



U.S. Army Corps  
of Engineers  
Far East District

# East Gate Edition

March/April 2004

Volume 14, Number 3

## 1st Replacement Center Opens



*(see story on page 9)*

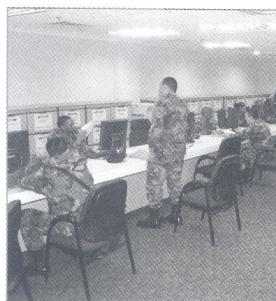
## Inside

|                                                                 |       |
|-----------------------------------------------------------------|-------|
| Delivering Quality Projects on Time and to standard .....       | 5     |
| Communication Builds Successful Teams .....                     | 6     |
| Far East District Team goes to Seoul American High School ..... | 7     |
| Mr. Kim, Yong S. returns from an adventure in Iraq .....        | 8     |
| Osan Family Housing Phase I .....                               | 9     |
| Hangul pages .....                                              | 13-16 |

### This month's focus

## 1st Replacement Center Opens

### On the cover



On March 9, 2004, the 1st Replacement Center opened.

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Email: gloria.j.stanley@pof02.usace.army.mil

District Commander: COL Francis X. Kosich

Public Affairs Officer: Gloria Stanley

Editor: vacant

Photographer: Yo, Kyong-II

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# From the Commander

## Coaching and Mentoring



COL Francis X. Kosich  
Commander

Spring is here and I am highly motivated. Why you ask? Nice weather - No. Spring Break - Nope. I'm right where any self-respecting sports fan would be. On a run? At the driving range? Shagging fly balls getting ready for softball? No, No, No! I'm parked on the couch watching March Madness, the NCAA Division I Basketball Championships. Oh, I love the tourney; 64 teams, lose one and you're done,

powerhouse programs against small school up and comers, upsets - It's Madness! Even got to witness the Madness first hand one year. Got tickets to the Midwest Regional Finals at Rupp Arena, the home of the Kentucky Wildcats in Lexington, KY. We're talking serious college basketball country in Lexington, I'll have you know. Indiana vs Pitt. I walked into the Atrium with my daughter and the place was chaos. Thousands of screaming Indiana fans covering the entire mall area in red and white, bands playing, so much noise, my ears hurt. And tipoff was still 90 minutes away. The color, pageantry, excitement....Wow! This is where reputations are earned, it's where dynasties begin. Look at Coach K at Duke? How about the Wizard of Westwood, John Wooden and his UCLA Bruins, who won 6 straight championships (under a 32 team format but still!).

You know, it's interesting that in college basketball the players come and go, but who stays in the successful programs, the Coaching Staffs do. They deliver the enduring quality that manifests itself in success (or they're gone). Sure there are other things like graduating your players, but I'm not here to lament the nature of collegiate athletics these days. I'm just talking basketball! Or am I? Coaches find the talent, teach them a system, work with them to play together, keep them honed at a fine edge, and then lend their expertise from time to time, be it a timeout, key substitution, or play call.

Coaches come in all types with varied philosophies and systems, which they share by the way. They don't hold them as closely guarded secrets; they share them, they discuss techniques and philosophy with others. Why? It's not the system, it's the execution of the system by the team that gets results. Good coaches normally have a few things in common though: they are good judges of talent, they know how to motivate people, they are competitors, and they are winners. They grow individuals and develop them so they can contribute to the team in order to make the team function as one.

Do they do this by themselves? No, they have assistants. Ever notice that the successful coaches end up with former players as assistants? What do these assistants do? Well, among other things they serve as mentors for the underclassmen, freshman players especially. They help them get acclimated to school, get them help with studies if need be, help them understand the system Coach teaches, keep an eye on them so they stay out of trouble. So what's in it for the mentors? Well, for one they want to become coaches and so they learn the craft as

(continued on page 10)



# Safety & Occupational Health

## Eye Safety in the Workplace

Each working day in the United States, more than 2,000 employees will sustain job-related eye injuries. Of these, 10 to 20 percent will be disabling because of temporary or permanent vision loss. Many of those workers reported that they didn't think they needed to wear eye protection or were wearing eyewear that was inappropriate for the job.

All employees in the Far East District are exposed to the possibility of eye injury in one way or another. We have employees that work with and around welding, drilling, cutting, high-pressure, sanding, grinders and various other types of machinery. We also have employees that spend many hours sitting at their workstations in front of a computer screen that can and does cause eye problems. No matter what capacity we serve at FED, it is imperative that we take time to identify and rectify eye hazards in the workplace.

Supervisors and employees should consider these tips when they develop Safety Plans, Position and Activity Hazard Analysis:

- Determine potential eye injury for the tasks being performed.
- Decide how best to protect against an eye injury occurring; e.g. dark lenses for welding, face-shield for flying objects, tight seal for chemical spills, etc.
- If equipment is being used consult the owner/operator manual for eye safety requirements.
- For chemicals, review the Material Safety Data Sheet for safety requirements.
- Provide adequate supplies of eye protection and have them readily available at the work site.
- TRAIN - Providing training to employees on when and how to use eye protection. Include the emergency procedures steps workers are to take in the event of an eye injury.

