



U.S. Army Corps
of Engineer
Far East District

East Gate Edition

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All about RM...

Read all about RM on pages 8~11

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This month's focus

Resource Management Office

On the cover



On this month's cover is the members of all three branches in Resource Management Office. Read their story on pages 8-11. Also, look to page 8 for the names of those on the cover.

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From the Commander



Answering the call

"Do your duty in all things. You cannot do more, you should never wish to do less."

R.E. Lee

COL Francis Kosich
 Commander

This month, I want to take a few minutes and brag a bit about the District's support to JCS Exercise Ulchi Focus Lens and the resounding success achieved by the team that deployed in support of USFK and its service components. First off, this was primarily an internal operation unlike past years when the lion's share of personnel were augmentees arriving from off peninsula. Why the difference? The District's mission is to support USFK both in Armistice and during contingencies. To accomplish this mission, its personnel identified as mission and emergency essential, must be prepared to mobilize, move, and provide support similar to what we provide everyday, in a contingency. That's a tall order especially if we don't rehearse our plan. As the old saying goes, "practice makes perfect." Training for such a contingency in exercises like UFL, enables us to "Put the system under pressure and see where the leaks are," so to speak.

And that we did. Among the initiatives we successfully tackled during this year's UFL, the District provided a thorough pre-exercise project listing to USFK, deployed to Taegu, fielded a FEST-A team to assist the 19th Theater Support Command in the refinement of their Contingency Construction List, received and integrated a dozen augmentees into the District, trained and utilized a revised TCMS module, fielded a Tele-engineering kit to CFC, trained on the Blast Effects Module, increased its LNO coverage, and utilized the 20th Area Support Group for bed-down and life support (no small task, I'll tell ya). That we did this in good engineer weather (RAIN), safely, and while also attending to an RMB, Command Council, PRB, and ISO Certification, not to mention that it's the middle of our construction season and close to year end for receiving work, speaks volumes to the ability of the entire team; many of whom were on their first UFL exercise. (Oh, I can hear the war stories now!)

Let me be the first to thank the folks from Huntsville, ERDC, Nashville, and Omaha for the superb support we received throughout the entire exercise. First class people working together to achieve what could not be achieved alone. We could not have accomplished

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Safety & Occupational Health

SUMMER SAFETY

by Chang, U-ik, SO

Year after year, we hear and read the same advice: Handle food carefully in the summer because food borne illness - also known as "food poisoning" - is more prevalent in warmer weather. Do food borne illnesses increase during the summer months?

Yes, food borne illnesses do increase during the summer, and the answer appears to be twofold. **First**, there are the natural causes. Bacteria are present throughout the environment in soil, air, water, and in the bodies of people and animals. These microorganisms grow faster in the warm summer months. Most food borne bacteria grow fastest at temperatures from 90 to 110 °F (32.2 - 43.3°C). Bacteria also need moisture to flourish, and summer weather is often hot and humid.

Given the right circumstances, harmful bacteria can quickly multiply on food to large numbers. When this happens, someone eating the food can get sick.

Second, there are the "People" causes for the upswing in summertime food borne illnesses. Outside activities can also increase the chances of food borne illnesses. More people are cooking outside at picnics, barbecues, and on camping trips. The safety controls that a kitchen provides - thermostat-controlled cooking, refrigeration, and washing facilities - are usually not available.

Fortunately, people seldom get sick from contaminated food

because most people have a healthy immune system that protects them not only from harmful bacteria on food, but from other harmful organisms in the environment. And, of course, consumers can protect themselves at



home with proper refrigeration and thorough cooking of perishable food.

Clean: Wash your hands with hot, soapy water before handling food and after using the bathroom, changing diapers, and handling pets.

When eating away from home, find out if there's a source of potable (safe drinking) water. If not, bring water for preparation and cleaning. Or pack clean, wet, disposable washcloths or moist towelettes and paper towels for cleaning hands and surfaces.

Proper Refrigeration: Cold refrigerated perishable food like luncheon meats, cooked meats, chicken, and potato or pasta salads

should be kept in an insulated cooler packed with several inches of ice, ice packs, or containers of frozen water.

Consider packing canned beverages in one cooler and perishable food in another cooler because the beverage cooler will probably be opened frequently.

Take out food: If you don't plan to eat take out food within 2 hours of purchase, plan ahead and chill food in your refrigerator before packing for your outing.

Food left out of refrigeration for more than 2 hours may not be safe to eat. Above 90 °F (32.2 °C), food should not be left out over 1 hour. Play it safe; put leftover perishables back on ice once you finish eating so they do not spoil or become unsafe to eat.

Cook beef, veal, and lamb steaks, roasts, and chops to an internal temperature of 145 °F (62.7 °C) for medium rare, 160 °F (71.1°C) for medium or 170 °F (76.6 °C) for well done. Cook steaks and roasts that have been tenderized, boned, rolled, etc., to an internal temperature of 160 °F (71.1°C). Cook all cuts of fresh pork to an internal temperature of 160 °F (71.1°C). Cook ground beef, veal, lamb, and pork to an internal temperature of 160 °F (71.1°C). Cook ground poultry to an internal temperature of 165 °F. Cook whole poultry to 180 °F (82.2 °C) in the thigh; breast meat to 170 °F (76.6 °C).

Have a fun summer and safe summer!

The Deputy's Word

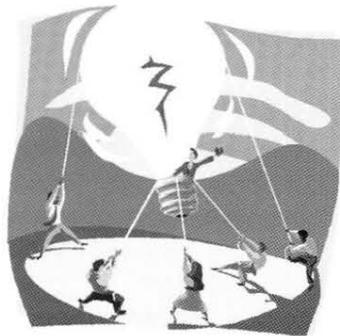


by LTC Paul D Cramer
Deputy Commander

Learning Organization

What is a "Learning Organization"? A Learning Organization is one in which people at all levels, individually and collectively, are continually increasing their capacity to produce results they really care about. Why should organizations care? Because, the level of performance and improvement needed today requires learning, lots of learning. Learning to do is enormously rewarding and personally satisfying. The possibility of achieving extraordinary performance together with satisfaction and fulfillment for the individuals involved is part of the benefit. To remain relevant organizations must quickly adapt to a changing environment. To be able to make such changes, POF must transform from an organization that trains to increase individual competence to one that learns and continually incorporates that learning into all of its business processes to increase organizational competence.

The Pacific Ocean Division (POD) established a strategic goal of "Continue POD Education and Development as a Learning Organization." POD established a Learning Organization (LO) PDT to "facilitate current and future efforts to: create a work environment that attracts and retains the best employees; create an environment where people are innovative, creative and empowered to use their talents; and provide high quality products and services to our



customers." The first initiative from the LO PDT was the distribution of the LO tidbits. The tidbits were based on an analysis of the LO survey that POD administered in August 2002. The survey assesses the learning culture of an organization, which is the first step of the *10 Steps to a Learning Organization* by Peter Kline & Bernard Saunders. Their 10 steps are:
Step 1 - Assess Your Learning Culture
Step 2 - Promote the Positive
Step 3 - Make the Workplace safe for Thinking
Step 4 - Reward Risk Taking
Step 5 - Help People Become Resources for Each Other
Step 6 - Put Learning Power to Work
Step 7 - Map Out the Vision
Step 8 - Bring the Vision to Life
Step 9 - Connect the Systems
Step 10 - Get the Show on the Road

Our initial focus for the coming year is on developing middle managers, individual supervisors and team leaders to increase their understanding of Learning Organization concepts. The goal is to

proceed to step 4 by the end of the year. We all play a role in accomplishing this objective. An environment of openness of thinking and communication is the norm. To establish this environment, certain conditions must exist within the culture and certain principles followed for our organization to fully become a learning organization. Attitudes and behavior of all members of the District team will characterize whether we have created a "brain-compatible" workplace. The following list of principles guide changes in attitudes and behavior that characterize an emergent learning organization.

Sixteen Principles that Promote Learning:

- 1 - Prime the mind of individuals at every level to be self-directing.
- 2 - View mistakes as stepping-stones to continuous learning, and essential to further business growth.
- 3 - There must be willingness to rework organizational systems and structures of all types.
- 4 - Because learning is an emotional process, the corporate culture is a supportive place to be.
- 5 - Celebrate the learning process for its own sake, not just its end product.
- 6 - Celebrate all learners equally.
- 7 - Accomplish as much transfer of knowledge and power from person to person as possible.

