



U.S. Army Corps
of Engineers
Far East District

East Gate Edition

May/June 2004

Volume 14, Number 4

ISO-9001 Compliance Confirmed during April Surveillance Audit



(See page 14 to read full story)

Inside

High Rise Fire Safety Tips	6
Operation Enduring Freedom Joint	8
Special Operations Task Force-Philippines	
A Letter from Kirkuk	10
Fighting Against Himself	12
in The Boston Marathon	
Our Inspirational RLDP Retreat	15
To Hawaii	
Hangul pages	18-20

This month's focus

ISO-9001 Compliance Confirmed

On the cover



Surveillance Audit April, 2004

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

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From the Commander



COL Francis X. Kosich
Commander

The Power behind an Army of One

The Army's recruiting slogan, "An Army of One," came out about two years ago. Do you remember when it replaced "Be All You Can Be?" Do you recall the reaction being anything but positive? People were beside themselves thinking that we just discarded one of the all-time great marketing slogans in favor of an ambiguous one. People were shaking their heads, especially those in the Army. I even had a neighbor (a Military Policeman) find a "Be All You Can Be" bumper sticker and put it on his car in protest. "You know," I told him, "you don't have to like it, we're not trying to recruit you, you're already sold on the Army." Part of the problem you see was that the old slogan in spite of its acclaim and renown, was no longer something that our target audience, those young men and women ages 18-25, could identify with, no longer something that drew their attention.

I advocated "An Army of One," as a coming of age version of its predecessor. In "An Army of One," I saw great potential in recognizing individual performance and potential as it feeds into the performance of a unit or team accomplishing collective goals, as it contributes to the ability of a team to work as a single unit. And do we have to quantify what one is actually alluding to when it is several things? One Soldier, One Squad, One Platoon, One Company, One Battalion, One Regiment, One Army. The individual is the building block or as a former Army Chief of Staff used to say, "Soldiers are the centerpiece of our formations." No one should underestimate the contributions of the individual to the team. And the power of a team that functions as one, regardless of its size, is awesome.

So, can we apply this to what we do here in the Maneuver District? Absolutely! I see individual efforts and expertise contributing to the overall good ALL the time. The QAR on the jobsite, the mechanic in the motor pool, the chemist in the lab, to name a few, are examples of folks playing their trade everyday in a manner that, in isolation may seem small, but when viewed collectively, is key to success. Providing quality products and services on behalf of USFK requires a continual commitment to executing as a team. And the team is only as good as the sum of its parts. Our PDT concept is an Army of One in action.

(continued on page 14)

Safety & Occupational Health

Office Safety

Research has shown that the disabling rate from falls is 2 to 2.5 higher among office workers than non-office workers. Falls normally occur when items are placed in pathways traveled by employees. Bending while seated in unstable chairs, tripping over electrical cords are common hazards. The placement of objects overhead while using a chair or other non-stationary items in place of a ladder, slipping on a wet floor, tripping on loose carpeting serves as an open invitation to a fall hazard. The following are a few helpful tips for evaluating your workspace:

- ✓ *Be sure the pathway is clear before you begin walking.*
- ✓ *Close desks, file cabinet drawers, etc. after each use.*
- ✓ *Avoid excessive bending, twisting or leaning backward while seated.*
- ✓ *Secure electrical wiring away from the path traveled by employees.*
- ✓ *Always use a stepladder when reaching overhead.*
- ✓ *Immediately clean all spills.*
- ✓ *Never leave objects in the pathway traveled by employees.*
- ✓ *Never carry anything that will obscure your vision.*
- ✓ *Wear stable non-slip footwear.*



MATERIAL STORAGE: Office materials and equipment that are improperly stored can lead to objects falling on employees, poor visibility, create a fire hazard, and hinder escape during an emergency. Common deficiencies are stacking office supplies or materials too high, blocking accessways and emergency exits, storage of combustible materials near potential ignition sources, etc. When storing materials or supplies we need to consider the following helpful tips:

- ✓ *Store heavy objects on lower shelves.*
- ✓ *Store materials inside cabinets, files, drawers or lockers.*
- ✓ *Do not obstruct aisles, corners and passageways.*
- ✓ *Storage areas should be designated.*



ELECTRICAL EXTENSION CORD: Extension cords are commonly used in the office environment to supply electricity to our computers, printers, coffee makers, microwaves, etc. and when not used properly they can cause severe injury or property damage. The following are helpful tips to review your workspace:

- ✓ *Extension cords to include power strips and surge protectors need to be certified and tested from an independent testing laboratory such as UL (Underwriters Laboratories) or ETL (Electrical Testing Laboratories).*
- ✓ *Use electrical extension cords, power strips, and surge protectors that have polarized plugs with one blade slightly wider than the other, or grounded three-prong plugs. These features reduce the risk of shock.*
- ✓ *Use special, heavy-duty extension cords for high wattage appliances or office equipment such as air conditioners, portable electric heaters, printers, etc. Extension cords used outdoors should be specifically designed for such use.*
- ✓ *Insert plugs fully so that no part of the prongs are exposed when the cord is in use.*

(continued on page 7)

The Chin Report



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

IT'S ALL ABOUT COMMUNICATIONS.

Ever wonder why communications is the most important part of a PDT as well as in our daily lives? It's because everything we hear, know, learn is through communications. The more effective the communications, the longer it will stay with us. Twenty-five years ago, I attended a one-day training course taught by a great communicator whose name I will never forget. His name was Mr. Hershey and he said if we think about him sticking a Hershey's candy bar in his white hair, we would never forget his name. He was correct; I will never forget his name.