Computers have also become an integral part of everyone's life. They have made our work faster and more simple but have brought with them new problems related to the eyes. Pain, Redness, Watering, Headache, Fatigue and Poor Concentration are problems that can occur.

You can reduce glare by:

- Eliminating, moving, or reducing light sources that shine directly or indirectly on your screen.
- Using "cube louver" covers (a lattice of small boxes, open at the top and bottom) for all overhead fluorescent lighting.
- Adding blinds or curtains on windows to help control exterior lighting.
- Ensuring the area behind your monitor is not too brightly lit, which may compete with your screen and make online reading more difficult.
- Using a glare filter, which attaches to the front of your screen. Adjusting the distance between you and your monitor. For most people, this will be between 18 and 24 inches away.
- Be sure your screen is positioned correctly. The top of your screen should be placed at or slightly below eye level. And, you should place your monitor directly in front of you while working.

Finally, adjust the contrast and brightness on your monitor. Maximum contrast and minimum brightness usually produce the least strain on the eyes, and you should adjust these (or at least experiment with them) for maximum comfort.

Additional information on eye safety can be found at the following web sites or contact the FED Safety and Occupational Health Office, Building S-67, Room 203, or telephone 721-7078.

<http://www.pp.okstate.edu/ehs/links/eye.htm>

<http://usachppm.apgea.army.mil/>

<http://healthlink.mew.edu/article/913846270.html>

# Deputy's Word



by LTC Paul D Cramer  
Deputy Commander

## Step 2 - Promote the Positive

### *10 Steps to a Learning Organization - Peter Kline and Bernard Saunders*

In Step 1 we assessed our learning culture by completing the Learning Organization survey. The results indicate our organization embraces the principles that support the learning process. Step 2 starts this process of change toward a Learning Organization, by asking us to change our attitudes and behaviors in order to think positively. For most of us, this also requires a change in how we see our stakeholders. The behavior we exhibit toward each other and toward our customers and stakeholders must be positive and supportive. We foster a spirit of teamwork with the inclusion of our customers and stakeholders in our PDT's. This brings potential adversaries into the process to establish productive attitudes and develop ideas from the start. Learning Organizations are continually expanding their patterns of thinking to incorporate best practices, lessons learned, and pushing information to those that need to know.

We began by reframing the negatives found in our assessment. Not solving them, but seeing possibilities for advancement. Reframing is a way to see things differently - is the glass half empty or is it half full? It allows us to sort out the facts and ideas so the positive ones emerge and the negative ones are placed on the back burner. Kline espouses that mistakes should be considered "improvement opportunities." View every crisis as an opportunity, every mistake a potential learning experience. We must establish a culture of positive thinking where people are congratulated on what they've done well instead of chastised for every mistake. Criticism is appropriate when deserved; continual criticism only degrades an individual. Catch people doing things right! Focus on the strengths of our work force, develop those strengths, and learn how to manage the weaknesses or limitations. People cooperate more when greeted with genuine smiles and hand shakes. Our prevailing climate should be one where everyone believes they are capable of providing positive results from every situation. Do you approach each situation with the attitude of finding opportunities? Are pessimism and complaint part of your team's culture? There is value in "listening to new ideas and, when they need to be improved, reframing them in a more effective direction." Allowing people the opportunity to be heard and the time to reflect can produce a climate where each member of this District realizes the tremendous potential they have to produce superior results.

Step 2 has succeeded when every member of the District knows that he or she will be listened to sympathetically and believes the organization, as a whole, is truly positive in whatever it undertakes. This step focuses on the necessity that all people be treated with dignity and respect at all times. Until this has been achieved, the Learning Organization will remain an exercise in futility. We must have a learning culture that understands how everyone adds value.

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### Ten Steps to a Learning Organization

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- |                                          |                                                 |                              |
|------------------------------------------|-------------------------------------------------|------------------------------|
| 1. Assess the learning culture.          | 5. Help people become resources for each other. | 8. Bring the vision to life. |
| 2. Promote the positive.                 | 6. Put learning power to work.                  | 9. Connect the systems.      |
| 3. Make the workplace safe for thinking. | 7. Map out the vision of life.                  | 10. Get the show on the road |
| 4. Reward risk taking.                   |                                                 |                              |



# Delivering Quality Projects on Time and To Standard

*by Major Anthony Mitchell*

An Army Family Housing project, a youth center, an Army Lodge, and the Bowling Center, to name a few, are recently completed construction projects at Camp Humphreys - explaining why Camp Humphreys is quickly becoming the assignment location of choice for the peninsula. For someone who has not visited Camp Humphreys in the past few years, it would be hard to believe that this installation is just a few years removed from "Quonset Hut" city. With all the hoopla of the Yongsan relocation and the transition of forces south, the Pyongtaek area is beginning to reap the benefits of change. Given that a large component of the installation "facelift" is attributed to the construction overseen by the Corps of Engineers' Far East District, I would venture to say the projects constructed were:

- delivered on time, commonly referred to as "on schedule".
- constructed to high quality, which means "meets specified requirements and needs of the customer".
- and, built to standard, meaning a project complies with "life-safety guidelines".