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The Chin Report



by Allen Chin,
Deputy for Programs and
Project Management

Living the UFL Exercise

From 17 Aug to 28 Aug 03, I had the good fortune of participating in the UFL (Ulchi Focus Lens) Exercise from Taegu. During that time, I worked with the UFL Team at the Far East District Emergency Operations Center (EOC) at Camp Henry in Taegu. I won't discuss the exercise itself in this article. What I will discuss is the humorous and fun living conditions I went through during the exercise. We lived and slept in tents.

In each tent, there were cots spaced three feet apart where we slept. The tent I stayed in

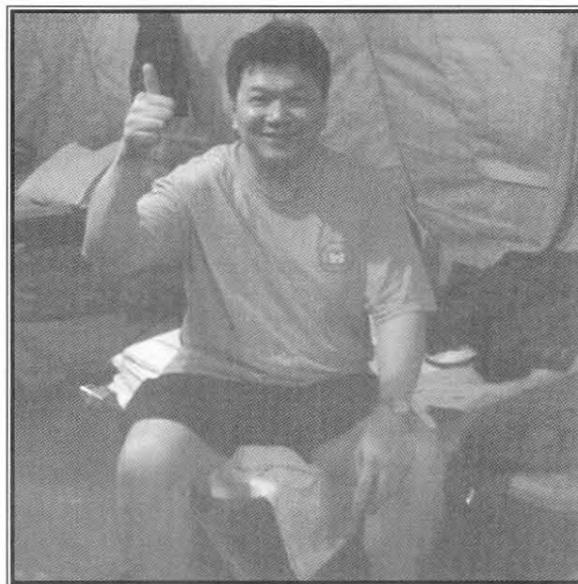
did not have power for the first few days so it was very dark, especially in the middle of the night. It was very hard to change clothes and prepare to sleep while it was completely dark. It was not easy to sleep at times because of the snoring from sleepers. Although some people accused me of doing the snoring... But there were about 5 snorers in synchronized harmony so it sounded like a concert. On the first night the beating of the heavy rain on the roof became very loud and added to the concert.

The bathroom was about 200 feet away over a ball field. When I woke up in the middle of the first night I went out to look for the bathroom but since it was pitch black in the tent I could not find my glasses. So I went out in the field which had turned muddy from the rain and promptly slipped and fell down. It was actually funny sitting on a muddy field in the middle of the night not able to see in the dark without my glasses or contact lenses. In the morning the line for the showers was very long and many sleepy people were waiting patiently starting at 5 a.m.

Eating at the dining facilities was very cheap and there was a lot of food. The veggies were good and there were a lot of desserts. When I asked for too much food at the serving line the server told me that I was only entitled to one main course selection. I was impressed with how quick soldiers could eat; I felt right at home.

On the first two days of the exercise it rained heavily so that I got soaked walking outside. I was hoping that the rain would stop. Finally on the third day, the rain stopped. But then it started really getting hot and I missed the rain and cold again. It was not easy to walk around dressed in full battle gear. I had a helmet that was heavy and too small for my head. I also had to carry my gas mask and canteen everywhere I went so walking around in the heat with full gear and helmet was an experience.

I really appreciate some of what our fine soldiers go through on a routine basis although what I experienced was just a few days of an exercise. Overall the exercise was a very good experience and the experience of living like a soldier was like an incredible adventure.



LEADERSHIP IN THE LEARNING ORGANIZATION

by Bob Kiehm, ED

You may have been wondering why the Learning Organization TIDBITS have been sent to everybody in Far East District over the past month. All of POD is in the process of learning how to become a learning organization, and the TIDBITS are just one way to share this information. This initiative started last year with a POD-wide assessment and this year the focus is on the next three steps of the ten step process, which are: Step 2 - Promote the positive; Step 3 - Make the workplace safe for thinking; and Step 4 - Reward risk taking.



One of the activities initiated by the POD-PDT is to raise the understanding of supervisors and team leaders about learning organization. This includes learning more about effective leadership. The USACE Engineer Inspector General (EIG) was ordered by General Flowers to conduct a systematic inspection of Corps of Engineers' leadership. The inspection resulted in seven recommendations that were approved by General Flowers, and are summarized as follows.

1. Develop a USACE Strategic Leadership Plan.
2. Establish mentoring programs.
3. Establish coaching programs.
4. Timely and productive performance/professional growth counseling.
5. Establish and implement Leadership Development Programs.
6. HQUSACE Emerging Leaders program available to all eligible in the workforce.
7. Develop processes to track mandatory leadership training.

This report strongly emphasizes the importance of effective mentoring, coaching and counseling by leaders. These skills are explained in the following table:

SUBJECT	SUBJECT	BASIC CHARACTERISTIC	TIMEFRAME
Mentoring	Leader & Junior Employee	Career development guidance	Long term
Coaching	Technical Expert and Subordinate	Observable and immediate job results	Present / Short term
Counseling	Supervisor & Subordinate	Written plan and face-to-face evaluation of the plan	Near / Long term

The EIG Report on Leadership is available for everyone to read on the FED intranet. If you want to know more about how the recommendations were developed and the reasons why, then we recommend that you read it. It is mandatory for all managers, supervisors and team leaders to read this report, but the report is available for everybody in the District. Managers and supervisors will be requested to attend a one-hour meeting to discuss this EIG report on 25 August 2003. Keep this date open. You will be seeing more activities from our FED LO PDT as the year progresses.

The LO EIG Inspection Report is available for reading on the POF Intranet.

Becoming a learning organization...

by Yu, Chae-hwang, ED

Most of us may have already heard the phrase "*The Learning Organization*" (or the LO), perhaps through the recently initiated weekly "LO Tidbits" email that we've been receiving, or as part of our District's 03 OPLAN, or

through one of our "PDT workshops". Some of us however, may not have a clear idea of what the LO is all about, and how it relates to our day-to-day activities at work. Some of us may just have a question or two regarding the

Learning Organization, which we would like answered.

To satisfy the curiosity that some may have, and to increase the overall knowledge of the LO in our

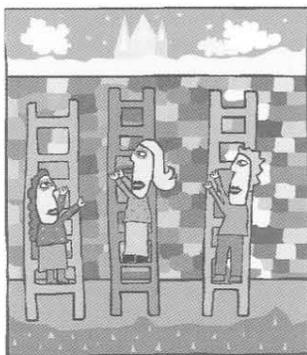
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EEO Corner

by Leo Lorenzo, Equal Employment Manager

This is the last EEO Corner for the East Gate, as I will be leaving to assume a new position with the Army located in the US Southwest.

Diversity is now a buzzword around the federal establishment. I recently became reacquainted with an article from the Government Executive Magazine while sorting out material for my PCS move. "Bridging the Gap" as the article is titled dissects the federal workforce into unique categories by generation



groups. Identifying attitudes are assigned to these cluster groups that the authors feel should be taken into consideration by supervisors and managers in order to deal effectively with the corporate structure of their organizational units. The basic research comes from "In Generations at work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace" (American Management Association, 2000). Ron Zemke, Claire Raines and Bob Filipczak.

The authors claim that the "Generation Xers" (born between 1961 and 1980) and the "Baby Boomers" (born between 1944 and 1960) are the groups complaining the loudest about conditions in the

federal workforce. Adding their voice to the cries of discord are "Veterans" born between 1922 and 1943, to fit to quit, not ready for retirement. Members of "Generation Next" (those born after 1980) are quietly preparing themselves to move up and take the positions that will eventually be vacated by the other groups.

"Baby Boomers" extend their workweek from a standard 38 hours to 60 hours adding a month to the work year. On the job Boomers thrive on change and are willing to go the extra mile so to speak. They are optimistic, team-oriented and into wellness and are very sensitive about feedback.

"Xers" want to go home at 5 and play. They want flexible work schedules, independence, professional growth, mentors, interesting work and time off. Xers value their own entrepreneurial spirit and will invest in their own development rather than the organizations. This group is adaptable, techno-literate, independent and not intimidated by authority.

"Nexters" are motivated by similar incentives but seek more direction. As they grew up during the high-tech revolution, they are tenacious, optimistic and even more technologically savvy than the Generation Xers. Diversity, morality and street smarts are core values of this group but they need supervision and structure in order to work well. They do not like dealing with people issues.

