A Korean traditional song and dance was performed by the family members of the Department of the Army Civilian employees, who practiced very hard especially for this event.

Camp Walker Health Clinic Opens

by Julie Park

It was a celebration! With the ribbon finally cut and Korean traditional dance performed, the guests and future users of the new Camp Walker Health Clinic, who waited close to 20-months, entered the facility with great anticipation.

On June 28, the folks in Camp Walker welcomed their brand new and very spacious state-of-the-art health clinic as it will provide outpatient primary care, preventative medicine services and ancillary services to eligible military and civilian personnel of United States Forces Korea (USFK) and the Eighth United States Army (EUSA). The clinic is set to provide comprehensive family medical care as well as referral services and 24-hour emergency services.

(continued on page 7)
From the Commander

What a Team!

My favorite past time is sports. I love the challenge of competition and love watching others compete. I guess I’ve always been drawn to being part of something bigger than the individual and believe that athletics teaches enduring lessons about the value of teamwork. I’ve been on some pretty good teams and some that were not so good. My 8th grade basketball team for instance, had a perfect record. We were winless in 17 games, a season of character building that I still hear about from time to time to this day.

One often hears of sports analogies in the business world because the concepts of teamwork and commitment to a common goal transcend the fields of athletic endeavor. In a sense, our District is a team of teams. Our success lies in the development of mutually supportive relationships whereby all teammates are focused on a common objective. That’s what the Project Delivery Team is all about, relationships, both internal and external to the organization, fixed on accomplishing a clearly defined objective.

As many of you know, this is my first time back to Korea since 1985. That year the Villanova Wildcats played the Hoyas of Georgetown University for the NCAA Men’s Division I basketball championship. March Madness... Final Four... Georgetown had Patrick Ewing and was heavily favored having beaten Villanova soundly twice in the regular season. Villanova was truly a team of over-achievers; no one expected them to get very far in the tournament; certainly not to the championship game.

Georgetown, a team it had no right beating, in one of collegiate basketball greatest upsets ever. Villanova had no superstars. It had no one to match up against Ewing who had an outstanding game. It did have a team, a coach and a group of players who believed in themselves, prepared, and executed flawlessly. And I’d offer to you, the fact that they won the game is not why I consider them successful... it’s how they grew as a team focused on a common goal, enabling them to accomplish the unthinkable is why I consider them successful.

So, why am I enamored with the team concept? Because we have a team of teams right here in the Maneuver District. And we compete everyday. And as a team, we should strive to get better... everyday. Why? Here are a few reasons.
2. There’s much to be said about being part of something bigger than yourself.
3. Teammates are there for each other. They watch each other’s back and pick up each other’s slack because they know you are there for them as well.
4. Teammates develop bonds that withstand good times and bad.

(continued on page 12)

Check out the Far East District web site at Http://www.pof.usace.army.mil
As the proud parent of two young adults, I am always concerned about their well-being and safety, but much more so at the beginning of each school year. My concerns for them are:

(1) Do they remember the school hazards we discussed prior to and during the previous school year,
(2) What new hazards for the coming school year do we need to discuss,
(3) How best to avoid these hazards and what they should do in unavoidable situations.

To ensure I cover all three areas of my concerns I remind my children:

- Always walk in a group when walking to and from school.
- Whenever possible, a responsible adult will accompany them as they walk to and from school.
- Remember to practice safe pedestrian behavior whenever they walk to and from school.
- Obey law enforcement personnel to include school crossing guards.

- We ensure they know their home phone number (including area code) and address, their mother’s and my work numbers, the number of another trusted adult, and how to use 7914-8177/8/9 for emergencies. We make sure they have enough change to make a phone call or they carry a telephone calling card.
- Never to talk to strangers or accept rides or gifts from strangers. A stranger is anyone their mother and I and our children do not know well or don’t trust.
- Be careful of drawstrings on clothing. Since 1985, 22 children have died when drawstrings caught on school buses, playground equipment and other products.
- Whenever they ride their bike a bicycle helmet is required! Their bicycle and helmet are to be thought of as a set; when one item is missing the set is incomplete, period. Each year, more than 200 children are killed in bicycle-related incidents, and about 60 percent of these deaths involve a head injury. Helmet use can reduce the risk of head injury by up to 85 percent.

If your child is home alone for a few hours after school:

- Set up rules for locking doors and windows, answering the door or telephone.
- Make sure he or she checks in with you or a neighbor immediately after school.
- Agree on rules for inviting friends over and for going to a friend’s house when no adult is home.
I would like to take this opportunity to reintroduce myself to some of the fantastic members of this great district that I served with in the past and provide an introduction to the many new faces of the district. I previously served with FED in 1998 to 1999 on an unaccompanied tour in the Tongduchon Resident Office, serving with many talented people that I look forward to seeing again. On this trip my family overwhelmingly agreed to move away from Virginia Beach, Virginia and travel to the land of the morning calm. They are quickly adapting to life in the housing projects on Yongsan. My wife, Monica and I have been married for 18 years and have been blessed with two wonderful daughters, Jennifer who is 14 years old and Laura who is 11 years old.

I have served in many types of organizations mostly associated with armored forces. These assignments have taken me from the plains of Kansas to the desserts of California and the rolling prairies of Texas. In addition to my previous overseas assignment here, I have served in Germany, Kuwait, Saudi Arabia, and Missouri. I received a Bachelor’s degree in Civil Engineering, a Master’s degree in Engineering Management and professional engineer registration from the Commonwealth of Virginia.

A lot of Corps of Engineers’ initiatives have been refined over the last few years in order to improve our business practices and ability to communicate with our customer base so we better understand their needs. We as a collective organization have fostered many relationships with various organizations throughout the Korean peninsula. The time is ripe to focus some of our efforts on improving the communications within the district. We all need to make a better effort in getting critical and routine information out to everyone on our team(s). Information is not a finite resource that needs to be conserved, so do share it liberally and help strengthen our team. Within these first few months I will be assessing the internal practices of the headquarters so that I gain a better understanding of how we operate and to evaluate how we do business. I ask that all leaders take a look at their internal operation to see if improvements in efficiencies can be made. We have been given many resources to increase our productivity; these data processing resources do not replace the need to talk to one another and should not be used to pass time sensitive information or short suspense requirements.

