



**U.S. Army Corps
of Engineers
Far East District**

East Gate Edition

March 2001

Volume 11, Number 3

CHIEF OF ENGINEERS COMES TO FED

by Patrick Forrest

With the curtains closed, it didn't feel like we were sixteen floors above the fashion district. But the Town Hall meeting was special not only because it took place in Freya Town's Conference Center. Most of FED, some 200, came of course to meet the nation's fiftieth Chief of Engineers, LTG Robert B. Flowers, on his first visit to Korea since becoming the Army's senior engineer.

At the door to the Conference Center, those "Permission Slips" were handed out once more. You should have yours by now. It reads: *"Ask yourself: 1. Is it good for my customer? 2. Is it legal and ethical? 3. Is it something I am willing to be accountable for? If so, don't ask for permission. You already have it. Just do it. — Robert B. Flowers."*

Mr. Ken Pickler, Chief of



Town Hall Meeting, March 7: LTG Flowers takes a question from Mr. Gil Kim.

Transportation warmed up the crowd with a poem in Korean about sunflowers. While Ken wore traditional Korean clothes, Mr. Yi, Kon-u from the Tongduchon Resident Office (TRO) wore western-style clothes and complimented Ken for his remarkable command of the Korean language. The Chief of Engineers slipped into the darkened hall as we finished watching a video on FED.

"My father served here in Korea in the 1950s," he said by way of introduction. LTG Flowers himself was assigned here as Assistant Division Commander of the Second Infantry Division. As Mr. Sam Han translated into Korean, LTG Flowers paced the room, Oprah-style. Three stars on each side of his collar caught your eye. Flowers said, "If I am successful as Chief of Engineers, I

want people to say the following about the Corps of Engineers. . . ." that we provide excellence with integrity and credibility; serve the Army and its transformation; serve the nation through effective stewardship of water resources; accomplish environmental responsibilities; and seek consensus to do what is right.

Flowers charged each FED team member with four responsibilities: "knowing your job; staying situationally aware [knowing what's going on in the District, the Corps and the world]; staying healthy; and treating everyone with dignity and respect. . . We will be known as an organization of positive proactive people, and nothing can stop us." He explained his leadership model, the "Empowerment Curve," which compares performance over

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From the Commander



COL Gregory Kuhr

LEADERSHIP AT FED

I hope many of you had the opportunity to attend the terrific leadership training, which was recently conducted. I want to take this opportunity to discuss leadership within FED. Everything we accomplish can be traced to someone demonstrating LEADERSHIP. Are you a leader in your job? If not, please look at yourself and ask why not. **EVERY FED EMPLOYEE SHOULD STRIVE TO BE A LEADER.**

In simple terms, leadership is the ability to influence others to accomplish a task. How do you influence others—through kindness and sincerity, through sympathy or trickery, or through threats and brute force? There may be times when any one of these is the most efficient way to accomplish the task. Let's look at some of the critical components of leadership.

In order to accomplish a mission you must first have an idea or VISION of how the task is to be accomplished. The VISION should be to complete every task to a standard of excellence. Ask

yourself the next time you are reviewing a contract document, conducting an independent technical review of a design, preparing budget documents or any other task—Who has the VISION of how this task should be completed? Is it to a standard of excellence? There is an old saying that “anything worth doing, is worth doing right.” Ask yourself if your job could be done better, faster or more effectively. If so, invoke the Chief's “Just Do It” card (which I know you have in your wallet or purse), and start doing it to a level of excellence. Everything we do, from the smallest to largest tasks, should be done to a standard of excellence. To accept less than excellence is not worthy of the professionalism and pride we have in FED.

Many people think that the Army leads through yelling, screaming, and threatening. Nothing could be farther from the truth. Army officers and sergeants influence their soldiers by leading with a set of VALUES. These are also the Corps of Engineers' values. Loyalty, Duty, Respect for Others, Selfless Service, Honesty, Integrity, and Personal Courage. I expect all leaders within FED to take these values to heart and demonstrate them everyday. Why are these VALUES so important? Because they are contagious; they work both ways, leader to subordinate and subordinate to leader. These

VALUES greatly enhance the leader's ability to lead or influence others.

One other critical leadership trait, which I feel compelled to mention, is WILL, or a fierce resolve to accomplish a task. If you are not committed to a task or don't care if it is accomplished to a level of excellence, then your leadership will be handicapped. There are usually many obstacles to completing a task in superb fashion, and without this determination and grit, it will not get done. Do you have what it takes?

All leaders must have the ability to evaluate themselves. You must understand what you enjoy or dislike and appreciate your own capabilities. Are you ready to become a leader with VISION, VALUES and WILL? Can you improve your section's work—making it faster, better or more responsive? If every single employee in the District would become a leader in his or her respective area, we could become better than ever. With over 400 active projects throughout the peninsula, we continue to excel at providing quality work for all US service members in Korea. Keep up the terrific work!

ESSAYONS!

COL Kuhr

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

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 desktop publishing by the Public Affairs Office, Far East District, U.S. Army Corps of Engineers, APO AP 96205-0610, telephone 721-7501. Printed circulation: 500.

District Commander: COL Gregory S. Kuhr Public Affairs Officer: Gloria Stanley Editor: Patrick L. Forrest Photographer: Yo, Kyong-il Hangul Editor: Yi, Hwa-Chong

Safety

Bloodborne Pathogens & Construction

by Ed Primeau

Before I joined the military I worked as a nursing assistant at a nursing home and an inner-city hospital. While serving as a nursing assistant I was exposed to blood and all kinds of bodily fluids. At the time, I was not aware of the potential health risk this posed. Luckily, I never contracted a potentially fatal infectious disease from my duties. But with the emergence of diseases such as the human immunodeficiency virus (HIV), hepatitis (HBV), and even the Ebola virus, the Occupational Safety and Health Administration (OSHA) has developed a standard to protect employees occupationally exposed to blood or other potentially infectious material.

When the Bloodborne Pathogens Standard, 29 CFR 1910.1030, was passed in 1992 most people assumed it only applied to the health care industry. However, the standard applies to any worker who has a reasonable anticipation of contact with blood or other potentially infectious materials as a result of job duties. For those of us in the construction industry this standard applies to employees who are expected, as part of their duties, to render first aid or medical assistance.

For the protection of Far East District (FED) employees who are occupationally exposed to

bloodborne pathogens, we have published the Standard Operating Procedure (SOP) 385-2, The Bloodborne Pathogens Program, which is located on our X Drive. This SOP provides guidance on employee contact with blood or other potentially infectious materials.

The basic requirements under this SOP are to provide training to employees with a risk of occupational exposure to prevent contraction of infectious diseases. This training covers methods to prevent infection such as universal precautions, which basically means treating all bodily fluids as potentially infectious. Training will also cover engineering controls (safe needles), work practices (hand washing), and personal protective equipment (gloves, mask, and eye protection) to properly protect the employee from possible infection.

