



US Army Corps
of Engineers®
Far East District

EAST GATE EDITION

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Rhodes retires after 30 years of service

By Stephen Satkowski
FED Public Affairs

The former deputy commander of the U.S. Army Corps of Engineers Far East District retired at a ceremony Jan. 10 at the district compound in Seoul. Lt. Col. John E. Rhodes served as deputy commander from Dec. 1, 2011 to July 31, 2013.

He was presented with the Legion of Merit award by Far East District commander and district engineer, Col. Bryan S. Green and said he couldn't have made it this far without the help of others throughout his career.

"I would like to thank my wife and three daughters, the Army, the district and Col. Green for all they have done

to help me serve the district and this country for so many years"

Rhodes served 30 years in the U.S. Army in the enlisted ranks and as an officer. Among Rhodes many assignments were deployments in support of Operation Desert Storm and Operation Iraqi Freedom, company commander, 44th Engineer Battalion, 2nd Infantry Division and battalion commander, United Nations Command, Joint Security Area, Demilitarized Zone between North and South Korea.

Rhodes's awards and decorations include the Bronze Star Medal, Joint Service Commendation Medal, Meritorious Service Med-

al, Army Commendation Medal with "Valor" Device, Joint Service Achievement Medal, Army Achievement Medal, Meritorious Unit Commendation (Navy), NCOES Professional Development Ribbon with numeral "2", Parachutist and Drill Sergeant Identification Badge.

Rhodes is married to the former Taeyon Kim of Seoul, Korea, and they have three children. He will stay Seoul and work for the CACI Corporation where he will perform construction security.



Lt. Col. John E. Rhodes (left), smiles with his wife, the former Taeyon Kim, before his retirement ceremony at the district compound Jan. 10. (Photo by Stephen Satkowski)



Lt. Col. John E. Rhodes (right), former United States Army Corps of Engineers Far East District deputy commander, is congratulated by Col. Bryan S. Green, district engineer and commander, after receiving The Legion of Merit award during his retirement ceremony at the district compound Jan. 10. (Photo by Stephen Satkowski)

Far East District Business Processes “How to get work done the right way”

By Kevin Shanahan

FED Programs and Project Management

How does an organization of 768 military, civilian and contractor personnel, comprised of multiple and diverse work sections, charged with delivering a \$10 billion construction program - the largest in U.S. Army Corps of Engineers - operate in an effective and efficient manner with the end goal of providing high-quality products and services and superb service to customers and stakeholders?

By establishing and implementing relevant and functional business processes. W. Edwards Deming, creator of the plan-do-check-act cycle, and a notable “quality guru” said “We should work on our process, not the outcome of our processes.”

In other words, if the processes or procedures for completing the work are effective and efficient, the outcomes whether producing a product (something tangible) or service (something intangible), barring uncontrollable activity, will be consistently of high quality, meeting the customers’

expectations as long as the processes are resourced and nurtured.

Our U.S. Army Corps of Engineers business doctrine embraces several principles associated with producing high quality products and services. One such core principle is this Deming plan-do-check-act cycle model for process management.

The cycle not only provides an established methodology for producing our district’s core capabilities: project engineering, designing and construction management activities; but also has direct applicability to all of the necessary Far East District support functions—for example, information management, public affairs, logistics management, resource management, workforce management, and so on.

The business process management guidance found in Engineer Regulation 5-1-11 defines a project as “a temporary endeavor undertaken to create a unique product, service or result.”

Within this context, all work performed within our district falls under the umbrella of a project and therefore can be enhanced by embracing the con-

cepts and principles associated with the cycle as well as other established Corps of Engineers workflow quality doctrine.

We should plan for and build quality into our work at each step of the process. During the planning stage, the right people with the right skills and tools are assigned to the right project.

Essential attributes of the planning stage include understanding the customer’s goals and desired outcomes; establishing mutual objectives; consulting; reviewing lessons learned from after action reports; identifying risk factors; and reaching a consensus with the customer before starting the work.

In general terms, the next logical step within a work process once we have established an actionable plan is to do the work. As stated, we work the plan according to the mutually agreed upon and documented goals and procedures.

Continued on the next page



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Check out the Far East District web site at

www.pof.usace.army.mil

Far East District Business Processes

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As an example, within the construction project execution process, the work is completed or we in fact do it according to the project management plan. Quality management is a component of this do step and consists of executing a well-conceived and continually updated plan or workflow process.