Bringing a project to fruition is the ultimate challenge of construction. From conception to the start of construction intricate planning steps are performed ensuring a project kicks off in the right manner. It's not as easy as one may think, however. Considerable amounts of planning, coordination, and execution are vital for a project to reach its ultimate endstate.

Ironically, it is not my intent to introduce any new business practices or processes, but to reiterate the significance of using the processes in place. In construction, it is not about reinventing the wheel, but improving the performance "where the rubber meets the road". For the men and women on the ground, the question at hand is "how". How do we, at the project level, ensure delivery of quality projects on time and to standard?

First, we assign the right people to accomplish the task. We develop a Project Delivery Team (PDT) that encompasses the right mix of individuals i.e. contractor, supplier, customers, PE, QAR, etc... that are about getting the job done. Not taking "no" for an answer, or settling for the "it can't be done" mindset. Possessing that unswerving resolve to do what must be done to deliver the project, a "mission first, customer always" approach.

Second, enforce contract provisions and specifications, project schedule (Network Analysis System) optimization, Quality Control and Safety Plan adherence, and most importantly continuous communication with all parties through coordination and partnering meetings. Project delivery is often affected by unforeseen circumstances, changes in construction, material shipment delays, rework, etc., leading to construction completion date changes. However, emphasizing the aforementioned can almost ensure that the project will be delivered on TIME.

Third, often overlooked or taken lightly is the Three Phase Control process (Preliminary, Initial, and Follow-Up). This control process has proven beneficial in thwarting a number of potential deficiencies that would have inevitably led to additional cost and time. So often, when deficiencies have arisen, had a quality Preliminary Inspection been conducted, they could've been prevented. Additionally, the initial and follow-up phases demand the same level of importance. It is during these phases/inspections that the government establishes its expected STANDARD for the construction activity performed. When performed correctly, this is a tool that dramatically improves QUALITY.

Lastly, implementing Project Delivery Team (PDT) Meetings or Partnership Meetings is another way to ensure quality, standards, and on-time project delivery. These meetings prove to be quite worthwhile because they promote bilateral communication between the contractor and the customer, and provide a forum for information flow and addressing issues and concerns. In doing so, we are able to minimize and/or mitigate issues and concerns in a timely manner thus preventing potential delays in project delivery and unsuspected cost increases in construction.

*(continued on page 10)*

# Communications Builds Successful Teams

*by Major David Diehl*

“I want it now!”

“I don’t want to pay very much!”

“We need the best!”

How many times have you heard these demands from our customers? Based on my experience as a project manager, very often. How we deal with these comments is important to building successful Project Delivery Teams (PDT).

I would wager that we could all relate to the customer’s requests. Are these not the very things that we want as a customer? When I’m out shopping, I find myself repeating the customer’s demands. I want it now, but I don’t have enough money to pay the full price, and of course, I want the very best. So, I have no problem empathizing with the customer when I consider their role, and I would hedge that the other members of a PDT can relate to what the customer desires. Thus, these comments can unite the PDT as it starts with this same goal.

Once we have this common understanding, we need to ensure we communicate openly and consistently amongst the entire PDT. One of the major responsibilities we have is assisting our customers so they understand the consequences of their decisions. If they want the best quality, they are going to have to pay a premium. Every action has a reaction. We have to be prepared to share changes, detail options and discuss the ramifications of various decisions, and it behooves both parties, the user and the contractor, and us, as the construction facilitator, to be proactive in these communications.

On a recent project with a demanding customer, the related PDT met weekly to drive success through constant, thorough and relevant communications. The team was able to be proactive on numerous issues, rather than reactive, and we were able to ensure the schedule was met, if not exceeded. In addition to solving problems that arose during the previous week, the PDT was constantly reviewing the status of the project and this information was disseminated to all members of the PDT and key stakeholders through weekly meeting minutes. These constant reviews ensured everyone’s ownership in the project and helped keep all focused on the current issues and status. On a few occasions, the meetings were held at the project site to assist in visualizing the completed project based on the current construction progress to ensure all requirements were being met. Most non-engineers struggle with interpreting the drawings and specifications we provide, and these site visits curtailed problems at the final stages.

