



## New deputy commander named

Lt. Col. John L. Whisler, Jr., has been named the new deputy district commander and deputy district engineer. He is scheduled to report next month.

Currently assigned as Omaha District deputy commander, Whisler was the operations officer for the 44th Engineer Battalion at Camp Mercer, Korea, in the late 1980's.

As Omaha's deputy, he directs a \$900 million military design and construction program in nine Upper Midwest and Rocky Mountain states.

Previous assignments include a faculty position at the U.S. Military Academy, battalion supply officer and company commander of both a headquarters and a line company in the 326th Engineer Battalion at Fort Campbell, Ky., and platoon leader and battalion adjutant for the 54th Engineer Battalion, Wildflecken, Germany.

Lt. Col. Whisler is a 1975 graduate of the U.S. Military Academy and also earned bachelor's and masters degrees in civil engineering from Georgia Institute of Technology. He is a registered professional engineer in Georgia.

His awards include three Meritorious Service Medals and an Army Commendation Medal, and he is Airborne and Air Assault qualified.

Lt. Whisler is married to the former Marylou Blomberg, and they have a daughter, Rebecca, and two sons, John and Bryan.

## UFL exercises district's war plans, operations

### Peninsula engineers conduct simultaneous table top exercise

by Simon Rosa  
Emergency Management Office

A team of Far East District and other Pacific Ocean Division personnel deployed to Taegu in August to participate in a joint U.S. and South Korean military command post exercise named Ulchi Focus Lens '92. They were assisted by four Army Reserve officers assigned to the district as Individual Mobilization Augmentees.

Purpose of the exercise was to evaluate and improve combined and joint coordination, procedures, plans

and systems necessary for the conduct of contingency operations in defense of South Korea, according to a ROK-U.S. Combined Forces Command spokesperson.

FED's role in UFL was twofold. First, it was an opportunity for the district to simulate transition from peacetime to wartime staffing and operations. Second, the annual exercise allowed FED to practice its wartime mission as the DoD construction agent on the peninsula - in support of U.S. Forces Korea.

During military contingencies in Korea, FED's responsibilities include design and construction contracting and management. Assessing the

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Photo by Yo. Kyong-Il

**DRESSED FOR SUCCESS** -- Maj. Rick Hoff, FED environmental engineer, checks a 55-gallon drum of highly corrosive organic chemicals, as part of his responsibilities for managing the district's hazardous waste sampling and analysis contract. Hoff is dressed in personal protective equipment including neoprene gloves with nitrile inserts, Tyvek chemical resistant suit and hard hat. His work has taken him around the peninsula, from Pusan to Tongduchon and Kunsan to Pohang.

## News briefs

### Two NCOs welcomed

Sgt. 1st Class David C. Dearborn is our newly arrived quality assurance representative at the Camp Casey Project Office. A Maine native, Dearborn's last assignment was as a construction supervisor in the 87th Engineer Battalion at Fort Leonard Wood, Mo.

The new district supply sergeant is Sgt. B.J. Patterson who comes to FED from an assignment in the Parachute Branch at Hunter Army Airfield in Savannah, Ga. Patterson has been in the Army for five years.

### New executive secretary

Yi, Son Cha is the new secretary to the district commander. She transferred from Kunsan Resident Office where she worked as the secretary to the resident engineer.

### Sexual harassment defined

The official DoD definition of sexual harassment is a form of sex discrimination involving unwelcomed sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature.

DoD considers these acts sexual harassment when submitting to or rejecting them affects whether a person gets or keeps a job or promotion or otherwise affects working conditions. The conduct is also considered harassment if it interferes with performance or creates an intimidating, hostile or offensive environment.

Any person in a supervisory or command position using sexual behavior to affect the career, pay or job of a military member or civilian employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated unwelcomed verbal comments, gestures or physical contact of a sexual nature is also engaging in sexual harassment. (Evelyn D. Harris, **American Forces Information Service**)

### Annyonghi kyesipsio

The list of departing team members for September is a long one. Best wishes in their new endeavors to:

Sgt. Rick Breedlove, Headquarters Detachment; Sgt. 1st Class Michael Covey, Camp Casey Project Office; Edisa Dale, Executive Office; Capt. Robert Dugan, Southern Resident Office; and Capt. Chuck Hollingsworth, Northern Resident Office.

Farewell also to: Robert Kiehm, Southern Resident Office; Sgt. 1st Class John Heinzen, Kunsan Resident Office; Staff Sgt. Steven Stetler, Kunsan Resident Office; and Capt. Isaac Washington, Kunsan Resident Office.

