All about RM...

Read all about RM on pages 8~11
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 J9 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

(continued on page 11)
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:

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.

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.
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6. Celebrate all learners equally.
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(continued on page 16)
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. HQUASE 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:

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

(continued on page 15)
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, techo-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.
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 surely 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 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 Aleantara; 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. Yi, Chong-hong; and Ms. Sharon Roberts.

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.
Pittsburgh 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 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.”

(continued on page 10)
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, U-cha, accountant; Ms. Han, Chom-cha, lead accounting technician; and Ms. Kim, Hyon-cha, accounting technician.

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,
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.

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**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 compliment. 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...
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 Tadzhikistan 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 Tadzhikistan’s Dushanbe and were greeted by volunteers who arrived before us. After some Korean 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 Tadzhikistan economy continued to fail and the government lost regime after war against the rebel army.

Most of the young population died
Tadzhikistan

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 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.

They opened up themselves to share their most intimate fear, love and thoughts, and then cried their hearts out in relief. After 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.


All members arrived safely at the Inchon 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.

(continued from page 6)

Becoming a learning organization...

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:


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:


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.

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.
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.

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 Force, and Navy.

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 Operations Community.

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.


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.

“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.
"모든 일에 있어 당신이 잘한 임무를 따라야, 임무를 초과할 수는 없어도 절대 임무를 미달성 허기를 원해서는 안된다." R. E. Lee

이번 글을 쓰는 저는 다트리키 올직훈련에서 보여준 합동성과 주한미군 및 그 지원군을 위해 파견되었던 우리 팀들의 성과에 대해 자랑을 좀 하고자 합니다. 먼저, 예정된 훈련에 는 많은 인원이 참여하여 진행되었습니다. 이번 훈련은 제1사단과 그들의 정시 공사 리스트를 세밀히 점검하기 위해 FEST-A 팀을 파견하였습니다. 또, 약 12명의 해외 지원단은 다트리키에 투입시키는데 성공하였고, 최종 수량은 TCMS 모듈을 실험하고 훈련 시켰으며, CFC로 우리의 팀에 힘을 준다는도 제구를 투입시키기도 하였습니다. 이 릴턴이 아닙니다. Blast Effect Module 교육, LNO 보호 범위 강화, 및 bed-down과 life support를 위한 20th Area 지원단을 작업 증대하는 등 정말 쉽지 않은. 그리고 많은 일들을 해 냈습니다. 그리고 이 모든것들을 최적의 날짜, 비속에, 그리고 연령대가 사람 중반을 앞두고 이루어 냈는데에 큰 의미를 두고 있습니다. 하지만 이 모든 것들은 불가능한 것들은 대부분의 인원들에게 이전이 아니라 올직훈련이었다는 것입니다. (아~ 왼쪽부터 그들의 첫 짜릿 이야기가 들리는것 같습니다.)

또한 이 기회를 빌어 훈련기간의 수준 조를 아끼지 않았습니다!Huntsville, ERDC, Nashville, 그리고 Omaha의 모든 분들께서 가장 먼저 감사를 드리고자 합니다. 최고의 사람들이 모여 함께 해야할 불가능한 것은 보여 주었던 기회였습니다. 뿐만 아니라, POD, HQ, USACE에서는 지원을 보내주신 모든 분들께 감사를 드립니다. 그리고 마지막으로, 최선을 다해 일 해 준 FED의 Ken Pickler, Pat Crays, Joe Park, Vondie Williams, LTC Bob Foster에게 감사의 말씀을 드립니다.

이번 올직훈련에 참가했던 모든 사람들은 본명 대단한 경험을 했을 것입니다. 저 또한 개인적으로 많은 것을 배웠지만, 전혀 새로운 것이 없었습니다. 다만 FED가 훈련한 사람들로 이루어져 있다는 것이었습니다. 아무런 시간이 흐르도, 그리고 어떤 상황에 부딪칠 수 있어, 하더라도, 병영이 있을 때마다 FED는 그 특유의 민첩성, 스테레오, 그리고 현실로 고작한 성과를 보여주고 있습니다. 다시 말해 FED의 모든 직원들은 꾸준한 지구인 것입니다. 그리고 제 생각에는 이보다 더 좋은 찬사는 없을 것입니다.