No project is ever executed perfectly and the check stage consists of reviews, management oversight and verification to ensure the process will produce the intended outcome. Success at this stage is largely achieved by effective communication among the providers, customers and stakeholders as well facilitating continuous improvement actions to the process.

The act stage not to be confused with the do stage, is that part of the process where we take specific corrective action to remove the systemic cause of any nonconformance, deficiency or unwanted effect identified in the previous check stage. In this stage we fix

whatever is not right with the process and impeding our intended outcome.

The quality of the product or service is improved through systematic analyses and refinement of work processes. Quality improvements may result in revisions to plans and alterations of procedures and adjustments to resource allocations.

Embedded within and integral to maximizing the utility of the PDCA cycle are detailed sub-processes as shown in figure 1 below. The cyclical nature of the PDCA cycle represents the continuous improvement attribute inherent within a successfully developed and maintained workflow process.

In addition to the PDCA cycle, within Engineer Regulation 5-1-11, Corps of Engineers business process and the project management business process provide additional and detailed guidance on how to further get work done the right way within the district.

Furthermore, our International Standardization for Organization (ISO) 9001 Quality Management System, is a collection of documents functionally related to each work section, which identify and document specific procedures for all the major work processes within the district.

The many work processes outlined in each QMS document should follow the PDCA cycle shown in figure 1 and generalized PDCA cycle characteristics mentioned above.

The QMS documents when correctly developed also provide both an outstanding work section training source and continuity guide for newly assigned individuals. Successful FED functional areas apply the PDCA cycle through the implementation of their respective QMS workflow processes and procedures.

And success is defined as meeting the customers' expectations in an effective and efficient manner.