"Veterans" also known as Traditionalist, Matures or the Silent Generation lived through the effects

of the Great Depression and World War II. They tend to be stable, thorough, loyal, private and hard working. They believe in paying your dues, in duty before pleasure or personal desires and in having patience in trying to accomplish a mission. They work best when there is personal contact, strong leadership and direction.

The question according to the author is how do we create a culture that draws in the younger ages? How do we retain Boomers and motivate them? Health and Human Services Administration is taking the lead in addressing this complex issue of generation differences in the workforce.

Speaking from many years as a practicing Equal Employment Officer it is always dangerous to oversubscribe to any stereotyping bases on age, color, religion, national origin, race, sex or ascribed physical or mental characteristics. While there may be value in understanding the possible dynamics that could be molded by the experiences and the cultural elements of certain age groups, use of any such theories as fact is usually prohibited in exercising individual or class actions or activities within the federal personnel system.



All about RMO...

By Julie Park, PAO

What is it about Resource Management Office that makes them so uniquely diverse? This group of hard working professionals is undoubtedly one of a kind to the District and one of the definite necessities to its operation. However, their uniqueness originates from not just their work, but from its people and their characteristics.

What they do...

The RM's mission areas cover those areas so second nature to our everyday work that we sometimes overlook all their efforts and time invested into them.

As their name self-explains, the Resource Management Office is responsible for managing all of the District's resources. Comprised of four branches, Financial Analysis, Budget, Manpower Management and Employee Liaison, and Finance and Accounting branch, RMO is responsible for providing financial advice and support on resource management issues pertaining to all of its mission areas in order for the District to maintain fiscal integrity, execute income, and accomplish its construction mission.

Think simple. Among many things, they handle money - yours and the District's.

Manpower Management and Employee Liaison Branch

First, many of you are sure to have queried once or twice to RMO about any errors or concerns related to your Leave and Earnings Statements (LES). The RMO's Manpower Management and Employee Liaison Branch (Manpower Branch for short), provides a wide variety of services concerning personnel actions and training. Among them is the employee's time and payroll management service - the sole most important matter to many, including myself.

When you begin your career with the Far East District, you need to be properly in-processed with RMO's Manpower Branch or you will not get paid, at least not on time anyway - and that sure puts RMO at the top of my list as the most valuable office in the District.

Overall, the Manpower Branch advises District's

management on personnel issues for both Department of Defense Civilians and Korean Nationals. Their mission areas include recruitment, retention, personnel processes, awards, performance evaluation, Equal Employment Opportunity (EEO), management and employee relations and payroll. It is also responsible for directing, coordinating, and obtaining funds



Manpower Management and Employee Liaison Branch: (From left to right) Mr. Jesse Thompson, summer intern; Ms. Bok Yoon; Ms. Patricia Gray; Ms. Monte Howard; Ms. Song, Mi; Ms. Yi, Chong-hong; and Ms. Sharon Roberts.

for the District's training opportunities.

Ms. Monte Howard, who first came to the Far East District in 1998 on a long-term TDY from

On the cover: Mr. Cliff Wenzel (Standing far back); (Back row, from left to right) Ms. Katherin Lobdell; Ms. Sharon Roberts; Mr. David Olson; Ms. Kim, Hyon-cha; Mr. Mathew Wenzel; Ms. Kang, Nae-hwa; Mr. Jesse Thompson; Mr. Cliff Wenzel Jr.; Ms. Anita Alcantara; Ms. Monte Howard; and Ms. Rheta David. (Front row, from left to right) Ms. Ma, Sok-ku; Ms. Patricia Gray; Ms. Myrna Boehning; Ms. Han, Chom-cha; Ms. Ann Yi; Ms. Song, Mi; Ms. Young Clancy; Ms. Bok Yoon; and Mr. Leo Lorenzo. (Not pictured: Ms. Sin, Hui-pok; Ms. Sim, Sang-yim; Mr. Gene Higa; Ms. Yi, Chong-hong; Ms. Pak, Pok-tong; Ms. Hwang, Ui-cha; Ms. Cho, Yong-wol; and Mr. Calvin & Ms. Diane Kameya.)

Pittsburg and became a permanent employee in 1999, is the chief of Manpower Branch with the staff of five.

"We are responsible for acting as the middle-man between Civilian Personnel Advisory Center (CPAC) in Yongsan, Civilian Personnel Operations Center (CPOC) in Taegu, Defense Finance & Accounting Services (DFAS), POD and the management and employees," said Howard.

"We sometimes assist employees with CPAC or CPOC matters, but for those areas where we don't have authority, we do our best to provide guidance to the employees."

The Manpower Branch is also spearheading the District's continuous efforts to recruit and maintain quality human resources. Howard says their service begins from day one of employee's arrival to the District at the day he/she departs.

The Branch is committed to their mission and understands the value of their service to the District as it is directly correlated to the District's quality of service to the customer.

"We understand that our job-well-done will allow each employee to contribute 100% of their capacity to the District's mission of providing quality construction and engineering services to our customers," added Howard. "And we are 100% dedicated to accomplishing our mission."

The Manpower Branch is comprised of Ms. Monte Howard, supervisory organization analyst; Ms. Sharon Roberts, workforce liaison specialist; Ms. Patricia Gray, management support assistant, Ms. Song, Mi, management analyst; and

Ms. Yi, Chong-hong, management assistant. In addition, Ms. Bok Yoon from the Office of Counsel is detailed to the branch as a workforce liaison specialist.

Finance and Accounting Branch

If you ever wondered who balances the District's checkbook, you now have the answer.

Finance & Accounting (FA) Branch's mission is to provide financial advice and support on finance and accounting practices and procedures in order to maintain fiscal integrity and to adhere to regulations governing control of funds and avoid violation on Anti-deficiency Acts and Prompt Payment Acts.

To be more specific, they make sure our books are balanced and in line with regulations. The office also provides CEFMS, SQL training, assists or acts as a troubleshooter for the district, and generates problem reports and resolves problems.

It is also working to resolve Chief Finance Office (CFO) issues, such as asset cost table reconciliation, proper classification of project costs, abnormal general ledger balances, and more.

The CFO is the Corps wide program for all of its engineering districts, consisting of AAA audit findings that compare the finance and accounting practices of each district to those of private firms.

For the Far East District, a list of ten compliances was issued and the FA Branch, in partnership with others involved, is working to meet them.

The branch also certifies voucher disbursement of all payments, including cash payments.

Ms. Anita Alcantara heads this team of accountants as the District's accounting officer. Alcantara has been with the District for almost two years on current tour, but including the first tour she has served the District for almost 13 years.

Originally from Hawaii, Alcantara values each team member's commitment to mission



Finance and Accounting Branch: (From left to right) Ms. Hwang, Ui-cha; Ms. Cho, Yong-wol; Ms. Anita Alcantara; Ms. Myrna Boehning; Ms. Kang, Nae-hwa; Ms. Han, Chom-cha; and Ms. Kim, Hyon-cha. (Not pictured: Mr. Calvin Kameya)

accomplishment as the number one ingredient for the team's success.

"I'm most proud of our team's willingness to take on more responsibilities," said Alcantara. "And their tireless efforts to providing high quality service in any given situation while being grossly overloaded with work is greatly respectable."

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All about RM...

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Ms. Kang, Nae-hwa, systems accountant, is known to many as the "CEFMS lady". She provides CEFMS training course to the District employees and that gave her the nickname.

"Some days I receive more than 20 phone calls asking for help with CEFMS," said Kang. "I don't get tired of helping people out, but it's just regretful that we can't provide more CEFMS training."

The team is comprised of Ms. Anita Alcantara, accounting officer; Mr. Calvin Kameya, systems accountant, who helps FA branch from the satellite office in Hawaii; Ms. Myrna Boehning, accountant; Ms. Kang, Nae-hwa, systems accountant; Ms. Cho, Yong-wol, accountant; Ms. Hwang, Ui-cha, accountant; Ms. Han, Chom-cha, lead accounting technician; and Ms. Kim, Hyon-cha, accounting technician.



Budget Branch: (From left to right) Ms. Sim, Sang-yim; Ms. Pak, Pok-tong; Ms. Sin, Hui-pok; Ms. Ma, Sok-ku, and Ms. Katherine Lobdell. (Not pictured: Mr. Gene Higa)

Budget Branch

The Budget Branch is tasked to manage the operating budget process by providing advice, assistance, and guidance to District's management and divisions. The branch prepares reports related to the District budget, and funding and process, manage all incoming funds to ensure availability for certifying funds, as well as reprogram and review all unobligated balances and expired funds.