In addition to training, the SOP provides procedures if the employee faces actual or suspected exposure to bloodborne pathogens or other potentially infectious material. Basically, exposure is treated as an occupational injury. Employees shall notify their supervisors of any exposure, then report to the medical treatment facility for post-exposure evaluation.

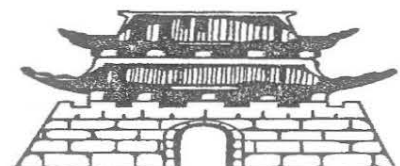
The Bloodborne Pathogen Standard also affects the construction contractor. According to Engineering Manual (EM) 385-1-1, section 3A06 requires the contractor to designate employees responsible for rendering first aid or medical assistance in their

employer's bloodborne pathogen program. Most of our contractors have personnel with such responsibilities due to section 3A02 which requires 2 employees per shift be qualified to administer first aid and cardiopulmonary resuscitation (CPR) if a medical facility is not accessible within five minutes.

This requirement for a bloodborne pathogen program need not be labor-intensive for our contractors. To meet requirements they can approach the organization that provides first aid and CPR training to see if they can provide appropriate bloodborne pathogen training. They may also contact their designated medical facility to see if they have a bloodborne pathogen program to incorporate into their Accident Prevention Plan. The program's main purpose for the contractor is to provide steps for employers to take if their workers provide first aid/CPR and have contact with blood or other potentially infectious materials. These employees shall be provided with post-exposure evaluation and follow-up to ensure they do not contract an infectious disease. If they do become infected they shall then receive immediate treatment for that disease.

The Centers for Disease Control (CDC) estimates that 400 new occupational hepatitis infec-

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The Deputy's Word

by LTC Charles Markham
Deputy Commander



After a whirlwind "engineer" week, the District is back to "normal." The Chief of Engineers' visit was very successful and once again highlighted the District's strengths. Thanks to everyone for their efforts. In addition, we had a great turnout for the 2001 Peninsula Engineer Ball. It's great to be an FED Engineer!

An important topic for the near future is our Contingency Operation Plan. The upcoming annual exercise Reception, Staging, Onward Movement and Integration (RSOI) will provide the opportunity to once again practice and hone our Contingency Plan. Since January, we've been holding weekly training for Division and Office Chiefs on Contingency-related topics. We also held an Engineer Contingency Workshop where different organizations presented informational briefs on how they fit into the Engineer Contingency picture. We generated more questions than answers, but the issues are now on the table, in the open, for us all to solve or address.

FED Contingency Operations aren't complicated, but we all need to be aware of them. I'd like to explain our personnel plan, how you fit in.

The District's personnel are broken down into six contingency groups: Active Duty Military, Emergency Essential (DA) Civilians (EEC), Mission Essential (KN)

Civilians (MEC), USACE Contingency Response Unit (CRU) personnel, Individual Mobilization Augmentees (IMA) and non-combatants. The first three groups stay with the District during a contingency. The next two are Reserve Component soldiers who join us after activation. The DAC non-combatants are evacuated off the Peninsula with our FED dependents to a "safe haven" in the United States. We are working with the Pacific Ocean Division on how we can still maintain contact with these employees and possibly gather them together in one or two locations (HED, AED or JED) to continue to help with FED specific operations. Our Korean non-combatants return to their homes and families and follow the ROK Government contingency plan(s).

Who are our EE and ME employees? Each group is made up of volunteers who occupy designated key, contingency positions. They must sign an agreement stating they will remain during a contingency, meet certain physical standards, have a security clearance and have or will initiate the Anthrax Vaccination program. Currently, FED has 167 designated EE/ME positions, with 160 filled. In MAY 01, we expect to increase this number to 191 authorized positions. Each Division and Office Chief has a plan on how

to use these personnel to efficiently and effectively support the District's Contingency Operations. Are 191 positions enough and are they the right ones? We are studying each one of the offices' plans to see if their current strengths really do meet our anticipated requirements.

Due to funding issues, all District EE/ME employees do not participate in the two annual exercises. This is not optimal, but we do get key leaders involved. However, we do try to conduct limited, essential training (NBC, first aid, etc.) at least once a year for all of them. Our Active Duty Military fill their Contingency positions as Liaison Officers (LNO) to the other services and Major Commands during both exercises. In addition, CRU and IMA personnel participate in both exercises, on the FED staff and as LNOs too.

If you don't know which Contingency group you are in, or how you fit in to your Division/Office's plan, talk with your supervisor. This is important business and I will continue this topic next month.

Remember, especially during a contingency, Safety is an Everyday Affair! More soldiers were killed by accidents than enemy fire during Desert Shield/Storm!
Serving the District and you!
LTC Markham

Remember March 1, 1919!

Korea's Independence Movement

by John Kie-chiang Oh, *Hello Korea*



Korean women march for independence from Japan, March 1, 1919. More than two million Koreans took part. A Declaration of Independence, patterned after the American version, was read throughout Korea.



The Japanese brutally suppress the movement. They fired into groups of Korean Christians singing hymns. Christian leaders were nailed to wooden crosses and left to die a slow death - "so they can go to heaven," the Japanese said. Mounted policemen beheaded young school children, and burned down many churches. Official Japanese casualty counts included 553 killed, 1,409 injured, and 12,522 arrested. Korean estimates were far higher - over 7,500 deaths, 15,000 injured and 45,000 arrests.



"We hereby proclaim the independence of Korea and the liberty of the Korean people. We announce this to the nations of the world in order to manifest the principle of the equality of man, and we pass it onto our posterity in order to preserve forever our people's just right to self-preservation as their inherent right. . . ." These are the ringing opening lines, in the immortal words of Choe Nam-son, of the March 1, 1919 Declaration of Independence.

The above translation by the late Prof. Andrew C. Nahm, as excellent as it is, loses a shade of the eloquence, nuance, and impact with which the original Korean version hit me when I was an impressionable middle school student in 1945. I was so profoundly moved by the declaration that I memorized the fairly lengthy text, when my memory was not what it is today.

During the 1919 demonstrations, some two million Koreans of the then total population of 20 million participated

"non-violently." According to a Japanese publication, the Japanese authorities killed no fewer than 7,645 demonstrators, wounded 45,562, and arrested 49,811: not to mention other sacrifices extracted by the Japanese *kenpeitai* (military police).