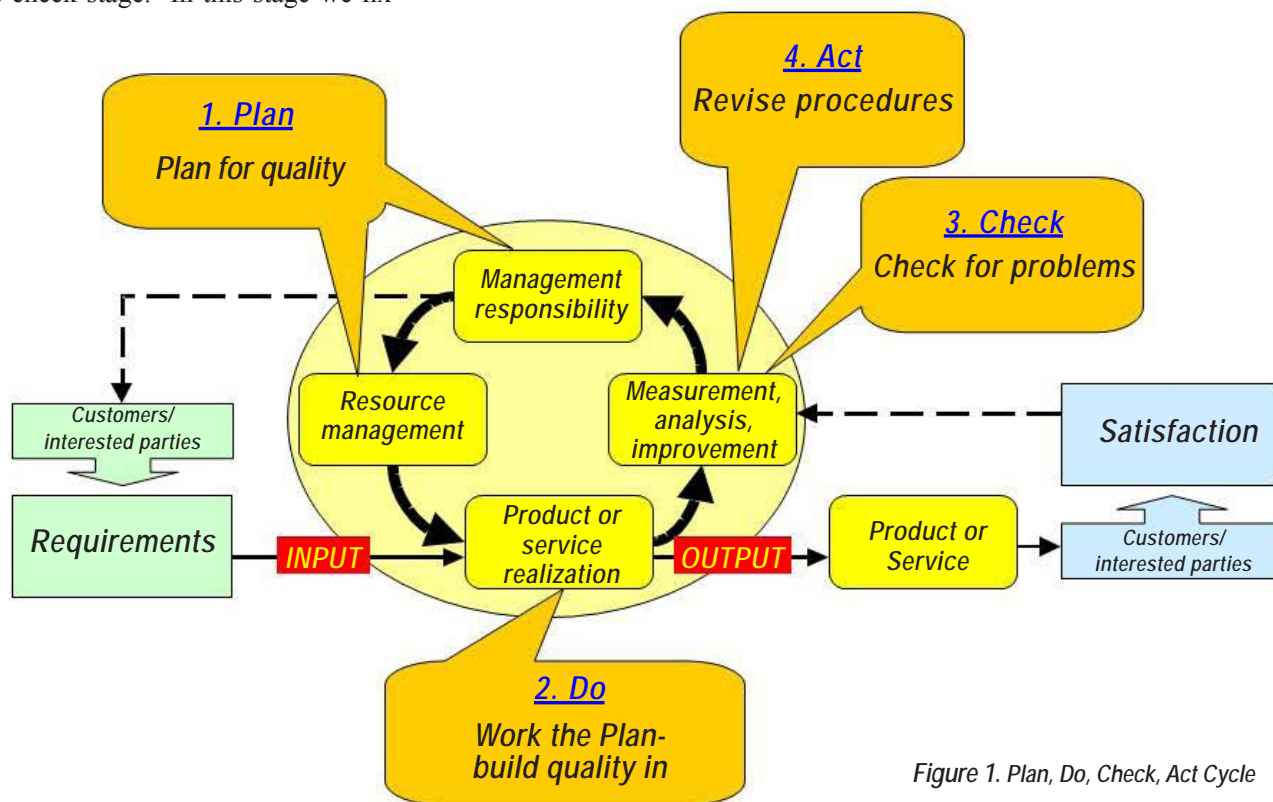


Figure 1. Plan, Do, Check, Act Cycle

Three of a kind

By Stephen Satkowski
FED Public Affairs

The chances of being an identical triplet are more than a million to one. The odds those triplets would join the Army and become engineer officers are even more astronomical.

“When people tell me something can’t be done I always tell them nothing is impossible. Our whole life story has been about beating the odds,” said Capt. Joseph Claros, one of three identical brothers and an engineering officer at the U.S. Army Corps of Engineers Far East District Pyeongtaek Resident Office.

Capt. Joseph Claros, along with his brothers Maj. Donald Claros and Capt. Jack Claros were born in San Salvador, El Salvador, during the Salvadoran civil war. Their parents, searching for a better life, moved the family to the Los Angeles area and eventually to Spokane, Wash., where they all initially enlisted in the Washington Army National Guard in 1998.

“After a few years being enlisted we liked it and then it became a sense of repaying back this great nation of ours for allowing my parents to emigrate from El Salvador to provide a better life for us,” said Joseph.

They attended Washington State University and were commissioned in 2002.

“The Claros brothers are extraordinary individuals. We were fortunate to have them in WSU’s Reserve Officer Training Course program for almost four years,” said Jim Zuba, the unit’s former commander. “Those three made an unbelievable difference in both their leadership and everything they provided to their peers and our university.”

When it came time to choose a military specialty the engineering field appealed to all three.

“Donald and I liked the diversification of the [engineering] corps. You have the ability to do a multitude of tasking/missions as opposed to other branches. Jack has an architecture degree so it was a great fit for all of us,” said Joseph.

After graduation they separated due to the needs of the Army and individual goals. Donald moved to Phoenix and joined the Arizona Army National Guard. Joseph was assigned to active duty at the 1st Cavalry Division in Fort Hood, Texas. Jack joined the Washington Army National Guard.

All three served in Iraq at various times between 2003 and 2005. Jack and Joseph have also been deployed to Afghanistan, while Donald supported the Task Force Diamondback mission, providing tactical infrastructure support to U.S. Customs and Border protection security efforts stateside in Arizona. This experience has allowed them to maintain close ties and the ability for reach out to each other when needed over the years.

“Having the ability to tap one of my brothers on the shoulder, to gain insight into how to deal with specific situations or bounce an idea around, it is something special because you know with full certainty that your brothers will be candid and honest about the advice they provide you, based on their perspective and experience,” said Jack. “You have other peers to also run ideas by but nothing as strong as that of your brothers.”

“We all have deployed with engineer units and have all had different experiences come up throughout our careers. I have mostly done survivability and mobility missions, horizontal construction and my other brothers have done other



(from left to right) Jack, Joseph and Donald Claros; picture taken in 2003. (Photo provided by Capt. Joseph Carlos)

Continued on the next page

primary missions, but asking each other for help or exterior view point has helped out,” said Donald. We have all been company commanders at different times and have provided input to one another.”

Joseph transferred over to the logistics branch in 2013 is now able to do cross functional jobs in logistics and engineering. He says he values his experience as an engineering officer and said the time was special for all three brothers.

“We have all met Soldiers from each other’s command time. It’s good to hear them say great things about your brother like, ‘sir your brother, he is a great commander.’ said Joseph. “It’s great to see that we all do great things in our own way. Yet the corps is small when you hear stories like the one above.”

All three brothers intend to retire from the Army saying their devotion to serve is something they strongly believe in. Something else they strongly believe in is keeping the binds close that tie each other to family.