정말이 아니라고 안할 수 없었습니다. 우리는 그 어떤 상황에도 대응할 준비가 되어있어야 하며 여러분 모두의 노력이 무엇의 준비성을 보여 주었습니다. 여러분이 고등 집행서비스를 제공함으로서 한반도에서 복무하고 있는 미국의 효율을 강화시키고 이로 인해 계속하여 한반도의 평화를 지키는 것은 물론, 평화를 위해 건설을 할 수 있게 한다는 것을 기여 하십시오. 후아!

그런 헌신에서 벗겠습니다.
부사령관메세지

by LTC Paul D Cramer
Deputy Commander

배우는 조직
(Learning Organization)

배우는 조직이 무엇이라고 생각하십니까? 배우는 조직이란 모든 레벌에 있는 직원들이, 각자, 그리고 집단적으로 자신들이 정정 바라는 결과를 위해 지속적으로 생산력 증진을 촉구하는 것을 말합니다. 조직(organization)은 왜 이런 장애에 관심을 가져야 하는가요? 왜냐면, 오늘날 요구하는 성과와 개인의 수준에 맞추기 위해서는 배움, 그리고 더 많은 배움이 필요하기 때문입니다. 무엇을 배우는지는 그 자체만으로도 상당한 가보이가 있는 것입니다. 무엇인이기를 윤리적이라 할 수 있다는 것이, 그리고 자신에 대한 만족감이 배움에 대해 얼마나 될 수 있는 부가가치라고 할 수 있었습니다. 우리 조직의 가치를 지키기 위해서는 변화에 민감하게 대응해야만 합니다. 그리고 이러한 변화를 만들어내기 위해서, POF는 지금까지의 개인의 능력 향상성을 위해 교육을 하던 조직에서 받아 그 교육에서 배운 지식과 기술을 우리의 운영 과정에 적용하여 우리의 생산력과 경쟁력을 향상하는 그런 조직으로 더욱이 나아져 할 것입니다.


1 단계 배우는 문화를 평가한다
2 단계 긍정적인 것을 높이 사라
3 단계 직원들이 일관하게 생각할 수 있는 작업 환경을 조성한다
4 단계 모험을 높이시거나
5 단계 직원들이 서로의 소중한 자원이 될 수 있도록 하라
6 단계 배움의 힘을 보여준다
7 단계 미래에 대한 비전을 그려다
8 단계 그 비전에 생명을 불어 일으키라
9 단계 시스템을 연결하다
10 단계 그리고 드디어 우리의 소울을 시작하라

앞으로 다가올 한 해간 우리의 목표는 중간 경영자(배너)들과, 지도자 캐주얼, 그리고 팀의 지도자들이 배우는 조직의 구성에 대해 더 잘 이해할 수 있도록 하는 것입니다. 그리고 올해 말까지 제 4 단계까지 달성을 하는 것이 우리의 목표입니다. 이것을 이루어 위해서는 우리 모두의 참여가 필요합니다. 그리고 자유로운 생각과 허무니케이션에 이어 질 수 있는 환경이 보편화되어 합니다. 이런 환경을 조성하기 위해서는 한 문화속에 어떤 특정한 상황이 보장되어야 하고 또 우리 조직이 정진한 배우는 조직이 되기 위해서는 어떤 특정한 것에 대한 원칙을 따라야 합니다. 모든 직원들의 자세와 행동은 우리가 얼마나 외와 친숙한 객관성을 만들기 나가거나에 의해 달라질 것입니다. 다음은 배우는 조직에서 볼 수 있는 자세와 행동을 만들어가는 원칙들이입니다.

학습을 촉진하는 16가지의 원칙

1. 모든 레벌의 직원들이 독립적으로 훈련받을 수 있도록 교육한다.
2. 실수를 배울 기회와 미래의 상황에 대한 훈련을 받아야 한다.
3. 어떠한 조직의 시스템 또는 구조에 대해서도 처음부터 다시 시작할 수 있어야 한다.
4. 배우는 것은 감정적 과정이기 때문에 직원들에게 100% 지원해도 우리는 조직이 되어야 한다.
5. 결과에 대한 분석과 보다는 배우는 것 자체를 잘만해한 다.
6. 모든 학습자를 동등하게 잡아야 한다.
7. 개개인이 서로에게 전달할 수 있는 최대한의 지식과 지식의 힘을 전달한다.
8. 각 개인의 학습 스타일을 구성해주기 보다는 자신의 학습 스타일을 자신이 구성할 수 있도록 추천한다.
9. 자기 평가의 방법을 가르친다.