The Budget Branch also provides fund citations for PCS (incoming and outgoing), TDY, RAT, education leave and training.

Person leading this team of six is Ms. Sin, Hui-pok, chief of Budget Branch. Sin is a role model to many as the only Korean National woman employee to hold a supervisory position in the District and the highest-grade woman employee in all of Korean National employees in the peninsula.

"There are a lot of responsibilities and difficulties that I must take on," said Sin.

"It's overwhelming sometimes because I know I have to set a good solid path for those coming after me. I never expected or wished to come to this level when I began my career, but what got me here was a lot of 'can-do' attitude."

Sin encourages those in her office to take on new

challenges and take the benefit of many new individual development programs that the District and Division offer to its employees.

"There are so many good programs nowadays," said Sin. "When I started my career with the U.S. government in 1974, these types of opportunities were hard to come by. I strongly encourage our staff to welcome the challenges as an opportunity to advance and grow. And that's what I emphasize to my team in Budget as the ingredient for success."

The Budget branch is comprised of Ms. Sin, Hui-pok, supervisory budget analyst (chief); Mr. Gene Higa, budget analyst; Ms. Katherine Lobdell, budget analyst; Ms. Sim, Sang-yim, budget analyst; Ms. Pak, Pok-tong, budget analyst; and Ms. Ma, Sok-ku, budget analyst.

Financial Analysis Branch

The last of RMO is the Financial Analysis Branch.

As the newest addition to the RM office, it became an official branch in March 03. This new branch is comprised of four members and they are tasked with analyzing the District's financial reports and monthly CFO analysis.

Ms. Rheta David is dual hatted as the chief of Financial Analysis Branch and the deputy of the RM. In addition, David is the acting chief of RM as the chief position is waiting to be filled. Working with David are, Ms. Ann Yi, budget analyst; Mr. Cliff Wenzel, cost analyst; Mr. David Olson, cost analyst; and Ms. Diane Kameya, staff accountant who is duty stationed in Hawaii as a satellite office.

By now, the two Kameya's,



Financial Analysis Branch: (Clockwise from left) Ms. Rheta David; Ms. Young Clancy; Ms. Ann Yi; Mr. Cliff Wenzel; and Mr. David Olson. (Not pictured: Ms. Diane Kameya)

Diane and Calvin, must be introduced, as each are essential members of the Financial Analysis and Finance & Accounting branch. The two are married and as explained, duty stationed in Hawaii. They telecommute from their home to provide support to the Far East District and the Pacific Ocean Division.

Mr. Calvin Kameya supports the District with CEFMS update support and date manager tables. He is also responsible for writing queries and running scripts from Huntsville. His support task is not restricted to the District, but also to the Division.

Similar to Calvin Kameya, Diane Kameya also updates CEFMS for the District when requested, but most of the time, she is responsible for writing reports, such as leave liability reports, as they are requested by POD and HQ. When a problem occurs on database for CEFMS, Diane Kameya analyzes the problem and writes specifications for local scripts to fix the problem.

And last but not least to the RM is one of its newest members, Ms. Young Clancy. She supports the office as a management

assistant.

August Focus



Name: Cliff Wenzel
Job Title: Cost Analyst
How long have you been with the Far East District?: 2 years
What do you do?: I perform cost analysis functions by utilizing CEFMS to extract and analyze data, conduct cost analysis studies between scheduled technical requirements and growth, cost relationships and contract growth. I also determine and validate overhead costs, rate structures and funding sources, as well as conduct internal reviews to validate adherence to procedures, regulations and policies.
What improvements would you suggest for the District?: We need improvements in certain areas, but

we are stretched to our limits right now. I think if we stop for a moment to review our internal systems and processes, we in turn can become more efficient.

Answering the call

(continued from page 2)

our objectives without them. I'd also like to thank POD and HQ, USACE for their support and assistance in executing this important exercise. Finally, the FED gang; people like Ken Pickler, Pat Crays, Jae Park, Voncile Williams, LTC Bob Foster, not to mention others gave it their all and then some.

Clearly, our UFL participants gained a great deal from the experience. I learned quite a bit from it myself but one thing I did not learn; that this District is special and its people are phenomenal. Time and time again, regardless of the circumstances, when called on, you respond with a smile displaying agility, stamina, and selfless service that are the recurring traits of a superior unit. In short, this District "soldiers." I can think of no higher complement. Whether or not such a contingency ever occurs is irrelevant to being prepared in the event of one. Your efforts ensure we are ready if need be. You build relationships through quality support, which enhances the effectiveness of U.S. units serving on the peninsula and helps deter future aggression here and allows us to continue to "Build for Peace." Hooah!

See you on the ground...

A gift from

By Yo, Kyong-il, IMO

June 24, 2003.

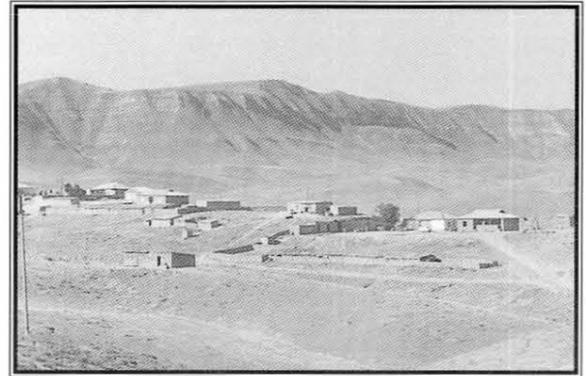
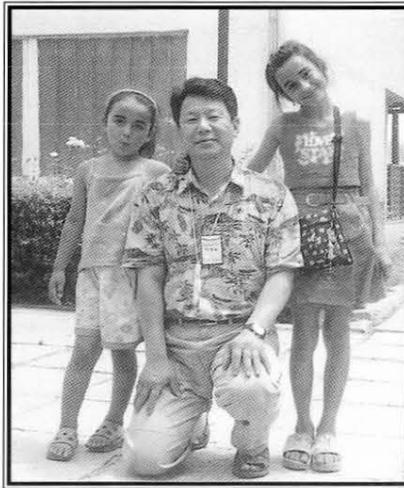
My three months of planning was about to become a reality. And in the plane that took off from Incheon Airport I was with 31 volunteers who shared the same plan. We were on our way to Tadjikistan to participate in volunteer work for the Nongovernmental Organization (NGO).

After a 7-hour flight, we arrived at the Tashkent Airport in Uzbekistan. Because this was my second visit, I was able to unload with fewer worries about what may lay ahead for me in this land far away from home.

We rode for quite a while in an air-conditioned tour bus. This was a Mercedes Benz compared to the bus from my first trip. The bus was falling apart, and we had to have two service workers and one extra driver in case of flat tire or worse. That's not all. At the end of the bus ride, we found ourselves with darker facial tones from all the dust and soot.

On our long travel to destination, we stopped a few times for some traditional food and fought for drinking water in a 50 C heat for 18 hours before finally arriving at the border. Then we had to carry and sometimes drag three bags - only three bags were allowed per person - full of gifts, personal belongings and event materials for another 1 km from the border.

All this wasn't as bad as the



one long hour of wait at the immigration. This wait made everyone more exhausted than anything we've experience so far.

All burned out, we finally crossed the border and met with the NGO's area director. And we were able to drag ourselves up to travel for another two hours only after his warm and heartfelt welcome.

Finally, we arrived at the Tadjikistan's Dushanbe and were greeted by volunteers who arrived before us. After some Korean

Watching all the digging and drilling for urbanization and welfare reminded me of South Korea in the 60's...

food and a cup of coffee, I was finally relaxed and could not have asked for anything more.

That evening, I was put in a room with four other men and all of them snored like there was no tomorrow. But, really, I was too

tired to care.

Next morning, we toured where we would be volunteering after a nice breakfast prepared by a group of six designated cooks. It was pre-agreed that all of us will be formed into a group of six and rotate the role as cooks.

We toured the orphanage, nursery, school, a gymnasium for taekwondo, table tennis, and basketball, soccer field, computer classroom, piano classroom, theater for performance and dance, and the construction site of the youth center. Kids we met during the tour welcomed us with their dear heart and I tried to take their smiles home in photographs. Watching all the digging and drilling for urbanization and welfare reminded me of South Korea in the 60's - the time when Koreans experienced both the bitters and sweets of life.