Communication is a two way street. To be a great communicator you also must be a great listener. If you don't even listen to messages yourself, how are you going to learn anything new or be able to communicate your messages. Being on a PDT not only means communicating and sharing your good ideas but giving your team mates the courtesy of your attention. I think we all know why it is important in a PDT to give proper communications. Because communicating the right scope of work, customer concerns, and feedback may mean the difference in a poor quality product or late product delivery.

Communications are also crucial in Line Item review meetings, customer visits, and customer survey feedback. In my career as a Project Manager, I have found that good effective communications stops most problems before they occur during project execution. Time and again I have found that almost

every problem we encounter is a result of poor or non-communications. On our design and construction projects, our customers are part of our team and we need to listen to their requirements.

Our OPLAN and Quality Management System have good communications plans embedded in its objectives. These include communications training, producing brochures such as the Marketing Booklet and the Annual Review, and conducting customer surveys. One of our FY04 goals is to develop a District Strategic Communications Plan and Key Messages. By June, we will be soliciting the District staff, for what they feel are our Key Messages and you will all be part of this process in developing our Key Messages.

Situational awareness is an extremely important by-product of good communications and listening. I have always believed that situational awareness and communications are what advances people in their careers. When I look at some of the great leaders that I have encountered in my career, I notice that all of them practice good situational awareness and learn from listening to Key Messages.



Engineer Day Message



Robert B. Flowers,
Lieutenant General, USA,
Commanding

On June 16, we pause to celebrate the history and accomplishments of the Engineer Regiment and the U.S. Army Corps of Engineers. On that day in 1775, the Continental Congress established the position democracies in Iraq and Afghanistan is remarkable.

In Afghanistan, we established a district office to support the important initiatives underway. Army Engineers are building garrisons for the Afghan National Army, overhauling the national hospital, and building police facilities at 50 locations in Afghanistan and Uzbekistan. We are assisting the U.S. Agency for International

Development in developing roads, schools, clinics, power generation and transmission, and water resources.

Engineers are building or improving facilities at Kandahar Air Base, Bagram Air Base, and Karshi-Khanabad Air Base. This work includes a new joint operations center, temporary barracks for 6,000 troops, repairing runways, and building a new modular hospital.

In Iraq, the Corps of Engineers stood up the Gulf Region Division to consolidate the \$12.6 billion in construction work we are doing to support the Coalition Provisional Authority and Iraqi ministries. About 600 of the Corps' civilian and military personnel are in GRD right now, and we are always looking for more volunteers to take part in this historic mission.

Thanks to them, the Iraqi people enjoy a better quality of life. Most Iraqi citizens now have 16-18 hours of electricity per day, and our goal is for the national power grid to produce at least 6,000 megawatts of power. The electrical distribution system is much more stable, so the Iraqis now endure few blackouts.

After the war began, our first mission was to extinguish fires on the oilfields and help to rebuild Iraq's oil production

capability. The average crude oil production is up to 2.4 million barrels per day, up from 1.8 mb/d before the war. Iraq now produces 50 percent of its refined fuel requirement in-country, up from zero before the war.

The oil and electricity missions are just two of the many jobs that the Army Engineers are doing in Iraq and Afghanistan. Several senior leaders served as advisors in reconstituting Iraqi ministries. We continue to secure and destroy captured ammunition, which is helping create a safer Iraq. In both countries, Army Engineer soldiers and civilians volunteer their time to support orphanages and schools. Their donations of clothes, books, and other materials are giving the Iraqi and Afghan children a good start as their countries are rebuilt.

Since the Global War on Terror began, 1,700 military and civilian employees have deployed. Through it all, Corps employees have accomplished their work in austere and dangerous conditions. Yet all have accepted the challenge with courage, dedication, and professionalism. Through their work, they are not only providing valuable service, they are serving as ambassadors and showing what good government is all about.

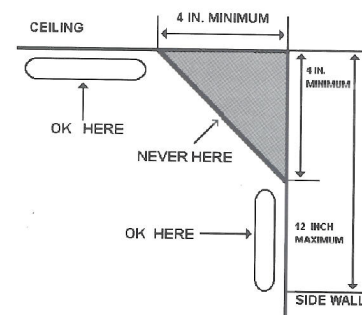
(continued on page 9)

HIGH RISE FIRE SAFETY TIPS

by Daniel T. Fujimoto, Safety Specialist

The majority of us working for the Far East District live in high-rise apartments off post and one of the greatest fears is having a fire inside your residence or in the high rise. We need to always practice situation safety awareness during our daily routines on and off duty. Being on the look out for potential hazards or situations such as a fire inside of a high-rise building is something that needs to be identified to ensure our safety for family members and ourselves. The following are some helpful fire safety tips to ensure your home and family members are prepared in case of a FIRE:

- ✓ Smoke detectors do not prevent fires, but are designed to sound an alert that there may be a fire in the residence. Smoke detectors do save lives if they are installed and maintained properly.
- ✓ DAC and DOD civilians living off post are required by the housing regulations to have smoke detectors installed by the landlord or by family housing.
- ✓ ALWAYS read the manufacturer's instructions for the smoke detector. Manufacturer's instructions provide vital information such as installation instructions, maintenance requirements, and testing procedures.
- ✓ Smoke detectors should be placed near bedrooms or living areas. Smoke and heat will rise to the ceiling and the smoke detector should be placed in an area that will enable the smoke detector to sense the smoke. Smoke detectors should not be placed near open windows, dead air spots, or in areas where the air currents might interfere with sensor inside, etc.
- ✓ Ceiling mounted alarms should be installed at least 4 inches (10.2 cm) away from the nearest wall and wall mounted alarms should be installed at 4-12 inches (10.2-30.5 cm) away from the ceiling.
- ✓ Smoke rises and the smoke detector needs to be installed at the highest point on the ceiling as much as possible.
- ✓ Smoke alarms require proper maintenance and the following are some helpful tips:
 - Test smoke alarms at least monthly (Refer to manufacture's instructions).
 - Replace the batteries at least once a year.
 - Regularly vacuuming or dusting the smoke alarm per manufacturer's instructions can keep the smoke alarm working properly.
 - Replace the smoke alarms once every 10 years.
 - Keep spare batteries on hand.
 - Always read the manufacture's instructions.
- ✓ Be prepared:
 - Learn the building evacuation and emergency plans.
 - Everyone in the household is aware of the evacuation plan and where to meet in case of an emergency.
 - Learn and recognize the sound of the building fire alarm.
 - Know at least two escape routes.



