



# East Gate Edition

U.S. Army Corps  
of Engineers  
Far East District

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## Groundbreaking at 121 Hospital



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The ceremonial dig team, (from left) GEN Thomas A Schwartz, CDR, USFK; LTG Daniel R Zanini, Commander, 8th US Army; LTG James B Peake, Office of the Surgeon General; BG Carl A Strock, Director of Military Programs, USACE; COL Edward Huycke, Commander, 121 Hospital; Mr. Hong, Kwan Ui, Dong Bu Co.; and COL Steve T Wilburger, Commander, 34th Support Group.

# From the Commander



COL Gregory Kuhr

## FED - A Professional Organization

As the cold weather rolls in and we enter the holiday season, I would like to express my optimism and enthusiasm for the challenging year that confronts us. The District has made significant changes to its organization and to the way we support the US Forces Korea. In every office I see remarkable energy and determination to continue to seek improvement. The other day a new employee who had been in the District five years ago remarked on how dramatically the organization had changed since he left. His most telling comment was that the people and the way we work seemed much more 'professional.' I believe there are four key ingredients to becoming a professional organization—Leadership with Values, Commitment to Excellence, Balance, and Teamwork.

### Leadership with Values:

How does the District accomplish anything? We do it because in

every office we have someone who is taking charge, assessing what has to be done, assigning work and checking to ensure it is all accomplished. They are dealing with their office-mates by demonstrating the Army Values—Leadership, Duty, Respect for Others, Selfless Service, Honesty, Integrity and Personal Courage. The District's leaders make us successful everyday and on every task. I challenge employees to ask themselves if they can be a leader. Although you may not be directly supervising anyone, you can still demonstrate these values and the commitment to accomplishing whatever tasks are assigned. We are in the process of starting a Leadership Development Program, which will encourage many of our employees to assess their leadership abilities. We are looking for those who will take charge, fix problems rather than complain about them, and motivate those around them to excel in everything they do.

### Commit to Excellence:

Every single FED employee must be committed to excellence in the job. This means that you work to the absolute best of your ability at all times. This also means that you are always looking for ways to improve your performance. You must be able to look at how you are spending your time every day and if it is focused on accomplish-

ing the most important tasks. Are you talking to your co-workers about how you can be even better at your job? Excellence can only be achieved if you measure your performance and then use those measurements to improve yourself. We will begin to measure our support to our customers this next year through our ISO 9001 certification.

### Balance:

The best performers in the workplace are those that have balance in their lives. Sure, we can all commit to working seven days a week and think only about our work because there is plenty to keep us busy. But those who are able to balance their work time with time off will be more focused when they are working. They will also be able to sustain their work habits over a lifetime. Spend time with your families or with your hobbies—this will make you a better FED employee for a longer period of time.

### Teamwork:

**T**ogether **E**ach **A**chieves **M**ore. I think everyone knows that a team can accomplish so much more than an individual. Teams formulate better ideas and focus the talents of all individuals to accomplish the task at hand. Within FED I expect everyone to work as a team -- share

*(continued on page 9)*

Check out the Far East District web site at [Http://www.pof.usace.army.mil](http://www.pof.usace.army.mil)

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District Commander: COL Gregory S. Kuhr Public Affairs Officer: Gloria Stanley Editor: Joo-won (Julie) Park Photographer: Yo, Kyong-il

# Safety

## — In a hurry?

by Glenna Smith

### The Hazards of Hurrying

The holiday season means a time for joy, worship, parties, and good times. For many soldiers, civilian employees, and their family members, the holidays will mean a time of travel and visits with family and friends. We're all familiar with the "big-name" causes of accidental deaths and injuries—things like drinking and driving, tornadoes, hurricanes, contact sports, power lines and drugs. But there's another killer out there—one that is often not recognized even though it can be equally devastating. Like carbon monoxide, we're not aware of its dangers until it's too late. This lurking, unseen hazard is known as hurrying. Unfortunately at this time of year we always seem to be in a hurry.

### Why is hurrying dangerous?

We often associate the dangers of hurrying with reckless driving and speeding. When we're late or flustered, we become more stressed and tense and tend to lose patience and make mistakes. These mistakes come in two flavors—doing something wrong, or not doing the right thing.



### Doing something wrong

When we're in a hurry, we tend to make mistakes—such as selecting the wrong switch,

using an incorrect tool or spare part, driving too fast, and ignoring warnings.

Psychologists call these actions "errors of commission." Recent studies suggest 60 percent of hurrying mistakes are the result of people doing the wrong thing.

### Not doing the right thing

When we're hurrying, we tend to take shortcuts—sometimes failing to do things that we should. Psychologists classify these types of mistakes as "errors of omission." Organizations as well as individuals can make this type of error as shown in the following example:

In January 1986, NASA and the Challenger's mission were to launch a Haley's Comet probe just before the Russians launched theirs. NASA also needed to launch the first teacher in space before the President's State of the Union Address, which focused on education. NASA management chose to launch the Challenger in record cold temperatures (28°F) despite the protests of engineers who voiced concerns about the integrity of the rocket booster O-rings. They pointed out that the lowest previous shuttle launch temperature was 53°F and that the boosters had never been tested below 40°F. Just over one minute into the flight, an O-ring on the right-hand booster failed and the Challenger exploded, killing all seven on board.

### Remedies for hurrying

If you are prone to hurry or forced to hurry any activity, the following techniques will help you

reduce the chances of making a mistake or causing an accident.



### Slow down

Obviously, the best method to control hurrying is to slow down. This requires two actions: (1) recognizing when we are hurried, and (2) consciously forcing ourselves to slow down. Since rushing almost always causes stress, recognizing the symptoms of stress is essential to knowing when we are too hurried.