August brings us the opportunity to meet with the Chief of Engineers, LTG Flowers on the 19th and for a select few the opportunity to participate in USFK’s exercise Ulchi Focus Lens (UFL) during the last two weeks of the month. We will validate and when necessary develop our contingency operation plans. I ask all of you to take a moment to think about and document the actions you personally would have to take and what your organization would need to do in order to implement the contingency plan. In the coming year we will dedicate the

(continued on page 12)
The Chin Report

Year End

by Allen Chin,
Deputy for Programs and
Project Management

As most of you know, there is a traditional timeframe during the year at the Far East District called “year end” when everyone gets really busy (and gets to do heroic deeds). I used to work at a large Civil Works District in the mainland U.S. where most employees work on projects that do not have expiring year end funds and consequently were not very busy near the end of the fiscal year. Many of our projects in Korea are funded with funds that expire at the end of the fiscal year and our military construction (MILCON) goals require MILCON project award by the end of the fiscal year even though the MILCON funds might not be expiring at the end of the year. We need to ensure that on these projects, contracts are awarded and their funds obligated by 30 September of each year. Non Appropriated Fund (NAF) and Host Nation funded projects don’t have funds that expire at year end but we often have to award them expeditiously by a certain time due to requirements set by the local Command.

What this all means is that the Project Delivery Teams and the entire District is real busy the last three months of the fiscal year. We are busy preparing designs, specifications, cost estimates, solicitation documents, award packages, negotiations, etc. Resource Management Office and our Program Analysts are really busy at the end of the year preparing funding documents for commitment and obligations as well as returning funds that will expire at the end of the year.

Historically, the Chusok holidays have compounded our situation because the holidays typically occur at year end like last year when Chusok holidays were right on 30 Sep 01.

Sometimes we face additional challenges that further test our resolve to award contracts and obligate funds at year end. For example, two years ago, the CEFMS system went down on the evening of 30 Sep 00 and it was a rough night as we were awarding contracts the old fashioned way (manually) without recording the obligations in CEFMS. Every year I am amazed at the “can do” attitude and work ethic of all the District employees who leave no stone unturned to get the job done. I am proud to be a part of the Far East District and to share the pain with all you “year end” heroes.
Hey that last article increased my readership a lot. Had a lot of positive and insightful comments on the truth or myth of the “Earner Burner Theory.” The most important and probably most rewarding were the comments made by our Commander, COL Kosich. He said to us leaders and financial gurus that if we were not earners, he questioned our need to be employed by FED. Though not articulated in those exact words, the message behind his statement was the reason for my article and provides a perfect segue into this month’s topic on “Contributions vs Contributors.” And here is my point of view on the subject.

We’ve all been spending a lot of time getting up to speed on PMBP, discussing teamwork, trying to understand our role in this new “learning organization,” and pretty much coming into the realization that we are “in the mix,” hanging on by the frenzies or truly out of step with the direction the Corps of Engineers is embarking on for the new millennium. This direction by all account is working together for the bigger good invoking the expertise and personal integrity of each and every employee. I didn’t say half of the employees, the leadership, or the movers and shakers; I said all meaning everybody from the cleaning team to the DE. Where do you fit on this continuum; and are you contributing or a contributor.

“Contributing” denotes your efforts for which you are paid serve a purpose to the organization and its usefulness completes the task/mission of FED. You do your job, don’t bother anybody, make no waves, could care less about the fit you have with the total organizational mission, and don’t seek out more challenging or innovative ways to accomplish your job. Contributing is very important but could be performed behind the scene, offsite, periodically, or be of little significance to the end desire or result. Now on the other hand as a “Contributor” your contributions are more active than passive and you as well as those reaping the benefits of your contributions realize them to be mandatory to the success of the operation or project. You are involved in the day-to-day activity of the District, seek out challenges, know the “big picture—how you fit within the organization,” empower or feel empowered to accomplish your job. You are enthused, excited, informed, and inspired by the endless possibilities. Are you simply “Contributing” or a “Contributor?”

The direction of the Corps is toward teams, innovation, best practices, working smarter, capitalizing on individual efforts through team affiliations, emancipating the enslaved—challenging the unchallenged—

(continued on page 14)
Camp Walker
Health Clinic
(continued from page 1)

This $4.5 million project involved repair of failed and failing building systems and interior walls, ceilings and flooring, as well as electrical, plumbing and HVAC systems. Some of the exterior repairs involved roofing, gutters, sidewalks and a fuel oil tank. Hazardous materials such as asbestos and lead paint were also abated.

Now, the clinic offers a state of the art Urgent Care Center, with features such as separate trauma rooms, trauma beds and casting and GYN rooms. The clinic is also capable of holding digital radiology sessions, allowing physicians in other areas to interpret and diagnose on a real time basis while a patient is being treated there.

For the past 20 months, the Far East District’s Project Delivery Team (PDT) and Byucksan Engineering & Construction Co., Ltd. have worked tirelessly to complete and deliver the product on time. The district’s PDT and the contractor were faced with some unforeseen challenges posed by the increase in force protection level after the 9/11 terrorist attack on America.

“Maintaining continuity in the construction schedule while accommodating major changes in the Installation Force Protection posture was one of the major challenges we had to overcome,” said Mr. William Wendt, the Far East District Project Manager for this project.

As addressed by Mr. Allen Chin during the ribbon cutting ceremony, the Deputy for Programs and Project Management Division, Far East District, there are high hopes and expectations for this long awaited facility from the military community in Taegu.

“The new staff break room in the clinic, I am told has already done great things for morale,” said Chin. “To quote Major McCrary, the Clinic Nurse Practitioner, the staff is ‘tickled’, and so are we at Far East District to have been a partner in this project.”
Working hard

The District has become much younger and lively with a very special group of future professionals. Here, they share their thoughts with the district.

Amanda Diefendorf (QAB)-Milligan College, Johnson City, TN
Amanda’s father is Mr. Walt Diefendorf, QAR at Uijongbu. She is studying to become an accountant.
“I was able to learn valuable skills on office teamwork and because I had the opportunity to receive training and give training to the new summer hires, I got to experience both the support and supervisory side of working in an organization.”

Patricia St. Thomas (RMO)-Seoul American High School, Yongsan
“I want to be a doctor, but I’m not sure what kind, yet,” said Patricia. “It’s more work than I expected, but I think it’s a great chance to improve my organizational skills.”