### Make your vote count

U.S. citizens - do you know the election is Nov. 3? Do you know who is running? Vote this year for: one president; 35 senators; 435 congresswomen and men; 14 governors and many other local officials.

Call Capt. John Handy for voting assistance, 738-3135.

### Bowling tourney

Thirty-six district bowlers, and wannabees, turned out for FED's semi-annual Nine-Pin No Tap Bowling Tournament held Aug. 14 at the Yongsan Lanes. Almost \$200 in profits was turned over to the district's Morale and Welfare Committee.

First place honors in the Women's Division went to Sue Gin Breedlove. First place in the Men's Division was won by Richard Torres.

Karen Steinbeck and Anita Alcantara placed second and third, respectively, in the women's competition. Yu, Pyong Kwon and Michael Covey took second and third in the men's competition.

FED's Mixed Bowling League begins Sept. 22. Call Karen Steinbeck, 721-7601, to register.

## Letters

### *Farewell from a friend*

*As my active duty military career comes to a close with my departure from the Far East District, I wish to express my sincere appreciation to everyone in the organization.*

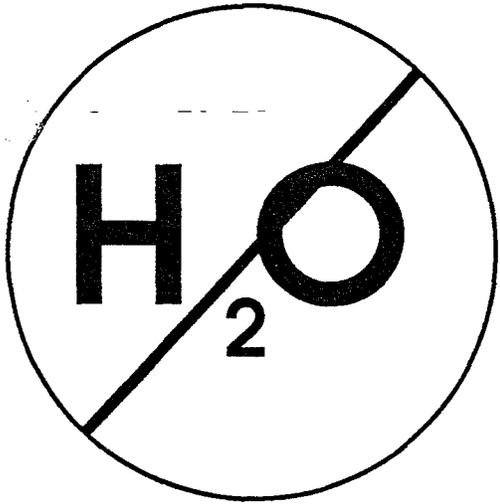
*The 35 months I have spent in Korea have been both personally and professionally rewarding. The success achieved in the Northern Resident Office (Forward) is attributed to the dedicated work ethic of all FED employees. I leave with a sense of pride and thankfulness for having had the opportunity to work at FED and contribute to the defense of Korea by constructing numerous facilities.*

*I will always cherish the many friendships and overwhelming generosity of the Korean people.*

*I wish everyone in the district continued success because your efforts truly make a difference and are instrumental in achieving the district's objective of "Building for Peace."*

*Sincerely,*

*Charles H. Hollingsworth  
Captain, U.S. Army*



## Southern Resident Office team spearheads fast-track solution to Camp Carroll's water woes

by Capt. Patrick H. Caraway  
Southern Resident Office

When Camp Carroll's potable water supply reached drastically low levels last summer, and the community faced a remedy costing \$17,000 per day, the Southern Resident Office spearheaded an engineer team effort to provide an effective solution.

The water supply at Camp Carroll is drawn from wells on the post, and in August 1991, high levels of trichloroethylene and perchloroethylene were discovered in several essential wells. TCE was the primary concern because it is a carcinogen.

Taking these wells off line reduced the amount of water available for the post to marginal levels during the summer of 1991, making a timely, permanent solution imperative.

The problem was surfaced to FED in September, and authority to design was given in January 1992. At that point, a commitment to fast tracking this project was made, and the promise to aid the user rapidly was kept.

### Compressed schedule

Compressing the entire project, from the pre-design conference in January to operational testing in August, the district reduced the project design and construction time by 50 percent, and even reduced their initial fast track schedule by 25 percent, chopping an additional three months off.

### High costs threatened

To eliminate delays for mobilization, the district contracting strategy included limiting bidders to those currently working in the area, and issued the contract as a Supplemental Agreement to the successful bidder. During the procurement phase of the contract, when water shortages threatened to cost the DEH more than \$17,000 per day to truck water from the nearest Army installation, a modification was executed to reduce the delivery time by an additional 16 days through air delivery of all of the components from the United States. The construction contract, with a modified execution time of 119 days and extensive procurement from the U.S., required intensive management throughout every stage.

The completed aeration tower has a capacity of 576,000 gallons per day and is capable of operating year round, 24 hours a day, with a normal flow rate of 300 gallons per minute, and a maximum flow rate of 400 gallons per minute. It was substantially complete two days after the very compressed performance time expired and a mere 171 days after the award of the A-E contract.