“Life is full of complexities and though it can be difficult sometimes family will always be there to get you through anything,” said Jack. “The bond of family should be valued

even when there are differences of opinions. Most importantly never hold grudges when it comes to family, always learn to forgive.”



(from left to right) Joseph, Donald and Jack Claros in 1986. (Photo provided by Capt. Joseph Carlos)



(from left to right) Washington State University President Elson S. Floyd, Capt. Jack Claros, Capt. Joseph Claros, Capt. Donald Claros (Now Maj.), and sister Bella Claros (Photo provided by Capt. Joseph Carlos)

District Soldiers train with M50 gas mask



Soldiers of the Far East District undergo nuclear, biological and chemical training and proper wear of the M50 gas mask at the district compound, Jan. 29. (Photos by Stephen Satkowski)

Maj. Gen. Carter tours Osan project sites



Maj. Gen. Theresa C. Carter, Air Force Civil Engineer, Deputy Chief of Staff for Logistics, Installations and Mission Support, Headquarters U.S. Air Force, talks to Jamie Haigo (center), U.S. Army Corps of Engineers Far East District Central Resident Office resident engineer, during a tour of Osan Air Base Jan. 27. Carter received a tour of the senior noncommissioned officer dorm and the 36th Fighter Squadron operations/aircraft maintenance unit. (Photo provided by Hyundai Engineering and Construction and Daebong Engineering and Construction Co., Ltd.)

District held an observance in honor of Martin Luther King, Jr.



The U.S. Army Corps of Engineers Far East District held an observance Jan. 16 in honor of Martin Luther King, Jr. District deputy commander, Lt. Col. Julie A. D'Annunzio, presented Col. Stephen E. Kent, United States Forces Korea comptroller, a Far East District name plate for his role as guest speaker. (Photos by Yi Yong-un)

Ham recognized by ROK counterpart



The Korea Ministry of National Defense-Defense Installation Agency recognized David Ham (center), U.S. Army Corps of Engineers, Far East District Pyeongtaek resident office project engineer, with an award on Dec. 30, for his most recent work on the heavy brigade combat team barracks and dining facility at U. S. Army Garrison Humphreys. (FED File Photo)

This month in FED History

Camp Carroll Maintenance Facility dedicated to an Engineer Korean War Medal of Honor Recipient

By Kim Chong-yun
FED Public Affairs

DAEGU—The U. S. Army dedicated the newly built maintenance facility to a Korean War Medal of Honor recipient Feb. 26, 2008. The \$15 million two-story vehicle maintenance facility at Camp Carroll is named for Pfc. Melvin L. Brown who received the Medal of Honor posthumously for his actions in September 1950 against North Korean troops north of Daegu.

The U.S. Army Field Support Battalion– North East Asia conducted a dedication and ribbon cutting ceremony with Brown's sister, Sylvia Rich of Moline, Ill. attending as one of guest speakers.

"Who would imagine such a beautiful maintenance facility being named after my brother," said Rich. "It is fitting

though, if you think about it because he really was quite the mechanic. If he had a place like this to tinker as a boy, I'll bet he never would have come back out!"

Rich said she visited the battle site where Brown was killed. The area is now a park. "Over the years I have often thought about the sacrifice that so many young Soldiers like my brother made in the name of freedom. It is still painful to think about it after all of these years, but it helps to know that what they did helped lead to such a prosperous nation and freedom for millions of Koreans."

Pfc. Melvin L. Brown was 19 when he was killed in action against enemy forces near Ka-san, just north of Daegu, Sept. 4, 1950. Brown was a Browning automatic rifleman



Sylvia Rich (Second from left), Pfc. Melvin L. Brown's sister and other military and civilian dignitaries partake in the ribbon cutting for the Pfc. Melvin L. Brown Maintenance Facility on Camp Carroll, Feb. 26, 2008. (Photo by Kim Chong-yun)