Rose Rauhauser (LMO, PAO)-Seoul American High School, Yongsan
“Now I know why my parents are so tired and want to be left alone when they come home from work,” said Rose.
“I learned to deal with different people at work. I don’t quite know what I want to do yet, but I know I want to make a lot of money.”

Amelia Bakameyer (RMO)-Seoul American High School, Yongsan
“I wanted to work during summer for money and for my future resume references,” said Amy.
“With the money I make this summer, I’m going to buy a computer, some clothes and then save the rest.”

Christian Miller (CSB)-Seoul American High School, Yongsan
“The most difficult part of working was showing up on time every morning,” said Chris. “I learned a valuable lesson of responsibility.”
“I want to become involved in music, either in writing or producing.”
for the Summer!

These young future professionals, “summer hires”, each have strong ambitions and plans for their

Yeun Kim (RMO)-Seoul American High School, Yongsan
“I want to go into either Architectural Engineering or Interior Design,” said Yeun. “From working here, I became familiarized with the office environment and I’m sure it will help me in my future. With my first paycheck, among many things I plan to buy, I’m going to buy my parents some underwear.” (It is a tradition in Korea that children buy a set of underwear for their parents with their very first paycheck.)

Ruby Conner (QAB)-Seoul American High School, Yongsan
“I learned the filing system and the mailing system from working here,” said Ruby. “Most of the money I make this summer will go into my saving’s account.” “I would like to become a psychiatrist and am planning on going to Baylor University.”

Cliff Wenzel (Geotech)-Seoul American High School, Yongsan
“I was looking for something fun to do during summer,” said Cliff, who is the son of Mr. Cliff Wenzel in Resource Management Office. “This job has not been as easy as I thought.”
“I want to become a musician (currently studying Piano and Cello) and would like to go to either the University of California, Los Angeles, or the Juilliard School of Arts in New York.”

Jonathan Han (Reprographics)
“I’m going to save the money I make this summer for just incase,” said Jonathan. “I haven’t decided what I want to do, but it’s been fun working here.”

Min-seok Cho (Contracting)-Seoul American High School, Yongsan
“I want to become an actor and I plan to go to Hollywood, but if Hollywood fails, I would like to act elsewhere,” said Min.
“With the money I make from working this summer, I plan to buy clothes, DVD’s, Playstation 2 and games, and save the rest.”
Why PMBP?

by Robert Losey
Programs and Project Management

This is an exciting time to be at Far East District while we transform our traditional culture to a PMBP culture. Mr. Dan Duncan, the PMBP Manager for Headquarters USACE, visited the District on July 31, 2002. He presented his perspective on the Project Management Business Process (PMBP) to our senior leaders and to our project managers. He explained that the Corps of Engineers is changing its culture to become more flexible to adapt to changes, and to move our processes, procedures and practices from the “industrial age” way of doing business into the “information age” with the use of more effective and efficient technology.

There are many aspects to PMBP and how we are engaged in transforming our district’s culture. By now almost everyone in the District has completed the CorpsPath training, which focused on the Strategic Vision and Strategic Goals for the Corps of Engineers. Now we are starting our training on the PMBP Curriculum to take the next step in transforming our culture, so that every employee in USACE will understand how PMBP applies to their work and how their ideas can help improve our organization.

Maybe you are thinking that this training is going to take too much time away from accomplishing our mission and meeting the deadlines for our high priority projects. How will our common understanding and each of your efforts for improving our procedures make your job better? Our common understanding will help us all to work in the same direction. If each of us decided that the District should change in the direction that every individual’s decision is considered to be best, then many of us may end up trying to pull the District in different and even opposite directions, with results that fail to make changes and everyone will become frustrated. If we all pull in the same direction with a common understanding of where we want to go, then each of our small efforts will reinforce each other and the District can make significant changes for the better. As we improve our processes, then we each benefit by doing the right work in the right way the first time.

HQ USACE published ER 5-1-11, USACE Business Process, on August 17, 2001, in which they establish the “Philosophy, policy and guidelines to accomplish all work performed by USACE.” It lists seven imperatives for the way we do business, identifies roles and responsibilities at each level within the Corps, and calls for the use of a Plan-Do-Check-Act cycle to improve quality.

The development of this ER stimulated the creation of the USACE PMBP Manual, which will soon be published in August 2002. It provides the implementing policies and guidelines for Program and Project Management from the initiation phase through the closeout phase. Since the execution phase is more specific for each program and the District, these procedures are provided in our district PMBP Manual. The PMBP Manual defines procedures to consistently manage the quality of every project, but not to make us inflexible to the requirements of our customers. The District PMBP is available to every employee on our intranet http://pofintra.pof.usace.army.mil.

The next big step in our PMBP journey is deploying P2. P2 is the next generation of PROMIS (Project Management Information System), using commercial (off the shelf) software that is web-based, interfacing with all our other Corps automated information systems, reducing data input, and improving our reporting capability at all levels. When we convert to P2 more offices will be expected to update the status of their efforts on projects and manage

(continued on page 12)
MAKING KOREA THE ASSIGNMENT OF CHOICE


SEOUL, Republic of Korea-How do you get 23 officers and spouses who have been selected for battalion and brigade command all together, at one time, to discuss their assignment to Korea? It's simple. You conduct a video teleconference from 17 locations around the world.

The purpose of the far-reaching VTC was to welcome the in-coming commanders and their spouses, and to answer questions regarding their assignment here in Korea. The VTC is just one of the many innovative methods being used by the command teams at United States Forces Korea and Eighth U.S. Army to make Korea the assignment of choice.

Gen. Leon LaPorte, Commander, USFK, and his wife Judy, Lt. Gen. Daniel R. Zanini, Chief of Staff, USFK, and Commander, Eighth U.S. Army, and his wife Jane, hosted the VTC. The VTC was also attended by several current battalion and brigade commanders and several agencies including: family housing, Department of Defense Schools and the Dragon Hill Lodge.

The feed-back from the participants indicates the VTC was effective at dispelling some commonly held rumors about assignment to Korea and to validate that Korea is indeed, becoming the assignment of choice for soldiers and their families.

Maj. (P) Paul Laughlin, in-bound commander of 1st Battalion, 72nd Armor, said, “The VTC reinforced two of the reasons why I wanted to go there. The ‘Fight Tonight’ mentality and getting the chance to command great soldiers who are focused on a real mission.”

“The VTC shows a real commitment from the Korean Command Group to make us feel welcome as a future part of the team there,” said Laughlin.