Technical problems which threatened to delay the project were aggressively addressed and solved by field visits from the district's Quality Assurance Branch.

The cost of the construction

was almost \$249,000, including air freight expediting costs.

To continue the efforts to speed the project to utilization, the Southern Resident Office coordinated the efforts of the user, Sae Kyung Construction Company, Ltd., and the 5th Preventive Medicine Unit to expedite the operational tests of the tower. The water samples taken to verify the tower's effectiveness at removing contaminants were flown immediately to a U.S. Army laboratory in Japan, and test results were telephoned back to the user within two days. Although the influent contained almost twice the contaminant level of TCE reported before construction, the tower exceeded the requirement to reduce 95 percent of the TCE level by eliminating 97 percent of the TCE. The PCE reduction was more than 95 percent, well within the 77 percent reduction requirement.

### Teamwork meant success

The full cooperation of every element of the FED team, the A-E, the local DEH and the 19th Support Command engineer made this construction success story happen. Teamwork and dedication to provide drinking water to the soldiers and civilians at Camp Carroll in the least time possible have made this project a prominent example of the Far East District's ability to "Build for Peace."

# Rewards

With very busy personal and professional lives, some people value time over monetary rewards. Time off allows a balance between home and work priorities.

## DACs can get 'time off for good behavior'

**A** new incentive award will allow managers and supervisors to award civilian workers time off for good work performance.

"We have found that many of our outstanding employees place a very high priority on family and community interests," said Sara Ratcliffe, deputy assistant secretary of defense for civilian personnel policy and equal opportunity. "With very busy personal and professional lives, some employees value time over monetary rewards. Time-off awards allow them to devote more time to these interests and to achieve more of a balance between their home and professional priorities."

Locally, the policy will be implemented early in the new fiscal year, once guidance has been published by Department of the Army, according to Jack Greer, chief of Labor and Performance Management Division, Office of the Civilian Personnel Director, U.S. Forces Korea.

DoD recently issued an implementation plan for the award, which was part of the Federal Employee Pay Comparability Act of 1990.

According to the plan, supervisors may put in employees for time-off awards in recognition of superior accomplishment or other personal effort contributing to the quality, efficiency or economy of operations. All white collar employees are eligible.

The guidelines grant employees a total of 80 hours time off per leave year, with 40 hours the most off at any one time. Employees must use time off granted as an award within a year of the award date. Time-off awards do

not transfer between organizations. If an employee receives a time-off award, then transfers agencies, the time must be taken before moving.

Authority to approve time-off awards is delegated to officials who exercise personnel appointing authority. This is normally the commander or head of an installation or activity. In defense agencies with independent appointing authority, officials delegate through the director of the agency and the agency's chain of command.

Under this delegation, supervisors may grant time-off awards of one day without review or approval of higher officials. Higher officials must review recommendations for time-off awards of more than one workday.

The DoD implementation plan provides examples of the types of effort that might merit time off:

- Making a high quality contribution to a difficult or important assignment or project;

- Displaying special initiative and skill in completing an assignment or project before deadline;

- Ensuring the mission of the unit is accomplished during a difficult period by completing additional work or project assignments;

- Accomplishing a specific one-time task or special assignment.

Employees cannot convert a time-off award to cash in any circumstance, according to the instructions. (By Jim Garamone, **American Forces Information Service**)

# School asbestos project - high visibility success

by Capt. John Handy  
Seoul Project Office

As Seoul Elementary and High School students exited their Yongsan campus for summer vacation on June 12, FED's asbestos abatement contractors entered to tackle one of the district's more sensitive, high-visibility projects.

Their mission was to remove asbestos wall panels and floor tiles from a variety of buildings throughout the campus and put the school back together in time for teachers to ready their classrooms for the Aug. 31 resumption of school.

Although the asbestos was not an immediate hazard, removal was mandated as part of a DoDDs-wide preventive measure. Despite a 57-day contract completion window, and the chal-

enges of contract modifications, the district turned over to the DEH and DoDDs-K an asbestos abated and restored campus on Aug. 11.

The original Request for Proposal was issued in March, but two amendments pushed negotia-

tions into late April. After some complicated, technical negotiations between responding contractors and the district, the Notice to Proceed was issued on May 15.