- Learn how to use and know where the building's fire alarm stations are located.
- Post emergency phone numbers near all telephones (Contact CEPOF-SO for "Quick Sheet of Emergency Phone Numbers")
- In the event of a fire, you may be required to escape in the dark by feeling your way along the wall. Recommend practicing this by closing your eyes and count the number of steps or doors to the two nearest building exits.
- Practice your evacuation plan.
- Have at least one fire extinguisher in your home.
- Flashlights and batteries are available and readily accessible.
- Provide smokers with large, deep non-tip ashtrays, and soak butts with water before discarding them.

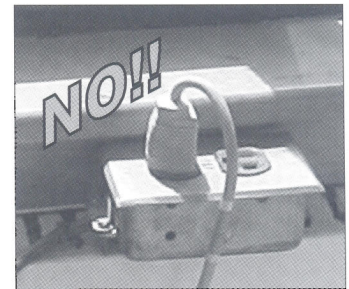
Seoul city during 2003 averaged at least 458 fires per month that resulted in at least 60 fire related deaths. Don't be a statistic and remember to practice situation safety awareness.

If you have any questions or need further assistance, please contact our office.

Safety & Occupational Health - Office Safety

(continued from page 3)

- ✓ *Never cover any part of an extension cord with rugs or other objects while it is in use. If the cord is covered, heat cannot escape, which can result in fire.*
- ✓ *Do not overload cords with too many appliances or office equipment plugged into one receptacle or outlet.*
- ✓ *Change the cord to a higher-rated one or unplug and relocate appliances to other outlets.*
- ✓ *Replace cracked or worn cords immediately.*
- ✓ *Do not use extension cords to compensate for inadequate wiring.*
- ✓ *Receptacles need to be a type listed by a nationally recognized testing laboratory (i.e., UL, etc.) for the specific application and use.*



EMERGENCY PREPAREDNESS: Always expect the unexpected and be prepared to take the right action at the right time. To best do this:

- ✓ *Become familiar with your evacuation procedures.*
- ✓ *Know the locations route to emergency exits in the facility where you work.*
- ✓ *Learn the location and how to use emergency fire fighting equipment such as fire extinguishers and how to alert (fire alarm or voice) other members.*
- ✓ *Know the telephone numbers to call when requesting emergency service, Military Police, Fire and Medical Services.*

Office safety and situation safety awareness is everyone's responsibility.

If you have any questions or need assistance to evaluate your workspace, please contact CEPOF-SO at 721-7670.

Operation Enduring Freedom Joint Special Operations Task Force- Philippines

*by MAJ Donovan D. Ollar,
Project Engineer, Osan Air Base*

In January 2002, the government of the Philippines invited U.S. forces, led by the Special Operations Command - Pacific, to support Operation Enduring Freedom, part of the Global War on Terrorism. The U.S. Forces who came trained, advised and assisted with missions that included more than 1,200 Sailors, Soldiers, Airmen, and Marines. They formed the Joint Special Operations Task Force - Philippines (JSOTF-P).

I deployed to the Philippines on 12 January 2004 and redeployed on 22 March 2004 in support of the JSOTF-P. The size of the JSOTF-P had downsized considerably from 1,200 to around 75 and was moving from Edwin Andrews Air Base (EAAB) to Camp Navarro. I had three primary missions. First, advise the Special Forces Commander on the ground on the technical and tactical aspects of engineering. The second was to administer the construction portions of the Logistics and Capabilities (LOGCAP) and Rapid Response (R2) contracts. LOGCAP dealt with the demobilization of EAAB and

R2 dealt with the construction of the Baranguay Rubia compound on Camp Navarro. Lastly, I performed site surveys throughout the island of Mindanao for potential humanitarian assistance projects.

One of my first tasks after arriving was to re-evaluate the threats to the Baranguay Rubia compound. Working with my host nation counterparts and the JSOTF-P force protection officer, the current threats to the Baranguay Rubia compound were evaluated. Once the evaluated threats were validated, the threats were analyzed in a blast analysis program from the tele-engineering tool kit to determine the appropriate force protection and anti-terrorism (AT/FP) measures. As a result of this analysis, the commander reallocated assets to the most vulnerable areas first allowing the contractor to focus his construction efforts. This led to the JSOTF-P occupying the compound sooner than scheduled.

A large portion of my efforts was spent constructing

the Baranguay Rubia compound on Camp Navarro which consisted of 36 10' x 20' ATCO containers for living and office space, a 40' x 70' ATCO modular facility to be used as a dining facility and recreation facility, a 10' x 40' ATCO ablution unit, and a 6 container semi-permanent Special Compartmentalized Information Facility (SCIF). The ATCO containers and modular facilities were relatively simple to emplace.



10 X 20 ATCO living and office:
Shown above is ATCO containers
used for office and living space.
The container to the rear is an
ablution unit.

The only significant work was balancing all the power requirements. The most important and difficult portion of the construction was the SCIF and it consumed most of my time until it was completed. Three shipping containers were welded together and all shared interior walls were removed. This formed one huge office space for the first level. The interior and exterior had to be configured to meet the security requirements for a facility that would conduct top secret operations. Three additional

containers were stacked on top to form the second level. The second level would have two separate offices, but would require the same security requirements as the first level.