FAR EAST DISTRICT TRAVEL BULLETIN
INFORMATION FOR TRAVELERS & APPROVING OFFICIALS



IT'S OUR MONEY

- Travelers must submit a properly-prepared travel claim to supervisors and/or approving officials within five working days after completion of travel once traveler returns to primary duty station (PDS.) Travel orders clearly state in the remarks that “ALL CLAIMS SHALL BE SUBMITTED WITHIN FIVE WORKING DAYS OF RETURN TO, OR ARRIVAL AT THE PDS.” This requirement is for all travelers. Travelers that do not use a government travel charge card must still file a travel voucher within five days (Joint Travel Regulation C2700/DoD Financial Management Regulation Vol 9, Paragraph 080801.)
- Rental cars may be approved when it is to the government's advantage. It is mandatory to obtain rental vehicles through available Commercial Travel Offices (CTO.) Use of companies and rental car locations available through the CTO is required because their government rate includes full liability and vehicle loss and damage insurance coverage for the traveler and the government. Rental car usage while TDY is limited to official and approved purposes, including transportation to and from duty sites, lodgings, and dining locations (JTR C2102.) Employees that are scheduled to be in the same TDY location are expected to share rental cars to minimize the cost to the government.
- TDY travel orders should always reflect the location where duty is performed. There may be instances when the TDY location and the lodging location are different. The official TDY/duty location establishes your maximum authorized rate of per diem and the maximum reimbursement for lodging. For example, if you are TDY to a CONUS military installation, but choose to stay off base in a local hotel, your travel orders must still show the military base or post as your official TDY location for per diem purposes (Federal Tax Return 301-11, 5 U.S.C. 5707.)

TIPS FOR TRAVELERS CORNER

Did you know...



Educational Travel - Official travel to/from alternate destinations may be authorized if the fare from the alternate destination(s) does not exceed the contract fares between school and post. If travel to an alternate destination costs more than the constructive government costs between school and post, travelers can request to have their travel orders amended for the desired destinations. The traveler will have to pay for their airline ticket and, if approved, will only be reimbursed up to the amount of the fare between school and post (Department of State Standardized Regulation 283.4b.)



EEO CORNER

50th Anniversary of the 1964 Civil Rights Act

FED Equal Employment Opportunity

The theme for the 2014 African-American/Black History Month is “Civil Rights in America.” This year marks a special anniversary of a very significant event in African-American History: the 50th anniversary of the 1964 Civil Rights Act.

The revolutionary American Thomas Paine held that “civil rights are those which appertain to man in right of his being a member of society.” From the beginning of our republic, free people of African descent have seen themselves as citizens, members of society, and therefore due equal rights.

From the nation’s origins, Americans believed that religion should not be a basis for abridging a citizen’s rights, but very few believed color should be treated similarly. And gender and sexual orientation were not even open for discussion. The resulting struggles over civil rights have remade our nation for more than two centuries.

The history of civil rights in the United States is largely the story of free people of color, and then African-Americans as a whole, to define and enumerate what rights pertain to citizens in civil society.

It has been the history of enlisting political parties to recognize the need for our governments, state and federal, to codify and protect those rights. Through the years, people of African descent have formed organizations and movements to promote equal rights.

The Colored Convention Movement, the Afro-American League, the Niagara Movement, the National Council of Negro Women, and the Southern Christian Leadership Conference carried the banner of equality when allies were few.

In the modern era, integrated organizations such as the National Association for the Advancement of Colored People, the National Urban League, and the Congress of Racial Equality fought for and protected equal rights.

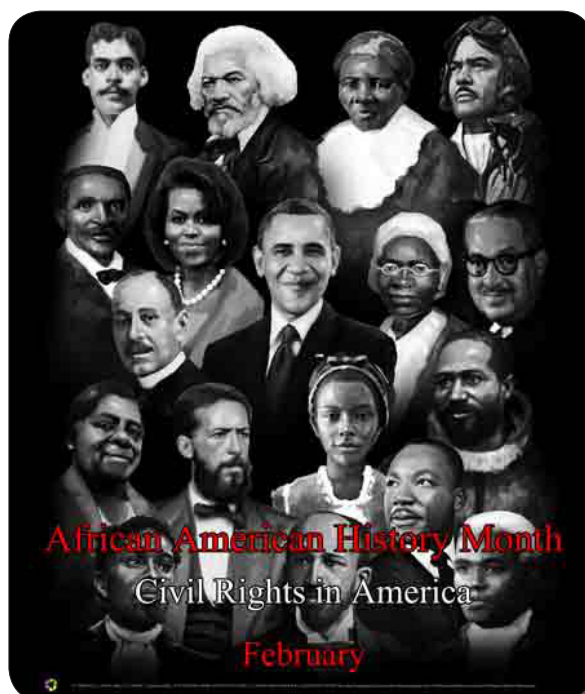
The names of America’s greatest advocates of social justice - Frederick Douglass, William Edward Burghardt “W. E. B.” Du Bois and Martin Luther King, Jr. - are associated with the struggle for civil rights.