### "Wind the clock"

Instead of panicking when things become stressful, momentarily step away from the situation, calm down, and then re-attack the problem in a more rational manner.

### B-safe

Surrounding yourself with people who aren't prone to rushing—easygoing Type B people—will also help you slow down.

### Time management

Managing our time wisely can help us set priorities, making sure we get the most important things done first so we're not rushed trying to do the remaining tasks.

### Haste makes waste

Today, more than ever before, we are expected to do more in *less time* and to be in more places *on time*. As a result, we're even more vulnerable to the hazards of hurrying. Take a minute to ask yourself am I really in that big of a hurry. ***Have a Safe and Happy Holiday season!***

# The Deputy's Word



by LTC Charles Markham  
Deputy Commander



## CorpsPath



My wife Sun and I wish everyone at FED Joyful Holidays, Merry Christmas and Happy New Year! It's been a great year for us and we look forward to 2002, though it will bring our departure from Korea and FED.

I'd like to discuss a new USACE initiative called CorpsPath, which is upon us. This training module on compact disc (CD) describes how members of the U.S. Army Corps of Engineers conduct themselves and their business. It incorporates Corps values, missions and beliefs with Corps business processes. It is the Chief of Engineers' belief that once all USACE members become familiar with this resource, we will share a common language, sense of history and approach to work life that is designed to help us succeed. This training will also help us include new members into the Corps family. In

addition, it will improve our corporate thinking and help our employees gain personal insight into their own work habits and show them some useful techniques for managing their careers.

This training is planned to be completed in a total of 20 hours, spread out over the next year. It consists of 14 modules and takes an average of 20-30 minutes to go through each module. The most important part of CorpsPath is the workgroup discussion following the completion of the modules. Here, our first-line leaders' role is critical to the success of this initiative. These discussions are anticipated to bring up tough issues but we expect them to help strengthen our teams and high expectations for teamwork, communications, and customer service. Again, the success of this program will rest with our first-line leaders and these discussion workgroups.

Our completion date for training is 31 October 2001, with a goal for 90% completion by the end of 3rd quarter, FY 2002. We will track our progress by division/office and report quarterly to POD. The leadership understands the burden this initiative places on us, however, we believe this will increase our strategic communication and is a

good investment for USACE, the district and you.

We will have a kick-off event shortly explaining our deployment plans and answer your questions. The distribution of the CorpsPath CDs will take place this month with first-line leaders receiving a copy and establishing a central location for a "check-out" system for employees to sign out copies for use. We will also set up an Intranet site to address CorpsPath issues and facilitate discussions. Presently there is a USACE Internet site available for more information in the form of frequently asked questions (FAQ) at <http://pdsc.usace.army.mil/corpspath/faq/html/faqover.htm>.

Throughout these holidays, please remember to be safe and practice good risk management in your personal and work activities. "There is no substitute for safety!"

**Serving you and the District.**





# Chief's Holiday Message



The holiday season is traditionally a time to pause and reflect on the past year, and the challenges of the coming year. I'm sure you will all agree that this past year has given us a lot to think about. And we have much to be thankful for, both as an organization and as individuals.

I am personally thankful that no Corps employees were lost during the terrible attacks on Sept. 11. And I am thankful to have the opportunity to lead our great organization with some of the finest people in the U.S. government. You all proved that this past year, and I am very proud of you.

Although the terrorist attacks are foremost in our minds, they were not the only emergency operations we faced in 2001. After an ice storm in Oklahoma last Christmas, our employees cleaned up tree debris at their projects, often working without electricity, phones, or water. Additionally, Tulsa District delivered 250,000 gallons of water to stricken counties.

Seattle District rode out a magnitude 6.8 earthquake, then went into immediate action in support of the Federal Emergency Management Agency (FEMA), and to assess the integrity of Corps projects in the area. We took part in a flood-fight last spring in the upper Midwest. We distributed 3.2 million sandbags to local communities, and Corps emergency work (mostly levee building) prevented more than \$50 million in damage to North Dakota and Minnesota cities.

Corps personnel responded to Tropical Storm Allison. They supplied emergency power, temporary housing, debris removal and monitoring, distributed 100,000 sandbags, and provided utility hook-ups for 950 temporary housing trailers.

All that, plus our normal work-load—supporting Army Transformation, environmental restoration at military and civil works sites, research and development, building housing and other facilities for the Air Force and Army, civil works projects throughout the country, and support for others, just to name a few. But the terrorist attacks on the World Trade Center and the Pentagon have dominated our thinking and emotions. I'm enormously proud of the work we did on Sept. 11 and the days following.

At both the World Trade Center and the Pentagon, we had people on the ground in less than two hours assessing the situation and lending assistance. We had literally *thousands* of volunteers to help in New York, and the city welcomed the work they did through FEMA—structural response, temporary power, debris removal, and more.

The Corps' response to the terrorist attacks was tremendous, and I couldn't be more proud of you all. But work that intense takes a lot out of you, plus the uncertainties of the war against terrorism and what the future holds adds additional strain.

I would appreciate it if everyone would take extra care of each other in the coming year. There is no one better able to assess how people are feeling than those around them. Look each other in the eye now and then and earnestly ask, "How's it going?" Then listen and help each other.

Our entire country seems to be drawing closer together and reaching out to help others, a little more aware of what's important in life, and of our need for each other. If we in the Corps of Engineers continue to be thankful for our blessings, and keep reaching out to one another, we will be more than ready to tackle the challenges that next year will bring.

My family joins me in wishing you a safe and joyous holiday season, and a happy, exciting New Year. Take some well-deserved time off, relax, and enjoy being with your family and friends.