Since the Russian government pulled out, the Tadjikistan economy continued to fail and the government lost regime after war against the rebel army. Most of the young population died

Tadzhikistan



faces slowly change into more positive and brighter faces. They opened up themselves to share their most intimate fear, love and thoughts, and then cried their hearts out in relief. After

during the war and those that are alive are struggling to hold on to what little they have to live for. It seemed it would be extremely difficult or maybe impossible for the people of Tadzhikistan to have a dream in such a living condition, but I hoped that volunteers from various good-will organizations such as NGO would give them the least of the blessing that every living person is be entitled to.

For the next two days we tried to help out with anything we could get our hands on - from cleaning to fixing the piano and electronics - but with the lack of supplies, proper repair was impossible. And finding needed parts was more difficult than expected. In markets, many came out with their household goods - such as auto parts, electronics parts, nails, screws, dishes, and silverware - in hopes of earning some cash. But finding goods worth any value was equally difficult.

The last and the biggest event of our trip was the Tres Dias (three nights and four days) for the

youth. We rented an old training facility - the best they had to offer - and prepared to welcome the youth. The purpose of this event was to give hope and faith to these youths who had been suffering from so much hardship and poverty. We formed into groups to pray and participate in activities all throughout the night.

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In the midst of it all, I became ill from the heat, bedbugs, fleas, and lack of drinking water. So, I had to spend one full day and night in bed to recuperate. I could not help but feel bad to my team members for not being able to help out with the highlight of the trip.

During the program, we ran into communication problems and cultural differences, but I saw their

witnessing these changes, I realized this must be the true purpose of life.

I came to understand that fostering a person - bringing up a person so that person can be the leader of his or her own future is the most important mission in life. We must continue to give them love and care so that some day they can stand up for themselves.

July 5, 2003.

All members arrived safely at the Incheon Airport.

It was a short and difficult trip, but worth every minute and every drop of sweat because the gift I brought home - in my heart and in my spirit - from Tadzhikistan was much greater than what I was able to give them.

I was grateful that we were able to share what little we had to offer. And I pray that what we gave is happiness and hope for the future.

Now, all that's left for me to do is start saving again for another great trip next year.

Translated and edited by Julie Park.

Things to do...

2003 Gyeongju World Culture EXPO

Following the footsteps of the successful 1998 and 2000 EXPOs, the historical city of Gyeongju hosts another World Culture EXPO in 2003 with the main theme "Dreams of the Flying Horse" and "Harmony in Diversity" as its sub-theme. This year's cultural celebration will be more entertaining and stimulating than ever, including a feast of visual entertainment, unique cultural exhibits from all parts of the world and open-air cultural experiences in a comfortable, friendly environment of the nature.

Main Events

Theme Film: Dreams of the Flying Horse - A Heroic Mythology of Hwarang (This film depicts the mythical adventure of "Giparang", a Hwarang hero, in his search for Manpasikjeok, a legendary flute! Cubic computer graphics and 4D- 3D plus real-time effects picture surpasses the Lord of the Rings in thrill and suspense, in this masterpiece of the Gyeongju World Culture EXPO.)

1. Theme Exhibition: World Mythology Exhibition (The World Mythology Exhibition takes us back to the origin of cultures by telling the stories of heroes, adventures, and love, as they appear in myths and legends. Visitors are cordially invited to explore the mysterious world of myth, through the legendary tales and performances, which have been prepared waiting for them.)
2. Theme Performance: Emille - A Millennium Sound (The epic story of the Divine Bell of King Seongdeok is dramatized in this performance



through dynamic musical composition and rhythmic movements. Duration - 50 minutes, twice a day)

Special Events

1. World Characters Animation Exhibition
2. High-tech Image Hall (VR Image)
3. World Puppet Drama Festival
4. World Eroticism in Arts and Culture
5. World Performing Arts Festival

Open-air Cultural Experiences and Participatory Events

1. Nanjangteugi (Korean Traditional Folklore Market): Browse the various stalls, and experience to the full a traditional market of the Shilla dynasty, with all its ancient customs and splendor. Ancient streets and markets, folk dramas, Korean traditional music and dance will be presented.
2. Multi-effect Show (Saturday stage), Daily Parade Show, Cultural Festival by College Students (Open stage).

Local historical and cultural events

EXPO-Eve Celebration, The 31st Shilla Culture Festival, National Brass Band Festival, Special Evening Performances, Authentic Experience Programs- Shilla Pottery, Relief

Rubbings, Korean Traditional Archery, etc.

Duration: August 13 to October 23, 2003

Venue: Gyeongju World Culture EXPO Park and its vicinity in Gyeongju

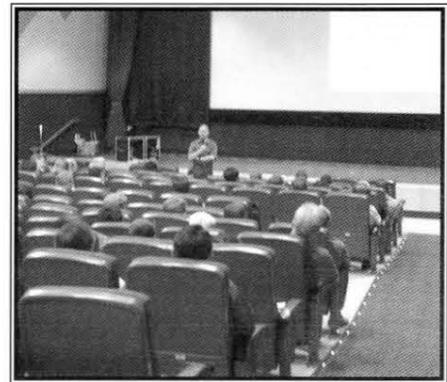
Inquiries: 2003 Gyeongju World Culture EXPO Organizing Committee Public Relations Office, 139 Cheongun-dong, Gyeongju 780-270, Gyeongsangbuk-do

TEL: +82 - 54 - 740 - 3072,

FAX: +82 - 54 - 748 - 3012

E-mail: expo2003@gb.go.kr ,

Website: www.cultureexpo.or.kr



Town Hall Meeting

The Far East District found another way to celebrate the grand opening of the new Multi-purpose Training Facility on Yongsan South Post on August 14 by holding a town hall meeting with the District's employees.

A Town Hall Meeting was held to inform the District on the process of ISO 9001 certification as well as to help prepare for the upcoming document reviews and assessment in September. The meeting also offered an opportunity to recognize those who contributed to the development, preparation and review of the Quality Management System.

Question of Ethics

by Gilbert Chong, OC

Gary Yang is the supervisor in FED's PPMD, and manages 12 employees. Gary will be transferring to a new a new job in HQUSACE. Eleven of his subordinates decided to take him out to lunch. It is understood that each will pay for his/her own meal and that the cost of the Gary's lunch will be divided equally among them (no alcoholic beverages). Tom Mot, the last subordinate, decided not to eat with them, but did privately express his congratulatory feelings to Gary.

Question: May Gary's subordinates take him out for this type of luncheon?

- A. Yes, because the gift portion of the lunch will likely be less than \$20.
- B. No, because they won't know how much the gift will be, and by the way, the gift limit for supervisors is \$10, and group gifts limited to an aggregate of \$100.
- C. Yes, because the group gift limit for special, infrequent occasions is \$300, and not more than \$10 per person.
- D. No, because gifts to supervisors are not allowed.

Answer: The correct answer is C. Within the DoD, the group gift limit on special, infrequent occasions when gifts are traditionally given may not exceed \$300 total contribution limit per group, and where the contributors are his/her subordinates, the individual contribution may not exceed \$10. In addition, the contributions must be entirely voluntary. In the above fact pattern, Gary is the direct supervisor of at least one of the 11 employees taking him to lunch (in fact, all of them), so the \$10 limit applies, and if the per person contribution is exceeded, Gary should not accept the free lunch. Even though the actual contribution per employee will not be known until Gary selects an item from the menu, it is very unlikely the \$300/\$10 limits will be exceeded. In this instance, the contributions appear to be voluntary because there was one employee who opted out of the agreement. (Ref: 5 CFR 2635.302-4, DoDD 5700.7-R, Paragraph 2-203).

Ribbon Cutting Update



The Far East District celebrated the grand opening of the Yongsan Multi-Purpose Training Facility on August 8. The Training Facility includes one 350 seat auditorium and two each 125 seat auditoriums. The diverse training will range from payday BN activities, to big group training, and in-processing for UFL, as well as other training activities. On evenings and weekends it will be used to show movies to those in the Yongsan area. COL Frank Kosich, Commander (2nd from the left), represented the Far East District.

Becoming a learning organization...

(continued from page 6)

organization, this article presents a few of the LO resources that are available online.

The first of these sites is the USACE Learning Organization web page at:

<http://www.hq.usace.army.mil/cepa/learning/learning.htm>

For those of you who may want an answer to a specific question such as: "Does this mean another set of CDs that we all have to go through?" or to just get a good general idea of what the LO is about, the **FAQ** link on this page would be great place to start. For those who may be interested in a more detailed and comprehensive understanding of the LO, the **LO Doctrine** and **FM 22-100, Army Leadership** is also available on this page.