On several occasions, I had the opportunity to



J2 OGA interior wall support:
SCIF Interior wall supports.



J2 OGA interior wall with sound abatement: One SCIF security requirement was 1 1/2 inch sound abatement material had to be placed between the exterior walls and the interior walls.



Finished product:
The finished interior of the first level. Communications cables are being run.

accompany counter intelligence personnel to conduct site surveys throughout the island of Mindanao. Their purpose was to confirm or deny the presence of terrorist activity in the various locations. My function was to determine the extent of any humanitarian assistance work that could be done in that area to substantiate a JSOTF-P presence in that area. The humanitarian assistance work included drilling new water wells, building new roads, building new health clinics, building new schools, and upgrading sanitary sewage systems just to name a few. After the intelligence personnel processed the trip reports and analyzed the current intelligence, the commander would decide where to focus his intelligence assets. With the locations identified there were a variety of funding sources to fund the humanitarian assistance projects. The project purpose was two-fold. Gain the support of the people by providing a much needed project for that particular area and have another location from which to conduct more intelligence gathering.

With the majority of the construction complete on Mindanao, the engineering mission shifted to Luzon where two other compounds were needed. The initial designs and layouts were completed as I prepared to redeploy and hand the JSOTF-P Engineer duties over to CPT Lisa Landreth from the Honolulu district.



Level one placed with one for two being prepped:
The first level of the SCIF is in place and the first container for the second level is being transformed into an office prior to being set atop the first level.

ENGINEER DAY MESSAGE

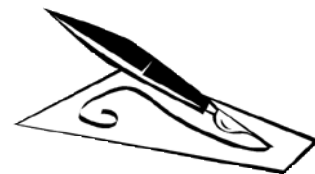
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I'm also proud of everyone who continues to accomplish our vitally important work here at home and around the world. Thanks to you, our civil works, military construction, environmental, and research and development efforts are making a lasting difference in the life of our nation.

This marks my last Engineer Day as the Chief of Engineers. It's been a privilege to see everything you have accomplished. Thanks to you, the proud legacy that began 229 years ago continues to be strong. This summer, when I leave the U.S. Army after 35 years of service, I will leave knowing the Army and the nation is in good hands. Engineers have never let the country down and, thanks to all of you, we never will.

Essayons!

A Letter from Kirkuk



Sir,

I Just got back to the Kirkuk (headquarters) Northern Area Office, Task Force- Rebuild Iraqi Oil (RIO) from the Alfathah Bridge camp Horizontal Directional Drilling site southwest of Kirkuk. I am sorry we don't have global I just completed three weeks of QAR duties with Mr. Jim McClain P.E. there being relieved by a Mr. Jim Gorman P.E. and Mr. Joshua Ankandi P.E. The rotation is every two weeks supposedly based on the security situation and incoming Army Corps personnel.



Jimmie E. Moore is on 120 day TDY assignment serving as a QAR in Kirkuk, Iraq.

The job site consists of Horizontal Directional Drilling to oil lines that run from the Kirkuk oil fields to the country of Turkey. This oil line when completed, will provide the interim Iraqi government and its people with \$7,000,000 a day in oil revenue to help rebuild their country. There is a 50 kilometer 40 inch oil line that is being constructed from the Kirkuk oil field terminals. 25 kilometers of the 40 inch oil line was constructed and placed underground prior to the war last year. The 40 inch pipe is continuing to be constructed to meet up with the oil pipe manifold system. The other 25 Kilometers of the 40 inch oil pipe line is approximately 46 % completed.

The pipe lay down yard (East side) of the Tigris river consists of seven oil lines of various sizes from 8 inch, 14, 16, 20, 26, 30, 32, and 40 inch oil lines to flow under the Tigris river from a pipe manifold system (to be constructed by Iraqi's) to the manifold system (West side of the Tigris river) to the refinery then on to Turkey. It should be noted that the lines in the oil pipe line lay down yard are approximately 1, 680 meters long or a little over two-thirds of a mile long that are to be extended under the Tigris river. This is a Mechanical Engineers dream and a complicated wonder to most of us. The Prime contractor is (Halliburton) Kellogg Brown & Root of Houston, Texas, the Horizontal Directional Drilling Sub-Contractor is the Lanney company of Houston, Texas and the Lay down oil pipe crew sub-contractor is the Willbros Company of Houston as well.

The Living conditions here at Kirkuk and at Alfathah camp are 100% better than I ever expected. Fitted with living trailers (one person rooms w/bathroom, television (satellite), air conditioning, desk, and with wall locker and double bed. Most of The Air Force and Army personnel enjoy the same accommodations and the food is great. I personally expected tents with open bays and gang showers (cold water of course) being that I am a retired U.S. Navy Construction battalion Seabee.



As always there is the clear and ever present danger of rocket, mortar attacks and small arms fire on the base here. For the most part there are on the average of two missile or mortar attacks every night here at the Air Base in Kirkuk. These attacks have been stepped up during the most current events as you probably have noted on the news in the last week or so. A even more present danger, is going on convoys to perform my QAR duties on the 50 Kilometer oil pipe line. Which consist of possible improvised explosive devices (I.E.D's.) placed by insurgents along the road. My luck and everyone else's luck in this camp has held up so far with the help of well planned security performed by private contractors American and British and of course the U.S. Army. There has been close calls and injuries inflicted on Army personnel in other camps here in Kirkuk which you probably have not heard about on the news. However, I will continue to perform my duties as assigned or asked to do anytime anywhere.