*Essayons!*

ROBERT B. FLOWERS  
Lieutenant General, USA  
Commanding

# Groundbreaking at 121 Hospital

by Julie Park

November 27, 2001 marked the beginning of an official digging and drilling at the 121<sup>st</sup> General Hospital in Yongsan Garrison.

On this day, the Far East District's (FED) biggest on-going project in South Korea, more than \$70 million in budget, had its groundbreaking ceremony with some 40 guests in attendance. The event was cross-cultural, including traditional Korean and American ceremony elements.

The project, which involves close interaction between many organizations such as the 18<sup>th</sup> MEDCOM, 121<sup>st</sup> Community Hospital, the Health Facility Planning Agency from Washington that represents the Surgeon General's office, the FED and the Signal Command, just to name a few, aims to provide a modern, state of the art healthcare facility for all USFK beneficiaries.

"The new state of art healthcare facility will give the



Photos by Julie Park

**BG Carl A. Strock, Director of Military Programs, USACE, spoke about overcoming the challenges during the Groundbreaking ceremony at the 121 General Hospital in Yongsan.**

community better service," said COL Edward C. Huycke, Commander of 18<sup>th</sup> MEDCOM.

The current hospital, which was built in 1957 by FED, was due for some major remodeling and renovation to meet Joint Commission on Accreditation of Healthcare Organizations (JCAHO) Standards.

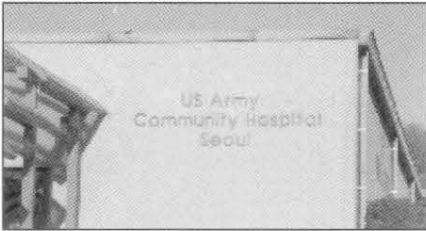
"The need for a project of this type has been recognized for a long time and we are fortunate to see it happen now," said Mr. William Wendt, a Project Manager at the Hospital Resident Office.

The addition/alteration of 121<sup>st</sup> General Hospital, which was awarded to DongBu Construction Company on June 27 of this year, is divided into three major phases. It is carefully divided to maintain the operational and functional capabilities of the hospital during the construction and to reduce inconvenience to the patients. Minimizing disruption to the hospital and its patients was and still is the first priority on everyone's mind from planning to construction of this project.

The first phase is the most sensitive and complex. It will



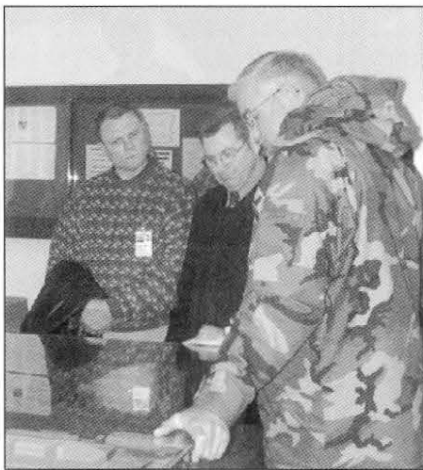
**Workers of the DongBu Construction Company participated in a Korean Blessing Ceremony to ensure a safe construction project.**



**The former 121st General Hospital unveiled its new name, US Army Community Hospital, Seoul, during the groundbreaking ceremony.**

include the demolition of an existing single story hospital wing, approximately 90,000 square feet, and construction of a new single/two story hospital facility of approximately 129,000 square feet; including work with a medical gas system, kitchen/dining area, surgical suite, central material supply area, four elevators and related facilities.

Such work means that the Project Delivery Team (PDT) members, the construction contractor, DongBu Construction



**GEN Schwartz (right), USFK, looks at the scale model of the addition and alteration of the hospital with Mr. David Fortune (center), Deputy Chief, Health Facility Project Office, Korea.**

Co., and the hospital staff will be dealing with integration of sophisticated medical equipment with

building systems, minimizing disruption of utilities systems and closely overseeing the interrelationship between fire and life safety systems.

During the same phase, the new addition will be made to the front of the hospital, designed to house ambulatory outpatient clinics.

Aside from all the technical difficulties, the bottom line is that, for this project, the biggest challenge comes from having to work around hospital patients so that health and safety will not be a concern during their stay or visits to the hospital. As an example of this very effort, a construction barrier will be constructed to protect the hospital and a part of the barrier will be comprised of a HEPA-filtration fan unit to insure that no dust from the construction zone enters the hospital.

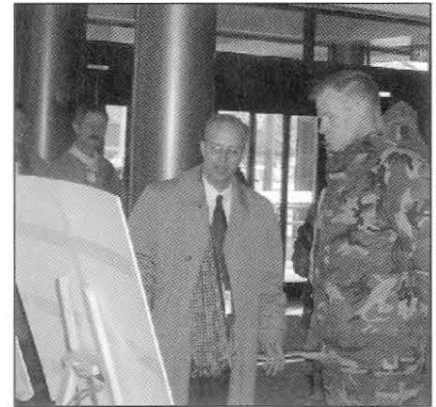
Brigadier General Carl A. Strock, Director of Military Programs, USACE, pinpointed such challenges during his speech at the Groundbreaking ceremony.

"The challenges and complexities of this work are that they involve life...", said BG Strock.

Furthermore, for this project, with its magnitude, we have taken all possible steps to meet and satisfy the DOD Anti-Terrorism/Force Protection codes.

"The need for Force Protection measures was recognized from the design stage of this project," said Wendt.

"As just a couple of examples, vehicle stand-off distance as well as blast resistant



**Mr. Norm Boeman, Hospital Resident Engineer, (left) briefs BG Strock during a tour of the hospital after the ceremony.**

doors have been designed into the project from the beginning," added Wendt.