A little "closer to home" is POD's LO web page at:

<https://podinfo.pod.usace.army.mil/learning.htm>

You will need to enter your username & password to get in (use the same as those used to get into your own computer). This page includes links to our Division's **PMP on Becoming a Learning Organization**, the results of last year's LO Assessment Survey, as well as the briefing on the assessment presented to the POD Leadership. One link that I would *highly recommend to everyone* is a Powerpoint presentation that was given last fall: **Briefing to LTG Flowers - POD Becoming a Learning Organization**. This presentation gives a great overall picture of the What, Why, and How of the LO concept.

New Member



Mr. Chu, Chong-mun joined the Engineering Branch as a mechanical engineer. Chu is originally from a

beautiful island of Cheju and he graduated from Ajou University with a Master's degree in mechanical engineering. He is married to Ms. Huh, Jeong-yoon and they have one son, Hyun-ho. This is his first employment with the U.S. government.



Engineering Division welcomed another new member as **Mr. Sin, Wang-song** joined the team as an

engineering technician. Sin's hometown is Uijongbu and he graduated from Yeungnam University with a bachelor's degree in civil engineering. Sin enjoys internet surfing, baseball, and swimming. Prior to joining the District, Sin worked as a master planner with DPW in Camp Casey for 7 months, then moved to Yongsan DPW's Estimating Branch for 1 year and 5 months.



Mr. Charley X. Qian joined Kunsan Resident Office as a supervisory

engineer. Originally from Atlanta, Georgia, Qian graduated from Clemson University with a master's degree in Architecture. He enjoys traveling, playing table tennis and participating in Boy Scout related activities. Qian is married to Ms.

Cindy Qian and they have two sons, Thomas and Andrew. This is Qian's first job with the Corps of Engineers and the U.S. government. In his previous jobs, Qian worked as a contractor to the U.S. Army, Air



Farewell...

Force, and Navy.

The Far East District's Pyongtaek Resident Office said farewell to SSG Gary Malkin and his family as August marked the end of his one year tour. SSG Malkin returned to Fort Bragg, Sepcial



Condolence...

Operations Community.

Mr. Billy Noel Huff, senior project engineer, from Pyongtaek Resident Office passed away from brain hemorrhage on August 8 after 8 years and 4 months with the U.S. Army Corps of Engineers. The PRO family and the District was overwhelmed with grief from the news of a sudden loss.

Born on October 15, 1951, Huff served in the Air Force from 1970 to 1990. In 1995, began his career with the Corps, working for the Central Resident Office from

1995 to 2001. From 2001 to 2002, Huff worked for the Corps in Write-Patterson AFB, Ohio, then returned to Korea in 2002 to the Pyongtaek Resident Office.

Huff is survived by his wife, Mrs. Sun-cha Huff and a daughter, Linda Sun Huff.

"Billy took so much pride in his work and contracts... always ensuring that he delivered a safe, quality facility to his customers," said Mr. Greg Reiff, Resident Engineer at PRO.

"Billy took people under his wing and he was a mentor to many here in PRO," continued Reiff. "He will be dearly missed."

Deputy's Word

(continued from page 4)

8 - Encourage and teach learners to structure their own learning rather than structure it for them.

9 - Teach the process of self-evaluation.

10 - Recognize and accept as a goal the complete liberation of all human intelligence everywhere.

11 - Recognize that different learning preferences are alternate tools for approaching and accomplishing learning.

12 - Encourage people to discover their own learning and thinking styles and make them accessible to others.

13 - Cultivate each employee's abilities in all fields of knowledge, and spread the idea that nothing is forever inaccessible to people.

14 - Recognize that in order to learn something so it is easy for you to use it, it must be logical, moral, and fun.

15 - Ideas can be developed best through dialogue and discussion.

Future articles will expand on these principles and the necessary conditions to achieve the goals of each step of the learning organization. This process takes the active involvement of the entire organization.

사령관메세지



COL Francis Kosich
Commander

Answering the Call

“모든 일에 있어 당신이 맡은 임무를 다하라. 임무를 초과달성 할 수는 없어도 절대 임무를 미달성 하기를 원해서는 안된다.” R. E. Lee

이번 칼럼을 빌어 저는 디스트리크 을지훈련에서 보여준 협동심과 주한미군 및 그 지원군을 위해 파견되었던 우리 팀들의 성과에 대해 자랑을 좀 하고자 합니다. 먼저, 예전의 훈련에는 많은 인원이 해외에서 지원되었다면 이번 훈련은 해외 지원없이 대부분 FED 직원들로 이루어진 내부 훈련이었습니다. 왜 이런 변화가 필요했나요? 우리 FED의 임무는 전시와 휴전시 모두 주한미군을 지원하는 것입니다. 그리고 이 임무를 이행하기 위해서는 MEC와 EEC로 지정된 직원들 모두가 이동을 할 준비가 되어 있어야 하고 현재 매일 제공하고 있는 우리의 서비스를 전쟁시에도 제공할 수 있어야 하기 때문입니다. 이 모든것은 연습 없이는 매우 해 내기 어려운 임무입니다. 옛 속담과 같이 연습이 완벽을 만든다는 것은 알고 계시죠? 을지훈련과 같은 전시 훈련을 통해 우리는 보강해야 할 부분이 무엇인지를 알 수 있게 됩니다.

그리고 이번 훈련을 통해 우리는 바로 그것들을 알 수 있었습니다. 이번 을지 훈련에서 우리가 큰 성과를 올린 임무들 중 몇가지를 말씀드리자면, FED는 주한미군에게 구체적인 pre-

exercise프로젝트의 리스트를 제공하였고, 안전하게 대구로 이동하였으며, 19th Theater 지원단과 그들의 전시공사 리스트를 세밀히 점검하기 위해 FEST-A 팀을 파견하였습니다. 또, 약 12명의 해외 지원단을 디스트리크에 통합시키는데에 성공하였고, 최종 수정된 TCMS 모듈을 실행하고 교육 시켰으며, CFC로 우리의 텔레 엔지니어링 도구를 시험 투입시키기도 하였습니다. 이 뿐만이 아닙니다. Blast Effect Module 교육, LNO 보호 범위 강화, 및 bed-down과 life support를 위해 20th Area 지원단을 적극 활용하는 등 정말 쉽지 않은, 그리고 많은 일들을 해 냈습니다. 그리고 이 모든것을 최적의 날씨, 비 속에서, 그리고 연말정산 시즌을 앞두고 이루어 냈는데에 또 큰 의미를 두고 싶습니다. 하지만 이 모든 것들 보다 더 중요한것은 대부분의 인원들에게 이번이 첫 을지훈련이었다는 것입니다 (아~ 벌써 부터 그들의 첫 전쟁 이야기가 들리는것 같습니다!).

또한 이 기회를 빌어 훈련기간내 협조를 아끼지 않았던Huntsville, ERDC, Nashville, 그리고 Omaha의 모든 분들께 가장 먼저 감사를 드리고자 합니다. 최고의 사람들이 모여 함께 한다면 불가능이란 없다는 것을 보여 주었던 기회였습니다. 뿐만 아니라, POD, HQ, USACE에서 지원을 보내주신 모든 분들께도 감사를 드립니다. 그리고 마치

막으로, 최선을 다해 일 해 준FED의 Ken Pickler, Pat Crays, Jae Park, Voncile Williams, LTC Bob Foster 에게 감사의 말씀을 드립니다.

이번 을지 훈련에 참가했던 모든 사람들은 분명 대단한 경험을 했을 것입니다. 저 또한 개인적으로 많은 것을 배웠지만, 전혀 새롭지 않은 것이 있었다면FED가 훌륭한 사람들로 이루어져 있다는 것이었습니다. 아무리 시간이 흘러도, 그리고 어떤 상황에 부딪친다 하더라도, 명령이 있을 때마다 FED는 그 특유의 민첩성, 스태미나, 그리고 헌신으로 최고의 성과를 보여주고 있습니다. 다시 말해 FED의 모든 직원들은 진정한 군인인 것입니다. 그리고 제 생각에는 이 보다 더 좋은 찬사는 없을 것입니다.