The bottom-line is communication with our customer is vital to the success of any project. The customer is a member of the Project Delivery TEAM, and ensuring the customer is actively involved in the PDT is the best method to ensure these strong communications occur. With the upcoming fielding of P2, we will have yet another tool at our disposal to help us communicate with our customers.

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**SEXUAL ASSAULT VICTIMS HOTLINE** — The Department of Defense Task Force on Care for Victims of Sexual Assault is opening a 24-hour hotline as a means for active duty military victims of sexual assault and any uniformed members to provide input (anonymously if desired) to the task force. This hotline is to gather information and provide a venue for military victims of sexual assault beginning April 2, at 11 p.m., to April 3, 11 p.m. (local). The DSN phone number in-country is 723-0066. By calling this number, you will automatically be connected to DSN 312-761-1659. From off post you can dial 0505, then 723-0066. This information is needed to ensure the proper care for victims is in place for those that have been victims. Once this initial 24-hour period is over, the toll-free telephone number will be available from 0900 - 2100 Eastern Standard Time daily.

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During National Engineers Week, February 23-28, 2004, the Far East District team participated in Peninsula Engineers Conference, Engineer Ball and a fun run.

Thursday, February 26, the district sponsored an engineering day with displays set up in the Seoul American High School auditorium. Throughout the day students listened to presentations at each display station.

One of the presenters was Mr. Pak, Chong-pin, at the asbestos table. He handed students a vial containing asbestos fibers, warning each group not to open the top." He then told them how engineers find and dispose of the dangerous material, which was frequently used in construction until the mid-1990s.

## Far East District Team Goes To Seoul American High School

BG Robert "Larry" Davis (*center*), POD Commander, stopped by the high school to see the displays on his trip here during Engineer Week. Mr. Pak, Song-Hyon (*right*) discusses the geology display with BG Davis and Mr. Eugene Ban.



Students learn about geology from Mr. Yi, Song-Pok (*right*), a geologist with the Far East District.





## Mr. Kim, Yong S. returns from an adventure in Iraq

On March 15, Mr. Kim, Yong S., an electrical engineer in the Far East District's Quality Assurance Branch of the Construction Division, returned from a four month TDY assignment in Iraq.

Kim began working for the district in 1995 as a technical reviewer in Engineering Division's Design Branch. Just prior to going to Iraq, Kim worked for three years as a Quality Assurance Representative for electrical work at the Yongsan Army Community Hospital project, making sure electrical work and design submittals met specifications, and made recommendations for changes when needed. His job challenges during that time included some existing incompatibilities he found in the hospital electrical system design. For future rehabilitation construction projects, Kim recommends verification of any existing electrical systems before designing a new system.

Still wanting a challenge, he volunteered to go to Iraq. An adventure that began with one week of in-processing at Ft. Bliss, Texas. In-processing included medical and dental exams, safety and cultural briefings, and of course he was issued uniforms. After spending two days waiting in Kuwait for a military flight to Baghdad, he was on the ground in Iraq. He was assigned to the USACE Area Office at Camp Victory south of Baghdad. After being housed in a tent for 10 days, quarters for him became a room he shared with two others in what they called a "hooch" which was a converted office building. Kim said they were lucky because unlike quarters for some others, they had a kitchen, community room, shower and laundry facilities. They had a small PX, but no commissary and ate all their meals at the mess hall. He shared a vehicle for the first two months, but had his own vehicle the second half of his tour.

Work was about two miles from the "hooch" and the scheduled shift was 12 hours, from 8a.m. to 8p.m., but he usually worked 14 hour shifts. His office was a cramped workstation in one of two 15-ft. by 30-ft. trailers which housed the area office staff of 20 people. Ms. Gloria Martinez, Chief of FED's Purchasing Branch, also on TDY in Iraq has extended her stay there, worked in the other trailer.

Kim had four major projects while he was there. One was to design a \$1.3 million 120v and 240v power distribution system for 700 work stations in the Al Faw palace at Camp Victory which was being converted into a regional headquarters building for the coalition command.

Second was to design a \$12 million 20-megawatt diesel power plant for Camp Victory.

Third was to design an \$8 million distribution system and power plant in a particularly hazardous area of Iraq.

*(continued on page 12)*

# 1st Replacement Center Opens

A newly renovated Soldier support center opened its doors as the 1st Replacement Center on March 9, 2004.

More than 21,000 soldiers in-process annually through the Replacement Center, with 7,000 of them having assignments in the Yongsan area. The staff can completely in-process Soldiers within 48 hours. Before the upgrade Soldiers had to do most of their in-processing at different locations, often leading to missed briefings and a lot of walking for the newly arriving Soldiers. Now everything is in one facility.

The building is now a state-of-the-art facility with plasma screen televisions in several areas and a spacious waiting area.



**Mr. Yi, Yun Hak, Mr. Mansur Cheema, Mr. Michael Bray and Mr. Kang, project manager for the contractor, stand outside the newly renovated Soldier Support Center attending the ribbon cutting ceremony on March 9, 2004.**

The one-stop center provides almost everything new arriving

Soldiers need before they go to their assigned units.