I am absolutely proud of what the Army Corps of Engineers and the military are and will be accomplishing here in Iraq. The Task Force RIO office has given way to the Gulf Regional Division but is continuing to oversee and finish this huge and historical project. If you have questions as to, what are we as Americans doing in Iraq. Well just ask the little Iraqi boys and girls "which we have provided on good will mission, with badly needed donated school supplies such as the absolute pleasure of having a simple no.2 lead pencil which they did not have before, and have them say "Hey Mister we Love Americans" and thank you so much for helping us, simply melts any apprehension I may have had before coming here. The motto is stay the course. There are problems and there will be more trials to come I suspect. This is a new born government that will have many growing pains. It is my hope that we can help walk the Iraqi people through those growing pains. Don't always believe what you see and hear on the news.

Jimmie C. Moore
U.S. Army Corps of Engineers
Civil Engineering Technician
Task - Force RI - NAO
Northern Air Base
Kirkuk, Iraq

Fighting against Himself in the Boston Marathon

by Chong Yun Kim, PAO

Mr. Chong Pin Pak, a chemist at Far East Distinct, participated in the 2004 Boston Marathon, which is one of the world's most prestigious annual road races. He not only participated in it but ran the whole course which is up to 26.2 miles (42,195 Kilometers).

Pak started running about three and a half years ago.

"Actually I didn't like running before. I liked soccer and other sports but running was very boring to me. However, I met some nice friends in a runner's club and realized that running with good friends is something that anyone can really enjoy," he says. Pak is a race coordinator at an international running club called "Seoul Synergy". He has run full-course marathons 13 times and joined numerous half-course marathons, 5 K's and 10K's.

To qualify to run the Boston Marathon, Pak had to run a qualifying time at a certified marathon. So, he took part in the Seoul International Marathon in 2003 and made the qualifying time enabling him to register for this year's Boston Marathon. However he made his personal best record in this year's Seoul International

Marathon held in March: 3 hours 5 minutes and 31 seconds. "Everything was so perfect for running that day. Weather was fine and the course was very beautiful and plain. Plus, I was in my best condition. I ran 10 minutes faster than the qualifying time of my age group," Pak says.

He flew to Boston, Massachusetts on April 17, 2004.



Mr. Pak, Chong Pin (front) and his running friends Ms. Laura Seims (left), Mr. Scott Elinger, Ms. Kelly Dworak and Mr. Edward Primeau at Hopkinton, Massachusetts.

"Edward Primeau helped me a lot on the trip. He is a friend of mine who worked in the FED Safety Office between 2000 and 2003 as an industrial hygienist. He is a good runner. He has run at the Boston Marathon a few times, so he gave me good tips about the marathon race while driving me through the course.

The Boston Marathon takes place on the third Monday in April. And it is a pseudo

holiday in Massachusetts called "Patriots Day". Actually from 1897-1968, it was celebrated on April 19, commemorating the beginning of the American revolutionary War: recognized only in Massachusetts and Maine. However in 1969, the holiday was officially moved to the third Monday in April. Basically nobody exactly knows what this holiday celebrates nowadays: it is just a good excuse to take a day off and go out to watch this long road racing event on Marathon Monday.

The race begins in Hopkinton at noon, stretching for 26.2 miles through Ashland, Wellesley College and Brookline, and finishes at Boston's Copley Square.

"There were many people cheering out there along the whole course. Especially at the Wellesley College area. Female students came out in droves and supported runners. They really enjoyed the event," Pak says.

Although the race was a hilarious event for the locals, it was a punishment for the runners when they passed uphill near the Boston College.

"It was a fight against heat and an uphill climb," said Pak.

The temperature was about 85F. Furthermore, the Boston Marathon is notorious for its hilly course. I became very exhausted after only 5 miles," he continued. "I didn't expect a good record and just struggled to finish the whole course. I'm happy that I made it."

Pak's official record was 3:56:26. Even though it took way longer than his personal record, he says he is satisfied with finishing the race.

After the long struggling race, what Mr. Pak received a commemorative medallion given to all finishers. However, the rush of exhilaration at the moment he passed the finish line is the best reward, which makes him forget the pain and run again.

Back home, Mr. Kim's next goal is to finish the full course within 3 hours.



MILITARY PHONE CARD DONATION PROGRAM GOES PUBLIC

News Release from the United States Department of Defense

The Department of Defense announced on 23 April, 2004 that any American can now help troops in contingency operations call home. The Defense Department has authorized the Armed Services Exchanges to sell prepaid calling cards to any individual or organization that wishes to purchase cards for troops who are deployed. The "Help Our Troops Call Home" program is designed to help servicemembers call home from Operations Iraqi Freedom and Operation Enduring Freedom.

Those wishing to donate a prepaid calling card to a military member may log on to any of the three Armed Services Exchange web sites: the Army and Air Force Exchange Service <http://www.aafes.com/>, the Navy Exchange Service Command <http://www.navy-nex.com/>, and the Marine Corps Exchange <http://www.usmc-mccs.org/>. Click the "Help Our Troops Call Home" link. From there, a prepaid calling card may be purchased for an individual at his or her deployed address or to "any service member" deployed or hospitalized. The Armed Services Exchanges will distribute cards donated to "any service member" through the American Red Cross, Air Force Aid Society and the Fisher House Foundation.

The Armed Services Exchanges operate telephone call centers in Iraq, Kuwait, Afghanistan, and other countries and aboard ships - anywhere servicemembers are deployed in support of Operation Enduring Freedom and Operation Iraqi Freedom. All of these locations stay busy around the clock to keep up communication between deployed troops and their loved ones. The cards available through the "Help Our Troops Call Home" program offer the best value for calls made from the call centers, never expire, and there are no added charges or connection fees.