Laughlin also commented that having spouses currently serving in Korea at the VTC helped to dispel some of the myths and misinformation surrounding an assignment to Korea.

“Spouses at the VTC were especially helpful in breaking down some of the myths into reality (family separation, life on Yongsan and things to do in Korea).”

Lt. Col. Carolyn R. Sharpe, in-coming commander of 177th Finance Battalion at Camp Casey echoed Laughlin’s comments.

“I’ve heard nothing but great things about a tour in Korea from colleagues who have recently completed their assignment in the past two years. The VTC really helped to see the reality of the leadership’s sincerity on the campaign on choice assignment and dispelling some commonly held rumors regarding a tour of duty in Korea,” said Sharpe.

Sharpe also said, “The VTC helped weed out a lot of misconceptions on living conditions, continuing education and overall quality of life in Korea.”

Soldiers being assigned to Korea are not the only people who may have reservations. Spouses are also concerned about the quality of life in Korea.

“There’s a lot of apprehension for your family when you find out you’re going to Korea,” said Maj. (P) Tommy Mize, in-coming commander of 2nd Battalion, 44th Engineers.

“The VTC goes a very long way (continued on page 12)
Why PMBP?
(continued from page 10)

their labor through P2. We will be conducting a Systems Acceptance Test for P2 in October 2002, and we expect it to be deployed in the District by June 2003.

We are well along the way in our transformation to a PMBP culture. We each have the choice to either be proactive or reactive in this process. Our leadership has taken the proactive route by planning and managing the required changes so that we minimize our feeling of stress. We will all be learning and improving as we continue to successfully execute our projects and accomplish our mission together. Essayons!!!

What a team!
(continued from page 12)

5. In a team, the “me” becomes “we.”
6. Teammates accomplish the unthinkable.
7. Teammates contribute to the benefit of all—everyone brings something to the table.
8. Teammates make decisions everyday. Guidance, direction, mentoring come from fellow teammates, coaches, and mentors.
9. Team players aren’t self-serving; those who are usually make themselves known.
10. Teammates don’t care who get the credit!

Recall the incident last month in Somerset, Pennsylvania when the miners were trapped and subsequently rescued? When asked how they survived, one of them remarked that at one time or another each one relied on one another. That’s teamwork personified.

Oh, and that 8th grade team of mine? Four years later, we won championships in two separate leagues. And to this day, I’m proud to have been a part of that team, just as I am proud to be here serving as a member of the Maneuver District... See you on the ground.

What’s Word
(continued from page 4)

time and resources to ensure that all our emergency and mission essential personnel are trained to standard.

I feel one of the greatest assets this organization has is the people who dedicate so much of their time to providing quality services to the soldiers and families who serve on freedom’s frontier. Our cultural diversity throughout the District still impresses me. Our Korean employees, Department of the Army Civilians and Military personnel truly make up one great “team of teams.” I am looking forward to meeting all the members of the FED family.

MAKING KOREA THE ASSIGNMENT OF CHOICE
(continued from page 11)
toward easing this apprehension. During the VTC, for the first time we found ourselves looking forward to going to Korea.

Other initiatives being used to make Korea the assignment of choice includes attending conferences and military schools in order to educate soldiers and their families about assignment to Korea.

Question of Ethics
by Larry Vogan, OC

Larry is a cost engineer at the Far East District and has been assigned to the technical evaluation team on a large project. He just learned that one of the Korean firms that he owns stock in has submitted a proposal on the project. What is the proper course of action for Larry?

A) Since he never lets personal matters effect his work, he decides to not say anything and remain on the technical evaluation team.
B) Sell his stock, say nothing and remain on the evaluation team.
C) Keep the stock, let his supervisor know that he owns it, and remove himself from the evaluation team.
D) Keep the stock, say nothing, and remove himself from the evaluation team.

(Answer on page 14)
Bridge Strengthening Technology

by Mitchell Glenn
Chief, Security, Plans and Operations

The Combined Forces Command (CFC) Engineer, Brigadier General Han, and his staff along with the District personnel gathered at the Far East District on July 16, 2002 for a Video Tele-Conference (VTC) with the Pacific Ocean Division. The subject of the VTC was CarboDur Composite Strengthening Systems. The VTC, facilitated locally by Mr. Pat Crays, Security, Plans and Operations Office, included other participants; Pacific Ocean Division's representative, MAJ Tom Brady; from ERDC at Vicksburg, MS, Mr. Terry Stanton; from Switzerland, Mr. Miklos Basler of the company, Sika AG.

The CarboDur Composite Strengthening Systems technology has been applied on 30 bridges in Macedonia, a bridge in Thailand this past Cobra Gold'02 Exercise, and is under consideration for application by the 21st Theater Support command, U.S. Army-Europe.

Afterwards, the CFC Engineer was very interested and requested that Basler provide him some additional technical data. This information is being sent to the District to pass over to the CFC Engineer for consideration.

Get in shape!

by Tae Kwon, Programs and Project Management

Okay FEDsters, when was the last time you thought about your current health, staying healthy, and wanted to feel (look) good? Working out now has new meaning for everyone in the District Compound with newly acquired equipment that is specifically tailored for everybody from beginners to hard core exercise enthusiasts. No obligations necessary, just bring your own towel, right attire, and your attitude.

So, you don't know how to workout or need kick start? We will provide you a personalized training and/or arrange a workout schedule if you are interested. No excuses... we just want you to be fit...
Contributions Vs. Contributors

(continued from page 6)

pushing the unmotivated-inspiring the uninspired (behind the scenes-quiet silent types), and leaders encouraging participation and individual thought/non-attribution risk taking to get to the root of our greatest asset- “our people.”

Now some might say that puts OCONUS Districts at a disadvantage because of our local national population. Well two years ago I would have agreed with you. You can’t yes you can-imagine how difficult it was for me to get things done (the way I wanted to have them done) with a 90% Korean National workforce (pretty indicative of other staff mixes). I had to deal with the communication barrier, desire of the staff to follow and not lead, and a tendency to hold things to themselves giving only what was requested. It took us two years, but now, on the other hand with time, patience, communication, trust, respect, and thinking out of “your” box the staff of RM is well motivated and contributors to the success of RM. My staff now challenges me to keep step with them.