Shortly after the March First Movement, the Korean exile government was born in Shanghai to carry the torch for Korean independence, and the Paris peace conference learned about the Korean people's unified demand for independence. The massive demonstrations

According to the City of Los Angeles, this "...unimposing structure...served as U.S. Headquarters for the Korean independence movement against Japanese occupation. Since the end of World War II, the building has been a center for Korean cultural activities in Los Angeles



sowed the seed for the Allied Powers' determination at the Cairo Conference of 1943 that "Korea shall become free and independent in due course." Today, March 1 is celebrated as Korea's Independence Day.

Getting the 'HQ point-of-view': HR Director Susan Duncan

by Patrick Forrest

Coinciding with Women's History Month, one of the highest-ranking women in the history of the Corps of Engineers visited FED. Dr. Susan Duncan, Director of Human Resources came on March 7, the same day LTG Flowers visited, to give us, in James Dalton's words, "the HQ point-of-view." In the VTC room, Dr. Duncan launched a laundry list of HR developments:

Skillbuilding — She announced a new Learning Advisory Board that she and BG Peter Madsen chair. "We need some automated way to know what skills we have in the Corps." This explains the USACE-wide registry of skills you have heard about lately from BG Randal Castro. HR's website lists all training opportunities and suspenses. "We hope to expand the distance learning program." She noted a New Electrical Applications Program (EAP).

New Employees — Dr. Duncan lamented that employee orientation occurs less and less. To rectify this, "employee orientation is becoming automated with streaming video. In the summer time frame, this will come out." We need better entry-level leadership development. The bottom line: were interviews predictive and fair? Leadership competency interviews determine if we are measuring the right competencies.

Senior GS selection — From January 1997 to January 2001, the Corps selected 123 GS-13s. Statistics show clearly that we promote from within. Over 99% of all Corps GS-15s were chosen from within the Department of Defense,



Dr. Susan Duncan at FED.

most from within the Corps. "If you aspire to be a GS-15 and don't have a degree you'd better start working on it," Duncan advised.

Benefits — In the Thrift Savings Plan (TSP) the contribution that the government will match has increased in the Federal Employees Retirement System (FERS) to 11%, and in Civil Service Retirement System (CSRS) to 6%. The student loan repayment maximum has reached \$40,000.

Recruitment — Dr. Duncan said the best way to recruit is to appoint a sponsor to guide a prospect every step of the way. "We hope to do more outreach like we did at the Black Engineering Conference," 9-10 February. "We made 19 job offers there." The Corps of Engineers has eight CPOCS, but ultimately, District Commanders have hiring authority. "When Resumix was designed, lots of people wanted to work for the federal government. Then, we were trying to dissuade some people from applying. The situation is very different now."

Miscellaneous — Hackers were breaking into Army websites, many

through USACE. Consistency reviews make sure we treat and pay all employees fairly. Drug testing takes place at power plants and for those with Top Secret clearance.

Dr. Duncan closed with an anecdote putting perspective on whether your job is too hard. At Corps waterworks in the southeastern United States, manatees — the large, sluggish aquatic mammals — were crashing into boat propellers. Couldn't they hear the propellers? Were they suicidal? To find out, a Corps biologist at the Vicksburg Testing Station took a year to teach manatees to take a hearing test. And how was *your* day?

For Womens' History Month. . .

Sondok, Queen of Korea

From Women in World History

In the Seventh Century, the King of Silla, having no sons, chose his daughter Sondok as his heir. Early in life, she displayed brilliance. One anecdote tells of the time the king received a box of peony seeds from China accompanied by a painting of the flowers. Looking at the picture, seven-year-old Sondok remarked that while the flower was pretty it was too bad it did not smell. "If it did, there would be butterflies and bees around the flower in the painting." Her observation about the peonies lack of smell proved correct, one illustration among many of her intelligence, and thus ability to rule.

Sondok was the sole ruler of Silla between 634 and 647. She was the first of three female rulers of the kingdom.

Chief of Engineers comes to FED

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time in organizations with centralized leader-ship versus those that empower the entire organization. In a nutshell, "centralized leaders" minimize risk and minimize performance, while leaders who empower spread risk across the organization and increase performance over time. Hence, "synergy" and "permissions slips." "It's my way of empowering you," Flowers explained.

"We are the world's premier engineering organization. We work in some 96 countries. You are a part of it. We're trained and ready, talented, dedicated, diverse and absolutely indispensable." In a revelation to at least a few, he revealed that "ESSAYONS" means, "Let us try."

"We serve the Army and the nation. Here in the Republic of Korea, serving the nation also means serving the Republic of Korea... Recognize the importance of community decision-makers' opinions. It's good if they speak out in support of us."

Perhaps alluding to the controversial Upper Mississippi Report, he quoted GEN of the Army Douglas MacArthur's advice to LTG Sam Sturgis, 38th Chief of Engineers:

"Sam, always remember this: The Corps' fame is not the Panama Canal, the Washington Monument, the gigantic dams on the Missouri, flood protection and navigation on the Lower Mississippi and the Ohio, the wonder of its modern air base construction, and the like. What the Corps is most famous for is its ability to say 'No' when 'No' should be said."

He deemed the IG Report on



MAJ Peter Helmlinger, 2001 USACE Federal Military Engineer of the Year; Mr. Kim, Chong-Hwa, 35-years' US Government service; Mr. Yi, Hak Chong, 45-years' service; Mr. Emmett Billiot, 35-years' service; Mr. Michael Compton, 30-years' service; Ms. Gloria Stanley, 25-years' service; Ms. Yi, Tong Hi, 20-years' service; SFC Dean Davis and MAJ Richard Byrd (not shown) all received special recognition from LTG Flowers (far right).

the Upper Mississippi, "an opportunity to improve." The report accused the Corps of bias in favor of unnecessary work, *i.e.* "pork barrel" projects. "For an organization as large as ours, it's not unusual that we have controversy." Flowers pointed out good officers were involved, it takes courage to be on the public stage, and the new Secretary of the Army has a clean slate for changes.

In a world suffering "global imbalance" between "haves" and "have-nots," LTG Flowers staked out a missionary-like role for the Corps. He said our work in over 90 countries can redress this. He called the importance of morale within the Corps "number one... We have to work to develop, hire and retain world-class talent... We will maintain the right technical proficiency."

"On 30 March we publish a refreshed vision statement and a campaign plan for the next few years. We will concentrate within the Corps on our people, process, communications... We'll have a much higher degree of customer satisfaction."

"We are supporting the Army's Transformation. For the first

time, the Army is transforming before the design is tested in the field. In the near future, Interim Forces will bridge the gap between our light forces and the heavy forces we have today. By the year 2003... we will know what technology we can embed in the force we will field in 2008... For engineers our challenge is to determine what kind of installations we need to support such a force. We need special virtual reality facilities."

LTG Flowers noted some of FED's achievements: PACAF 2001 Design Agent of the Year Nominee to HQ, USAF; 1999 USACE Installation Support Program of the Year; the best safety record of any district.

