



U.S. Army Corps  
of Engineers  
Far East District

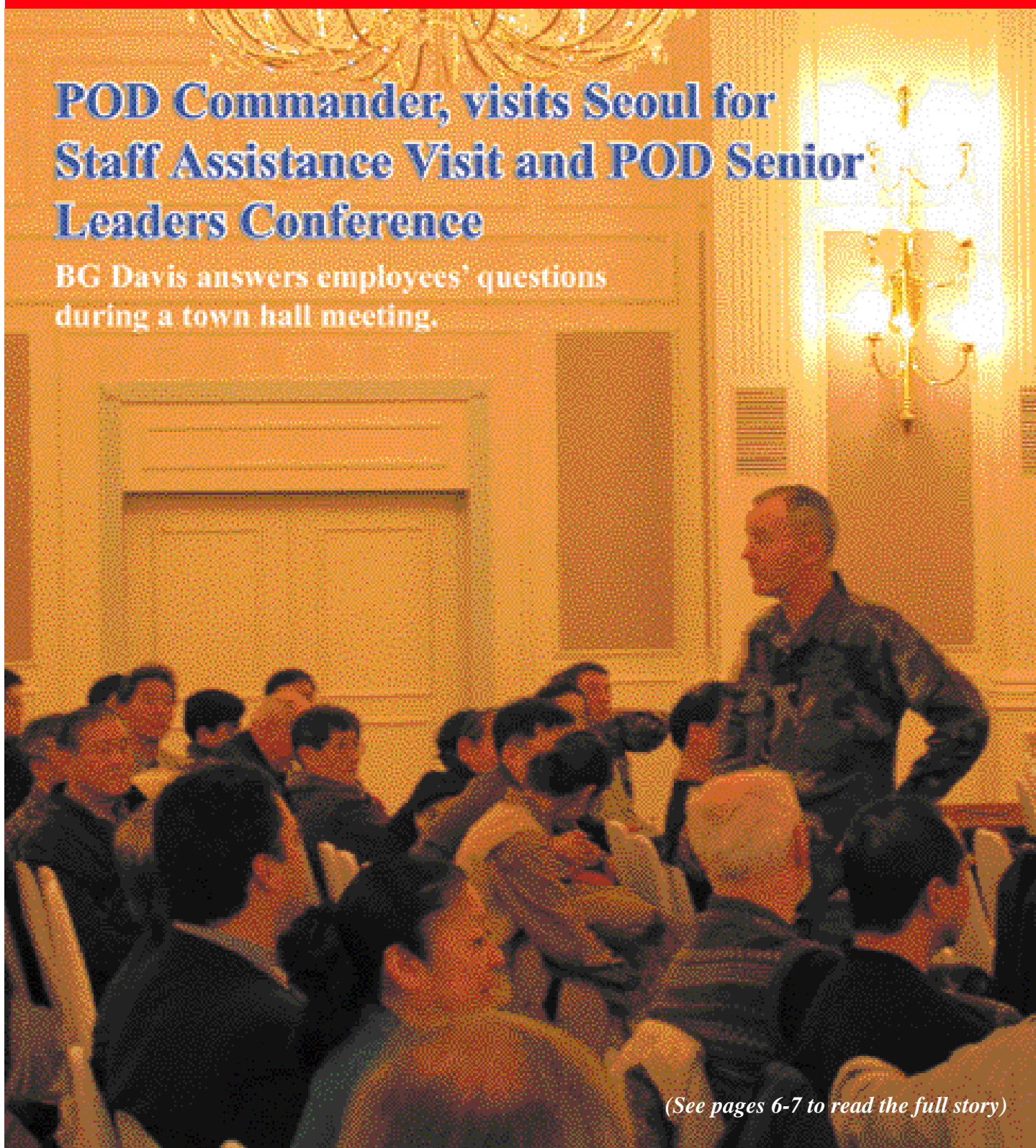
# East Gate Edition

February 2004

Volume 14, Number 2

## POD Commander, visits Seoul for Staff Assistance Visit and POD Senior Leaders Conference

BG Davis answers employees' questions  
during a town hall meeting.