Individuals and organizations also can show their support to deployed troops and their families with gift certificates. The "Gift of Groceries" program allows anyone to purchase commissary gift certificates at <http://www.commissaries.com> or by calling toll free 1 (877) 770-GIFT. The Armed Services Exchanges offer the "Gift From the Homefront" gift certificate for merchandise at these exchange web sites: <http://www.aafes.com> and <http://www.navy-nex.com> or by calling toll free 1 (877) 770-GIFT. Gift certificates may be purchased to be mailed to servicemembers and family members or will be distributed to "any servicemember." Only authorized commissary and exchange patrons may redeem the gift certificates at military commissaries and exchanges, including those stores supporting deployed personnel around the globe.

ISO-9001 Compliance Confirmed during April Surveillance Audit

by Robert E. Losey,

"The District demonstrated a well documented and controlled management system that meets the intent of the ISO 9001:2000 Standard requirements." This statement was made on 7 April 2004, by the Auditor from LRQA at the end of her two-day Surveillance Audit of FED following visits to Contracting Division, Office of Counsel, and Pyongtaek Resident Office. FED is continuing to pioneer the way for the Pacific Ocean Division with the implementation of our Quality Management System and maintaining our ISO-9001 certification.

Over the past six months the Business Process Manager responsibilities were transferred from Bob Losey to Dick Byron to Dave Honbo. Then three weeks prior to the surveillance audit, Bob Losey returned from TDY to help Dave prepare for this audit. Bob said he felt like he was returning home. Dave volunteered and is excited to take on this new challenge in his career here at FED. He realizes there is a lot to learn, but feels the use and improvement of our QMS will really benefit FED.

During this Surveillance Audit, Allen Chin shared his experience with using the measurements of our quality objectives to look for ways to improve our business processes and customer satisfaction at

quarterly meetings with the leadership of the District. He further explained that our customer satisfaction survey results for FY03 show sustained improvement, and attributed this to our use of our QMS. The LRQA auditor noted these efforts as a significant improvement and encouraged our continued initiatives.

The auditor commented that many system improvements are underway such as implementation of an effective lessons learned program, P2, and an assignment of a new and fulltime quality officer/representative. In addition, as a result of the most recent customer survey, two improvements are being worked: on-site commissioning of HVAC systems and reduction of modification times and costs on construction projects.

In order to maintain our ISO-9001 certification, FED needs to demonstrate continual improvement. This surveillance audit noted the following opportunities for improvement: (1) Internal audit program, and (2) Corrective action and preventive action system. More Internal Quality Auditors will be trained in May and the next Internal Audit conducted in June. Dave Honbo will be coordinating with each office for their corrective actions.

When we all do our part to improve our QMS, then FED will

continue to lead the way for the full implementation of ISO-9001 throughout POD.

From the Commander

The Power behind an Army of One

(continued from page 2)

A pet peeve of mine has always been when an individual says, "I'm just a (Fill in the blank)." Wrong attitude to take! Rather, what is it that you can't do? Everyone has a role, everyone can make a difference, and the commitment and contribution of each and every one of us to the team are pivotal to overall success. And if an individual isn't pulling their weight, yet the team still succeeds, someone must be picking up their slack, don't you think?

So an Army of One is alive and well in the Corps, One engineer/logistician/budget analyst, you name it, One branch/section, One district, One division, One Corps, One Army. And our contributions as individuals and members of One PDT team (or in the case of many here, several PDT's) on the peninsula can be viewed in much the same light. Armed with my Just Do It card and learning organization doctrine, thinking about being an Army of One should make One feel empowered to ... well, you, know, Be All You Can Be! I couldn't resist. See you on the ground.

Our Inspirational RLDP Retreat to Hawaii

by Jackie Collier, Negotiator at CRO, Osan Air Base

The Regional Leadership Development Program (RLDP) is an effort that makes a difference. It serves the purpose of transforming our business ethics from “stove pipe” structures to functional divisions that communicate through networking. Thus, the eventual entity of a team is formed. The Corps, 34,600 civilians and 650 military people strong, 8 Divisions in the US, 41 districts worldwide, with one initiative through RLDP as its goal is, “Developing Leaders at All Levels”.

The benefits of this forum are not limited just to RLDP members. A message was transpired to us with the hope that we will emulate the practices learned; canvass our current environments while spreading the word of a new organizational culture; and employ the new found principles relevant to leaders from the bottom and up the chain of command.

We learned that the most talented, best, and the brightest of the Corps doesn’t necessarily reside at the headquarters level. That’s why a dialogue of all districts is being pursued through databases. The Resident Management System (RMS), Corps of Engineers Financial Management System (CEFMS), and the recently introduced P2 are examples of that effort towards synergy.

Perhaps a chat-room of a Project Delivery Team (PDT) from different districts around the world could bring us closer. Could you imagine a Corps source similar to google.com that would allow us to access a database that needed only a few words to give us the expert, lessons learned, and established responses that we required? Possibly, it could prevent us from reinventing the wheel or touching the hot stove.

Our instructors eloquently presented the reasons to move from the “Structured Approach” (in the box) to a “Systems Approach” (the Process). Our journey has just begun through continuous improvement. RLDP is simply a beginning of changes to come. The Corps is a blue-chip organization, meaning a corporation that can survive the test of time by adapting to innovation, technology, and competition. The survival is conducive to change which the Corps is currently experiencing.

Yes, the trip to Hawaii was a necessary learning experience that has made a difference in all of our lives. The techniques learned can be used at work as well as in our personal lives. We understand how to “Discover Our Strengths” and how to understand the characteristics of others. We now realize it’s ok to be critical, but do it to the issue, not the person. Blame has no value, but proactive measures and the resilience of resolve prevent the need for blame. Most of us have a procedure for decision making. Now as RLDP members, we must promote these new ideas to our coworkers as we are developing leaders from every level.



Leadership Assessment group photo taken at the final session of the leadership assessment level 1.