The prime contractor, Woo Sung Construction, had only 28 days to mobilize. Fortunately they had a field office and staff on

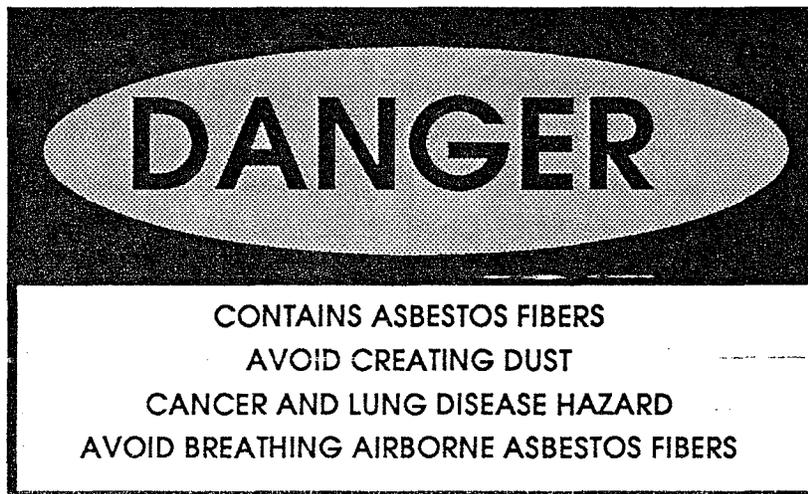
beginning, the Seoul Project Office shifted into high gear to support the effort. In addition, a three-man team from Baker Environmental of Pittsburg arrived in Korea to assist with quality assurance and to ensure the many legal and safety requirements inherent in asbestos removal projects were met.

Baker provided "micro" support while the project office provided specific guidance as well as "macro" support such as coordination with the DEH and school.

Although the contract had a small monetary value (\$375,000), it was an extremely visible and sensitive one. Asbestos is a highly emotional word for Americans, and those stationed in Korea are no different.

That meant the project came under scrutiny not only from the customer, but from parents, community leaders and service oriented agencies. An effective public information campaign to provide facts and allay fears was

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Yongsan from a previous project, and Mr. Yi, Kwan Ho immediately swung into action, providing the critical corporate leadership essential for the project's successful completion.

While the mobilization was

## Ulchi Focus Lens tests district's planning for contingency mission

From front page

planning and coordination required for this support mission was a major part of FED's exercise play during UFL.

The district team worked side-by-side with the U.S. Forces Korea engineer staff, providing technical advice and assistance, liaison capability and other support, including equipment. One of the highlights

UFL 92 was the ability of the district to integrate its reserve, civilian and active duty personnel with the USFK engineer staff and portray a realistic picture of how the district would operate during a contingency. USFK is the Regional Wartime Construction Manager

for Korea, making FED's support role vital to continued construction and repair work during contingencies.

The district also took advantage of the opportunity of having senior Army engineers from commands throughout the peninsula in one locale by sponsoring a series of "Table Top Exercises" to discuss wartime engineer issues which affect all military engineers in Korea.

In the past, UFL did not exercise the engineer community as a whole, but UFL 92 provided a forum for engineer decision makers to surface issues and address solutions. A major issue identified during table top exercise discussions was engineer requirements to set up Reception, Staging and Onward movement sites (RS&O) for incoming troops. Another requirement which surfaced was the need to update plans to reflect interrelationships and responsibilities of the various engineer elements on the peninsula.

A one year time line and suspense was established for issues identified during the table top exercise. The challenge now is to take the giant step forward to develop and implement solutions.

# Cooking up better performance

"With DoD downsizing, every one of our employees is being asked to do more. We simply can't have employees who aren't carrying their own weight," said Ronald Sanders.

To help federal agencies ensure their employees are productive, the Office of Personnel Management has put out a "cookbook," said Sanders, DoD's principal director for civilian personnel policy and equal opportunity. However, the recipes produce not dinner but improved civilian performance, he said.

Sanders said Chapter 432 of OPM's Federal Personnel Manual, issued in March 1991, contains no new regulations. It is useful for managers and personnel people, he said, because for the first time it puts everything they need to know about dealing with poor performers in one place—all the decisions, administrative rules and practical guidelines. It's also written in plain English.

The guidance helps managers by giving them a step-by-step recipe for dealing with poor performers beginning with early identification of performance problems, he said. It tells how to distinguish performance from discipline problems and how to counsel an employee. Next, it tells how to set firm performance elements and standards and how to assess the employee's performance. Finally it walks a manager through the corrective actions—either rehabilitation or something adverse, such as demotion or removal.