"I'm very impressed with the sites I visited yesterday at Camp Casey and Camp Humphreys. Family Housing at Yongsan will be a challenge." Other challenges will be the 121st Hospital's renovation and the Barracks Renewal Program.

He asked that we take from his speech pride in 225 years of service and a bright future: "The Far East District will probably do more work next year than any other district in the Corps." The rest of the Corps

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has plenty to do also. Civil engineers say it will cost \$1 trillion to fix the nation's infrastructure.

"We attract people not for money, but for the importance of our work... Every time our nation has had a very difficult problem to solve it has called on the Corps of Engineers to solve it... I will do everything in my power to focus the power of the Corps of Engineers to make you successful... If you need us, we'll be there for you... I will periodically video teleconference with you."

FED Commander COL Gregory Kuhr added just a few words. He welcomed Dr. Susan Duncan, the USACE Chief of Human Resources, and announced LTG Flowers had "promised that he'll visit us every year that he's the Chief."

Mr. Yi, the KN Union President presented LTG Flowers with a gift for the general's wife and a tie clip for the general. LTG Flowers' gift to the FED team was two hours off that day. He explained, "we will have fun in USACE."

To strains of "Like a Rock" by Bob Seeger's Silver Bullet Band, we arrived at the warmest, fuzziest part of the whole slide show: people who make up the Corps, and those who benefit from our work. The torrent of faces showed how many facets there are to the Corps: park rangers, scientists, water workers, young, old, disabled... public affairs. "That is the true strength of the Corps: all of you, its people."

As tokens of recognition, the Chief of Engineers awarded pins, plaques or coins to: MAJ Peter Helmlinger for being named 2001



COL Kuhr knocks 'em out for LTG Flowers.



LTG Flowers promises to visit us every year he's Chief.

USACE Federal Military Engineer of the Year... Mr. Yi, Hak Chong for 45 years of US Government Service... Mr. Kim, Chong-Hwa for 35-years' service... Mr. Emmett Billiot for 35-years' service... Mr. Michael Compton for 30-years' service... Ms. Gloria Stanley for 25 years' service... Ms. Yi, Tong Hi for 20-years' service... and MAJ Richard Byrd and SFC Dean Davis just for being good soldiers.

The Chief of Engineers stressed he may call at any time for your 30-second commercial. "Do not hang up on me." Mr. James Dalton gave his commercial as a model. Then LTG Flowers took

A message from LTG Flowers



To all USACE employees:

To improve how we do business, we are revising ER 5-1-11, formerly titled "Program and Project Management." Our draft revision is retitled "USACE Business Process." It establishes the corporate doctrine for every-thing we do. The draft regulation is available for review and comment online at www.hq.usace.army.mil/pmbp/er.

ESSAYONS!

Bob Flowers

questions. A few of his answers: "Project Management is how the Corps delivers its work... CEFMs is friendly in HQ, but unfriendly in the field... We cannot afford to become simply contract managers. We will continue to do in-house work..."

"We are streamlining the recruiting process. We will make it easier to retrain our workforce. We will create an environment where people feel worthwhile." He thanked those who emailed him: Ms. No, Yong-Hye and SFC Carl L. Lindsay. And then many strolled out into Freya Town to take two hours off, courtesy of the Chief of Engineers, LTG Robert B. Flowers.

Situational Awareness Tour hits Yongsan

by Patrick Forrest

Dear Mr. Sam Han:

"I would like to commend you on a job well done. I have spent many hours on Main and South Post. Initially, upon hearing of this tour I was hesitant about attending. I doubted that I was going to be informed of anything new; I was pleasantly surprised. You pointed out things that I had not even thought about. This tour was not only informative but entertaining as well." —Jean Lane

"Thank you for the narrated tour of FED projects on Yongsan. It was very interesting to hear about the history of some of the buildings and to look at "future" homes of projects that are and will be under design soon." —Wendy Michibata

On March 2, 2001, eight FED team members took a construction tour of Yongsan Garrison to see what we're really all about. The Situational Awareness Tour, led by Mr. Sam Han, Team Leader, Area II, showed emerging patterns in FED's work. From now on, family-oriented functions will tend to go on South Post. Yongsan's Main Post will focus on "war-fighting" structures. Camp Coiner will become "Bed Town" for barracks-based soldiers. "Verticality" might describe another trend. New buildings will be tall and compact,



Situational Awareness Tour.

reducing USFK's footprint on the land, leaving room for whomever, whatever might move to Yongsan, like FED (a possibility discussed in a previous *East Gate Edition*). The other common factor in the myriad improvements for USFK's main installation is, of course, how much FED will build.

Our tour began at Camp Coiner near the rows of quonset huts, mostly belonging to TSAK (Training Support Activity - Korea). The CINC, GEN Thomas A. Schwartz, decided to have FED create a combined Community Activities Center and Fitness Center on this spot, based on a similar structure in use by US Forces Japan. The cost will be \$20-plus million. GEN Schwartz's goal is to vanquish the notion that coming to Korea is a hardship tour. He wants families to volunteer.

Unaccompanied NCOs will go in five or so barracks to be built not far from the Community Activities Center/Fitness Center. New barracks will conform to the improved "2+2" standard, meaning two soldiers to a room with a latrine, instead of two rooms sharing a latrine. This year will also bring nine Barracks

Upgrade Projects ("BUPs") in Yongsan to complement six completed in the year 2000. Most BUPs are on Camp Coiner. Plans call for 2000 soldiers to live here in Yongsan's northwest corner.

On Yongsan's Main (north) Post, an annex to USFK HQ ("the White House") will rise on Balboni Theater's current location. A tunnel will connect the two buildings. State of the art security will be installed, which costs, to be precise, "a lot of money." Still at issue is just who will go in the new building. Ideas to replace Eighth Army Headquarters ("the Red House," across the parade ground from the White House) are being floated. By the way, have you noticed that Eighth Army Headquarters still shows on its gables the black star symbol of the Imperial Japanese Army?

For all the millions being lavished on Yongsan, saving money matters, absolutely. "We changed our attitude to please our customers. COL Kuhr has led that," Mr. Han says. Thus, on the one hand, GEN Schwartz decided we don't need a new Battle Simulation center. On the other, the CINC insists that new barracks be better than Army requirements. On the one hand, a 2.8 million upgrade planned for an old FED project, the Main Post Club, will be one family-oriented facility *not* moving to South Post, because the Club, like the Bowling Alley next door, has lots of life left. On the other, the new multiplex theater to replace Balboni

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Situational Awareness Tour hits Yongsan

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will go on South Post where the Four Seasons Store now stands.