## Osan Housing Phase I Project Construction Begins

The Osan Housing Project is the first construction to go forward under the Land Partnership Plan, signed in March 2002 between the South Korean and U.S. governments.

Construction on the new \$30 million tower project has been underway since November on the first building, which will have 112 apartments and is scheduled to open in February 2006.

The first building is going up on a 7.2-acre site next to Mustang Valley Village, an existing Air Force family housing complex that houses 199 families in three-story townhouse-style apartment buildings.

Though the site of the new tower lies outside the base perimeter, it is on land owned by the Air Force and will eventually be enclosed behind a wall or

other perimeter barrier.

The new tower will house command-sponsored families of commanders or personnel deemed "essential".

The building will have 48 two-bedroom apartments, 48 three-bedroom apartments and 16 four-bedroom apartments. The project also calls for 109 parking spaces.



**LTC Paul Cramer (center), Deputy Commander, Far East District, is among the dignitaries participating in the shovel ceremony at the Osan Family Housing Phase One groundbreaking on March 31, 2004.**

# FROM THE COMMANDER - Coaching and Mentoring

*(continued from page 2)*

assistants under the “mentorship” of the Head Coach. Ever notice that mentors become coaches? Look at Quinn Snyder at Mizzou or Tommy Ammaker at Michigan; both former Duke Blue Devils where they played for Coach K. You know Coach K, West Point grad, Artillery officer, and one of the top coaches, if not the top coach, in the entire country.

Not much different in our world is it? Every day is game day; every project a contest of sorts. Where do we develop the vast array of skills and experience needed to excel? Where do we develop the institutional knowledge that enables us to get things done most efficiently? Most times, someone takes us under their wing and mentors us. There are others, some formal, some not perhaps, who coach or guide the team as needed. The Corps is truly a leadership laboratory, filled with leaders and managers who often serve as both coaches and mentors. Ask senior leaders if there is a person or persons they can point to and say, “He/She taught me what it’s all about!”

People develop in stages. First, learning the ropes, next producing at branch/section level, next, leading leaders of these organizations, and so on. At every step of the way, I can think of people who left an indelible mark upon me because they coached and/or mentored me. In short, they were willing to give of themselves so that I could continue to grow and contribute to the organization that was so much a part of them.

PMBP talks in great detail about proteges, coaches, and mentors. I see them throughout the District. As someone once told me, coaching, mentoring, and teaching the leaders of tomorrow is an investment in the future of the organization. It’s not something you’ll get a lot of recognition for but it may be as important as anything you do and it makes the Army what it is today. He was right.

So do you have a coach or mentor? Are you coaching or mentoring anyone at present? I suspect we have lots of this type of activity taking place within the District given the pride folks take in being members of our District team. If not, please consider doing so. You won’t be sorry. Now, back to the game...see you on the ground!

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## Delivering Quality Projects on Time and To Standard

*(continued from page 5)*

Safe delivery of quality projects on time, to standard, and within budget should be our #1 goal. Accomplishing that goal should be the intent of all parties involved, especially at the “Sapper” or project office level, where we directly influence project delivery. When we think of quality projects, we should think of investment, an investment in the quality of life for soldiers and their families. “What you put in is what you get out”. So why not invest the time and effort to ensure we meet the customer needs upfront and provide a long term return on investment on the dollars spent. Our biggest dividend will come when we adequately staff field offices with the “right people” and focus on total enforcement of contract provisions to ensure quality, timeliness, standards, and safety. In essence, the delivery of quality projects on time and to standard will require us all to focus on the “BASICS”.

## Operation: “Guardian Angel”

What is it? A national campaign that encourages families, friends, neighborhoods and communities to remind Service Members to practice safety when they return home.

What’s the objective?

1. To help protect Service Members from injury or accident.
2. Let them know we are proud of them, and we care.
3. Provide citizens an opportunity to get involved.

To find out more about Operation “Guardian Angel” at website: <http://safety.army.mil/home.html>





COL Frank Kosich, District Commander, presents framed East Gate photo to Mr. Kim, Yu-Sook, of MND DIA, in recognition of his outstanding management of CDIP projects in Areas I and II.



COL Frank Kosich, District Commander, presents framed East Gate photo to Mr. Kim, Pan-Seop, of MND DIA, in recognition of his outstanding management of CDIP projects at Kunsan AB.

## **MARCH** **Women's History Month** **A Quiz**

1. Who was the first African American elected to the Texas Senate since Reconstruction, and went on to become a member of the U.S. House of Representatives?
2. Who, at only 21 years of age, received national attention as the artist who designed the moving Vietnam Veterans Memorial in Washington, D.C.?
3. Who was the first woman in space, orbiting the earth 48 times in Vostok VI in 1963?
4. Who was ordained a suffragan (assistant) bishop of the U.S. Episcopal Church in 1989, breaking a 2000-year-old tradition stretching back to the time of Christ?
5. Who was the first female and first Hispanic to be appointed surgeon general of the United States?
6. Who reached the pinnacle of success in the 1940s, when her innovations in modern dance were critically and publicly acclaimed, first in New York City, and then nation-wide?