There was somewhat of a bind in the project after the September 11<sup>th</sup> terrorist attack, but the coordination between all parties involved in this project has minimized such delay.

Just as BG Strock emphasized the importance of "readiness" during his speech, it goes to show that a sense of "readiness" is what the FED PDT is all about. Force Protection is a sensitive and serious issue and the FED PDT is READY to tackle the issue from all angles.

"An intensive effort on the part of all appropriate parties is on going in order to develop effective plans and measures to minimize potential disruption to the construction project as the result of the Force Protection issues," said Wendt.

The first phase of addition/alteration of 121<sup>st</sup> General Hospital is expected to be completed by April 2004 and the entire renewal project is to be completed by Spring 2007.



# The motor pool story

by *Kenneth Pickler, LMO*

As the dump trucks and backhoe pulled up, I felt a knot in my stomach and tears welled up in my eyes. I looked out the corner of my teary eyes and saw the same from Mr. Chang. We were side by side witnessing the beginning of a new era.

I stood, watched and thought. I told myself here is a proud one. For 42 years the old motor pool gave untiring distinguished service to FED. It watched over and protected all of the mechanics ensuring they serviced and repaired the equipment properly. It loomed over the equipment in the shop protecting both the equipment and the employees from the harsh elements of the weather. It watched young men grow into wise adults.



The building was with us through thick and thin, good and bad, for better or worse, always giving its divine shielding and protection to us. I stood and reflected on the past and those that served with the building. It has been attacked by floods, termites, and bitter cold and extreme heat. It has been hit by new drivers, burned by an electrical fire, buried in snow, and still it stood tall and watched its workers grow, marry, mature and raise families of their own.

I wonder what it thought of its replacement. Was it happy? Was it sad? Or is it just tired as its sagging trusses and weak joints



show. Maybe, in its wisdom, the building knows it's time to pass on the guide-on and the mission to a younger and stronger one.

So now here we stand Mr. Chang and myself, tears in our eyes, and the only thing left of the old motor pool is an empty lot and a 42-year old tree.

## Man, building, tree and 42 years...

by *Chang, Tok-chu, LMO*



Mr. Chang and this 42-year old zelkova tree share a lot of memories.

I joined FED in the month of August 1959.

The FED Motor Pool that I

had a privilege to work in for the past 42 years was torn down to be replaced with the new Motor Pool.

Watching the building go down really brought back countless memories and sadness. At the same time, it allowed me to take time out and give thanks for blessing us with all those years of safe operations and keeping the motor pool family safe.

Fortunately, a zelkova tree we planted next to the building 42 years ago is still standing tall to remind us of the times that have passed. The tree was only about 3 feet tall and as thick as my finger, but it is now too tall and too big to hug.

I wish for the FED and the FED Motor Pool to have as many years of success and prosperity as all those years of storms and thunders the old zelkova tree has withstood.



# PAO Customer Survey

The Public Affairs Office wants to provide the best possible service to you, the FED team. To improve our service, we request you take a few minutes to answer these survey questions.

▶저희 Public Affairs Office에서는 여러분께 좀 더 나은 서비스를 제공하고자 아래의 설문조사를 만들었습니다. 여러분의 많은 조연과 격려를 부탁드립니다.)

**1. What is your overall impression of the East Gate Edition?**

▶ East Gate Edition에 대해 어떻게 생각하십니까?

Boring

OK

Interesting

Very interesting

**2. Do you receive each monthly issue of the East Gate Edition?**

▶매 달 East Gate Edition을 받으십니까?

**3. Are you satisfied with the amount of Command and local information the newsletter carries?**

▶ East Gate Edition에서 다루고 있는 정보와 그 내용에 만족하십니까?

No

Somewhat satisfied

Yes

Very Satisfide

**4. What is your favorite section of the newsletter? Why?**

▶가장 즐겨 읽으시는 섹션은 무엇입니까? 그 이유는?

**5. Which section of the newsletter needs the most improvement? Suggestions?**

▶가장 마음에 안드는 섹션은 무엇이며, 그 섹션에 대해 어떤 개선이 필요 하다고 생각하십니까?

**6. What suggestions or comments do you have to improve the newsletter?**

▶ East Gate Edition에 대한 호평 또는 비평의 말씀을 적어 주십시오.

7. When you have asked the Public Affairs Office for assistance have you been treated professionally and courteously?

▶ The Public Affairs Office로 부터 서비스를 받으셨을때 신속하고 친절한 서비스를 받으셨습니까?

8. On a scale of 1–5, with 5 being the best rating, how would you rate the service you receive from the Public Affairs Office?

▶ 5를 가장 높은 점수로 볼때, Public Affairs Office의 서비스에대한 점수를 주신다면 몇점을 주시겠습니까?

9. What services do you think the public affairs office should provide that are not provided now?

▶ Public Affairs Office로 부터 현재 제공되고 있지 않은 서비스중 원하시는 서비스가 있으시다면?

10. Do you feel the Public Affairs Office provides enough command information?

▶ The Public Affairs Office로부터 전달되고 있는 지휘관의 소식이 충분하다고 생각하십니까?

11. Do you use the FED or any other USACE web sites? If not, why?

▶ FED 또는 USACE의 인터넷 사이트를 사용 하십니까? 사용하지 안으실 경우 그 이유를 말씀해 주십시오.

12. On a scale of 1–5, with 5 being the best rating, how would you rate the FED intranet?

▶ 1~5중 5를 가장 높은 점수로 볼때, FED intranet에 대해 어떤 점수를 주시겠습니까?

13. How often do you use the FED intranet?

▶ FED intranet를 얼마나 자주 이용 하십니까?