These advocates and many others litigated, organized, marched endured hardships and suffered on behalf of civil rights, believing fully in the path towards equal rights for all.

Their struggles accentuate the universality of the movement for equality in America, and form a central part of the 2014 National African American History theme today, 50 years after the passing of the 1964 Civil Rights Act, the United States still strives for equal opportunity for not just African-Americans but for people of every color and doctrine as well.

However, the U.S. Army Corps of Engineers Far East District, along with the rest of the nation, recognizes those of the past who have suffered and endured hardships for bringing us one step closer to the dream of equality and justice.

Please join us on Feb. 21 at 1:30 p.m., in the East Gate Club as we celebrate African-American/Black History Month.





Building Safety Strong **ARMY SAFE IS ARMY STRONG**



Safety Professionals What do they really do for you?

The perspective of a safety professional is generally one of compliance or an indicator that something bad has occurred. This is NOT what our role is meant to be. Safety professionals manage the command safety program and provide advice or counsel. A properly trained safety individual will not say “no,” but say “we can achieve your goal safely by following these steps or implementing these procedures.” Here at the Far East District each of you will begin to see a change in the way safety is managed, publicized, and accounted for. Below are fragments of what we expect of you and what you can expect from us.

What to expect from us:

- **Visibility.** We will pass by from time to time, unannounced. Don't be scared, it's not an inspection and we won't even have a notebook. We want to ensure we don't manage from behind a desk. We understand production is the game and we want to support each employee in achieving the team goal. We are here to prevent the loss of resources and we plan to make ourselves more assessable.
- **Training.** Safety training is dreaded and boring. News flash: it's also boring to us. The only thing worse than boring training is boring training that doesn't even apply to your job. We are going to strive to make training more appealing and more specific to the audience. To accomplish this we need input and feedback. We will be looking for this type of information when we stroll through your spaces and talk to employees.
- **Program Management.** We will be assisting supervisors and chiefs to manage their divisions/branches/sections. During our visits in the future our purpose is to ensure leaders can manage effective programs. The days of following us around while we inspect your facility is over. We will follow you around and assess your ability to inspect. We are not compliance officers. That's the duty of each supervisor.

Our expectations of you:

- **Communications.** As everyone has heard in the past, communication is paramount. The safety office is made up of six personnel. We cannot be everywhere and see everything. We need you to contact us immediately if an incident occurs. Don't worry about paperwork. Call or email us and let us worry about the paperwork. This is especially important for near misses. If an accident almost happened, let us know. No paperwork is required for a near miss. Simply call or email us.
- **Supervision.** All supervisors are compliance officers. It is your duty to correct errors on the spot. The employees work for you and take direction from you. If an employee is injured or a piece of equipment damaged, you suffer the loss. It is your time wasted to fill positions and your funds lost to replace or repair people and equipment. Supervisor is more than just a title, it's a responsibility.
- **Proactive Work Environment.** Standard operating procedures should be reviewed and work practices evaluated before an accident occurs. Procedures need to be evaluated and reviewed periodically, not as a result of an accident. Check personal protective equipment and talk to your employees about safety concerns they may have. Continuously train, diligently maintain awareness, and report immediately.

UNION SPOTLIGHT

Origin of Sebae (Korean traditional bow)

Seol is the Korean word for the first day of the lunar year. Other names for New Year's Day are wonil, wondan, yondu, yonsi, and jongcho. The origin of the word 'seol' comes from the word 'natseoul-da' meaning unfamiliar. This is because since we are greeting the New Year which we are not used to or unfamiliar, we need to approach it carefully. Therefore our ancestors celebrated the first day of the New Year's by praying for a safe year calling it 'sinil' (a day to be careful, or another word for New Year's Day).

During New Year's Day, we always come up with a resolution. When people meet each other during New Year's Day, they bow to congratulate each other. This bow is called 'sebae'. During New Year's Day, people enjoy the day by playing games and drink with friends and family. Fireworks are lighted at New Year's Eve to celebrate

New Year's Day.

On the morning of New Year's Day, both men and women are expected to change into new clothes (seol-bim), pay respect to ancestors and then take their seats. New Year's Day traditional bow is first given in the order of grandparents, parents, older brother or sister by the youngest person in the family to the eldest person.