On South Post, Sam Han stopped a moment to marvel at an FED project, USFK's crown jewel, the Dragon Hill Lodge (DHL). "It's the safest hotel in Seoul. HVAC, fire systems, and earthquake proofing are top quality. Its elevators are simply the finest available." In 1987 ground was broken for DHL's main structure. It was completed in 1989 at an original cost of over \$40 million. Some grumbled about the price and the time it took to build, but the quality is world class.

"The Dragon will last 50 years. It's the strongest building on Yongsan," Han says. And the safest. Inside, you notice how good the air feels. Unlike in most Korean establishments, "cigarette smoke in the Dragon rises straight up, instead of drifting sideways." This is due to superb ventilation. The DHL Fitness Center has a waiting list to join. And changes continue. The CINC was not satisfied with the Fitness Center's locker room. To move the men's locker room just one foot, FED will move the ladies' locker room, and in turn, the Jacuzzi. Mr. Han speculates that the new DHL Annex, opened in 2000, was built without FED because of those notions about taking too long and costing too much. Yet it is already apparent that the new annex is "less than FED quality," and the required fixes have not come cheap at all. Morale, Welfare and Recreation (MWR) funds, such as revenues from DHL's slot machines go for non-appropriated projects like the Dragon Hill Lodge itself and the Main Post Club.

Not far from the DHL will go new, 5-story-high Bachelor Officer Quarters (BOQs). Two of the towers will provide every officer a roomy 400 square feet. New field grade officer BOQs will give each senior officer 540 square feet of space. For one person, this is immense. To save as many trees in the lush Yongsan hills as possible, underground parking garages for the BOQs are contemplated, despite the expense.

Southeast of "BOQ Land," near U.S. Embassy housing, more than 1,000 units of new family housing will be installed in 8-to-10 story towers costing hundreds of millions of dollars. A 96-unit complex, to cost over \$30-million, will be phase one. The project's "ROKFC/CDIP" (Republic of Korea-Funded Construction/Combined Defense Improvement Program) funding-designation means the Korean government pays. If we move out later, the ROK government will not have to buy the buildings, because it has already paid.

FED advises the State Department on Yongsan Embassy Housing, but does no work in the neighborhood, which sits on USFK land. The fate of the Embassy's housing is a political question. Four softball fields will be built next to Collier Field House. The nearby 121st General Hospital is also being upgraded, in a major project. Infrastructure improvements include new buried power lines, better water treatment and storm drains.

All an all, improvements worth hundreds of millions of dollars over the next decade are slated for

Yongsan Garrison. Uh, wasn't there once talk of moving Yongsan? Has anyone ever suggested moving Seoul? Political questions the Far East District cannot answer. However, FED *will* answer the needs of US Forces Korea, whatever and wherever they may be, now and in the future.

Amazing what little snowflakes can do when they work together . . .



The grounds staff really dug our snowstorm.

by Patrick Forrest

On February 15, almost 10 inches (a record 23.3 cm) of snow dumped on Seoul in just 10 hours. It was Korea's heaviest snowfall since 1969, though many could not recall a worse wallop of white since the founding of the Republic, half-a-century ago. A white world of wet flakes paralyzed air, road, and rail traffic. FED was forced to close at 1400 hours. More than 20,000 civil servants, policemen and soldiers, mobilized to try to clear major roads, but were helpless against the endless pileup. FED's own grounds crew was very busy too.

MAJ Baker, MAJ Eisenhower cross the line from junior to senior officer

by Patrick Forrest

When is it good to get scrambled eggs on your hat? When it means you're promoted to field grade officer. "Scrambled eggs" is Army slang for the gold braid that field grades wear on their Class A hats. With COL Gregory Kuhr pinning on gold oak leaf rank insignia on March 1, newly-minted majors Paul M. Baker and John W. Eisenhower join the ranks of senior officers.



MAJs Baker and Eisenhower taste success.

North Carolina and a platoon leader twice with the 12th Engineer Battalion (Combat) (Mechanized) at Dexheim and Mannheim, Germany. He holds a master's degree in Civil and Environmental Engineering from Stanford University. "John has been performing at the field-grade level for quite some time," Kuhr judged.

COL Kuhr also extolled MAJ Paul M. Baker, a 1990 graduate of West Point, where both Baker and Eisenhower served in the 4th Regiment. MAJ Baker is FED's Yongsan Project Manager responsible for some 150 million dollars in design and construction awards. He earned his Masters of Civil Engineering from Arizona State University. He led two different companies in Fort Jackson, South Carolina and two different platoons in Germany. He and his wife Sarah are the adoptive parents of lucky baby Rebekah, profiled in January's *East Gate Edition*. Rebekah Baker *did* make it to the party. Regarding similarities between his career and MAJ

Eisenhower's, Baker noted, "I certainly have crossed paths with John more than anyone else," so it's fitting they be promoted together.

The crowd of about 40 included half-a-dozen greensuiter Engineers. Guests enjoyed quite a spread, including smoked salmon, teriyaki chicken, roast beef, burritos, crepes, etc., for which they can thank the two new majors. Tradition holds that a newly-promoted officer spends an amount equal to the difference between his or her new and old monthly salary on a promotion party.

According to the *ARMY OFFICER'S GUIDE* by LTC Keith E. Bond, while company grade officers understand and supervise the Army's day-to-day operations, field grade officers must also "develop and supervise the plans for the *future* of the Army." Field grade officers may go to Command and General Staff College (CGSC) and War College. They may serve on the staffs of the most senior national security establishment, like the Joint Chiefs of Staff, the Secretary of Defense or even the President. Majors may be Executive Officers (second in command) of battalions. They may administer field grade (really bad!) courts martial, among other weighty responsibilities and privileges. The Army, in short, entrusts great confidence in field grade officers.

Congratulations, Majors Eisenhower and Baker. Both you and your work keep building.

FYI

- *Company grade:* junior officers, i.e., Second Lieutenants (2LT), First Lieutenants (1LT) and Captains (CPT). They lead companies, which are subdivisions of battalions.
- *Field grade:* senior officers, i.e., Majors (MAJ), Lieutenant Colonels (LTC) and Colonels (COL). They lead battalions and brigades.
- *Class A's:* the more formal, dark green uniform, worn with ribbons, a tie, and, usually, shoes instead of boots.

The promotion ceremony took place at that old FED project, the Dragon Hill Lodge. COL Kuhr remarked, "today we have the opportunity to promote company grade to field grade. It's a mark of achievement... John [Eisenhower] is a 1990 West Point grad. He served with the 12th Engineers in Germany," just as COL Kuhr did. Prior to his assignment as the Camp Page Project Engineer, MAJ Eisenhower served as the Uijongbu Project Engineer. He was a company commander with the XVIII Airborne Corps at Fort Bragg,

SAFETY

(Continued from page 3)

tions occurred in 1995 among U. S. health care workers, down from 17,000 in 1983. Thus, requiring education and training for those workers potentially exposed has had a positive effect to reduce occupational infections. Of course, even one occupational infection is too much, especially if you are the one infected.