### **Choose the correct answer**

- a. Martha Graham
- b. Barbara Jordan
- c. Maya Lin
- d. Antonia Novello
- e. Valentina Tereshkova
- f. Barbara Harris

***(Check your answers on page 12)***

## **From the Office of Counsel** **Political Activity Guide**

The law, commonly referred to as the Hatch Act, governs the political activities of Executive branch employees of the Federal government, the District of Columbia government and certain state and local agencies. The law is contained in 5 U.S.C. 7321-7326, and implemented by regulations in 5 CFR parts 733 and 734. While the Hatch Act allows most Federal employees to take an active part in partisan political management and partisan political campaigns, the Act also provides specific restrictions to certain groups of Federal employees. For instance, those employees who are holding career positions in the Senior Executive Service are restricted from engaging in certain partisan political campaign or management activities.

### **Question 1**

Can I make a contribution to the campaign of a partisan candidate, or to a political party or organization?

### **Answer:**

Yes. A Federal employee may contribute to the campaign of a partisan candidate, or to a political party or organization.

### **Question 2**

Can I help organize a political fundraiser?

### **Answer:**

An employee is allowed to organize a fundraiser in his or her personal capacity. This includes supplying names for the invitation list, as long as he or she does not personally solicit, accept, or receive contributions. However, an employee's name may not be shown on an invitation to such a fundraiser as a sponsor or point of contact.

# Mr. Kim, Yong S. returns from an adventure in Iraq

(continued from page 8)

“It was attacked almost every night,” Kim said.

His fourth project was to design another 10 megawatt power plant.

“It would normally take 6 months to a year to complete these four projects, but we had to complete them in three months without tech support or reference materials - just the internet,” Kim said.

According to Kim, it was challenging because he had a lot of experience with low voltage power systems, but not much experience with power plants. He said the most valuable thing out the experience was working the challenge and the self confidence he gained from accomplishing his missions.

Now back at the Far East District’s Construction Division, Kim is working in the Quality Assurance Branch reviewing electrical design work and contract submittals.



One of Kim’s projects in Bagdad was to design an electrical distribution system for this palace which was converted into office space with 600 work stations.



Kim slept outside on a cot his first night in Bagdad.



Mr. Kim, Yong S.(center) and his roommates Mr. William Hood(left) and Mr. David Fryer.



New work stations inside the converted palace.

## Answers to Womens’ history Month Quiz

1. b; 2. c.; 3. e.
4. f.; 5. d.; 6. a.

## OSHA's Form 300A Summary of Work-Related Injuries and Illnesses

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete. Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases write "0."

Employees former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35, in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

### Number of Cases

| Total number of deaths | Total number of cases with days away from work | Total number of cases with job transfer or restriction | Total number of other recordable cases |
|------------------------|------------------------------------------------|--------------------------------------------------------|----------------------------------------|
| (G) 0                  | (H) 1                                          | (I) 0                                                  | (J) 0                                  |

### Number of Days

| Total number of days of job transfer or restriction | Total number of days away from work |
|-----------------------------------------------------|-------------------------------------|
| (K) 0                                               | (L) 2                               |

### Injury and Illness Types

| Total number of... | (1) Injury | (2) Skin Disorder | (3) Respiratory Condition | (4) Poisoning | (5) All other illnesses |
|--------------------|------------|-------------------|---------------------------|---------------|-------------------------|
| (M)                | 1          | 0                 | 0                         | 0             | 0                       |

Post this Summary page from February 1 to April 30 of the year following the year covered by the form

Public reporting burden for this collection of information is estimated to average 50 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave. NW, Washington, DC 20210. Do not send the completed forms to this office.



Year 2003

U.S. Department of Labor  
Occupational Safety and Health Administration

Form approved OMB no. 1218-0176

### Establishment Information

Your establishment name USAEDFE, Far East District  
 Street Unit #15546  
 City APO AP State N/A Zip 96205-5546  
 Industry description (e.g., Manufacture of motor truck trailers)  
 Standard Industrial Classification (SIC), if known (e.g., SIC 3715)

### Employment Information

Annual average number of employees 464  
 Total hours worked by all employees last year 953,806

### Sign here

Knowing falsifying this document may result in a fine

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

MARVIN G. BALLARD Chief  
 Company Executive Safety and Occupational Health  
 721-7385 Phone 02/01/03 Date



## 사령관의 메세지



COL Francis X. Kosich  
Commander

## 지도와 조언

어느새 봄이 우리 곁에 찾아왔고  
저는 기분이 한껏 들떠있습니다.