Never

2 or 3 times a week

Everyday

14. What suggestions or comments do you have for the FED intranet? Would you like to see any added services or features?

▶ FED intranet에 대한 의견, 또는 추천 하시고 싶은 서비스를 말씀해 주십시오.

15. How often do you read the News Clips from the FED intranet?

▶ FED intranet에 올려지는 뉴스클립은 얼마나 자주 읽으십니까?

Never

Sometimes

Often

Everyday

16. Do you find the News Clips to be helpful?

▶ 뉴스클립이 유용하다고 생각하십니까?

No

Somewhat helpful

Helpful

Very helpful

17. What type of news or information (more local or international) would you like to see in the News Clips?

▶ FED news clips에서 국내 뉴스와 해외 뉴스 중 어떤 뉴스를 더 읽고 싶으십니까?

▶ This survey questionnaire, distributed by e-mail and included in the December 2001 issue of the East Gate Edition, can be returned by email ([Julie.park@pof02.usace.army.mil](mailto:Julie.park@pof02.usace.army.mil)) or place a hard copy in mail distribution to the Public Affairs Office after completion. Thank you in advance for completing and returning the survey questionnaire by 30 January 2002.

▶ 전자우편과 2001년 12월 East Gate Edition에 삽입되어 배포된 이 설문지는 완성하신 후 2002년 1월 30일 까지 [Julie.park@pof02.usace.army.mil](mailto:Julie.park@pof02.usace.army.mil) 로 보내 주시거나 Public Affairs Office의 우편함에 넣어 주시기 바랍니다. 감사합니다.





그리고  
 “제가 많은 뛰어난  
 인재들과 함께 일을  
 하고 그들을 이끌어  
 나갈 수 있는 자리에  
 있다는 것에도  
 감사를 하고 있습니다.”

## 미 육군공병감의 연말 · 새해인사

한 해를 마감하는 연말 휴일은 전통적으로 지난해를 되돌아보며 새 해를 준비하는 시간입니다. 지난해는 우리 모두에게 많은 생각을 하게 하고 또 많은 것에 감사를 하게 한 해라는 것에 대해 여러분 모두가 동의하실 거라 생각합니다.

저는 개인적으로 9월 11일의 테러 참사에서 Corps 의 직원과 그 식구 모두가 무사했다는 사실에 감사하고 있습니다. 그리고 제가 많은 뛰어난 인재들과 함께 일을 하고 그들을 이끌어 나갈 수 있는 자리에 있다는 것에도 감사를 하고 있습니다. 지난해에 여러분 모두는 각 개인의 뛰어난 능력을 확인시켜 주셨으며 저는 여러분을 매우 자랑스럽게 생각하고 있습니다.

비상사태라고 하면 우선적으로 떠오르는 것이 9월 11일의 테러 습격이지만 우리가 2001년에 겪어야 했던 비상사태는 이것뿐만이 아니었습니다. 지난 크리스마스에 오클라호마의 폭설 이후 우리 직원들은 프로젝트 현장에서 부러진 나뭇가지들을 주어야 했고 물과 전화가 끊기고 정전이 된 상황에서 일을 해야 했습니다. 또한 톨사 지역에서는 250,000 갤론의 물을 피해 지역에 전달하기도 했습니다.

시애틀 지역에서는 6.8도의 지진을 겪었고, 그후 바로 Federal Emergency Management Agency (FEMA)에 지원을 보냈을 뿐만이 아니라, 바로 그 지역 프로젝트 현장의 피해를 평가하는 순발력을 보였습니다.

미 중서부에서는 지난봄 홍수와 의 전쟁을 치르는 중 지역 주민에게 3,200,000 개의 모래 부대를 배포했으며, North Dakota 와 Minnesota 시에 \$50 million 상당의 피해를 방지하는 큰 성과를 거두었습니다.

그리고 우리 공병단의 직원들은 폭풍 Allison에 대응하기도 하였습니다. 그들은 피해 지역에 전력과 피난처를 공급, 잔해 제거 및 감시, 100,000개 가량의 모래 부대 배포, 그리고 약 950 임시 가구의 가전 기구 연결을 도왔습니다.

여기서 기억해야 할 것은 위의 모든 일들은 우리의 일상 업무, 즉 미육군 지원, 군사업과 민간사업으로 인한 환경피해 복구, 연구 및 개발, 미육군과 미공군의 주택건설 등, 외에 추가된 일들이었다는 것입니다.

하지만 역시 9월 11일의 테러로 인한 충격과 슬픔은 우리의 마음을 떠나지 않았습니다. 저는 그래서 공병대가 사건 당시와 그 이후에 보여준 합동심과 노력에 뿌듯하지 않을 수가 없습니다.

뉴욕과 펜타곤의 사건 당시 약 2시간 이후부터 공병 단원은 현장에 나가 있었습니다. 그때 뉴욕에서만 약 1,000명의 자원 봉사자를 볼 수 있었으며 그들은 FEMA를 도와 잔해 제거, 전력 공급, 그리고 피난처 공급 등 여러 방면으로 큰 도움을 주었습니다.

테러 습격에 대한 공병단의 대응은 뛰어났습니다. 하지만 이러한 참사를 경험한다는 것은 우리 모두에게 큰 정신적, 육체적 부담을 주는 만큼 서로에게 더욱 큰 힘이 되어 줄 수 있도록 노력을 해야 할 것입니다. 우리의 주위에 더 많은 관심을 갖고 그들과 따뜻한 안부의 인사 한마디라도 더 주고받는 그런 환경이 지금 그 어느 때보다 더 중요하다는 것을 상기하여 주시기 바랍니다.