For additional information on the Bloodborne Pathogen Standard go to OSHA's web site at <http://www.osha.gov> and click on B next to Index, or call the Safety and Occupational Health Office at 721-7114.

National Engineers' Week at Seoul American H.S.

by Patrick Forrest



"Engineering is far more than just construction."

FED helped celebrate the 50th National Engineers Week, February 18-24, by organizing a program for Seoul American High School. 19th TSC (Theater Support Command) and the Society of American Military Engineers (SAME) also took part in the event, held in the school auditorium. Mr. Doug Bliss, FED's Chief of Geotechnical Engineering and Environmental Branch, Mr. Chris Vaia, Environmental Engineering Technician, Mr. Don Schlack, Environmental Section Chief of Geotech, and others created a program that attracted more than 300 students. Corps of Engineers castles covered the main display on the auditorium stage.

"We had protection equipment, Geo-Positioning System (GPS) equipment, a microscope showing hazardous materials like asbestos, core samples, and other rocks," Mr. Vaia said. "The focus was to show that engineering is far more than just construction. It's chemistry, environmental engineering, geology, computer-aided design, a whole host of activity," Mr. Bliss said.

Engineers' Week is celebrated every year around the time of George Washington's birthday, because the Father of our Country was also a military engineer and land surveyor. Annual Presidential Proclamations have declared the event since the Truman Administration.

FED Snackbar reopened, renamed

by Patrick Forrest

One of the better Korean restaurants around happens to be on our compound. The FED Snackbar's four adjimas have been serving authentic, local fare for years. USFK regulations require a place for Korean nationals to eat. But just as KNs eat western food when they want, the quaint quonset hut serves plenty of American fans of Korean food, every day.

Records show Bldg. T71 was built right after the Korean War. The newly dubbed, "East Gate House" has major electrical improvements, a revamped interior, and a new kitchen. When the weather is better, the contractor will finish the exterior with plastic sheeting.

The proprietor is Ms Yu, Un Wa says, "she feels younger



Mr. Yi, COL Kuhr and Ms. Yu launch lunch at the East Gate House.

now that the building feels newer." "Looks much nicer," COL Kuhr concurred. At the Grand Reopening, about 80 people showed up for free food. Normally, a nice buffet costs only 3000 Won. FED Counsel Larry Vogan said there were several legal issues about private businesses on government facilities, but in the end, USFK regs allowed KNs a place to eat on post. Now we all can eat at East Gate House.

사령관메세지



COL Gregory Kuhr

FED에서의 지도력

저는 여러분 모두가 최근에 실시되었던 훌륭한 지도력 훈련과정에 참석하는 기회를 가지셨기를 바랍니다. 저는 FED내에서의 지도력에 관해 토론할 기회를 갖고 싶습니다. 우리가 달성하는 모든 것이 어떤 사람이 지도력을 입증함으로 대변될 수 있습니다. 여러분의 업무 내에서 지도자입니까? 만약 그렇지 않다면 여러분 자신을 돌아보고 왜 지도자가 아닌지를 반문해 보십시오. FED 직원 모두는 지도자가 되기 위해 노력해야만 합니다. 단순한 개념에서 지도력은 직무를 수행하기 위해 다른 사람에게 영향을 미치는 능력입니다. 여러분이 어떻게 다른 사람에게 영향을 줄 수 있을까요? 친절한 태도와 성실한 마음을 통해서, 동정이나 간교한 책략을 통해서 혹은 협박과 잔인한 폭력을 통해서요? 아마 이 가운데 어떤 것이 업무를 수행하는데 가장 영향을 미칠 때가 있을 것입니다.

지도력의 중요한 몇 가지 요소들을 살펴봅시다. 임무를 완수하기 위하여 여러분은 첫째로 아이디어 또는 그 업무가 어떻게 완성될 지에 대한 선견지명이 있어야 합니다. 선견지명은 우수한 수준으로 모든 일이 완성되는 것입니다. 다음은 여러분이 계약서를 검토하고 있는지, 설계를 독자적으로

기술적인 검토를 하고있는지, 예산서를 준비하거나 어떤 다른 일을 준비하고 있는지를 자문해 보십시오. 어떻게 이일을 끝마쳐야 할 지에 관한 통찰력을 누가 가지고 있습니까? 탁월한 수준의 것입니까?

“어떤 일을 하려면 옳게 하라”라는 속담이 있습니다. 만약 여러분의 일이 더 쓸모 있고 신속하고 잘 될 수 있었는지를 자문해 보십시오. 그렇다면, 공병감의 “그렇게 하십시오” 카드(여러분이 지갑이나 핸드백 속에 갖고 있는)의 말대로 행하십시오. 그리고 우수한 단계로 끌어올리기 위해서 그것을 지금 시작하십시오. 아주 작은 일부터 큰일까지 우리가 하는 모든 일은 탁월한 수준으로 끝마쳐야 합니다. 덜 우수함을 받아들이는 것은 전문가 기질이나 FED에서 우리가 가지고 있는 자부심에 부합되지 않습니다.

많은 사람들은 군부가 고향을 치거나 위협을 통해서 지 한다고 생각합니다. 이것은 사실이 아닙니다. 육군 장교나 상사들은 그들의 가치관단을 가지고 선도함으로써 그들의 부하들에게 영향을 미칩니다. 충실함, 본분을 지킴, 타인을 존중, 사심 없는 봉사, 정직함, 성실과 개개인의 용기는 또한 공병의 참된 가치이기도 합니다. 저는 FED내의 모든 지도자들이 이러한 가치들을 마음속에 받아들이고 실천하기를 바랍니다.

이러한 가치들이 왜 그렇게 중요할까요? 그것은 그들이 널리 과급되는 효과가 있기 때문입니다. 그들은 부하직원을 위한 지도자와 지도자를 위

한 부하직원 모두에게 영향을 미칩니다. 이런 가치들은 다른 사람을 이끌거나 영향을 줄 수 있는 지도력을 고취시킵니다.

제가 반드시 언급하고 싶은 한가지 다른 비판적 지도력의 특징은 의지 또는 임무를 수행하기 위한 강한 결심입니다. 만약 여러분이 업무에 열중하지 않거나 업무가 탁월한 수준으로 완수되는 것을 방관한다면 여러분의 지도력은 불안전할 것입니다.

훌륭하게 업무를 완수하는데는 통상적으로 많은 장애요소들이 있고 이런 의지력이나 용기 없이 이루어질 수 없을 것입니다. 여러분들은 이렇게 할 수 있습니까? 모든 지도자들은 그들 자신을 평가할 수 있는 능력이 있어야 합니다. 여러분이 좋아하는 것과 싫어하는 것을 알아야만하고 여러분 자신이 얼마만큼의 능력이 있는지를 판단해야만 합니다.