왜냐고요? 날씨가 좋아서? - 아  
니요. 봄 방학이라서? - 아닙니다.

이제 바야흐로 스포츠를 좋아하는  
저로서 그러한 시즌이 도래했기 때  
문이죠.

달리기? 운전 경기장에서? 소프트  
볼을 위해 보풀보풀한 공을 가지고  
있냐고요?

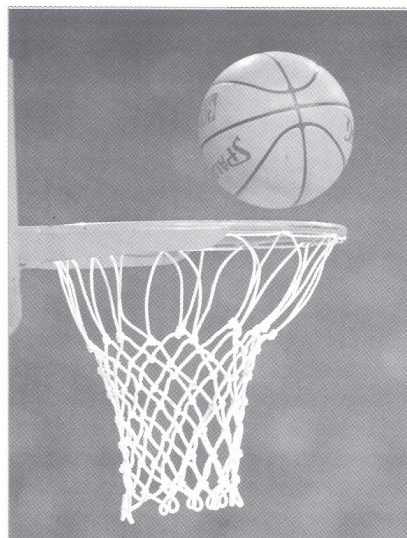
아니요, 모두 아닙니다. 저는 지금  
3월의 열광적인 NCAA Division I  
Championship 농구경기를 보면서  
의자에 앉아있습니다. 저는 그 경기  
를 무척 좋아합니다;

64개의 팀이 승자승에 원칙에 의  
해 바로 탈락해버리거나, 최강의 팀  
이 보잘것 없는 작은 학교의 팀에 의  
해 접전을 벌이다가 패하거나 할때  
의 그런것은 한 마디로 열광, 그 자체  
입니다. 한 번은 어느 해에 그러한 광  
적인 경기를 직접 관람하러 갔었는  
데, Lexington, KY 지역을 연고로하  
는 Kentucky Wildcats의 홈구장인  
Rupp Arena에서 열리는 중서부지  
역 결승을 보러갔었습니다. 저는 지  
금 Lexington 지역의 대학 농구에 관  
해서 말하고있으며, 한 번 말씀드려  
보겠습니다. Indiana 대 Pitt 경기.

저는 제 딸과 함께 구장안으로 들  
어갔고 거기엔 정말로 혼이 빠질정

도로 대단했습니다. 적색과 백색으  
로 구장전체를 가득 메우고 열광하  
고 환호성 지르는 수 천명의 인디아  
나의 팬들, 밴드의 연주소리, 그리고  
귀가 찢어질듯한 소음들.

점프볼과 함께 90분의 시간이 시



작되었고, 화려한 색색의 모양들, 구  
경거리, 열광과 흥분.... 와우~! 이게  
그렇게 말로만 들어왔던 그 명성 그  
대로임을 보게된것입니다.

Duke의 지도자 K를 보았나요? 여  
섯 차례 연속으로 우승컵을 손에 거  
머쥐었던 Westwood의 우승 제조기  
John Wooden과 그의 팀 UCLA  
Bruins에 관해서도 아세요? ( 지금도  
여전히 32개 포맷으로 시험이 치뤄  
지죠.)

아시다시피, 흥미로운것은 대학선  
수들은 플레이도중에 교체되더라도  
코칭스태프의 작전은 계속적으로 수  
행되어진다는 것이며, 그들은 성공  
적으로 그들의 작전을 잘 수행할 수  
있게 만들어 나갑니다.(또는 그렇게  
해왔거나)

물론 선수들을 졸업시키는 일같은  
그 밖의 다른 여러가지 일들도 있지  
만, 저는 지금 근간의 대학체육의 특  
성을 말씀드리기 위함이 아니라, 단  
지 농구 이야기를 하려는 것 뿐입니  
다. 지도자들은 선수들의 재능을 발  
굴하고, 체계적으로 가르치며, 그들  
과 함께 뛰면서 선수들의 기량을 높  
일 뿐만아니라, 때론 그들의 기술을  
타임아웃이나, 교체시, 또는 경기 도  
중 경기장을 향해 소리를 질러가며  
알려줍니다.

지도자들은 지도하는 방법에 따라  
다양한 철학과 시스템을 가진 많은  
타입이 있습니다. 지도자들은 그들  
의 그러한 방법들을 타인들에게 폐  
쇄적으로 공개하지 않는것이 아니  
라, 항상 남들과 공유하며 다른 사람  
들과 기술이나 어떤 철학에 관해 의  
논합니다. 왜 그럴까요? 그것은 시  
스템이 아니기때문입니다. 시스템이  
아니라 팀이 좋은 성적을 거둘수 있  
게 하는 시스템을 실행시키는 일이

기 때문입니다.