After paying respects to ancestors and having New Year's Day breakfast, people visit relatives and close neighbors to greet New Year's Day with the bow. Some people visit their supervisor's home to greet them with the bow. If the person you want to do the bow live far away from your house, it is not disrespectful if you visit them within 15 days after New Year's Day.

In the past, people would walk 7 to 9 miles to greet someone with the bow. In return for those who visit

someone to do the bow, it is traditional to provide visitors with food and drinks, but for children, pocket money, rice cake or fruits are given instead. It is also tradition not to pay visits to families who recently had a loss until the 15th of first month of the lunar calendar.

If the home you are visiting has an altar for their ancestors, you must pay respect at the altar first, then to the chief mourner and to the eldest person in the family to the youngest. When bowing to an elder you can say greetings such as, "I wish you good health in the New Year" or "I wish you the best for the New Year and live a long healthy life."

Those receiving the bow can also reply by saying such as, "I wish you success in your job" or "I wish all your wishes be fulfilled in the New Year."

세배의 유래

설은 새해의 첫날이다. 예로부터 설은 '낯설다' 할 때의 '설다'를 어원의 하나로 본다. 묵은 해를 지나 맞이한 새해에 아직 익숙하지 못했다는 것이니, 자연히 조심하는 것이 필요하다. 그래서 우리 조상들은 1년 동안의 무사함을 기원하기 위해 근신한다는 의미로 설날을 '신일 (삼가고 조심하는 날)'이라고도 했다.

새해 아침 일찍이 남녀노소가 모두 새옷(설빔)으로 갈아입고, 차례를 지낸 뒤에 자리를 정리하여 앉는다. 그리고는 조부모•부모에게 먼저 절하고, 형•누나 등 차례로 아랫사람이 윗사람에게 절을 하여 새해 첫인사를 드린다.

그리고 차례를 지낸 설음식으로 아침식사를 마친 뒤에는 일가친척과 이웃어른을 찾아가서 세배를 드린다. 요즘은 또 직장 관계로 해서 회사 직원들은 회사 윗사람을 찾

아가서 세배를 드리기도 한다. 세배를 드려야 할 어른이 먼 곳에 살고 있을 경우, 정월 15일까지 찾아가서 세배하면 예절에 어긋나지 않는 것으로 되어 있다.

옛날에는 30~40리까지도 걸어가서 세배하는 경우가 많았다. 세배하러 온 이에게 어른에게는 술과 음식을 내어놓는 것이 관례이나, 아이들에게는 술은 주지 않고 약간의 돈, 또는 떡과 과일을 준다. 또 상중에 있는 사람은 정월보름날까지 출입하지 않는다.

웃어른에게 세배를 할 때는 절을 하고 나서 "새해에는 더욱 건강하시기를 빕니다." 또는 "새해에는 복 많이 받으시고 오래오래 사십시오." 등의 새해 인사말을 한다. 세배를 받는 이도 "새해에는 승진하기 바라네." 또는 "새해에는 소원성취하기 바라네." 등 한 마디씩 덕담을 한다.

From the commander: ***Thank you for doing GREAT things:***

Congratulations to these employees who were recognized for their hard work and dedication!



Sgt. Maria Capobianco
Logistics Management
Army Achievement Medal



Choe Song-nam
Construction
Certificate of Appreciation



Kim Myong-son
Logistics Management
Certificate of Appreciation



Richard Norris
Information Management
Certificate of Appreciation



John Alden
Safety and Occupational Health
Commander's Award for Civilian Service



Kim Hwa-young
Engineering
Employee of the month for November



Ted Song
Programs and Project Management
Employee of the month for December



*Chris Choi
Resource Management
Came from Eighth Army, Yongsan*



*Minh Ly
Construction
Came from Honolulu District*



*Roger Kohls
Construction
Came from Fort Lewis, Wa.*



*An Ki-yon
Engineering
Resigned*



*Connie Chu
Korea Programs Relocation
Moved to Indianapolis, Ind.*



*Pak Bum-joon
Contracting
Moved to Eighth Army, Yongsan*



*Patrick Naher
Korea Programs Relocation
Moved to Washington D.C.*



*Yong Han
Equal Employment Opportunity
Retired*

Sometimes the signs aren't clear ...

It's up to **YOU** to recognize and act on them.