우리는 테러 참사 이후 온 나라가 더욱 하나가 되어 가는 것을 느낄 수 있습니다. 그리고 이번 참사는 우리의 인생에 있어 무엇이 중요한가를 한번 더 생각하게 하고 우리에게 사랑하는 사람들에 대한 감사의 마음을 더욱 깊게 해주는 좋은 계기가 되었습니다. 우리가 이런 감사의 마음과 겸손을 계속 유지할 수만 있다면 앞으로의 어떤 어려움도 헤쳐 나갈 수 있을 것이라고 믿습니다.

저와 저희 가족 모두는 여러분 모두가 이번 연말과 새해에 가족 그리고 사랑하는 사람들과 즐겁고 편안한 시간을 보내시기 기원합니다.

# Question of Ethics

by Lawrence Vogan, OC

Question of Ethics is Office of Counsel's regular feature for the East Gate Edition. Its purpose is to increase your awareness of ethics and to help you incorporate these principles into your daily decision-making process. As you read the fact patterns in the following scenarios, please consider how they might apply to you.

1. John is returning to Korea from TDY for a PROSPECT course in Huntsville. After spending the night in LA, while waiting to board his flight at LAX, the airline announces that the flight is overbooked and the passengers who volunteer to give up their seats will receive \$250 cash, 5000 frequent flyer miles, hotel accommodations and meals. John's original flight was scheduled to arrive at Incheon Monday morning at 5:30 am, a normal work day. What are John's options?

2. John has been traveling a lot through his government service and has accumulated enough frequent flyer miles to go on a well deserved around the world trip at no cost. All of John's miles were earned while on official travel. John's agency does not have a mechanism set up to allow him to use the miles. John has used some of his miles to upgrade his coach seat to business class on some official trips. Can John use the miles earned

## Emergency Essential Civilian & Mission Essential Civilian

by Mitchel Glenn, EMO



People who fall into the Emergency Essential Civilians/Mission Essential Civilians (EEC/MEC) are special people. These are individuals that in case of a war/hostilities will continue to come to work and support the Far East District. However, their day to day routines will change and some additional requirements will be put upon them.

That is why all of the EEC/MEC personnel are issued BDUs (uniforms), TA-50 (your web belt, suspenders, canteen cup, etc) and given special training. At least once a year, all EEC/MEC should receive training on how to wear their NBC Mask and NBC suit. They also receive training on some of the basic first aid skills.

Another item that EEC/MECs are required to do is to take an **Annual Physical**. The Community Health Nurse will set up appointments and let us know the dates and times. Once every five years, you get a complete physical with all of the lab work and x-rays. The other four years, you meet with the nurse, fill out a survey and answer some questions. If your health and physical condition remain the same as during your last physical, then this is a quick process.

The Emergency Management Office will be the POC for coordinating the appointments for the personnel in the Seoul area. If you live outside of the Seoul area, I will be sending out additional information. The Community Health Nurse here in Seoul is gathering that information for me to pass along to you.

on official travel to go on the around the world trip?

*(The answers are on page 12)*

## Commander's Message

*(continued from page 2)*

information, encourage participation by all team members, coordinate your actions to reduce everyone's workload and produce a better product. It is the Corps of Engineers business practice that we accomplish our projects with Project Delivery Teams. Our principle challenges to teamwork in FED are the cultural and language barriers that inhibit our

communication. I ask all employees to have patience, form relationships through personal contact and not email, and appreciate the differences between us.

Enjoy the holidays, spend time with your families, and be considerate to those less fortunate than you. I thank you for the great work last year and look forward to another successful year for FED in 2002.



Essayons!  
COL Kuhr



# Things to Do...



## The Nutcracker

### *Sejong Center for the Performing Arts and Universal Ballet's The Nutcracker*

Sejong Center for the Performing Arts and Universal Ballet are preparing The Nutcracker for a year-end ballet festival.

This event will be held at Grand Theater in Sejong Center for the Performing Arts from December 21 until December 26. Universal Ballet's The Nutcracker has fame for its fifteen straight years sold out record.

The Nutcracker, the most loved piece by audiences every year, is a classic piece based on the creative imagination and beauty of ballet.

**Date:** 2001. 12. 21 ~ 2001. 12. 26

**Time:** 3:30 p.m. and 7:30 p.m.  
(On December 26, performing only at 3:30 p.m.)

**Place:** Grand Hall

**Performance:** Universal Ballet

**Price (in Won):** R: 50,000,  
S: 40,000, A: 30,000, B: 20,000,  
C: 10,000

**Support:** (Ticket Link 1588-890,  
Sejong Center for the Performing Arts 02-399-1512)



## Skiing!

This is good news for skiers and snow borders in Korea! In the 2001 ski season, ski resorts in Korea are expecting a lot of fresh and fluffy snow.

Yongpyong "Dragon Valley" ski resort opened on November 17, becoming the first to open for the 2001 ski season. The other 12 resorts around Korea followed soon after and they were all opened for business in the beginning of December.

This year, the resorts are hoping to attract more foreign skiers and borders as they opened up more runs and trained their employees to better service the foreign visitors.

Skiing in Korea is not what you may be used to from the States. The runs are short and the slopes are man-made, not natural. Also, lines for ski lifts are ridiculously long.

However, all resorts offer a variety of events and activities for those staying over a night or two. As usual, all 13 resorts have great concerts and shows scheduled for this year's Christmas and New Years Eve.

If you can't find the time to travel to those world-class slopes in the States, but are itching to speed down the hills of a snow covered mountain, then I suggest you make your reservations early at any of the following ski resorts and plan a special event for this holiday season.

Please visit the following web sites for more information and a holiday event schedule.