"The guidelines emphasize corrective action and rightly so—rehabilitation, counseling, looking at an employee as a valuable resource that can't easily be replaced," said the personnel official. "Using demotion or removal as the last resort, the guidelines stress counseling and the importance of feedback to the employee. They really coach managers in doing what they should be doing anyway— that is, actually managing individuals.

## Call the personnel office

One of the first steps for a manager to take when dealing with a poor performer is to call the personnel office, which can assign a personnel specialist to advise the manager. Don't be afraid to ask for help, Sanders said, for while the average manager encounters only about three poor performers in a career, personnel specialists deal with such problems every day.

He stressed the importance of distinguishing misconduct—the problem employee who won't do

the job—from the poor performer who can't do the job. If the problem is one of performance, Sanders said the place to start is with counseling and perhaps training. If there is insufficient improvement, this will be followed by a probation period called a "performance improvement period," where the employee receives very clear instructions on what to do and how to do it and is supervised closely. If that doesn't work, it may be possible to redesign the job to fit the employee's skills or reassign the employee to another job, he explained.

## Removal - the last resort

If that's not possible, it may be necessary to demote the individual. "Sometimes, the employee may be able to do the job, but not at the level required for the grade. So he or she may be demoted to a level with fewer technical requirements or narrower scope," he said. If all else fails, the last resort is removal.

"I stress that's the last resort, but at the same time it's not something we should shy away from," Sanders said. Given today's resource constraints, everybody has to pull his own weight, he said, and those who simply cannot must be cut loose.

Sanders said employees who feel they have been demoted or removed for poor performance unfairly can generally appeal to the Merit Systems Protection Board.

"The board resembles a court, with rules of evidence, standards of proof and so forth. A Merit System Protection Board judge rules on the case. That is why it is important for managers to get guidance from their personnel offices, so they'll handle the case correctly," Sanders said. He noted that regulations since the Civil Service Reform Act of 1978 make it easier for agencies to remove poor performers; in fact, it's easier for management to remove a poor performer than someone with disciplinary problems.

Sanders said the OPM guidance is being sent to personnel offices because that's where it belongs.

"Managers should go first to the personnel office for help in these matters. The process is complex even with the cookbook, and it's too important to be left to amateurs. Personnel people are the experts," he concluded. (by Evelyn D. Harris, **American Forces Information Service**)

# Seoul project office turns over model project

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executed using local broadcast and print media.

Frequent and careful coordination with the local DEH was essential since they were charged with part of the restoration work, and they also had many unrelated small projects ongoing at the school.

Supervision and administration for this project was a challenge for the FED quality assurance representative assigned. Mr. Yi, Yun Hak of the Seoul Project Office worked many extra hours to ensure the project started on time and stayed on schedule.

Since the sub-contractor's workers had all been hired recently and trained, they lacked any hands-on experience. So one of Mr. Yi's biggest challenges was getting the subcontractor geared up to perform the work. They were good, attentive students and got up to speed with the direct intervention of Mr. Yi. In addition, his careful inspection of site preparation work paid off as the project progressed with less and less rework.

The work was originally scheduled to have the largest abatement areas completed first. The contract sequence was changed by the project office to put the simple abatement areas first for training and to develop good work habits. This was a big help for the DEH since they were responsible for the restoration of those particular buildings which were abated first.

By the 30 day mark, the uncompromising inspections and training provided by Mr. Yi of Seoul Project Office and Mark Spence of Baker Environmental began to pay large dividends. A flurry of modifications in early July threatened to extend the project by more than two weeks, but the contractor was able to absorb the changes without a hiccup and finished on the original completion date.

Typically the preparation work took three days, but one building took almost a week to set up. Fortunately, a few sites took just a few hours to prepare. Removal work took two days at most.

After a day or so of clean up, a final air clearance sample was taken and mailed to a laboratory in Pennsylvania for analysis. The results, which were returned within seven days, were all negative (clear).

The job site became a training site for the FED sponsored "Asbestos Hazard Supervisor's Course." Students from the course visited the project for two hours on July 9 to see the operation firsthand. In essence, the job site was a model for future asbestos removal in Korea.

In many ways, this was a typical FED project. It was highly visible with lots of command interest. The customer was very demanding. Although the total project amount was not huge, extra close monitoring was nonetheless required because of the project's high visibility and time constraints. The project was completed on time, without even one hour of time growth, and was completed with minimal cost escalation. And, typically, its success was primarily due to an effective district/contractor team who did their jobs and delivered a quality project to a satisfied customer.