(20페이지에 계속)
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FED의 새식구

주문문서가 Engineering Division에 새식구가 되었다. Mechanical engineer인 그의 고함은 아름다운 재주도이며 아주 대학에서 기계공학 석사학위를 받았다. 부인 허정은의 사이와 아들 서承호를 두고 있으며 이번이 미국 정부와 첫 인연이라고 한다.

Engineering Division에 신임성_INITIALIZER의 engineering technician으로 오시면서 새식구가 한 명 더 늘게 되었다. 의정부 고학당인 그는 영남대학교에서 보목공학을 전공하였으며 여가 시간에는 인터넷 서핑, 아거, 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. 고함이 이 조치아 주의 아들란타인 그는 Clemson 대학에서 건축 석사학위를 받았다. 여행을 좋아하고 탐구를 즐기며 아들들과 함께 보이스캐스트 활동을 하는 것을 좋아한 다고 한다. 그는 Cindy Qian씨와 결혼하여 슐하는데 Thomas와 Andrew 두 아들을 두고 있다. 이번이 정직직원으로는 미 정부와 첫 인연인 그는 물론 미 공병단과도 첫 인연이다. 그는 지금까지 비 육군, 공군, 그리고 해군에서 contractor로 근무했다고 한다.

(19페이지에 이어서)

10 - 모든 인간의 지성에 대한 완전한 자유를 목표로 인정하고 받아들이는.
11 - 더 나은 학습에 대한 접근방법으로 지금과는 전혀 다른 학습 방법을 탐색할 수 있도록 하는 것을 인식한다.
12 - 개인에게 맞는 학습 방법을 발견할 수 있도록 하고 그 방법들을 다른 사람도 활용할 수 있도록 한다.
13 - 각 직원의 분야별 지식을 강화하고 그 어떤것이든 영원히 잃지 못할 것을 넘어서 말한다.
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 조치가 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 PPMD에서는 근무하는 Gary Yang씨는 12명의 직원을 관리하는 supervisor 직에 있다. 그가 HQUSACE로 전균을 맡나게 되어 12명 중 11명의 부하직원들이 그를 위해 임장을 내기로 한다. 개인의 점심식사 비용은 각각 계산을 하고 Gary의 식사비용을 11명이 나누어 내기로 결정했다(술은 점심 메뉴에서 제외). 나머지 1명의 직원인 Tom Mot씨는 이 날 점심식사비는 불참하는 대신 개인적으로 나중에 충당할 사상을 하기로 했다.

질문: Gary의 부하직원들은 Gary에게 점심식사 대접을 해도 필요가요?
A. 네, 직원을 각각이 부담하게 될 금액이 $20 미만이기 때문에.
B. 아니오, 직원 부담 금액이 확실하지 않기 때문에, 그리고 부하 직원이 상사에게 줄 수 있는 선물을 $10 미만이어야 하고, 그원으로는 $100미만이기 때문에.
C. 네, 그룹이 특별한, 그리고 아마 모르게 되는 경우에 대해 할 수 있는 선물은 $300 이상이고 개인적으로는 $10 이하이다.
D. 아니오, 상사에게 제공하는 선물은 무조건 안되기 때문에.

답: C. DoD에서 설정한 특별하고 이따금 말아내는 경우에 대해 할 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 받아야 한다. 실질적인 지불 금액이 Gary가 어떤 매뉴얼 고르느나에 따라 달라지겠지만, $300/$10 제한 금액을 넘을 확률은 매우 낮다. 또, 이 경우에 1명의 직원이 점식사에 불참하기로 한 것을 보아 참여 여부가 자발적이었다는 것을 알 수 있다(Ref: 5 CFR 2635.302-4, DoDD 5700.7-R, Paragraph 2-203).