전쟁이 일어나고 안일어나고 가 중요하지 않습니다. 우리는 그 어떤 상황에도 대응 할 준비가 되어있어야 하고 여러분 모두의 노력이 우리의 준비성을 보여 줍니다. 여러분이 고품질의 서비스를 제공함으로써 한반도에서 복무하고 있는 미군의 효력을 강화시키고 이로 인해 계속하여 한반도의 평화를 지키는 것은 물론 평화를 위해 건설을 할 수 있게 된다는 것을 기억 하십시오. 후아!

그럼 현장에서 뵙겠습니다.

부사령관메세지



by LTC Paul D Cramer
Deputy Commander

배우는 조직 (Learning Organization)

배우는 조직이 무엇이라고 생각하십니까? 배우는 조직이란 모든 레벨에 있는 직원들이, 각자, 그리고 집단적으로 자신들이 진정 바라는 결과를 위해 지속적으로 생산력 증진을 추구하는 것을 말합니다. 조직(organization)은 왜 이런 동향에 관심을 가져야 하는걸까요? 왜냐면, 오늘날 요구하는 성과와 개선의 수준에 맞히기 위해서는 배움, 그리고 더 많은 배움이 절실하기 때문입니다. 무엇을 배운다는 것은 그 자체만으로도 상당한 가보치가 있습니다. 무엇인가를 월등히 잘 할 수 있다는 것, 그리고 자신에 대한 만족감이 배움에서 얻을 수 있는 부가가치라고 할 수 있습니다. 우리 조직의 가치를 지키기 위해서는 변화에 민감하게 대응해야만 합니다. 그리고 이러한 변화를 만들어내기 위해서, POF는 지금까지의 개인의 능력 향상을 위해 교육을 하던 조직에서 벗어나 그 교육에서 배운 지식과 기술을 우리의 운영과 경쟁력에 우리의 생산력과 경쟁력을 향상하는 그런 조직으로 더불어 나아 할 것입니다.

태평양 공병사단은 전략적 목표 배우는 조직으로서 POD의 교육과 개발을 계속한다, 라는 목표를 세웠습니다. POD에서는 배우는 조직 (LO) PDT를 구성하여 최고의 인력이 원하고 또 그들을 만족시킬 수 있는 조직: 직원들이 혁신적이고 자신의 능력과 창의력을 맘껏 발휘할 수 있는 조직: 그리고 우리의 고객에게 고품질의 제품과 서비스를 제공할 수 있는 조직을 만드는 것을 현재와 미래의 목표로 추진하고 있습니다. 이를 달성하기

위한 첫 발걸음으로LO PDT는LO tidbits를 이데일상으로 모든 직원들에게 배포하고 있습니다. LO tidbits는 지난 2002년 8월 POD에서 실시한 LO 설문조사의 결과를 분석하여 작성된 것들입니다. 이 설문조사에서는 조직의 학습 문화를 평가 하였고 이것은 바로 Peter Kline & Bernard Saunders의 10 steps to a Learning Organization이란 책에서 나오는 첫 단계였습니다. 그 10가지 단계는 다음과 같습니다:

- 1 단계 배우는 문화를 평가하라
- 2 단계 긍정적인 것들을 높이 사라
- 3 단계 직원들이 편하게 생각할 수 있는 작업 환경을 조성하라
- 4 단계 모험을 높이사라
- 5 단계 직원들이 서로의 소중한 자원이 될 수 있도록 하라
- 6 단계 배움의 힘을 보여준다
- 7 단계 미래에 대한 비전을 그려라
- 8 단계 그 비전에 생명을 불어 일으켜라
- 9 단계 시스템을 연결하라
- 10 단계 그리고 드디어 우리의

앞으로 다가올 한 해간 우리의 목표는 중간 경영자 (매니저)들과, 지도자 개인, 그리고 팀의 지도자들이 배우는 조직의 구성에 대해 더 잘 이해할 수 있도록 하는것입니다. 그리고 올 해 말까지 제 4 단계까지 달성을 하는 것이 우리의 목표입니다. 이것을 이루기 위해서는 우리 모두의 참여가 필요합니다. 그리고 자유로운 생각과 커뮤니케이션이 이루어 질 수 있는 환경이 보편화

되어야 합니다. 이런 환경을 조성하기 위해서는 한 문화속에 어떤 특정한 상황들이 보장되어야 하고 또 우리 조직이 진정한 배우는 조직이 되기 위해서는 어떤 특정한것에 대한 원칙을 따라야 합니다. 모든 직원들의 자세와 행동은 우리가 얼마나 뇌와 친숙한 근무환경을 만들어 나가느냐에 의해 달라질 것입니다. 다음은 배우는 조직에서 볼 수 있는 자세와 행동을 만들어주는 원칙들입니다.

학습을 촉진하는 16가지의 원칙

- 1 - 모든 레벨의 직원들이 독립적일 수 있도록 교육한다.
- 2 - 실수를 배움의 기회와 미래의 사업 성장의 디딤돌로 생각한다.
- 3 - 어떠한 조직의 시스템 또는 구조에 대해서도 처음부터 다시 시작할 수 있어야 한다.
- 4 - 배운다는 것은 감정적인 과정이기 때문에 직원들을 100% 지원 해주는 조직이 되어야 한다.
- 5 - 결과에 연연하기 보다는 배운다는 것 자체를 찬양해야 한다.
- 6 - 모든 학습자를 동등하게 장려한다.
- 7 - 개인이 서로에게 전달할 수 있는 최대한의 지식과 지식의 힘을 전달한다.
- 8 - 각 개인의 학습 스타일을 구성해주기 보다는 자신의 학습 스타일을 자신이 구성 할 수 있도록 추천한다.
- 9 - 자기 평가의 방법을 가르친다.

(20페이지에 계속)

타지크스탄이 나에게 준 선물.



by 여 경 일

6월 24일, 3개월간 준비해 왔던 계획을 드디어 이루게 되었다. 31명으로 구성된 봉사대원들을 싣고 푸른 창공으로 비행기는 솟아 올랐다. 해가 지지 않는 7시간의 긴 비행을 마감하고 우즈베키스탄의 타쉬켄트 공항에 도착했다. 두번째 방문이라 반가운 마음으로 내릴수 있었다. 에어킨이 나오는 대형 버스를 타고가는동안 첫번째 방문때 타고 갔던 최악의 버스가 생각이나 짐짓 웃음을 머금게 하였다. 페차 직전의 내부, 펙크 수리요원이 2명, 예비운전자 1명, 그리고 온갖 먼지와 매연이 들어와 새카만 얼굴로 아침을 맞이 해야 했던 환상적인 경험이었다.

길거리 곳곳에서 이 나라 고유의 음식으로 식사를 하고 십씨 50도속에서 식수와의 전쟁을 하며 18시간의 긴 여정 끝에 국경에 도착할 수 있었다. 각종 선불과 음식, 행사용 물품들 그리고 개인 소지품으로 이루어진 가방은 개인당 3개씩 할당되었고 국경 1Km 가량 이 가방들을 피약별 속에서 들고 지고 혹은 끌고 넘어가야 했다. 이 모든 과정을 보기도 1시간이 넘게 걸리는 지루한 입국절차가 모두를 더욱 힘들게 만들었다 그러나 국경 너머에서 기다리고 있는 NGO 제부장의 뜨거운 환영에 힘 입어 쉬지 않고 목적지까지 2시간을 더 갈 수 있었다.

드디어 타지크스탄의 투산배에 도착, 자원 봉사자 여러분의 환영과 그 들이 머리 준비한 한국음식으로 갖 있게 저녁을 먹은후 귀피 한잔을 먹으니 세상 부러운 것이 없었다. 코 잘 고는 4명과 같은 방을 썼으나 피곤함에 서로가 전혀 문제가 되지 않

았다.

다음 날, 6명씩 정해진 식사당번들이 정성껏 준비한 음식으로 아침을 먹은 후 봉사활동 지역을 돌아 보았다. 고아원, 보육원, 학교, 태권도, 축구, 탁구, 컴퓨터, 피아노, 연극, 무용 그리고 이미 이 나라의 대표가 되어버린 농구팀, 그리고 청소년들을 위한 센터의 건축현장들을 돌아 보며 그들을 격려하고 축하하며 하나하나 사진에 담아 두었다. 마치 60년대의 한국을 보는 것 같아 마음이 쓰러졌다.

