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

Transportation warmed up the crowd with a poem in Korean about sunflowers. While Ken wore traditional Korean clothes, Mr. Yi, Konu 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
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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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 into 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
"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. 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.

"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 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:

Skill building — 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, 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 Women’s 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

(Continued from page 1)

time in organizations with centralized leadership 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 "permission 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 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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CHIEF COMES TO FED
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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 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 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.

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 everything we do. The draft regulation is available for review and comment online at www.hq.usace.army.mil/pmb/p/er.

ESSAYONS!
Bob 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, reducing USFK's footprint on the land, leaving room for 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," 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 cause 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 in 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 Eisenhauer 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. MAJ Baker and MAJ Eisenhauer 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. MAJ Baker and MAJ Eisenhauer join the ranks of senior officers.

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. MAJ Baker and MAJ Eisenhauer join the ranks of senior officers.

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 officers to field grade. It’s a mark of achievement… John [Eisenhauer] 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 Eisenhauer served as the Uijongbu Project Engineer. He was a company commander with the XVIII Airborne Corps at Fort Bragg.

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 this 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 Eisenhauer 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 Eisenhauer’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 Eisenhauer and Baker. Both you and your work keep building.
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

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, Environ-
mental 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 cele-
brated 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 Proclama-
tions 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 adjsmas 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 Ko-
orean 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 contra-
tor will finish the exterior with
plastic sheeting.

The proprietor is Ms Yu,
Un Wa says, “she feels younger
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 busi-
esses on government facilities,
but in the end, USFK regs al-
lowed KNs a place to eat on post.
Now we all can eat at East Gate
House.
사령관 메세지

COL. Gregory Kuhr

FED에서의 지도력

지는 여러분 모두가 최근에 실시되었던 훈련 중 지도가 현장에 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 아닐지를 반문해 보십시오. FED 직원 모두는 지도자가 되기 위해 노력해야 합니다. 단순한 개념에서 지도력은 직무를 수행하기 위해 다른 사람에게 영향을 미치는 능력입니다. 여러분이 어떻게 다른 사람에게 영향을 줄 수 있을까요? 진정한 태도와 성실한 마음을 통해서, 동정이나 간절한 책력을 통해서 혹은 협박과 잔인한 폭력을 통해서요? 아마 이런 중에는 어떤 것이 업무를 수행하는데 가장 영향을 미칠 때가 있을 것입니다.

지도력의 중요한 몇 가지 요소들을 살펴봅시다. 업무를 완성하기 위하여 여러분은 첫째, 아이디어 또는 그 업무가 어떻게 완성될 지에 대한 신 건지명이 있어야 합니다. 신건지명을 우수한 수준으로 모든 일이 완성되는 것입니다. 다음은 여러분이 계약서를 감토하고 있는지, 설계를 독자적으로 기술적인 검토를 하고있는지, 예산서를 준비하거나 어떤 다른 일을 준비하고 있는지를 자문해 보십시오. 이렇게 하여 끝내야 할 지에 관한 통장력을 누가 가지고 있습니다? 탐월한 수준의 것입니까?

"어떤 일을 하려면 월계 하리"라는 속담이 있습니다. 만약 여러분의 일이 더 졸로 있고 신속하고 잘 될 수 있었던지를 자문해 보십시오. 그렇다면, 고품질의 "그렇게 하십시오" 카드 (여러분이 지갑이나 랜드백 속에 갖고 있는)의 말대로 행하십시오. 그리고 우수한 단계로 클로어리하기 위해서 그것을 지금 시작하십시오. 아주 작은 일부부터 큰일까지 우리가 하는 모든 일은 탐월한 수준으로 클로어리해야 합니다. 덜 우수함을 받아들이는 것은 전문가 기질이나 FED에서 우리가 가지고 있는 자부심에 부과되지 않습니다.

많은 사람들은 군부가 고함을 치거나 위협을 통해서 지 한다고 생각합니다. 이것은 사실이 아닙니다. 육군 장교나 상단들은 그들의 가치관들을 가지고 선도함으로써 그들의 부하들에게 영향을 미칩니다. 끝 veterano, 본문을 지침, 타이틀을 존중, 사심 없는 봉사, 정직함, 성실과 개개인이의 용기는 또한 공병의 창업 가치에 기여합니다. 저는 FED내의 모든 지도자들이 이러한 가치들을 마음속에 받아들이고 실천하기 바랍니다.

이러한 가치들이 왜 그렇게 중요할까요? 그것은 그들이 널리 파급되는 효과가 있기 때문입니다. 그들은 부하직원을 위한 지도자와 지도자를 위한 부하직원 모두에게 영향을 미칩니다. 이런 가치들은 다른 사람들에 이끌거나 영향을 줄 수 있는 지도력을 고취시킵니다.

제가 반드시 인금하고 싶은 한가지 다른 비판적 지도력의 특징은 의지 또는 업무를 수행하기 위한 강한 결심입니다. 만약 여러분이 업무에 열중하지 않거나 업무가 탐월한 수준으로 완수되는 것을 방관한다면 여러분의 지도력은 불안정할 것입니다.

훌륭하게 업무를 완수하는데는 통상적으로 많은 장애요소들이 있고 이런 의지력이나 용기 없이 이루어질 수 없 것입니다. 여러분들은 이렇게 할 수 있습니까? 모든 지도자들은 그들 자신을 평가할 수 있는 능력이 있어야 합니다. 여러분이 좋아하는 것과 싫어하는 것을 알아차리고 여러분이 얼마나 가치 있는지 를 판단해야만 합니다.