**YongPyong "Dragon Valley" -**

[www.yongpyong.co.kr](http://www.yongpyong.co.kr)

**SungWoo Resort -**

[www.hdsungwooresort.co.kr](http://www.hdsungwooresort.co.kr)

**Phoenix Park -**

[www.phoenixpark.co.kr](http://www.phoenixpark.co.kr)

**Daemyong Vivaldi Park -**

[www.daemyungcondo.com](http://www.daemyungcondo.com)

**Muju Resort -**

[www.mujuresort.com](http://www.mujuresort.com)

**Yangji Pine Resort -**

[www.pineresort.com](http://www.pineresort.com)

**Bears Town -**

[www.bearstown.com](http://www.bearstown.com)





## Did you know...

### *SUL* (part II)

#### Sul in Baekje

Baekje was the second of the Three Kingdoms and it dominated the southeastern part of the peninsula. Sul was introduced to Japan from Baekje by *Susubori* (Korean for brewer) who became the Japanese god of drink.

According to an old Japanese archival text "Ground Rice," *Susubori* offered *sul* to a Japanese king. This was the king's first taste of alcohol and it made him joyous and he sang aloud.

Although no records exist from Baekje about its sul making techniques, Japanese records of the period give a good insight. They suggest that Baekje sul was of the same high quality as Goguryeo.



#### Sul in Silla & Unified Silla

Silla was the third of the Three Kingdoms, dominating in the southwest region and eventually unifying the peninsula in the 7th century. Silla was a younger state and was at first less developed than Goguryeo and Baekje. This included their sul making techniques.

However, Silla rapidly caught up with its older neighbors in all areas. The Silla text 'Jibung Yuseol' gives

evidence of Silla's sul making tradition. By the time Silla had unified the three kingdoms, the method of distillation had been developed and drinking became popular among the upper classes at this time.

#### Goryeo Dynasty

By the time of the Goryeo Dynasty (918 - 1392), brewers had perfected techniques and developed a wider variety of drinks and there was frequent trade with Sung Dynasty China. Temples served as inns for merchants and travelers. These temples served sul and were among the few with the abilities and resources to make sul. Palaces had a special building (*Yangonseo*) where sul was made for ceremonies and national celebrations.

The sul made in these *Yangonseo* was always of the highest quality because it was only used for important celebrations. *Seo Geung*, an ambassador from Sung Dynasty China, mentioned sul in the book he wrote about Korea. He noted the use of regular rice, rather than Chinese sticky rice, in the making of *nuruk*. He also recorded that while it caused rapid drunkenness, people recovered from its hangovers very quickly. Distillation practices were passed on from Arabia to the Mongols of the Yuan Dynasty, then to Manchuria and into Korea, according to archived medical texts (*Dongui-Bogam* and *Boncho-Gangmok*). Common people could not get the same high quality of drink at this time. However, by the 14th century, they came to know *soju* (distilled sul).

\* *Did you know... "SUL" will continue with Sul in Joseon Dynasty in January issue of East Gate Edition.*

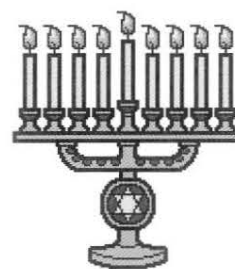
## Did you know...II

### Menorah & Hanukkah, the Festival of Lights

Hanukkah, also called "the Festival of Lights", celebrates the miracle of the holy oil that unexpectedly burned in the Temple for eight days after the Maccabees defeated the Syrians.

This eight-day celebration is a joyous holiday filled with games, special foods, gifts, singing, and dancing.

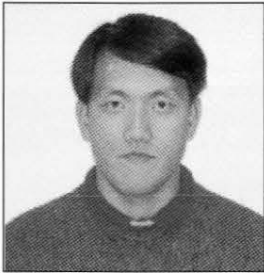
Jews all over the world celebrate Hanukkah by lighting the Menorah. On the first night, the *shamash* (helper candle) is used to light one candle. Each night, one more candle is added and lit. It is customary to light the menorah in the window so that all who pass by can see it and know which night of Hanukkah it is.



The candles are traditionally placed in the Menorah from right to left and lit from left to right so the newest is always lit first. The *shamash* is usually higher than, or set apart from, the rest of the candles.



## New Member



On November 5, Mr. Ku, Pon-chun, joined FED as an Engineer Technician. He was born and raised in Seoul and graduated from Hanyang University with a Bachelors in Science in 1996. Mr. Ku enjoys many different sports, such as judo, tennis, fishing, and skiing. His previous working experience includes DPW in Yongsan for almost a year and 5 years at a Korean engineering firm.



On December 1, Ms Ku, Cha-suk, joined FED as an Engineering Support Assistant. Her hometown is the beautiful, Chungju in North Choongchung province. She graduated from Korea National Open University in 1989 and her hobby is reading. She is married to Mr. Chung, Chan-hong, and has a daughter named Chung, jeong-yun (11 years old) and a son named Chung, won-ki (7 years old). This is her 13<sup>th</sup> year with the U.S. government in Korea. Her most recent position was with the 34<sup>th</sup> Support Group in Ration Control and her longest employment was with the 8<sup>th</sup> Military Police for 7 years.

## December Focus



**Name:** Pak, Chun-pom  
**Branch:** Geotech Branch  
**Title:** Supervisory Geologist  
**Years with FED:** 5 years  
**What do you do? :** I manage the data management team. We currently have a staff of 3.

**What is the biggest accomplishment from your job?:** We've been working on the Geographic Information System, gathering sub-surface information and water well information of all US military installations in the Republic of Korea. And now that information is available to all FED employees on the intranet. We are the only organization with that kind of system in all of USFK and I am very proud of that.

