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Far East District

EAST GATE EDITION

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Ka Young Shim selected as district's new emerging leader

By Stephen Satkowski
FED Public Affairs

Ka Young Shim, an Architect in Engineering Division's Design Branch, was recently selected as the Far East District's (FED) "Emerging Leader." The emerging leader program is a U.S. Army Corps of Engineers initiative geared to develop employees' leadership skills and future development.

Shim takes over for James Lee, an engineer in the Central Resident Office.

Her selection didn't surprise Anirban Bhattacharyya, the Far East District Engineering Division Chief. "Ms. Shim is a highly skilled architect with unlimited potential. She will serve the district well in this new role."

A native of Chicago, Shim moved to Seoul in 2010 to work for Amkor A&E Inc., an engineering company that works closely with the Far East District. In 2012 she made the move from the contractor side of the house to FED to get experience in the government sector.

A Korean-American, Shim is taking advantage of her time in Korea to reacquaint herself to some of the Korean customs and way of life.

"It's exciting living here and relearning the culture and the language," said Shim. "Seeing where my ancestors came from is a good personal experience."

Shim said she feels it is important for her to take on new challenges and positions as she progresses in her job at the district. This is one of the reasons why she applied for the "Emerging Leader" role.

"I feel for any new architect or professional it's important to take on leadership positions or get trained in leadership programs."

As the "Emerging Leader" she will attend all corporate board meetings for the next year and is aiming to learn all she can and be an example for others by sharing her experience with her peers.

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Ka Young Shim, an architect in Engineering Division's Design Branch, poses with her "Emerging Leader" plaque May 19 in her ***office cubicle. (Photo by Stephen Satkowski)***

On May 24, Far East District mechanics in Seoul furthered their professional development with training on the 2017 ***Hyundai Santa Fe. Ken Pickler, FED's Chief*** *of Transportation, presented Hyundai* ***with a certificate of appreciation for the*** *partnership, which has provided several* ***valuable training opportunities over the past few years. (FED file photos)***

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Root Cause Analysis Training

By Eric Hamilton
FED Public Affairs

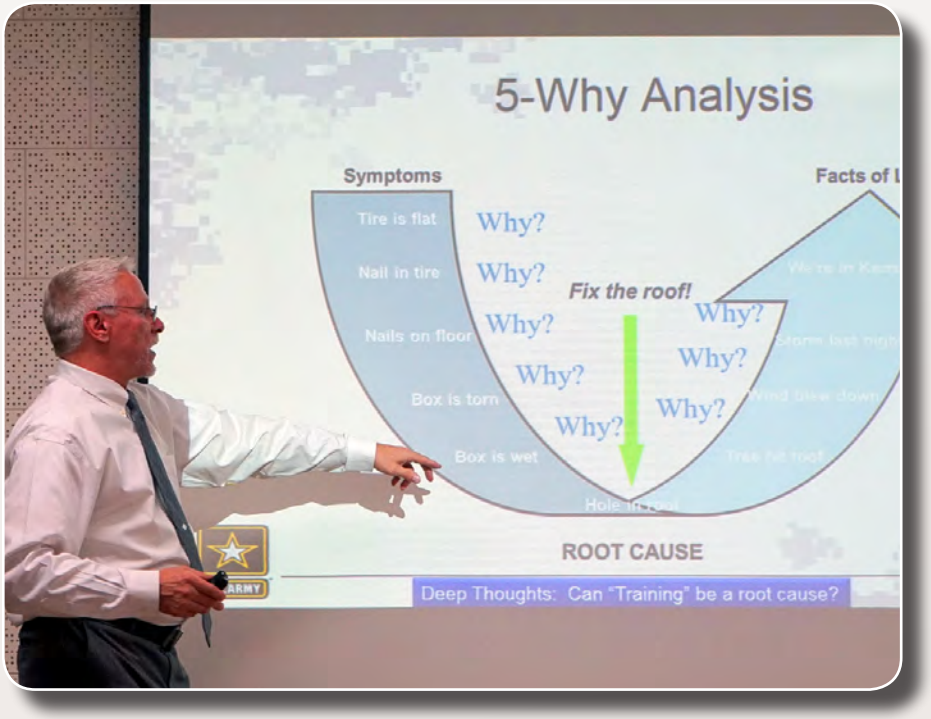
Kevin Fuqua, the Lean Six Sigma / Continuous Process Improvement Deployment Director at Headquarters, U.S. Army Corps of Engineers, provided training on Root Cause Analysis to the Far East District. The first day of training was to an audience comprised primarily of engineers from the Engineering Division on Tuesday, May 17, 2016.

The training began with an overview of what Root Cause Analysis does and how it works, using any one of several tools available from decades of working with process review and improvement. Fuqua outlined how Root Cause Analysis related to processes. Processes consume resources, he said, and these processes determine outcomes, success and efficiency and effectiveness. They also influence decision-making and help us understand boundaries, stakeholders and interim objectives.

"You don't get results by focusing on the results, you get results by focusing on the actions that produce the results," Fuqua said.

Fuqua gave an example of a problem solved by Root Cause Analysis. The Jefferson Memorial was experiencing accelerated damage by an excess of bird droppings when compared with other similar monuments in the same area. Initial solutions proposed addressed symptoms of the problem: cleaning methods, bird management or changing the monument itself, either by covering, moving or closing it.

Instead of immediately using one or more of these potentially drastic and costly methods of treating symptoms, Root Cause Analysis was used. The "Five Whys" approach was used to discover and remedy the underlying cause:



Mr. Kevin Fuqua presented Root Cause Analysis Training to the Far East District from May 18-20, 2016. (Photo by Yo Kyong-il)

1) Why was the finish of the Jefferson Monument becoming degraded?

a. Because of the need to clean excessive bird droppings off of the monument.