I shared the RM success story to provide a culmination to my article and issue a challenge to each of my counterparts, subordinate leaders, and fellow FED employees to dare to be a “Contributor.” Your success and accomplishments are only limited by the barriers you set for yourself. In times past, and maybe even sometimes now, individual unsolicited thought was not allowed nor recommended. Well, the trend of PMBP, PDTs, learning organizations, leadership development programs, and senior leader support say times have changed and participatory merited team performance will be rewarded, recognized, and required. “Our people”; all of our people are our resource, and I provide proof positive that there is a “generally” untapped resource within FED that is waiting to be unleashed; waiting to be told it has a voice and we want to hear it-our Korean population. Are you “Contributing” or a “Contributor”? I am; you are too just realize it.

Answer

to Question of Ethics

(from page 12)

There is no prohibition from owning stock in the District contractors. However there is a requirement to disclose certain assets including stocks. This is usually done on the OGE 450 annual disclosure. There is also an ethical requirement to avoid a conflict of interest. The situation described above should be handled by doing either B or C. D is not a good choice because the ownership of the stock would likely have to be disclosed unless an exception applied. A is also incorrect since there is a conflict of interest in that a favorable evaluation of the company’s proposal could result in a contract award which might increase the value of the stock of the employee.

August Focus

Name: Steven P. Truong
Title: Project Manager
What do you do?: I work in a team to deliver quality services and products to the customers with pride.
How long have you been with FED?: For over two years now. What changes would you like to see from FED?: I’d like to see change in our workplace culture, one in which people are not afraid to make change, to do things differently, and are open to ideas and discussion in the name of improvement. I realize that the Corps has a great tradition and brand and I don’t want to see that change. The change that I’m talking about here is not to do away with standardized process but to make improvement to it. Along with that, I’d like to see more communication and interaction. Communication means leadership taking time to explain and share information with others regardless of ranks or offices. In return, leadership may gain more respect and a fan base for years to come.
Did you know & Things to do...

The Boseong Tea Plantation

Deep in the southern tip of the Korean peninsula lies the country’s largest, oldest and arguably most beautiful green tea plantation: The Boseong Tea Plantation. Also called the Boseong Dawon, this plantation stretches across acres and acres of mountainside, in an area often misty with light rain and heavy with towering cedar trees. While history books document the natural growth of tea in this area since ancient times, the plantation itself grew out of the cultivation of black tea imported from India in 1939 when the Japanese occupied Korea.

When one first starts walking towards the tea fields, all one sees are a sea of lithe cedars and a mystical jungle of ferns. The mist, a trickling stream, and lush greenery seem the perfect setting for a haven of fairies or seven little elves. Suddenly, as if an apparition, row after row after row of Kelly green tealeaf bushes, laid out like neat cornrows, appear looming before you. With the mist hanging low, hiding the uppermost rows, the plantation seems a stairway to heaven.

In Korea, tealeaves are picked 3-4 times per year. The first picking occurs at the end of April to the beginning of May. This is when the leaf is at its prime (the Ujeong leaf), when the resulting tea has a nutty flavor. During the plantation’s third picking, the Jungjak leaf is the best with its pleasantly “salty” flavor.

Sample some of the best Boseong tea at the teahouse on the plantation. Watch the intricacies of “Dado” (tea etiquette). Then try some of the green tea sujebi, a mild soup with chewy pieces of dough mixed with green tea. To finish it all off, indulge in some homemade green tea ice cream. After all, green tea lowers cholesterol, tannic elements expel toxins from the body, and its polyphenol acts as an anti-halitosis agent. It’s practically the perfect food.

For more information:
Management office (061) 852-2593; Agricultural Department of Boseong-gun Administration; (061) 850-5382

Additional Details:

Hours: 9 am - 6 pm

Entrance: Free

How to Get There:
- **By car:** Gwangju-Hwasun, Iyang (National Road No. 29) - Boseong-eup - National Road No. 18 - 7 km towards Yulpo Beach - It’s located on right side of the road
- **By bus:** Gwangju bus terminal (90 minutes) - Boseong bus terminal - Bus for Yulpo - Get off in front of the plantation, 5 min. walk.
New Members

MAJ David A. Diehl
joined the district’s Programs and
Project Management Division as a
Project Manager for the Yongsan
Multi-story Family Housing
project. He is originally from
Olean, New York, and is married
to Mrs. Gwen Diehl. MAJ Diehl
graduated from West Virginia
University with a degree in Civil
Engineering and has a Master of
Business and Administration from
the University of South Carolina.
He is also a graduate of the Com­
bined Arms and Services Staff
School. He enjoys competitive
sports, travel, and is always
interested in trying out new hobb­
ies. Prior to joining the district,
MAJ Diehl served as the Deputy
Commander of the Charleston
District from August 2000 till June
2002.

Ms. Yu, Un-yong joined
the district’s Construction Division
as the new Administrative Sup­
port Assistant on July 15. She was
born in Seoul and now lives
in Uijongbu. Yu graduated from
Shin Hung Junior College and
majored in Health Administration.
She enjoys bowling, snow skiing,
and going to live jazz bars to listen
to jazz. Yu has been working for
the U.S. government since 1996
and her previous employment
included working as a secretary at
2nd Infantry Division at Camp Red
Cloud.

Mr. Michael T. Onuma
joined the district’s Construction
Division as a Mechanical Engineer
for the Northern Resident Office.
He was born in Pearl City,
Hawaii, and graduated from the
University of Hawaii, majoring in
Mechanical Engineering. Onuma
enjoys playing tennis, computers
and softball. Onuma worked at
Honolulu District from 1999 to
2002 as a mechanical engineer in
the design branch and he will be
working on the Yongsan Multi-
Story Family Housing project.

CPT Brian P. Freidhoff
joined the district as the Project
Engineer in Uijongbu. His home-
town is Johnstown, Pennsylvania
and he has a Masters of Science
in Engineering Management from
University of Missouri-Rolla and
Master of Business and Adminis­
tration from Webster University.
CPT Freidhoff enjoys
weightlifting/powerlifting, muscle
cars, motorcycles, and guitar. He
is married to Mrs. Denise
Freidhoff and they have two
children, a Maltese named Charlie
(16-years old, male) and a Shih-
tzu named Peanut (6-years old,
female). This is his first assign­
ment with the Corps of Engineers
and his previous assignments
included Fort Sill, Oklahoma,
Fort Carson, Colorado and Fort
Leonard Wood, Missouri, just to
name a few.