*(See pages 6-7 to read the full story)*

## Inside

BG Davis visits Far East District ..... 6~7  
for Command Assistance Visit,  
Town Hall Meeting and POD SLC

Safety ..... 3

New members ..... 8

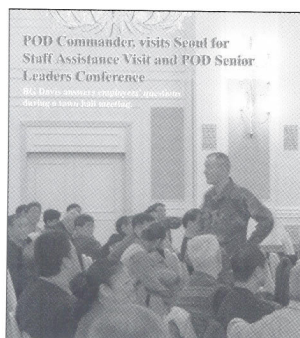
Black History Observance ..... 8

Hangul pages ..... 10~12

### This month's focus

## POD Commander visits Seoul for staff assistance visit and POD SLC

### On the cover



BG Davis answers employee questions at town hall meeting

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[www.pof.usace.army.mil](http://www.pof.usace.army.mil)

# From the Commander



COL Francis X. Kosich  
Commander

## Getting the Red Out - Responsiveness and Value Added through Effective Communication

So, have you heard that we are a “no-go” at the communications station? That’s right, we’re 2 for 3 in strategic goals. How can this be? We’re always promoting communications. I even wrote about it once in my now famous Cool Hand Luke article. Red? But communication is one of our business imperatives, we’re seeing our customer surveys improve, and ...maybe, the Corps is Red in commo, but we’re as Green as the fairways of Augusta in April! Well, sorry gang. Hate to burst our bubble, but we’re red too. Red as roses on Mother’s Day. All too often, we spend time overcoming obstacles and resolving issues due in large part to miscommunication, an inability to understand intent, expectations, responsibilities, and outcomes. Sometimes, we call this “being too busy.” I offer to you that if you take a hard look at our communication principles, you’ll reach the same conclusion. Do so in the context of a project or event you’ve worked on recently.

1. **Listen to all constituencies both inside and out of USACE regarding issues of importance to them, respecting their viewpoints. Seek opportunities for synergy.** Do we listen well? Are we defensive when responding to criticism or do we simply ignore it believing we know best? Are we active or passive when issues are raised? Are our answers bureaucratic or helpful?
2. **Communicate early, clearly, completely, honestly, accurately, and often with all constituencies on issues of importance.** This refers to both good and bad news. It also refers to issues internal to your branch, section, division, and external to the District, including our contractors. Doing this keeps rumor and innuendo to a minimum while demonstrating your desire to keep those who need to know “in the know.”
3. **Incorporate communications as an integral part of the project management business process.** I go back to my premise that most of our problems are rooted in a failure to communicate. Who needs to know what, when or how often, and why? If a PMP communicates the plan and there’s a deviation, do we communicate it? How? When and to whom? Do we expect a great deal of public interest in this project? How do we communicate progress? Remember, we’re beyond public affairs coverage here.

(continued on page 5)

# Safety & Occupational Health

## GIVE THE BEST VALENTINE!

by Danny Fujimoto

February is the month for valentines, flowers, and paper hearts, but it's also a good time to reflect on the health of your real heart. The month of February is American Heart Month and even though we work, play, and live in Korea it does not lessen our risk of heart disease. Heart disease is a universal disease that affects men and women of every age and race.

More than 64 million Americans suffer from one or more forms of cardiovascular disease, including high blood pressure, coronary heart disease, congestive heart failure, stroke and congenital heart defects. Many of the risk factors that can lead to heart disease, such as high blood pressure, high blood cholesterol, and diabetes, can be prevented or controlled. Research has shown that men and women who lead healthy lifestyles, including making healthy food choices, getting regular exercise, maintaining a healthy weight and choosing not to smoke or drink excessively, can significantly decrease their risk of heart disease.

The following are some of the top Heart Healthy tips:

### **Don't smoke.**

Don't start smoking or if you are a smoker, stop. Long-term smokers can cut their risk of heart attack to equal that of non-smokers within just two short years of stopping.

### **Improve your eating habits.**

Ask your physician, nurse or licensed nutritionist to create a nutritional program that meets your needs. At a minimum, you should avoid fatty foods, load up on fruits and vegetables and limit your alcoholic intake.

### **Get physical.**

Physical activity reduces your risk of a heart attack and makes your heart stronger. A more active lifestyle can control your weight and blood pressure, or help you relax and improve your mood. Be sure to check with your physician before starting any exercise program.

### **Know your family health history.**

If your father or mother died of a heart attack or suffered from heart disease, you are more likely to be at risk and should be more aware of how to control risk factors.

### **Know your body.**

What is your blood pressure? What is your cholesterol level? Make sure these indicators are within the normal limits. If not, take the appropriate action to get these within healthier levels.