통찰력, 가치들 그리고 의지를 갖고 지도자가 될 준비가 되었습니다? 여러분의 업무를 더 신속하고, 잘 이해하여 보다 진보적으로 개선시킬 수 있습니까? 만약 당신근의 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 계속하시다!

ESSAYONS!
1. 어떤 여성지도자가 어린 근로자들을 위해 핸디바니아에 있는 의류공장에서부터 토마일랜 드에 있는 루즈ベル트 대통령의 유 기(약 210km)까지 행진하며 항의 시위를 이끌었습니까?

메리 해리스 존스는 국립 노동자 조직의 창립자로 이 조직은 1903년에 결성되었습니다. 모든 사람들에 의해 "지도자"라 불리었던 그녀의 항의 시위의 목표는 어린 근로자에 대한 약행을 대통령과 국내 언론에 알리기 위해서였습니다.

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

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

3. 흑인을 위해 다양한 미용상품을 개발한 그녀는 미국에서 첫 번째 흑인 백만 정자가 되었습니다. 그녀의 누구이며 언제 였습니까?

리리우가카리니아 백 (1838-1917), 1983년 미 해군 포함해의 지원을 받 았던 미국 사업가들은 임시정부를 탄생시킨 혁명을 지지했습니다. 그녀 의 부수의 유산의 하나는 'Aloha Oe'를 그녀가 창작했던 200여곡들입니다.

4. 그녀는 10대 일 때 미국에서 과학을 공부했으며 여성으로서 세계적인 실험적인 물리학자였습니다. 그녀의 가장 유명한 실험은 과학자로서의 그녀의 깊운 인물로 널리 알려졌습니다. 이 우수한 아시아계 미국인이 누구일까요?

치안 시우 우 (1912-1997)는 그녀의 과학에 관한 연구로 미 과학과 세계적으로 기부가 되었음으로 올랐습니다.

5. 이 회사들과 군대는 하와이 제도를 미국에 편입시키기 위해 군주 제도를 폐지했었던 그 하와이 제도의 마지막 군주 통치자들은 누구였습니까?

리리우가카리니아 백 (1838-1917), 1983년 미 해군 포함해의 지원을 받 았던 미국 사업가들은 임시정부를 탄생시킨 혁명을 지지했습니다. 그녀 의 부수의 유산의 하나는 'Aloha Oe'를 그녀가 창작했던 200여곡들입니다.

6. 사람들의 서명이 들어간 독립선언문의 첫 번째 서명을 누가 인쇄 했습니까?

심문 출판업자인 메리 캐서린 고다 드(1738-1816)는 블랙보이로 미 국 회가 임시로 이전했을 1776년 당시에 식민지에서 훌륭한 평판 덕으로 중요한 문서인 독립선언문을 인쇄했습니다. 그러나 출판업자로서 메리는 독립선언문에 이름을 남겼기 때문에 당시 현상황에서 영국에 의해 제포당할 수도 있었습니다.

7. 이 적십자 창구자로 잘 알려진 클라라 바튼(1821-1912)은 남북전쟁 당시 중요한 역할을 했는데 누 엣 이셨습니까?

북군지휘관의 어떤 계획도 없었던 남북전쟁 당시 클라라 바튼은 북군을 위해 군수물자 지원을 요청했고 군수 희정, 피곤함, 의료를 전달했습니다. 또한 그녀는 전쟁중 22,000명의 사상자에 대해 문서로 기록함으로 가족들 이 그들의 생사여부를 통지받을 수 있도록 도왔습니다.

8. 오 레일리 카스 (1907-1964)은 환경운동의 어머니라고 부르니까?

작가이자 생물학자인 그녀가 1962 년에 지속한 '녹색의 존'은 식물체가 환경에 미치는 영향에 대해 국제적 논쟁을 불러 일으켰습니다. 그 책은 버트 셀러가 되었음은 물론 현대 생태학 인식의 기초가 되었습니다.
두분 장교의 진급

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

PPMD의 기획관리자인 베이커 소령은 아리조나 주립대학에서 토목 공학석사학위를 받은바 있습니다. 아이젠하워 소령은 스탠퍼드 대학에서 토목공학과 환경공학 각각의 석사학위를 받았습니다. 두 소령은 웨스트 포인트 졸업이후 독일에서 함께 일했으며 이곳 FED에서도 함께 일하고 있습니다.

그러므로 그들이 함께 진급한 것은 당연한 일이 아닐까요?

즉하 합니다.
베이커 그리고 아이젠하워 소령님!!

......용어 설명......

위장급 장교: 하위 장교를 말하며 소위 (2LT), 중위 (1LT) 그리고 대위 (CPT)가 이에 속합니다. 그들은 포병(보병)대대의 세분화된 중대를 이끄는。

영장급 장교: 선임장교를 말하며 소령 (MAJ), 중령 (LTC), 대령 (COL)등이 이에 속합니다. 그들은 포병(보병) 대대와 여단을 이끄는.

The CINC is GEN Thomas Schwartz. He is USFKs top officer.
CINC means Commander in Chief.
CINC는 Commander in Chief의 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.

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

Our Far East District Deputy Commander is LTC Charles Markham.

Our Deputy District Engineer is Mr. James Dalton.

Chief is what many top supervisors at FED are called.

FED에서 부서나 과의 최고 책임자 를 일컬어 Chief 이라 부릅니다.

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

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

ESSAYONS!!!