July 10, Mr. Billy Huff
joined Construction Division as a
new construction representative.
His hometown is Van, Texas and
he enjoys fishing and playing
chess. Huff is married to Ms. Sun-
cha Huff and they have a daughter,
Linda. This is not his first time
working with the District as he
worked at the Central Resident
Office from 1995 to 2001. Huff is
a retired U.S. Air Force.

Mr. Michael T. Onuma

What a Team!

COL Francis Kosich

Wildcats가 조지타운 대학의 Hoyas와 NCAA 남자 제1조 결승에 올랐습니다. 미국에서는 이 대학 풋볼 결승 게임을 보고 March Madness 또는 Final Four라고 합니다. 이때 조지타운은 페트릭 유익이라는 훌륭한 농구선수를 가지고 있었고, 매거리 시즌에 Wildcats를 두 번이나 쉽게 물리쳤습니다. 모든 사람들은 조지타운이 이길 것을 예상하고 있었습니다. 그리고 그들은 전국에서 가장 뛰어난 팀을 가지고 있었으며, 키, 재능, 그리고 팀의 깊이까지 갖추고 있었습니다. 반면, 브라라바는 예상하길 팀이었습니다. 그 시점에서 브라라바가 결승까지 올 것이라는 것은 상상도 하지 못했던 일이었으며, 어느 누구도 그들이 조지타운을 이길 것이라고 생각하지 않았습니다. 하지만 경기는 예상에 뒤지지 않게 진행되었습니다. 그날 브라라바는 그들 생애의 가장 뛰어난 경기를 펼쳤습니다. 미국대학 농구결승전 사상 가장 높은 역전승을 올리며 조지타운을 이겼습니다.

브라라바에는 단 한명의 수퍼스타도 없었습니다. 그들은 조지타운의 페트릭 유익을 상대로 한 선수가 단 한명도 없었습니다. 브라라바의 선수들은 조지타운 자신들을 뵐었습니다. 이날을 위해 많은 훈련과 노력으로 준비해 난 것이었습니다. 저는 결코 그들이 이겨진 것이 아닌지 지적한 적한 팀으로서 말httpClient드는 것에는 아닙니다. 저는 그들이 팀으로서 하나의 목표를 가지고 불가능을 이루어나가는 점에서 그들의 성공을 높이 사는 것입니다.

제가 왜 이렇게 팀이라는 컨셉에 빠져있는지 아십니까? 그것은 바로, 우리 FED에 팀 중의 팀이 있기 때문입니다. 그리고 우리는 매일 경성을 하기 때문입니다. 또한 우리는 하나의 팀으로서 매일 더 나아지라는 노력을 해야 할 것입니다. 왜냐요? 이에 대한 몇 가지 이유를 말씀드리겠습니다.

1. 함께 하면 더 많은 것을 이룰 수 있습니다.
2. 나 하나가 아닌 더 큰 조직에 포함이 된다는 것은 정말 중요한 일이기 때문입니다.
3. 팀원들은 서로를 지원합니다. 그들 중 하나가 잘못할 경우 그를 감싸주고 부족한 부분을 매워줍니다.
4. 팀원들은 좋은 때나 나쁜 때나 서로를 위해 그 자리에 있어줍니다.
5. 팀에서는 “나”가 “우리”가 됩니다.
6. 팀원들은 같이하면 불가능을 가능케 할 수 있습니다.
7. 팀원들은 개인보다는 단체를 위해 노력합니다.
8. 팀원들은 매일 결정을 내립니다. 그 결정을 내리는 것이 필요한 지도와 조언은 바로 팀원과 코치에게 넘겨집니다.
9. 팀 플레이어는 자신만이 있어 일하지 않습니다.
10. 팀원이라면 일에 대한 공로가 누구에게 돌아가기에는 상관하지 않습니다.

지난 달 미국 케네ディ나 주의 센터에서 광범위한 탁구대회가 열렸습니다. 구조한 사건들을 기억하십니까? 그들에 대해 어떻게 살아남아 있을 수 있었는지를 묻습니다. 그들은 한 명의 팀이 서로에게 의지하며 바뀔 수 없다고 단정했습니다. 바로 이것이 팀이 아니면 무엇이 팀이겠습니까?

아, 그리고 저의 중학교 2학년때 농구팀에 대해 말씀드리자면, 4년 후 우리는 2개의 조에서 우승했습니다. 그리고 오늘날 앞으로도 저는 제가 그 팀의 한 명이 였다는 게 매우 자랑스럽습니다. 지금 제가 FED의 팀원이란 것이 자랑스러운 것처럼 말합니다... 항상에서 빛입니다.

코식대령
부사령관 메세지

여러분 반갑습니다!

LTC Paul D Cramer

여러분, 안녕하십니까?
저는 이번 기회를 통해 이전에 함께 근무했던 분들께는 다시 인사를 드리고, 새로운 분들에게는 제 소개를 하려고 합니다.

이는 본질은 아시겠지만, FED가 저에게는 처음이 아닙니다. 지난 1998년부터 1999년까지 저는 풍무관 지역 한정 사무실에서 근무한 적이 있었습니다. 그때 같이 근무했던 많은 훌륭한 분들을 다시 볼 수 있다는 게 저에게 개인적으로 상당히 기쁩니다.

저희 기족은 아침의 고요한 나라, 한국으로 올 수 있는 기회에 바Ⱥ비니아주의 비지니어 해변을 뒤로한 채 홍영본 마음으로 비행기를 울람했습니다. 18년간 저의 아들의 나이를 지켜 준 저의 아내 모니카와 아들들의 두 공주 남녀, 제니퍼 (14세) 와 로라 (11세), 모두 온만에서의 생활에 끼리 적응해 가고 있습니다.

저의 경력과 학력에 대해 짧게 말씀드려보면, 저는 체 케리어의 대부분을 기갑 부대와 관련된 기관에서 근무하였습니다. 그 동안 저는 캔자스의 평야, 캘리포니아의 산맥, 그리고 텍사스의 대 초원을 거쳐, 한국뿐만아닌 독일, 쿠웨이트, 사우디 아라비아 등의 많은 나라에서 근무를 했습니다. Civil Engineering을 전공해 학사학위를 받았고 Engineering Management로 석사학위를 받았습니다. 그리고 비지니아주에서 전문 엔지니어 등록증 (Professional Engineer registration)을 받았습니다.