### **Don't ignore possible symptoms.**

It could just be heartburn or it could be "the big one." Don't take it for granted that you know what that unexplained chest pain is all about. This is especially true for women who don't present the classic symptoms of heart disease found among men. Consult your physician and tell him/her about the nature of all your symptoms.

### **Check for Diabetes.**

Increased blood sugar can be a factor in the onset of heart disease, especially if you are 50-100 pounds overweight. Consult your physician.

**The above are helpful tips. Consult your personal physician or health care provider for additional guidance.**

*Give someone the best Valentine — yourself. And prevent heart disease by living a healthier lifestyle.*

# The Chin Report



*by Allen Chin,  
Deputy for Programs and  
Project Management*

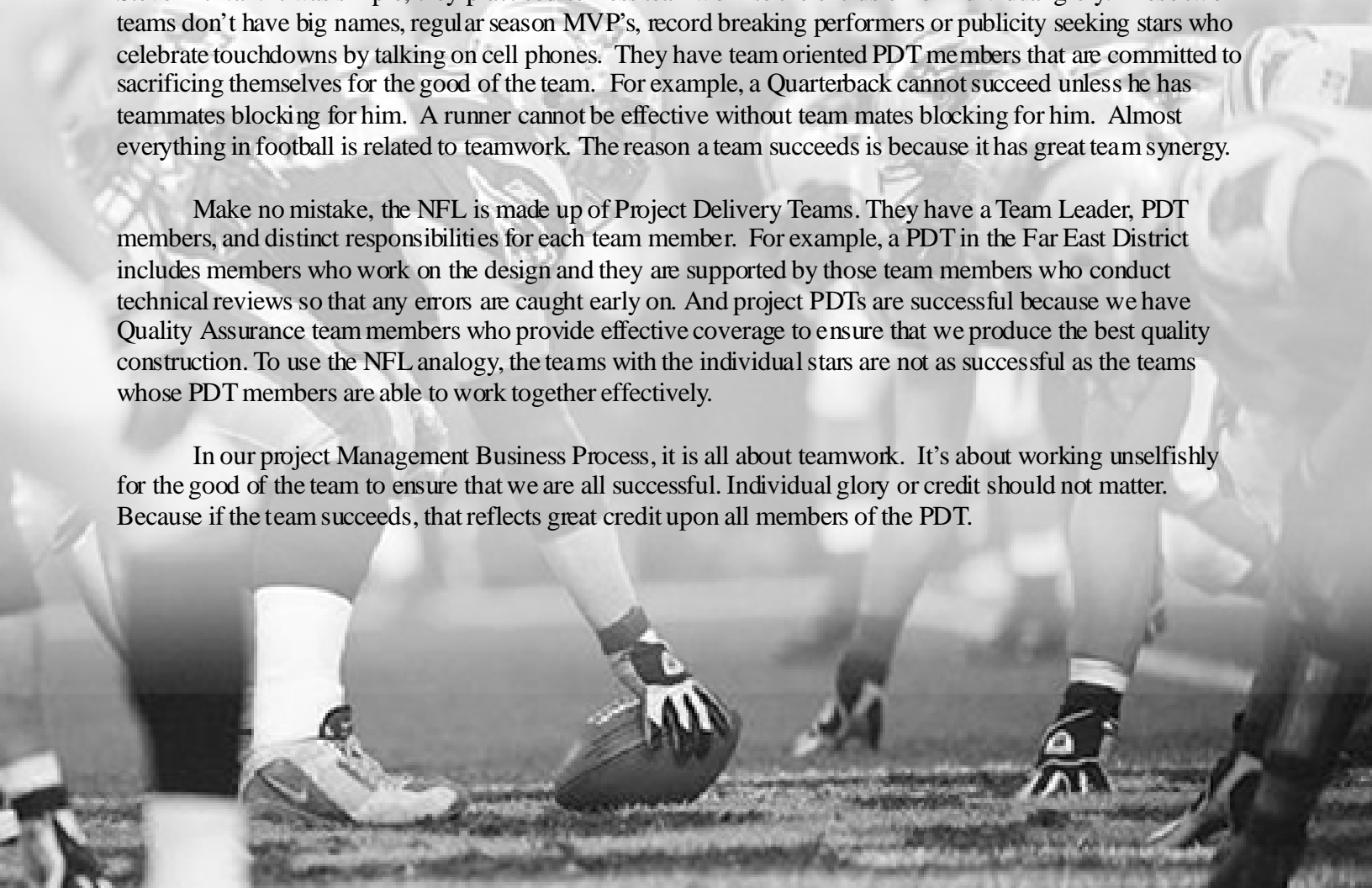
## **IT'S ALL ABOUT TEAMWORK**

I am always looking for examples of good teamwork so I can share with our PDT members the value and results of good teamwork. When I watched the Superbowl last month, it was clear that the two most successful teams in Football this year; the New England Patriots and Carolina Panthers, were effective because they practiced the team concept best in the National Football League. When the Patriots team was awarded the Super Bowl trophy, they credited their success to the concept of "Team".