2) Why were so many birds at the Jefferson Monument?

a. Because there were lots of spiders there, and birds came to eat the spiders.

3) Why was there so many spiders?

a. Because there were many insects on and around the Monument.

4) Why were the large numbers of insects there?

a. Because lights at the Jefferson Monument were on longer than at other similar areas.

5) Why are the lights on longer at the Jefferson Monument?

a. No reason. This was the root cause of the problem and was something that could be easily fixed.

The context Fuqua worked within were common to the Corps operating environment, and he asked questions familiar to many of those present: "What if we have a problem delivering what the customer wants? How do we deal with that? What if an audit result, customer survey or stakeholder feedback identifies process problems? How do we respond? How do we determine whether it's an ongoing problem or an isolated incident?"

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Root Cause Analysis Training

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More of a philosophy that allows for use of one or more different tools, Root Cause Analysis instruction isn't a specific single approach to use for every problem or project. Instead, the focus of the training was to demonstrate how to avoid common pitfalls in problem solving.

"Do not attempt to 'Solve World Hunger'," Fuqua said, using that as a metaphor for a common scoping flaw sometimes known in military circles as "mission creep." Another problem to avoid is coming at a perceived problem with a predetermined solution; this can often cause the problem to be mischaracterized. As Abraham Maslow wrote in the Psychology of Science, "I suppose it is tempting, if the only tool you have is a hammer, to treat everything as if it were a nail."

One outcome Fuqua wanted participants to take from the training, despite the familiarity of some or all of the content presented, was to be able to "think differently."

How to "think differently" came up in every demonstration of the tools Fuqua showed: DMAIC (Define, Measure, Analyze, Improve, Control, Sustain); Ishikawa (Fishbone) Diagrams; Deming's PDCA (Plan, Do, Check, Act); BPR (Business Process Re-engineering); the U.S. Air Force's OODA Loop (Observe, Orient, Decide, Act); and the U.S. Army's seven-step MDMA (Military Decision-Making Process).

The goal is to improve and innovate, then implement and monitor, he said. The goal? "Remove waste and non-value added activities," Fuqua said. Key to this process is separating personalities from activities; it's not the person that's non-value-added, it's the activity or process that should be the target of Lean tools and technologies, he said.

But technology isn't going to provide all of the answers; it's not a "silver bullet" for process problems, Fuqua said. "All too often, someone assumes that implementing a technology tool like SharePoint is the only thing they need to do" to fix problems, he said. Alone, no technology or tool provides all of the answers, but possibly can provide the framework for the solution.

The methodology of the Root Cause Analysis approach is meant to help ask the right questions when dealing with process evaluation, as demonstrated by the Five Whys example of the Jefferson Monument. This training emphasized how to asking the right questions leads to getting the right answers.

Mr. Kevin Fuqua presented Root Cause Analysis Training to the Far East District from May 18-20, 2016. (Photo by Yo Kyong-il)

Ka Young Shim selected as district's new emerging leader

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"I see myself as a link between the leadership and the younger generation employees," said Shim. "I have relationships with many younger employees. I feel I can be that connection."

Other than attending the corporate board meetings, Shim also attended the 2016 3rd Quarter Executive Governance Meeting held in Washington D.C. where all district commanders came together and shared their challenges and achievements.

"I'm so honored I got to experience that and hear their discussions," said Shim. "It gave me a broader perspective and hearing about their campaign strategy plan gave me a better viewpoint on why we do the things we do here every day. Seeing them talk about our organization and its future – it's very motivating and inspiring."

Shim plans to build a page on the district sharepoint site to share her experiences and offer insight for future young leaders and for others who will follow in her footsteps.

Ka Young Shim (left), an Architect in Engineering Division's Design Branch, was recently selected as the Far East District's "Emerging Leader." The emerging leader program is a U.S. Army Corps of Engineers initiative geared to develop employees' leadership skills and future development. Here, Shim works with another FED employee at a STEM event, testing the load-bearing capacity of toothpick bridges designed and built by students at Seoul American Middle School. (Photo by Eric M. Hamilton)

Maj. Gen. Mark W. Yenter, Deputy Commanding General for Military & International Operations, (front center), Gene Ban, Pacific Ocean Programs Director, (front, second from right), and. Col. Stephen H. Bales, Far East District Commander (front, left), pose with other members of the Far East District during a tour of the medical and dental complex construction site at U.S. Army Garrison Humphreys. Yenter's visit to the Republic of Korea allowed him to view construction progress on the Korea Relocation Program and to participate in the Eighth Army rehearsal-of-concept drill, which prepares units moving out of Seoul and areas near the Demilitarized Zone to the central hubs of Camp Humphreys and U.S. Army Garrison Daegu. (Photo by Seuk Hwan Son)

The Far East District celebrates Engineer Corps Day, June 3

Welcome to FED

Dong K. Shin
Engineering
Came from CNFK, Yongsan

Sherri Webber
Construction
Came from Osan Air Base

Maj. Russell McNear
Security, Plans and Operation
Came from Salt Lake City, Utah

Ted Song, a project manager in the Programs and Project Management Division, was bid a fond farewell at the Far East District headquarters on May 24. Col. Stephen Bales, Far East District commander, presented him with an award for his exceptional civilian service, while PPMD also presented him with a gift card and a framed display showing the numerous projects he has been a part of while assigned here. (Photos by Eric Hamilton)

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