Opening with LTC Cramer's remark, FED celebrated Asian-Pacific Islander's month on 19 May, 2004. Various performance by FED members and their families showed diversity of cultural background and provided a good chance to enhance recognition of the proud heritage which have to be passed to our descendants.

Aisan-Pacific Islander Heritage Month Observance



A quartet consisting of four FED personnel: Lee S. Jung (Tech Rev, Des Br), Yo, Kyong-II (Reprographics), Chong, Song-Mo (PPMD) and Samuel S. Yang (PPMD) from left to right.



Diana Chong (wife of Gilbert Chong, Chief, Office of Counsel) playing the Guzheng with Ms. Sunanta Banyatpiyaphod from Thailand and demonstrating Tai Chi.

“UNITY IN FREEDOM”

Far East District's Alpine Club Hike



Members of Far East District Alpine Club enjoyed its season opener on 13 May, 2004 with a trip to Dobongsan. If you envy these energetic hikers, please look for further events to be announced.

Arbor Day on April 30, 2004



Reader of the Arbor Day ceremony, Mr. Bill A. Yerabek and the host of the ceremony, Major David A. Diehl, Acting Commander of the Far East District pose after the opening remarks.



FED team members planting trees throughout the compound: Commander and Engineering, IM/Construction, EM/RM, LM/CT, Counsel/PPM and Safety/PAO area.

New Member



Ms. Kim, Chong Yun joined the Public Affairs Office on May 17 as a writer/editor. She joined us from the Property Book

Office, 18th MEDCOM. She graduated from Hankuk University of Foreign Studies and has a Master's Degree in English Linguistics. She taught English at the university she graduated from until she was hired as a legal clerk at the Legal Office, Camp Casey, in September 2002. She voluntarily helps blind people by reading and recording books.

사령관 메세지



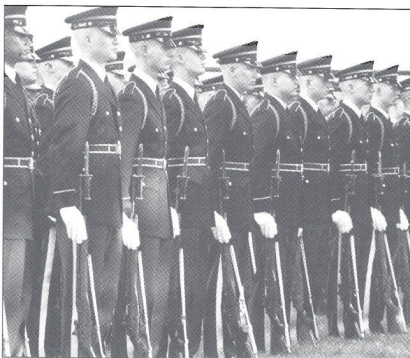
COL Francis X. Kosich
Commander

An Army of One의 힘

미육군 신병 징집 표어인 “An Army of One”은 2년전쯤부터 쓰이기 시작했습니다. 그 이전에 쓰이던 “Be All You can Be”에서 이것으로 교체되었을 때를 기억하십니까? 온통 부정적인 반응들 뿐이었습니다. 사람들은 우리가 역대 최고의 표어를 버리고 말도 안되는 애매모호한 표현으로 대체했다고 몹시 흥분했습니다. 사람들은 고개를 가로저어쥔. 특히 육군에 있는 사람들은 더 했습니다. 제 이웃 중에 어떤 사람은 헌병이었는데, 항의의 뜻으로 “Be All You can Be”라고 쓰인 스티커를 차에 붙이고 다녔습니다. 저는 그 사람에게 이렇게 말했습니다. “당신이 이 표어를 좋아할 필요는 없어요. 당신은 이미 군대에 들어 왔잖습니까?” 종전의 표어가 사람들로부터 좋은 반응을 얻었고 명성이 높았던 것은 사실이지만, 문제는 더 이상 그것이 신병 징집 대상인 18-25세의 젊은이들에게는 별 관심을 끌지 못했다는 것이었습니다.

저는 “An Army of One”을 종전 표어의 새로운 세대를 위한 새 버전으로 보고 지지했습니다. 저는 이 표어에서 개인의 능력과 잠재력을 인식하는 큰 가능성을 보았습니다. 이것은 전체의 목표를 달성하려는 개인이나 팀의 수행에 힘을 부여하며, 하나로 뭉쳐 일하는 팀의 능력에 기여합니다. 그리고 어떤 것이 여러가지를 동시에 의미할 때 그것을 꼭 수량화해

야만 하는 것일까요? 하나의 군인, 하나의 분대, 하나의 소대, 하나의 중대, 하나의 대대, 하나의 연대, 하나의 육군, 개개인은 모든 것의 기본 요소이며, 전 육군 참모총장이 말했던 것처럼 “군인은 군대 조직에서 가장 중요한 부분입니다.” 어느 누구도 개개인의 팀에 대한 공헌을 과소평가해서는 안 될 것입니다. 하나로 기능하는 팀의 힘은 그 팀의 크기에 상관없이 실로 엄청난 것입니다.



그럼, 이것을 여기 우리가 일하는 공병단에도 적용할 수 있을까요? 물론입니다. 저는 개개인의 노력과 전문지식이 전체의 이익에 기여하는 것을 늘 봅니다. 잡사이트에서의 QAR, 모터풀의 정비사, 실험실의 화학자, 수없이 많은 사람들이 따로 보면 매우 작지만, 크게 보면 성공의 지름길인 태도로 매일 자신의 일을 하고 있는 좋은 예입니다. USFK를 대표해 좋은 제품과 서비스를 제공하는 것은 하나의 팀으로 임무를 완성하겠다는

지속적인 책임감을 필요로 합니다. 그리고 팀은 그 구성원이 얼마나 훌륭하냐에 따라 딱 그 합만큼만 훌륭할 수 있는 것입니다. 우리의 PDT개념은 바로 살아있는 “An Army of One”입니다.