It may be surprising that these two teams had just about the fewest all-stars of any of the National Football League (NFL) teams. These two teams only sent a total of 7 players to the Pro Bowl All Star game. Yet how could these two teams who had so few great "All Pro" players make it all the way to the Super Bowl and beat all the other NFL teams who had great players like Peyton Manning and Steve McNair. It was simple, they practiced selfless teamwork to the exclusion of individual glory. These two teams don't have big names, regular season MVP's, record breaking performers or publicity seeking stars who celebrate touchdowns by talking on cell phones. They have team oriented PDT members that are committed to sacrificing themselves for the good of the team. For example, a Quarterback cannot succeed unless he has teammates blocking for him. A runner cannot be effective without team mates blocking for him. Almost everything in football is related to teamwork. The reason a team succeeds is because it has great team synergy.

Make no mistake, the NFL is made up of Project Delivery Teams. They have a Team Leader, PDT members, and distinct responsibilities for each team member. For example, a PDT in the Far East District includes members who work on the design and they are supported by those team members who conduct technical reviews so that any errors are caught early on. And project PDTs are successful because we have Quality Assurance team members who provide effective coverage to ensure that we produce the best quality construction. To use the NFL analogy, the teams with the individual stars are not as successful as the teams whose PDT members are able to work together effectively.

In our project Management Business Process, it is all about teamwork. It's about working unselfishly for the good of the team to ensure that we are all successful. Individual glory or credit should not matter. Because if the team succeeds, that reflects great credit upon all members of the PDT.



# From the Commander - Getting the Red Out

(continued from page 2)

You can just as easily apply this principle to how you update a hand receipt, submit a travel voucher, or use a vehicle out of the motor pool.

2. **Be accessible to all constituencies and respond promptly without censorship of misinformation.** To me this means, face-to-face with regularity. It means representatives from all levels of the District communicating at all levels. It means actively pursuing and responding to concerns that are surfaced. It means getting back with customers and asking if their concerns have been allayed. Misperceptions of the District can become cancerous and spread like wildfire if we do not address them earlier and often at all levels.
3. **Proactively inform the public and other constituencies of the Corps' vital role areas where we have special expertise.** I've told base engineers that the district personnel are in direct support of their efforts to make the master plan vision a reality. They should rely on us for whatever capability we have at our means to assist them in realizing their goals. The District is unique in many respects; more so, the Corps' labs and centers of expertise are breaking new ground in a variety of areas. We owe it to our customers and ourselves to stay up to date to the latest developments and keep others informed.
4. **Do what we say we will do.** Can anything be more fundamental? Remember that each of us represent the District and the Corps. We (you, I, and all Corps employees) guarantee quality, focus on improvement, and are joined at the hip with our customer. If our actions don't demonstrate these things, then we are not doing what we say we will do. One other aspect of this is being reliable. If you commit to a course of action or decision, then follow through. If you can't for whatever reason, it becomes an issue of importance and I refer you to #2.

Now, I'd be the first one to tell you that we have amongst us, glowing examples of people in all different positions, who truly understand these principles and live them every day. I'll also tell you that any form of communication requires a dialogue of sorts so you may have to force the action, so to speak. But if we accept that fact that there is room for improvement, we can remedy this situation by applying some tried and true practices. Above all, each and every one of us has to buy in to the fact that working this communications lane is vital to what we do. Yet, there are people out there, both in the District and among those we work with on the peninsula that think this is really a waste of time. In short, they don't play well with others. This is unfortunate because others have to work even harder to pick up their slack. The good news is that with continued emphasis our working environment becomes one of open and honest communication and when this happens, the problem children are easy to pick out. Then it's just a matter of ensuring the right people are on the bus.