통찰력, 가치들 그리고 의지를 갖고 지도자가 될 준비가 되셨습니까? 여러분의 업무를 더 신속하고, 잘 이해하며 보다 진보적으로 개선시킬 수 있습니까? 만약 당지구의 근로자 개개인이 그들 자신의 사무실에서 지도자역할을 할 수 있다면 우리는 이전보다 더 나아질 수 있습니다. 우리는 한반도 전역에 걸쳐 400여건의 진행 중인 사업계획과 함께 한국에 있는 모든 미군을 위한 업무수행에 있어서 더 나아지도록 끊임없이 노력하고 있습니다.

이 멋진 일을 계속합시다!

ESSAYONS!

부사령관메세지

by LTC Charles Markham
Deputy Commander



FED의 모의 전쟁활동 계획

빠를것음으로 엔지니어 주간이 지 단후에 당 지구는 "열병"한 일상으로 돌아왔습니다. 공병간에서 방문하셔 있는데 그의 방문은 매우 성공적이었고 당 지구의 내구력이 다시 한번 돋보였습니다. 합쳐주신 모든분들께 감사드립니다. 더구나 2001 한반도 엔지니어 공식 만찬회에 많은 분들이 참석하셨습니다. FED의 엔지니어로서 자랑스러웠습니다. 우리가 당면할 중 요한 문제는 우리의 모의 전쟁 활동 계획입니다. 돌아올 연례 훈련(RSOI)은 한번 더 연습하고 우리의 모의 전쟁 계획을 잡고 더욱 기회를 줄것입니다. 연초에 우리는 모의 전쟁에 관련된 문제에 대해 각 부서장들에 한 해 주간훈련을 실시했습니다. 우리 는 또한 그들이 엔지니어 훈련구도 속에서 어떻게 조화를 이루어야 하는 지에 대해 각기 다른 조적이 제출했던 정보 요약서로 엔지니어 모의전쟁 연구집회도 실시한바 있습니다. 우리 는 해답에 비해 더 많은 의견들을 만 들어 왔고 용버를 해답을 얻기 위해 지금 솔직하게 토론해야만 합니다. FED의 모의 전쟁활동 계획은 복잡하지 않을 뿐만 아니라 우리 모두가 그 것에 대해 알아야할 필요가 있습니다. 여러분들이 어디에 속하는지 제가 인 사계획을 설명 드리겠습니다.

당 지구의 직원들은 6개의 모의 그 룰으로 나누어져 있습니다. 각각은 한역 의부군인, 비상사태 시에 필수적 인(DA) 복군성에 속한 민간인(EEC),

필수적 사명을 띤 한국 민간인(MEC), 미군별대 모의 전쟁감응 단원(CRU), 단원 동원 군인(IMA)과 비전투원을 합니다.

첫 번째 그룹은 전쟁 중에 당 지구 에 남습니다. 다음 두 그룹은 전쟁이 시작된 후에 우리와 합류할 대기 중 에 있는 군인들입니다. 비전투원들과 가족들을 한국으로부터 미국에 있는 "안전지대"로 피난시킵니다. 우리는 어떻게 우리가 이들과 연락을 계속할 수 있는지와 FED의 특수한 임무를 돕기 위해 한곳 또는 두 곳 (HED, AED or JED)에 그들을 어떻게 해서든지 다 함께 모이도록 하기위해 POD 와 연구중에 있습니다. 우리 한국인 비전투원들은 가족이 있는 그들의 집 으로 귀가시키고 한국정부의 전투계 획을 따를 것입니다. 우리의 FE와 ME는 누구를 지칭합니까? 각 그룹 은 중요한 위치에 있도록 임명된 지 원자들로 구성됩니다. 그들은 전시에 남아있을것이라는 동의서에 서명을 해 야만 합니다. 지원자들은 요구되는 신체조건들을 갖춰야만 하고 인원 보 증서와 탄저열 백신포그림에 가입 했거나 가입해야만 합니다. 현재 FED 가 있고 이중 160명의 인원이 보강되 어있습니다. 우리는 이것이 5월 1일부로 지지가 191개로 확장 인가되기 를 기대합니다. 각 부/과의 장은 당 적이고 효과적으로 만들기 위해 어쩔

게 이런 사람들을 활용할 지에 대한 계획을 가지고 있습니다. 191개의 지지가 충분하고 그것들은 정확한 자 리입니까? 우리는 그 숫자가 정말로 우리가 예상한 필요조건에 맞는지를 알기 위해 각 사무실의 계획을 점검 하고 있습니다.

재원문제 때문에 연중 두 번 있는 훈련에 지구의 FE/ME에 속한 모두 가 참가하지는 않습니다. 그것이 최 상의 선택은 아니지만 우리는 주요 지도자가 참가하도록 합니다. 그럼 에도 우리는 필요한 훈련 (NBC, 응급 처포 기타 등등)을 지도하기 위해 노력합니다. 우리의 한역 의부군인은 다른 병역과 두 가지 훈련 중에 군 지 의 연락장교(NRO)로서 그들의 전 시위치를 확보합니다. 이와 더불어 CRU와 IMA속한 사람들은 FED 참 모와 연락장교의 자격으로 두 가지 훈련 모두 참가합니다. 만약 여러분 의 부/과 에서 어떤 그룹에 속하는 지 어떤 역할인지를 알지못하면 여러 분의 상관과 이야기하십시오. 이것 은 중요한 일이고 다음달에도 이 주 제에 관해 이야기하겠습니다.

지역하십시오 특히 모의 전쟁훈련 기간도 안전은 염두에 두어야할 일임 입니다! 캄포전(Desert Shield/Storm) 전투에서 적군의 총이 아닌 사고로 더 많은 군인이 복숨을 잃었습니다.

Serving the District and you!



National
Women's
History
Project

1. 어떤 여성지도자가 어린 근로자들을 위해 펜실바니아에 있는 의류공장에서부터 롱아일랜드에 있는 루즈벨트 대통령의 휴가지(약 210Km)까지 행진하며 항의 시위를 이끌었습니까?

메리 해리스 존스는 극렬 노동자 조직의 창립자로 이 조직은 1903년에 결성되었습니다. 모든 사람들에게 의해 "지도자"라 불리웠던 그녀의 항의 시위행진의 목표는 어린 근로자에 대한 악행을 대통령과 국내 언론에 알리기 위해서였습니다.

2. 남북전쟁당시 가장 중요한 스파이들과 정찰병들중에 하나인 그녀는 노예의 신분에서 탈출했던 흑인이었습니다. 그녀의 이름을 아십니까?