저는 사람들이 “저는 그저...”라는 식으로 말할 때 늘 화가 납니다. 그래서 안됩니다. 여러분이 할 수 없는 일은 없습니다. 모두가 각자의 역할이 있고, 모두가 변화를 만들 수 있습니다. 그리고 우리의 팀에 대한 책임과 헌신이야말로 성공의 중추입니다. 만약 개개인이 온 힘을 다해 책임을 다하지 않아도 팀이 성공한다면, 누군가가 그것을 바로잡아야겠지요, 그렇지 않습니까?

“An Army of One”의 정신은 군단, 엔지니어/병참관/예산 분석관, 그 외 너무나 많은 곳들, 분과, 사단, 군단, 육군 등 모든 곳에 훌륭하게 살아있습니다. 또한 개개인으로서든 PDT팀의 멤버로서든 우리의 공헌은 다 똑같은 견지에서 볼 수 있는 것입니다. “Just Do It” 카드와 배우는 조직의 원칙으로 무장하고, “하나의 육군 (An Army of One)”이 되겠다고 생각하는 것은 “무엇이든 될 수 있는 (Be All You Can Be!)” 힘을 줄 것입니다. 현장에서 뵈겠습니다.

코식대령

The Chin Report



by Allen Chin,
Deputy for Programs and Project Management

모든 것은 의사소통에서 비롯된다

왜 의사소통이 우리의 일상생활뿐 아니라 PDT에서도 가장 중요한 부분 일까요? 그것은 우리가 듣는 것, 아는 것, 배우는 것들이 모두 의사소통을 통해서이기 때문입니다.

효과적인 의사소통일수록 더 오랫동안 남는 것입니다. 25년전쯤 의사 전달 능력이 아주 뛰어난 어떤 분한테서 교육을 받은 적이 있는데, 저는 그분의 이름을 절대 잊지 못합니다. 그분의 이름은 Hershey였는데, 그는 우리가 흰머리가 가득한 그가 허쉬 초코렛을 계속 물고 있는 모습을 상상한다면 절대 그의 이름을 잊지 않을 것이라고 했습니다. 그의 말이 옳았죠: 그의 이름을 절대 잊을 수 없으니까요.

의사소통은 쌍방향으로 이루어집니다. 훌륭한 의사전달자가 되기 위해서는 좋은 청자이기도 해야 합니다. 다른 사람의 말을 듣지 않는다면 어떻게 새로운 것을 배우거나 또는 당신의 메시지를 제대로 전달할 수 있겠습니까? PDT의 일원이 된다는 것은 의사를 전달하거나 생각을 나누는 것만을 의미하는 것이 아니라, 당신의 동료들에게 호의적인 관심을 가지는 것을 의미하기도 합니다.

저는 우리 모두가 PDT에서 적절한 의사소통이 중요한 이유를 잘 알고있

다고 생각합니다. 올바른 일의 영역이나 고객의 의견, 피드백 등을 잘 전달하는 것은 질 나쁜 제품을 생산하고 제품을 늦게 배달하는 것과는 분명 큰 차이가 있으니까요.

의사소통은 물품검토회의나 고객과의 만남, 소비자 의견조사에 따른 피드백에서도 매우 중요합니다. 프로젝트 매니저로서의 제 경험에 비춰볼 때,

의사소통은 쌍방향으로 이루어지며, 훌륭한 의사전달자가 되기 위해서는 좋은 청자이기도 해야 합니다.

효과적인 의사소통이 프로젝트 실행에서 나타날 수 있는 많은 문제들을 미연에 방지해 주었던 것 같습니다. 다시 말하자면, 우리가 직면하는 거의 모든 문제들은 적절치 못한 의사소통이나 의사소통의 부재에서 비롯되는 것입니다. 디자인과 건설 프로젝트에서 고객은 우리 팀의 일원이며, 우리는 그들의 요구사항을 잘 들어야 합니다.

OPLAN과 Quality Management System은 그 목적에 맞는 좋은 의사소통 계획들을 가지고 있습니다. 여기

에는 의사소통 훈련, 마케팅 브로셔나 연례보고서와 같은 소책자 작성법, 소비자 의견조사방법 등이 포함됩니다. 2004년도 목표들 중에는 전략적 의사소통 계획과 주요 메시지를 개발하는 것이 있습니다. 6월까지 우리는 공병단 스태프들에게 주요 메시지에 대해 어떻게 느끼는지를 물으는데, 우리의 주요 메시지를 발전시키는 과정에는 여러분 모두의 참여가 필요합니다.

상황에 따라 적절히 대처하는 능력은 좋은 의사소통과 경청에서 비롯되는 것으로 매우 중요합니다. 저는 상황대처 능력과 의사소통이야말로 직업적 성공을 이끌어내는 건인차라고 믿습니다. 지금까지 제가 일터에서 만났던 많은 훌륭한 지도자들은 모두 뛰어난 상황대처 능력을 가졌고 주요메세지를 경청하여 배우는 사람들이었습니다.



Far East District Alpine Club 도봉산 등반



Far East District Alpine Club의 회원분들이 2004년도 첫 등반을 지난 5월 13일 도봉산으로 다녀왔습니다. 등산에 관심이 있으신 분들은 앞으로 있을 등반일정공고를 눈여겨 보셨다가 꼭 한 번 참가해 보시기 바랍니다.



FED의 새 식구

오랫동안 공석이었던 Public Affairs Office에 Writer/Editor가 새로 오셨습니다. 18th MEDCOM, Property Book Office에서 Supply Technician으로 일하시던 김정윤씨가 바로 FED의 새 식구가 된 주인공입니다. 한국외국어대학교에서 영어를 전공하시고 영어학 석사를 하

신 김정윤씨는 외대 실용영어부에서 강의를 하시다 2002년도에 Camp Casey, Legal Office에 채용되면서 미국 정부와 인연을 맺게 되었다고 합니다.

매주 성북시각장애인복지관에서 시각장애인들을 돕는 녹음자원봉사도 하신다고 합니다.