So, how do we attack this? In the days ahead I'll look to members of the District to help me in charting a course from Green to Red in this vital strategic goal. We'll use the principles I've alluded to in this article as navigation aids. We'll also incorporate best practices and case studies to push the point across to all. I could use your help. Sustained, effective communications helps us build relationships based on trust. It is a difficult process yet it can be extremely rewarding - how important is it to you?

*See you on the ground!*



# BG Davis in Seoul for command assistance visit, to

BG Robert L. "Larry" Davis made his first trip to the Far East District since becoming Pacific Ocean Division commander last June. Soon after assuming command, he went to serve the Corps in Iraq for approximately six months, so late January was his first opportunity to visit the district.

During his two week stay between January 26 and February 6, BG Davis had a full schedule which included the command assistance visit and a town hall meeting the first week and the POD Senior Leaders Conference the second week.

At the town hall meeting, he began by talking about the four "B's" that are important to him as a commander.

1. **Be Positive.** He always looks for the good side. Step up. "Try to surround yourself with positive people."
2. **Be Yourself.** He had recently talked to some RLDP participants recently and told them, "You were selected to be leaders in our organization because people have seen things in you that make good leaders."
3. **Be Mindful Of Others.** Remember the golden rule, "I try to thank all the people who take care of me."
4. **Be Going Somewhere.** He said perhaps that is no more important than here on the peninsula. "There will be a tremendous need for the Corps here if we are to shift locations." Everyone fits into his or her job and can help make the district more successful.



BG Davis leads the conference



Good food and karaoke singing were the highlights of



(left) LTG Charles Campbell speaks to the SLC participants.

SLC attendees participate in one of the conference workshops.



# own hall meeting, and Senior Leaders Conference

BG Davis spent his last four months in Iraq helping the stand up the office in Iraq which will execute \$15.7 billion to help rebuild Iraq. He said the real Corps heroes over there are the civilian employees. He went on to say the every one of us are supporting our soldiers in Iraq and volunteers throughout the Corps are in Iraq. But, those of us not in Iraq never let our missions in the other districts fail.



General (Ret.) Paik signs copies of his book for attendees at the SLC awards dinner

f the Han River Cruise.



With regard to the command assistance visit, BG Davis said the district is doing well in these areas:

1. ISO 9001. *(He said we clearly lead the division in this process.)*
2. Construction Management Overview Group
3. External communications with partners and customers
4. Participation in RLDP
5. PDT's and their cross cultural nature
6. Involvement with warfighting contingencies here - helping them do their job
7. Safety program
8. What we have done for quality of life for our team here
9. Embracing the business center concept



The Senior Leaders Conference brought together the senior leaders from POD and all four districts in the division. It was an opportunity for them to help plan future activities of POD's area of responsibility. LTG Charles C. Campbell, Commander, Eighth Army, spoke to the group on Tuesday morning. The week also included a dinner cruise on the Han River, a trip to the DMZ, and an awards dinner with a Korean Hero, General (ret.) Paik Sun-Yup, the foremost ROK Army General of the Korean War, as the guest speaker.



## New Team Members



**CPT Sam Volkman** joined the Far East District in January as the project engineer for the Kunsan Project Office. He holds a bachelor's degree in civil engineering from the U.S. Military Academy and a master's degree in Engineering Management from the University of Missouri at Rolla, Missouri. He is a registered professional engineer in the State of Missouri. His hometown is Cut Bank, Montana and he enjoys running, biking, and fishing.



**SSG Jason Stedman** joined the Far East District in January as a quality assurance representative for the Central Resident Office. He has 9-1/2 years of military service, including 4-1/2 years each in Panama and Ft. Hood, Texas. He deployed to Kuwait/Iraq for two campaigns in addition of participating in Operation Just Cause in 1989. His hometown is Glendive, Montana and he enjoys war gaming, strategy gaming, military modeling, and computers.

## Good Luck to Jimmie E. Moore



Jimmie E. Moore, who is a QAR for the Central Resident Office in Osan, is going on a 120 day TDY assignment to serve as a QAR in Kirkuk, in the northernmost region of Iraq. Before leaving Jackie Collier at CRO presented him with some "worry beads" which everyone touched and said a prayer to help protect and keep him safe.

## FED hosts its Black History Month Program

The District's Special Emphasis Committee arranged a very special event for the first Black History Month Observance hosted at the Far East District Compound on February 23, 2004.