해리어트 투먼 (1820-1913)은 또한 노예신분이었던 300명 이상을 노예탈출을 돕는 비밀 조직으로 알려진 안전가옥 조직을 통해 탈출을 주도했습니다.

3. 흑인을 위해 다양한 미용상품을 개발한 그녀는 미국에서 첫 번째 흑인 백만 장자가 되었습니다. 그녀는 누구이며 언제 었습니까?

1905년 씨.제이 워커 부인 (1867-1919)은 질이 좋은 헤어로션을 개발하기 시작했었고 그후 곱슬머리를 펴지도록하는 특별한 빗을 개발했습니다. 그녀는 마침내 3000명의 종업원을 거느렸고 그녀의 공장에서 일을 하거나 다양한 미용 상품을 판매한 근로자 대부분은 흑인이었습니다.

4. 그녀는 10대 일 때 미국에서 과학을 공부했으며 여성으로서 세계적인 실험적인 물리학자가 되었습니다. 그녀의 가장 유명한 실험은 과학법칙의 근본적인 오류를 밝혀냈습니다. 이 우수한 아시아계 미국인이 누구일까요?

치엔 시웅 우(1912-1997)는 그녀의 과학에 관한 연구로 미 과학상과 세계적으로 권위가 있는 울프상을 받았습니다.

5. 미 회사들과 군대는 하와이 제도를 미국에 편입시키기 위해 군주제를 폐지했었는데 그 하와이 제도의 마지막 군주 통치자는 누구였습니까?

리리우오카라니여왕 (1838-1917). 1983년 미 해군 포함대의 지원을 받았던 미국 사업가들은 임시정부를 탄생시켰던 혁명을 지지했습니다. 그녀의 불후의 유산중의 하나는 'Aloha Oe'를 그녀가 작곡했던 200여곡들입니다.

6. 사람들의 서명이 들어간 독립선

언문의 첫 번째 사본을 누가 인쇄했었습니까?

신문 출판업자인 메리 캐서린 고다드(1738-1816)는 볼티모어로 미 국회가 임시로 이전했을 1776년 당시에 식민지하에서 훌륭한 평판 덕으로 중요한 문서인 독립선언문을 인쇄했었습니다. 그러나 출판업자로서 메리는 독립선언문에 이름을 남겼기 때문에 당시 현상 황에서 영국에 의해 체포당할 수도 있었습니다.

7. 미 적십자 창시자로 잘 알려진 클라라 바톤(1821-1912)은 남북전쟁 당시 중요한 역할을 했는데 무엇 이었습니까?

북군지원의 어떤 계획도 없었던 남북전쟁 당시 클라라 바톤은 북군을 위해 군수물자 지원을 요청했고 곧바로 전쟁터로 가서 부상자를 위해 음식, 붕대와 의료품을 전달했습니다. 또한 그녀는 전쟁중 22,000명의 사상자에 대해 문서로 기록함으로써 가족들이 그들의 생사여부를 통지받을수 있도록 도왔습니다.

8. 왜 레이첼 카슨 (1907-1964)을 환경운동의 어머니라고 부릅니까?

작가이자 생물학자인 그녀가 1962년에 저술한 "침묵의 봄"은 살충제가 환경에 미치는 악영향에 대해 국제적 논쟁을 불러 일으켰습니다. 그 책은 베스트 셀러가 되었음은 물론 현대 생태학 인식의 기초가 되었습니다.

두분 장교의 진급



지난 3월 1일 베이커 대위와 아이젠하워 대위가 각각 영관급 장교(Major)로 승진했습니다. 베이커 소령과 아이젠하워 소령은 모두 1990년에 미 웨스트 포인트를 졸업했습니다.

PPMD의 기획관리자인 베이커 소령은 아리조나 주립대학에서 토목 공학 석사학위를 받은바 있습니다. 아이젠하워 소령은 스텐포드 대학에서 토목 공학과 환경공학 각각의 석사학위를 받았었습니다. 두 소령은 웨스트 포인트 같은해 졸업, 그후 독일에서 함께 일했으며 이곳 FED에서도 함께 일하고 있습니다.

그러므로 그들이 함께 진급한 것은 당연한 일이 아닐까요?

축하 합니다.

베이커 그리고 아이젠하워 소령님!!

..... 용 어 설 명

위관급 장교: 하위 장교를 말하며 소위(2LT), 중위(1LT) 그리고 대위(CPT)가 이에 속한다. 그들은 포병(보병)대대의 세분화된 중대를 이끈다.

영관급 장교: 선임장교를 말하며 소령(MAJ), 중령(LTC), 대령(COL)등이 이에 속한다. 그들은 포병(보병)대대와 여단을 이끈다.

Talk Tips

The CINC is GEN Thomas Schwartz. He is USFK's top officer.

싱크(CINC)는 토마스 스왈츠 장군이십니다. 그는 주한미군의 최고 사령관이십니다.

CINC means Commander in Chief.

싱크(CINC)는 Commander in Chief 의 약어이고 최고 사령관을 뜻합니다.

USFK means United States Forces Korea.

USFK는 United States Forces Korea 즉, 주한 미군을 말합니다.

Our Chief of Engineers is LTG Robert Flowers.

공병감은 로버트 플라워스 중장이십니다.

Our Far East District Commander and District Engineer is COL Gregory Kuhr.

극동지구 사령관이자 건설 공병 단장은 그레고리 쿠어 대령이십니다.

Our Far East District Deputy Commander is LTC Charles Markham.

극동지구 건설 부 사령관은 찰스 마킴 중령이십니다.

Our Deputy District Engineer is Mr. James Dalton.

공병부단장은 제임스 달튼씨입니다.

Chief is what many top supervisors at FED are called.

FED에서 부서나 과의 최고 책임자를 일컬어 Chief 이라 부릅니다.

The Far East is what people in the West call East Asia.

극동(Far East)은 서양사람이 동아시아라고 부르는 것입니다.

ESSAYONS, the slogan of the Engineers means, let us try.

엔지니어 슬로건인 "ESSAYONS"는 "함께 해보자"라는 뜻입니다.

ESSAYONS!!!



**미육군 공병대의
모든 근로자들에게**

우리 사업에 대한 방법을 개선하기 위해 우리는 "프로그램과 프로젝트 관리"라고 전에 명명되었던 ER 5-1-11을 개정하고 있습니다. 초안 개정판은 "미 공병단 사업 공정"이라는 새로운 표제가 붙여집니다. 이것은 우리가 하는 모든 일에 대한 공동 원칙을 성립시킵니다. www.hq.usace.army.mil/pmbp/er에 접속하여 초안규정을 다시 살펴보고 의견을 기술할 수도 있습니다.

Essayons,

Flowers 중장으로부터.