지난 몇 해간 저희 공병단은 운영 방침과 교육과 캐리어 성과 평가에 대한 개선과 발전을 위한 많은 노력을 해 왔습니다. 그 동안 FED는 한반도의 여러 군에서의 관리와의 관계 조성을 위해 험난한 노력을 다해 왔습니다. 이는 외부와의 관계보다는 내부 캐리어 성과를 위한 노력을 해야한다고 생각합니다. 각 팀 멤버간의 소통이 중요하고 명확한 정보를 공유하는 것은 매우 중요한 일입니다. 정보는 결로 한정된 자원이 아닌 것입니다. 정보는 서로 공유하고 나눌 때 그 역할을 제대로 할 수 있는 것입니다. 앞으로 몇 달간 저는 우리의 경영 방식을 더 잘 이해하기 위해 FED 본부의 사내 경영 및 운영 방식에 대한 평가를 할 예정입니다. 저는 각 부서의 지도자들에게 자신의 부서에서는 어떤 개선이 필요하며, 어떻게 하면 더 효율적인 운영을 할 수 있는지를 생각해 보기를 바랍니다. 우리는 우리의 생산력을 높여주는 많은 기술적 자원을 가지고 있습니다. 하지만, 이러한 자원들만 의지하여 서로간의 대화가 잔뜩들어 있는 것은 아니어야 할 것입니다. 그리고 시간적으로 엄한 직무 또는 짧은 마감 날자를 우려하는 업무에 대해서는 일을 직접 전달하고 확인하도록 해야 할 것입니다.

8월 19일에는 LTG Fowlers 공병감독을 맡게 됩니다. 그리고 8월의 마지막 2주간 FED의 몇 직원들은 주한미군의 올 지휘를 참가할 수 있는 기회가 주어지기도 합니다. 이 훈련을 통해 우리는 기존 전사운영계획을 재검토하고, 필요시 업데이트할 것입니다. 저는 여러분 모두에게 각 개인이 전시 상황에 어떠한 행동을 취해야 하며, 또한 조직적으로는 어떤 역량이 필요할지 생각해 보고 그를 글로 적어보시기를 바랍니다. 우리 FED는 2003년에 비상 그리고 미션 이션의 직원의 훈련을 보장하여 그 수준이 기준에 맞도록 할 예정입니다.

저는 우리 기관의 가장 큰 장점은 한반도의 평화를 위해 근무하는 군인들이 그들의 업무를 성실적으로 이행할 수 있도록 지원하고 그들을 위해 근무하는 여러분이 사라리 생각합니다. 저는 아직도 FED의 문화적 다양성을 보며 큰 감동을 받습니다. FED의 다양한 직원들, 각국의 민간 및 군인 직원들, 그리고 군직원들이야말로 “팀중의 팀”이라고 생각합니다. 이렇게 훈련된 팀을 만드는 직원 여러분 모두를 곧 만나 될 수 있길 바랍니다.
Alki Beach (Seattle Center)
도덕에 대한 질문

Larry는 코스트 엔지니어로 FED에서 근무하고 있다. 그는 최근 매우 규모의 FED 프로젝트의 기술 감사팀에서 근무를 해내고 있다. 그리고 그는 자신의 주식을 가지고 있는 한국의 건설회사가 이 프로젝트에 투포트를 제출한 것을 알게 되었다. Larry는 이에 대해 어떤 조치를 취해야 하는가?

1) 그는 공과 사의 구별을 취하지해야 한다는 생각에, 이에 대한 어떤 이야기도 하지 않고 그냥 기술 감사팀에 남기로 한다.
2) 그 한국회사의 주식을 팔고, 아무 이야기도 하지 않은채 기술 감사팀에 남는다.
3) 주식을 계속 보유하고, 이 사실을 상사에게 알린 뒤, 기술 감사팀에서 나온다.
4) 주식을 계속 보유하고, 이에 대해 아무 이야기도 하지 않은 채, 기술 감사팀에서 나온다.

FED의 새식구

Major David A. Diehli는 유산 하우징 프로젝트의 새로운 프로젝트 매니저로서 Programs and Project Management Division의 새 식구가 되었다. 그의 고향은 뉴욕의 올린주이며 Owen Diehli씨와 결혼하였고 아직까지 자녀는 없다고 한다. 그는 West Virginia University에서 Civil Engineering을 전공하였으며, University of South Carolina에서 비즈니스 석사학위 (MBA)를 받았다. 또한 Combined Arms and Services Staff School을 졸업했다. 여가 활동으로 그는 여행과 경쟁 스포츠를 즐긴다고 하며, 항상 새로운 것을 시도하는 것을 좋아한다고 한다. FED에 오기전, 그는 2000년 8월부터 2002년 6월까지 Charleston District의 Deputy Commander로 근무했다.

CPT Brian P. Freidhoff씨가 새로운 Project Engineer로서 의정부에서 근무하게 됐다. 그의 고향은 펜실베니아주의 존스타운이며 University of Missouri-Rolla에서 Engineering Management 석사학위를 받고, Webster University에서 비즈니스 석사학위 (MBA)를 받았다. 그는 웰스터링, muscle cars, 모터사이클, 그리고 기타를 좋아하며, Denise Freidhoff씨와 결혼하였다. 아직 자녀가 없는 두 사람은 아이를 대신 강아지 두 마리, 16살이 된 말리즈 쥐와 이제 6살의 푸슈 페니츠를 기르고 있다고 한다. 이전에 공병대와의 첫 인연인 CPT Freidhoff씨는 오클라호마주의 Fort Sill, 콜로라도주의 Fort Carson, 그리고 미주리주의 Fort Leonard Wood 등의 여러 곳에서 근무한 경력을 가지고 있다.

7월 15일자로 윤영재가 Construction Division의 새식구가 되었다. 그녀의 고향은 서울이며 현재 의정부에서 거주하고 있다고 한다. 그녀는 신흥학과에서 보건행정학을 전공했으며, 블링, 스포츠, 스키를 즐기고, Jazz Bar에서 라이브 재즈 음악을 듣는 것을 좋아한다고 한다. 그녀는 1996년부터 미국 정부에 임직하였으며, FED와 인연을 맺기 전에는 Camp Red Cloud의 2nd Infantry Division에서 근무한다고 한다.