This year's theme is the 50th Anniversary of the Brown vs. the Topeka, Kansas, Board of Education Supreme Court Case.

Mr. Ralph Youins, SO, served as the master of ceremonies, Ms. Sin, Pok-Hui sang the Korean National Anthem, Ms. Monte Howard sang the American National Anthem; Mr. Bill Baker read the poem, SOUNDS OF BLACKNESS written by Latorial Faison.

COL Frank Kosich, District Commander, introduced the guest

speaker, MSG (P) Gregory K. Ransaw, who spoke about the Brown vs. Board of Education case (1954) and related it to how the case affected his life.

Ransaw told about he went out for football in junior high school in his hometown of Alex City, Alabama, and played quarterback. When he went out for football in high school for a different coach he wasn't allowed to be the quarterback. But, when the high school coach left for a job in Louisiana, his junior high school coach became the coach at his high school and made him the first black quarterback in his hometown.

Ransaw's inspiring remarks were followed by the singing of the Negro National Anthem, and a benediction by Chaplain Robert C. Warden.

Following the observance everyone was treated to a buffet lunch.





## Question of Ethics: Sponsoring School Functions

Dear Dr. Ethics:

How are you? I am a project engineer at one of FED's resident offices and I "volunteered" for a middle school "Kites on Parade" program for the spring break. Elementary and middle school students with their kites will have a march along the installation's mainroad to the parade ground by the command building. The high school marching band will provide the music. We would like to be able to give all the children a T-shirt as a keepsake of the occasion and some refreshments. Funding is tough to come by, and we thought we might ask some of our more prominent contractors to help sponsor the parade. What do you think?

Signed,  
Ants

Dear Ants:

I am doing just fine, thanks for asking, and thank you for asking this question before rushing into the process. The short answer to your question is a resounding "No - don't do it!"

The Joint Ethics Regulation prohibits an employee from soliciting or accepting, directly or indirectly, a gift from a prohibited source. 5 CFR 2635.202(a). Prohibited sources include an entity that does business or seeks to do business with the employee's agency. In this case, the contractor is a prohibited source because it does business with the U.S. Army. Asking a contractor for a donation to sponsor the "Kites on Parade" function would be soliciting for an indirect gratuity to government employees, since the vast majority of the beneficiaries are dependents of military personnel or the civilian component of the military. If you or the committee members were to ask for sponsorship funds, you would be at risk of a violation of the Joint Ethics Regulation.

It is important that we, as Government employees, adhere to the highest standards of integrity and ethical conduct. The American people put their trust in us and none of us can betray that trust. It is critically important that we all put ethics above personal gain. Everyone should understand that actions that may be permissible or commonplace for some on-government employees are prohibited for us in order to preserve our trust with the American people.

Signed,  
Dr. Ethics



NATIONAL ENGINEERS WEEK  
22-28 FEBRUARY 2003

## Peninsula Engineers Conference

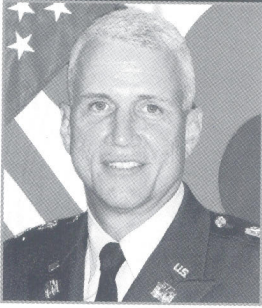
## Dragon Hill Lodge

## 26-28 FEB 04



National Engineers  
Week 2004  
February 22-28

## 사령관의 메시지



COL Francis X. Kosich  
Commander

## 의사소통

**G**etting the Red Out(막힌 의사소통에서 벗어나는 것) - 효과적인(효율적인) 의사소통은 단순한 응답 뿐 만 아니라 그에 따른 부가적인 가치를 가져올 수 있습니다.

여러분들은 혹시 의사소통지역에서의 출입금지구역이란 말을 들어본 적이 있나요?

우리는 두 사람이 세 사람이 해야 할 전략적인 일을 하고 있습니다.

어떻게 이렇게 할 수 있을까요?

우리는 항상 의사소통을 증진시키려 하고 있습니다. 저는 그러한 의사소통에 대하여 잘 알려진 Cool Hand Luke 구절까지 써본적이 있습니다.

Red? (불완전 의사소통?)

의사소통은 우리가 하는 사업에 있어서 필수불가결한 요소이며

여러분은 우리의 고객들은 점점 개선되어가고 있음을 보고 계실겁니다.

그러나, 아마도 우리는 의사소통면에서 원활하지 않음도 역시 보고 계실 것입니다.