좋은 지도자들은 대개 몇가지 공통점이 있는데 그것은 재능을 판단하는 좋은 능력을 가진 사람들이라는 사실과, 또한 선수들을 동기유발시키는 방법을 아는 사람들이며, 그리고 그들은 경쟁자인 동시에 승리자입니다. 그들은 선수들을 성장발전시키며 그로인해 팀 구성원의 한 사람으로서 팀에 공헌할 수있도록 만듭니다.

그러면, 이러한 일들이 그들만에 의해서 행해지나요? 아닙니다. 그들은 많은 도움을 주는 사람을 가지고 있습니다. 이제껏 훌륭한 지도자들이 조연자로서 활동을 마감한 경우가 있나요? 그러면 이러한 조력자들은 무슨 일을 하나요? 그들은 여러가지 일들 가운데 특히 그들은 저학년이나 신입생들을위해 조언하는 역할을 합니다. 그래서 그들이 학교생활에 잘 적응할 수 있도록 도와주며, 필요하다면 공부하는것도 도와주며 지도자가 가르치는 것을 이해할 수 있도록 도와주며, 항상 그들을 잘 관리하여 아무런 문제가 발생하지 않도록 도와줍니다. 그러면 이러한 조연자가 얻는것은 무엇인가요? 음, 하나의 예를 들어보면, 그들은 지도자가 되길 원합니다. 그래서 그들은 지도자의 밑에서 그들의 지도를 받으며 숙련을 쌓아갑니다. 그러면 그러한 조연자들이 지도자가 된적이 있나요? Mizzou 의 Quinn Snyder 이나 Michigan 의Tommy Ammaker 를 보세요. 둘다 이 전에 Coach K 밑에서 Duke Blue Devils 에서 뛰던 선수들입니다. Coach K를 아십니까? West Point 대학출신이며, 포병장교 출신이기도 한 그는 최고지도자, 아니면 적어도 최고 지도자들중의 한 명입니다.

우리가 사는 세상도 이와 별반 다

르게 없지않습니까? 매일 매일이 경기의 연속이며, 모든 프로젝트는 시합의 한 종류입니다. 뛰어난 역량을 갖추기위해 우리는 어디서 그 많은 기술과 경험을 뒤아야할까요? 가장 효과적으로 일을 처리할 수 있게 만드는 지식들을 어디서 계발시켜야합니까?

대부분 사람들은 우리 자신을 그들



의 좌우 하부조직이나 조연자로서 돕니다. 때론 공적으로, 때론 그렇지 않은 경우도 있지만, 그러한 외부인들은 필요에 의해서 우리를 지도하거나 조언해주기도 합니다. 우리 공병단은 리더쉽의 산실이며 종종 지도자와 조연자의 두 가지 역할을 수행하는 리더와 관리자들로 가득차 있습니다.

당신의 상관에게 한 번 여쭙어보세요. “ 내가 알고있는 이러한 모든 것들이 그(또는 그녀)에게 배운거야 “ 라고 말할 수 있는 사람(들)이 있는 지.

모름지기 사람들은 각자가 자기계발을 하는 일에 단계가 있습니다. 처음에는 일의 요령을 배우게되고, 다음엔 하위 단계의 조직을 만들고, 그 다음엔 그러한 조직의 리더들을 이끄는 것을 배우는 등등... 제 경위에도 각각의 모든 단계에서 저를 지

도해주었거나 조언해준 사람들을 잊지않고 생각할 수 있습니다.

짧게 말씀드리면, 그들은 제게 기꺼히 그들의 지식을 알려주었고, 그래서 저는 계속 성장할 수 있었으며, 또한 조직에 기여할 수 있게 하는등등, 많은 부분을 차지하게 하였습니다.

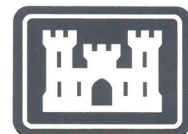
PMBP는 이러한 부하직원이나 지도자, 그리고 조연자등에 대한 많은 것을 보여줍니다. 저는 그러한 것을 우리 District 에서 보기도하죠. 언젠가 누가 저에게 말했듯이, 내일의 지도자가 될 사람에게 지도하고 조언하고 가르치는 일이야말로 조직의 미래를 위한 투자라고. 그리고 많은 것이 되어 돌아오지 않을지도 모르지만, 그것이야말로 당신이 하는 어떠한 일만큼이나 중요하며, 그것이 오늘날의 군대를 있게한 것이라고 말입니다. 그의 말이 옳다고 생각합니다.

여러분은 지도자나 조연자가 있습니까? 지금 당신은 누군가를 위해 지도나 조언을 해주고 있습니까? 저는 우리 District 의 자랑스러운 여러분들도 다양한 형태로 위와같은 행동들을 하고있지않나 생각합니다. 만일 그러하지 못하다면 위와같이 할 수 있도록 고려해보십시오. 후회하지 않으실겁니다.

자, 이제 다시 일터로 돌아갑시다.

그럼, 현장에서 뵈겠습니다.

코식대령





# Spring in Korea