7월 10일부터 Billy Huff씨가 Construction Division에 새식구가 되었다. 그의 고향은 텍사스주의 베이비라고 하며, 낭시와 체스게임을 즐긴다고 한다. 그는 Sun-cha Huff씨와 결혼한 Linda라는 빅을 두고 있다고 하며 그는 1995년부터 2001년까지 Central Resident Office에서 근무한 경력을 가지고 있다. 그는 미군으로 은퇴하였다.

As a famous song, “The greatest love of all” by Whitney Houston goes, “Everybody’s looking for a hero...” The Far East District is not just looking for a hero but is made of heroes from all levels and every discipline of work. Some are recognized and some are not, but all are equally heroes. What’s more important is that heroes themselves don’t demand to be recognized but are so because their accomplishments and selfless dedication to their work are admired and recognized by their peers.

The Far East District is starting a new tradition by publishing a special Heroes Issue of East Gate Edition. These biannual issues will feature District Project Delivery Teams (PDT) nominated by Division and Separate Office Chiefs. The nomination will be based upon the PDT’s outstanding performance and the exceptional value they have added to the District.

The District Commander, Deputy District Commander and the Deputy for Programs and Project Management will make the final selection and each team member of the selected PDT will receive official recognition and cash awards at the discretion of the Division and Office Chiefs.

The Yongsan Multi-story Family Housing Project Delivery Team

Project Description

- Phase 1 of the 10 phase Yongsan Multi-story Family Housing Project
- Notice to proceed: April 2002
- Target completion date: November 2003
- Number of units: Two 5 story apartment building with 60 units each
- Size: 3, 4, and 5 bedroom apartments
- Other facilities: Underground parking, basketball court, playground
- Contract amount: Over $22 Million

Challenges

The Yongsan Multi-story Family Housing PDT showed exceptional effort in ensuring the award of the high visibility project ahead of schedule and below program amount. The PDT overcame the difficulties of preparing for the district’s largest Design-build construction contract. The most challenging issue faced during the contractor selection process was that due to political reasons the height of the towers had to be reduced from 8 to 5 stories. This necessitated not only an expedited revision to the RFP documents but a re-submittal and re-evaluation of all the proposals.

“Every member of the PDT did a superb job in making sure the RFP package was prepared technically and contractually without any problems,” said Ms. Lise Ditzel-Ma, PDT leader, PPM.

(continued on page 2)
Yongsan Family Housing
(continued from page 1)

Benefits to the Community

The modern residences of Yongsan Multi-story Family Housing will benefit the residents with conveniences such as AC, heating, a breakfast bar, modern materials and apartment floorplan. The residents will also enjoy semi-private lobbies, recreational facilities and a BBQ area on site. There has been no new family housing construction on Yongsan Garrison for at least 30 years, so new living quarters are needed and deserved by the U.S. servicemembers and their families. Building the units in a high-rise fashion will allow more families to move on to base from off post housing on the economy and be nearer to the schools and other facilities on Yongsan.

Kunsan Igloo Fix PDT

Project Description
- Re-design/reconstruction of the Kosovo Ammunition Igloos at Kunsan Air Base.
- Notice to proceed: March 2003 (contingent upon funding by the Air Force)
- Target completion date: October 2004
- Contract amount: $10 Million

Challenges

The biggest challenge facing the Igloo PDT was accomplishing the contract modification by the target date, which was set for 15 March 2002. The team worked tirelessly to meet the objective and secure a final negotiated value by the milestone date. The Igloo PDT was able to successfully complete the task by engaging in honest and constant communication. The team challenged each other to think beyond the specific issues and kept all interested parties informed as the project developed. The Igloo PDT was the quintessential example of team-oriented operating behavior.

"This team award is about diverse individuals coming together as a team, knowing their roles in the process, making contributions, and working together toward a common vision," said Mr. Ted Gula, PDT leader, PPM. "This team was a perfect example of what can be achieved when individual accomplishment is directed toward organizational objectives."
Forward Stationing Initiative PDT

Project Description

- Following multi-projects were grouped into one contract: Repair and addition of Hangar 5001 and 5000, repair and upgrade of operations facility building 5006, upgrade of buildings 5009 and 5014, upgrade of water distribution, aircraft washrack, security barriers, equipments tiedowns, and 902 barracks.
- Notice to proceed: February 2000

Challenges

The overall project consisted of 13 different projects with 4 different fund sources, making it difficult to keep track of projects and funds. The biggest challenge was the installation of communication cables across the runway that was owned by ROK Air Force. The design showed an empty conduit through which to pull communication cables, but the empty conduit did not exist. The PDT had to find a way to install communication cables across the runway and taxiways quickly. Since the ROKAF did not allow cutting of the runway, the installation had to core under the runway and taxiways. Another challenge was the frequent ROKAF operations and civilian airline operations, allowing work to be done only at night from 2100 to 0600.

"Each PDT member displayed outstanding professionalism and teamwork and overcame various difficulties involved with this project," said Mr. Lenny Kim, PDT leader, PPM.
**Forward Stationing PDT**  
(continued from page 3)

**Benefits to the Community**

USFK was able to station the vital Special Forces capacity on the peninsula. 160 Echo Company is a unit that supports Special Force operations in Korea and other countries as required.

**Damage Assessment PDT**

**Project Description**

The damage assessment PDT was chartered to develop a facilities/infrastructure damage assessment process. The process was designed to compliment/support USFK/EUSA damage recovery plans in event of natural, civil or contingency emergency operations.

**Challenges**

The Far East District previously responded to disaster operations in an ad-hoc manner with little planning or preparation. There was little in-house knowledge on how to develop a coordinated effort. The project required all expertise and disciplines within the District and many PDT members had little knowledge about contingency operations in an OCONUS area of operation. Some of other challenges were lack of resources, such as personnel and actual damaged buildings to use for exercises. The 20th ASG DPW provided us with facility drawings of a waterplant and allowed district personnel to tour the water plant and its surrounding areas.

“This is the first time Damage Assessment information has been put together into a working Standard Operating Procedure (SOP),” said Mr. Pat Crays, PDT leader, Security, Plans and Operations Office. “We see this Damage Assessment SOP being a guide that POD and our sister districts will use to assist them in developing their plans.”

The cover of Standard Operating Procedure shows images of damages occurred from natural disasters in and around Korea.

**Benefits to the Community**

The plan should give the District a better response capability in our efforts to support USFK. It is designed to allow District Damage Assessment Teams to effectively and rapidly evaluate structures.