우리는 4월의 오거스트의 페어웨이처럼 푸르러워라 !!

음.., 미안합니다만, 여러분 ! 이런 말 하기 정말 싫지만, 우리는...Red

(의사소통면에서) 입니다. 어머니의 날의 장미처럼 붉은.

종종 우리는 커다란 조직에서 발생하는 잘못된 의사소통, 정확한 의사도파악 부족, 예측, 책임, 결과등에서 기인하는 문제등을 해결하고 장애물을 제거하기위해 많은

시간을 소비합니다. 가끔 이런걸 “being to busy” 라고 말합니다.

만일 여러분이 우리의 의사소통 원칙에서 어려운 면을 가지고 계신다면 아래와 같이 말씀드리려 합니다. 여러분도 같은 결론에 도달하실 겁니다.

최근 여러분의 일터에서 또는 복잡한 프로젝트하에서 이런식으로 해보시기 바랍니다.

1. USACE 내부뿐 아니라 관련된 외부사람들 모두에게 해당되는 중요한 문제들에 대하여 귀기울이고, 그들의 관점을 존중하십시오. 그리하여 시너지효과를 창출할 수 있도록 하십시오.

우린 잘 경청하고 있습니까? 다분히 비판적인 태도에 소극적이며, 우리가 알고있는 것들이 최고라고 믿으며 그저 무시하고 넘어가진 않습니까?

어떤 사안들이 발생하면 적극적이

고 능동적으로 대처하십니까?

우리의 답변은 관료행태적인 쪽입니까, 아니면 유용한 쪽입니까?

2. 일찍, 명확히, 완전히, 정직하게, 그리고 정확하게 의사소통을 하십시오. 우리의 모든 고객의 중요한 사안에 관하여 모든 당사자와 함께 하십시오.

이 말은 좋은 쪽과 나쁜 쪽 모두를 말합니다. 또한 여러분 부서, 섹션, 디비전등의 내부와 계약관계에 있는 당사자를 포함한 디스트릭 외부 모두에 해당하는 말입니다. 여러분이 알려줘야 할 필요가 있는 당사자에게 설명을 할 때에도 소문이나 분명치않는 풍문등을 최소한으로 줄여서 말씀하시기 바랍니다.

3.PMBP(Project Management Business Process) 의 필수불가결한 요소로서의 일체화된 의사소통

다시 돌아가서 말씀드리면, 대부분의 우리가 가지고 있는 문제는 의사소통의 부족에서 비롯되어집니다. 누가 무엇을 알리고 하는지, 언제, 얼마나 자주, 그리고 왜? 만일 PMP 계획을 논하고, 거기에 어떤 오차가 생겼을때, 우리는 서로 의사소통을 하십니까? 어떻게? 언제, 누구와?

이 프로젝트에서 커다란 이익을 실현할 수 있습니까? 의사소통을 어떻게 진행해야 할까요?

기억해 두십시오. 이러한 문제는 비단 공무원에만 해당되는 것이 아닙니다.

여러분이 영수증을 업데이트하거나, 출장 증명서를 제출할때, 또는 수송부외에 다른 지역에서 차량을 사용할때 역시 이러한 원칙을 쉽게 적용시킬수 있습니다.

4. 모든 고객이 이해하기 쉽게, 그리고 오전(誤傳)에 대한 검열없는 빠른 응답

저는 이 의미가 정기적인 대면을 의미합니다. 이는 우리 디스트릭내의 모든 부서의 책임자들이 모든 사람들과 대화를 하는것을 의미합니다. 또한 현재 일어난 일에만하여 적극적으로 다루고 또 응하는것을 의미합니다.

고객에게 돌아가 그들의 문제들이 잘 해소되고 있는지를 물어봐야합니다.

우리가 모든 사람에게 보다 일찍, 그리고 자주 말하지 않는다면, 우리 디스트릭내의 잘못된 인식은 암세포처럼 삼시간에 퍼져버릴것입니다.

5. 전문적인 특수한 지식을 가지고 중요한 일을 하고있는 공병단의 직원과 관계업체에 미리 정보를 주라.

저는 기본적으로 우리 공병단의 엔지니어분들의 노력에 의해 계획이 현실로 이루어진다고 말해왔습니다. 사람들은 우리가 가지고 있는 기술이 어떠한간에 우리를 믿어야하며, 이는 우리가 그들의 목표를 실현시키는데 일조하기 때문입니다. 우리 디스트릭은 많은면에서 독창적이며, 그 이상의 역할을 할 뿐더러, 공병단과

전문적인 인력이 많은 지역에서 공사를 하고 있습니다. 우리는 우리들과 관계업체에 가장 최근의 작업현황을 말하고 알려주어야 합니다.

