 먹었습니다. 그리고 그날 마라톤 경주 마감 10분전에 결승점을 통과했습니다. 그리고 나서 저는 pretzel과 밀러맥주를 마셨습니다.

저는 이 경험으로부터 배운 교훈들을 가지고 있습니다. 제가 호놀룰루 마라톤을 하고난 2주뒤에 테스트에서 4시간 조금 넘는 시간으로 달렸습니다.(저를 압박하는 시간 제한이 없었습니다.)

제가 왜 이런 이야기를 할까요? 저는 종종 우리의 일이 마라톤 같이 생각되어지곤 합니다... 생각해

보십시오. 우리의 사업과 계획은 길며, 장애물과 도전에 직면하게 되며 종종 차질을 맞기도 합니다. 그러한 것들은 전략상으로 적절한 훈련, 준비, 실행의 결과에서 비롯되어집니다. 마라톤 경주자의 경험의 모든 것처럼 체력과 실행력, 결정력, 민첩성 모두 필요로 합니다. 장기적인 성공은 마치 마라톤에서 얼마나 잘 달렸는냐가 아닌 언제나 오래 꾸준히 잘 하였는냐 처럼 한가지 업무 또는 사업의 한 국면을 얼마나 잘 처리하였는냐로 판가를 나눈것이 아닙니다. 바로 그점이 우리가 해야할 일입니다. 장기간에 걸쳐 양질의 업무수행과 그것을 유지하기 위한 것이 바로 그점에 달렸습니다.

우리의 업무수행은 업무의 질과

예측가능성 여부, 신뢰성에 역점을 두어야 합니다. 그렇지 못하면 우리는 업무를 수행할 수 없습니다.

우리는 더 멀리 나갈 준비가 되어있습니까? 우리의 전략은 건실합니까? 불확실한 그리고 그러한 일들이 우리의 종합적인 업무에 차질을 빚지 않게 준비되어 있습니까? 우리의 교육과 훈련이 우리로 하여금 최선을 다 할수 있게끔 되어있나요? 예상되는 일과 장애물들을 극복할 수 있게끔 결정되어 있나요?

저는 여러분들을 압니다. 올 해도 열심히 뛰어 결승점에서 함께 봅시다.

현장에서 뵈겠습니다.

코식대령