러시아의 철수 후 자생능력이 없어진 경제, 반군과의 전쟁으로 인해 무기력해진 정부, 젊은 사람들은 내전으로 인해 많이 죽고 이 가운데서 먹고 살아 남으려고 애쓰는 국민들.



이 약순환 속에서 어느것 하나 제대로 된 것이 없어보이나 여러 단체의 도움으로 이런 좋은 환경을 배울 수 있다는 것이 그나마 다행이 아닌가 싶다. 이를 위해 9명의 장기 자원봉사자들이 한국에서 와 각 팀 속에서 봉사를 하고 있었고, 또 우리 같이 단기 봉사자들이 가끔 와서 도와주고 있었다. 해도 해도 끝이 없는 일들이지만 정말 자신의 돈을 써가며 봉사하고 있는 한 사람 한 사람을 볼때 고개가 절로 숙여 질 수 밖에 없었다.

이틀 동안 청소, 피아노 수리, 진자제품 수리, 이것 저것 다치는대로 도와 주었으나 모든 물자들이 부족해 수리다운 수리가 이루어 지지 못했다. 부속품을 사러 이곳 저곳을 기웃거렸으나 적당한 것을 찾지 못한 힘들었다. 많은 사람들이 돈으로 바꾸기 위해 좌판을 벌리긴 했으나 집에서 쓰다 가져나온 자동차 부속, 가전제품 부속, 심지어는 나사, 못, 수지,

그릇 등까지, 대부분 쓰지 못할 것들이 가득이었다.

마지막 큰 행사인 정소년 Tres Dias(3박 4일)를 열었다. 산위의 낡은 수련원(그들에게는 최상급이었다)을 빌려 수리하고 정소년들을 각종 시설을 설치하여 청소년들을 맞이하였다. 열악한 환경에 처한 청소년들에게 비전과 신앙을 심어주고 서로 돕고 사랑하는 마음들을 심어 주고자 모든 팀멤버들이 밤을 새며 기도하고 준비하여 프로그램 하나하나를 이루어 나갔다. 그러던 중, 50도가 넘는 더위, 빈대와 벼룩, 그리고 마음껏 마실 수 없는 물, 이 모든것으로 인해 병이 나서 하루코박 침대신세를 질 수 밖에 없었다. 가장 중요한 시간에 아파서 팀 멤버들에게 무척 미안했다.

프로그램을 열어가며 밀도 문화도 잘 안통하는 서로의 관계였지만 차츰 그들의 얼굴이 변화하고, 감격의 눈물을 쏟으며 사람의 고백을 나누는 모습을 볼때, 이것이야말로 진정한 사람 사는 맛이 아닐까 생각되었다. 사람을 키운다는 것, 사람을 세운다는 것,

정말 중요한 일이라 생각되었다. 이들에게 이 나라의 미래를 맡길수 있는 힘을 키워 주기 위해 앞으로 더욱 관심과 많은 협력으로 도와야 할 것 같다.

7월 5일, 인천공항에 모든 멤버들이 무사히 도착 하였다. 짧고 힘든 일정들이었지만, 이 작은 봉사를 통해 좀더 삶의 진실과 성숙을 가져왔음을 느꼈다. 가진 것은 없지만 조금 이나마 서로 기쁨을 나눌 수 있다는 것이 무척 행복 했던 시간이었다.

이제부터 다시 조금씩 절약해 1년의 후의 나눔을 기억해 본다.





FED의 새식구



주정문씨가 Engineering Division에 새식구가 되었다. Mechanical engineer인 그의 고향은 아름다운 제주도이며 아주 대학에서 기계공학 석사학위를 받았다. 부인 허정윤씨와의 사이에 아들 서현호군을 두고 있으며 이번이 미국 정부와 첫 인연이라고 한다.

Engineering Division에 신왕성씨가 engineering technician으로 오시면서 새식구가 한 명 더 늘게 되었다. 의정부가 고향인 그는 영남대학교에서 토목공학을 전공하였으며 여가 시간에는 인터넷 서핑, 야구, 그리고 수영을 즐긴다고 한다. 미국 정부와의 두번째 인연인 그는 FED로 옮기기 전 약 2년간 Camp Casey와 용산의 DPW에서 근무하였다고 한다.



Charley X. Qian씨가 군산 사무실에 supervisory engineer로 새로 오셨다.

고향이 미 조지아 주의 아틀란타인 그는 Clemson 대학에서 건축 석사학위를 받았다. 여행을 좋아하고 탁구를 즐기며 아들과 함께 보이스카웃 활동을 하는 것을 좋아한다고 한다. 그는 Cindy Qian씨와 결혼하여 슬하에 Thomas와 Andrew, 두 아들을 두고 있다. 이번이 정식직원으로는 미 정부와 첫 인연인 그는 물론 미 공병단과도 첫 인연이다. 그는 지금까지 미 육군, 공군, 그리고 해군에서 contractor로 근무했다고 한다.

(19페이지에 이어서)

- 10 - 모든 인간의 지성에 대한 완전한 자유를 목표로 인정하고 받아들인다.
- 11 - 더 나은 학습에 대한 접근방법으로 지금과는 전혀 다른 학습 방법을 택할 수도 있다는 것을 인식한다.
- 12 - 개인에게 맞는 학습 스타일을 발견할 수 있도록 하고 그 방법들을 다른 사람도 활용할 수 있도록 한다.
- 13 - 각 직원의 분야별 지식을 장려하고 그 어떤것이든 영원히 얻지 못할 것은 없다는 것을 널리 알린다.
- 14 - 무엇을 더 쉽게 하기 위해 학습을 선택한다면 그 과정은 논리적이고, 도덕적이며, 재미있어야 한다.
- 15 - 아이디어는 대화와 토론을 통해 가장 잘 개발 될 수 있다.

다음 컬럼에서는 위의 15가지 원칙에 대한 추가 설명과 배우는 조직이 되는 각 단계의 목표를 달성하는 데에 필요한 환경에 대해 설명 드리겠습니다. 마지막으로, 이 모든 과정에는 여러분의 적극적인 참여가 필요하다는 것을 기억해 주십시오.

도덕에 대한 질문

by Gilbert Chong, OC



FED의 PPMD에서 근무하는 Gary Yang씨는 12명의 직원을 관리하는 supervisor 직에 있다. 그가 HQUSACE로 전근을 떠나게 되어 12명 중 11명의 부하직원들이 그를 위해 점심을 내기로 한다. 개인의 점심식사 비용은 각자 계산을 하고 Gary의 식사비용을 11명이 나누어 내기로 결정했다 (술은 점심 메뉴에서 제외). 나머지 1명의 직원인 Tom Mot씨는 이 날 점심식사에는 불참하는 대신 개인적으로 나중에 축하인사를 하기로 했다고 한다.

질문: Gary의 부하직원들은 Gary에게 점심식사 대접을 해도 될까요?

- A. 네. 직원들 각자가 부담하게 될 금액이 \$20 미만이기 때문에.
- B. 아니요. 직원 부담 금액이 확실하지 않기 때문에. 그리고 부하 직원이 상사에게 줄 수 있는 선물은 \$10 미만이어야 하고, 그룹으로는 \$100미만이기 때문이다.
- C. 네. 그룹이 특별한, 그리고 이따금 일어나는 경우에 대해 할 수 있는 선물은 \$300 이하이고 개인적으로는 \$10 이하이다.
- D. 아니요. 상사에게 제공하는 선물은 무조건 안되기 때문에.

답: C. DoD에서 설정한 특별하고 이따금 일어나는 경우에 대해 쓸 수 있는 선물의 금액은 그룹당 \$300 미만이고 개인당 (부하 직원일 경우) \$10 미만이다. 또한, 선물 제공이 절대 자발적이어야 한다.

위 상황의 경우, Gary는 11명의 부하 직원의 직속 상사이기 때문에 (사실 12명 모두의 직속상사이다) 개인별 제한 금액인 \$10이 적용된다. 만약, 개인 지불 금액이 \$10을 초과했을 경우 Gary는 이 선물을 받아서는 안되겠다. 실질적인 지불 금액이 Gary가 어떤 메뉴를 고르느냐에 따라 달라지겠지만, \$300/\$10 제한 금액을 넘을 확률은 매우 낮다. 또, 이 경우에 1명의 직원이 점심식사에 불참하기로 한 것을 보아 참여 여부가 자발적이었다는 것을 알 수 있다 (Ref: 5 CFR 2635.302-4, DoDD 5700.7-R, Paragraph 2-203).