6. 우리가 할것이라고 말한 것은 하라.

이만큼 기본적인 사항이 있을까요? 우리 각자 모두는 디스트릭과 공병단을 대표하고 있음을 기억해 주세요. 우리(여러분과 저, 그리고 모든 공병단직원분들)는 늘 개선적인면에 중점을 두고 품질을 보장하고 있으며, 우리의 고객들과 공생관계에 있습니다. 만일 우리들이 위와 같이 행동하는 것을 보여주지 못한다면, 우리가 할것이라고 말하는 어떤 것도 이루지 못할것입니다. 이것은 달리 우리의 신뢰의 문제라는 측면에서도 볼수있습니다. 그리고 결정되어지고 행동방향이 잡혔거든 철저히 따르십시오. 만일 어떠한 이유로 인하여 위와 같이 행동하지 못한다면, 이는 매우 중요한 문제이며, 그래서 다시 한 번 위의 #2 번 구절을 말씀드립니다.

자, 저는 지금 이러한 원칙을 진정으로 이해하며 매일 매일 각자 다른 위치에서 활동하고 있는 열정이 가득한 직원들, 그러한 우리 동료들 중의 한사람으로서 처음 말합니다. 또한, 어떠한 의사소통이라는 것도 다양한 대화를 필요로하며, 그래야만 행동으로 또는 말로써 나타날 수가 있습니다. 우리는 이러한 개선을위한 공간과 이를 받아들일 수 있는 마음이 있어야만 우리의 노력과 실행을 통해 문제점을 고쳐나갈 수가 있습니다.

무엇보다도, 우리 각자 모두가 의사소통 관계가 우리가 하는 일에 매우 중요한 역할을 한다는 사실을 가져야 한다는 것입니다.

하지만 아직도 우리 공병단과 함께

일하는 외부 관계자들 중 여전히 이것을 시간낭비라고 생각하는 사람들이 있습니다. 간단히 말해서, 그러한 사람들은 다른 사람들과 잘 어울리지 못합니다. 이는 다른 사람들이 그들의 부족한 부분을 채우기위해 더 수고를 해야하기 때문에 유감스러운 일입니다.

좋은 소식은 계속되어 강조되어 왔듯이 우리의 근로환경이 개방적이되고, 정직한 의사소통이 이루어져서 이러한 문제점이 발생될 때, 문제를 가진 사람이 쉽사리 파악할 수 있게 되리라는 것 입니다. 그래서, 이는 한 배를 타고 한 방향을 향해 매진하고 있는 우리를 확고히 결집시켜 줄 것입니다.

자,... 그러면 어떻게 실행해야할까요? 앞으로 저는 이러한 중요한 목적을 가지고, 저를 도와주고 계시는 우리 디스트릭의 모든 분들을 Green 단계에서 Red 단계로 분류화하면서 지켜 볼 것입니다. 마치 항로를 잡는데 도우미 역할을 하는 이번 글에서, 그러한 언급하였던 원칙들을 이용할 생각입니다.

또한 최선의 연습과 사례연구등을 통합하여 모두에게 요점이 전달될 수 있게추진할 것입니다. 여러분들의 도움을 받아서 할 수 있을것입니다.

일관되고 효과적인 의사소통은 신뢰를 바탕으로 하는 인간관계성립에 도움을 줄 것입니다. 쉽지않은 일이지만 해볼만한 가치가 있지요

여러분, 이게 우리에게 얼마나 중요하니까?

그럼, 현장에서 뵈겠습니다!

코식대령





# FED의 새식구



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제이슨 스텐맨 하사는 오산 CRO에 Quality Assurance Representative로 1월에 FED로 부임해 왔습니다. 파마나와 텍사스주 포트 훗에서 각각 4년반 근무한 것을 합쳐 9년 반을 군대에 몸 담아 왔습니다. 1989년 Just Cause 작전의 두번에 걸쳐 쿠웨이트와 이라크 참전 용사이기도 했습니다. 몬태나주 글렌다이크가 고향으로, 취미로는 전쟁게임, 작전지휘게임, 모형군대게임과 컴퓨터를 즐깁니다.