**Family?:** I am married to Lee, Sung-yi, and we have two daughters, Pak, Yun-jin, 8 years old, and Pak, Yun-sun, 3 years old.

**What would you like to see improved at FED?:** I would like to see more personal relationships being built between Korean national employees and DAC employees. Both sides need to aggressively try to overcome the language and cultural barriers.



## Answers

### from Question of Ethics

*(continued from page 9)*

1. The JTR does allow an employee to voluntarily give up a seat on a flight while on official business as long as it does not interfere with the performance of duty. This requires that a voluntary bump must not delay the scheduled return to duty. Since John took a rest stop in LA, in the middle of his trip, he is not entitled to a rest day at the end of his trip. Consequently, John is likely scheduled to be at work on the day of his arrival and cannot volunteer to be bumped. If Monday were a holiday, John would be permitted to voluntarily give up his seat, and

accept the cash, the miles, the hotel and the meals for personal use. This is true because John would not be on official travel status for the period of time that he was serving as a voluntary bumpee. John would also need to reflect the fact that he was not in official status during this period on his travel voucher.

2. Under present rules the answer is no. Miles earned on official travel belong to the government. To use these miles for personal benefit is a violation of the JTR. The good news is that it appears that Congress will change the rules in the near future. The new rules in the works should allow federal workers, military personnel and Foreign Service officers to keep and use their mileage points.

## 사령관메세지



COL Gregory Kuhr

# FED-프로들로 만들어진 조직

점점 날씨가 추워지고 어느덧 연말 연휴가 눈앞으로 다가온 지금, 저는 즐겁고 희망찬 마음으로 새로운 한해를 맞이 하려고 합니다. 우리 당 지구는 지난 세월 동안 자체 구성은 물론 주한미군을 지원 하는 방법 등에 대한 많은 변화를 거듭해 왔습니다. 저는 각 사무실에서 무공한 발전을 하려는 노력과 에너지를 느낄 수 있었습니다. 얼마 전 저는 5년 전 FED에서 근무를 하던 옛 직원을 만날 수 있었습니다. 그는 당 지구의 많은 변화에 대해 놀라움을 표하며 특히 모든 직원과 그들이 일을 처리하는 방법 등이 눈에 띌 만큼 전문화 되어 있다고 말했습니다. 저는 전문화 된 조직을 만들어 나가는데는 4가지의 주요 요소가 있다고 생각합니다.

지휘자의 가치관: 저희 당 지구에서의 사무 처리는 어떻게 이루어집니까? 모든 사무 처리는 각 부서마다 지휘를 하고, 임무 분배를 하고, 그리고 평가를 하는 사람이 있기에 이루어 질 수 있습니다. 그들은 직장 동료들과 미 육군의 가치관 - 지도, 임무, 존중, 희생, 정직, 성실, 그리고 용기 - 을 행동으로 시행합니다. 이 지도자들을 모인해 FED는 성공적일 수 있는 것입니다. 지금 당시는 그 누구도 당신하고 있지 않다고 하더라도 당신의 임무에 책임을 다함으로써 앞에 설명 드린 미육군의 가치관을 실행할 수 있습니다.

저희는 현재 Leadership Development Program을 시행할 준비를 하고 있습니다. 이 프로그램은 각 직원에게 자신의 지도력

을 검토해 볼 수 있는 기회를 마련할 것입니다. 우리는 지금 문제에 대한 불평을 하기보다는 그 문제점을 해결해 나가려는 사람, 주위의 모든 사람을 부추겨 그들에게 힘이 되어 줄 수 있는 사람, 그리고 동료들을 이끌어나갈 수 있는 그런 사람이 필요합니다.

우수성에 대한 헌신: FED의 모든 직원은 그들의 분야에서 우수한 성과를 얻기 위한 헌신적인 노력을 계속해야 합니다. 이것은 자신의 임무를 성공적으로 수행하기 위해 언제나 최선의 노력과 개발을 해야 한다는 얘기입니다. 과연 나는 나의 업무시간 활용과 업무 분담을 최대한 효율적으로 하고 있는가 한번 생각해 보십시오. 어떻게 하면 더욱 일을 잘 할 수 있을까에 대해 같은 사무실의 동료와 대화를 해보신 적은 있으십니까? 우수성은 지금까지 자신의 성과를 되돌아 보고 그것을 디딤돌 삼아 더욱 발전을 하기 위해 노력을 하는 자에게만 주어질 수 있습니다. 우리는 새 해에 ISO 9001 자격증을 취득함으로써 고객 의 서비스 지원에 대한 평가를 할 것입니다.

Balance: 직장에서 가장 뛰어난 성과를 올리는 직원은 자신의 인생에 균형을 이룰 수 있는 사람입니다. 누구나 일주일에 7일을 일하고 직장에서는 오직 일에 대한 생각만을 할 수는 없습니다. 그러나 공과 사를 구분하여 균형 잡힌 생활을 할 수 있는 사람은 일 또한 더욱 효율적으로 하고 오랫동안 할 수 있을 것이라 믿습니다. 자신의 가족과의 시간 그리고 취미

생활도 즐기십시오. 이것이 더욱 우수한 FED 직원이 되는 방법이기도 합니다.

Teamwork: Together Each Achieves More. 여러분 모두가 아시다시피 팀은 개인보다 더 많은 성과를 올릴 수 있습니다. 한 사람보다는 많은 사람의 아이디어에서 더 좋은 아이디어가 나올 수 있고, 여럿이 나누어 일은 함으로써 더 효율적이고 높은 품질의 성과를 올릴 수 있습니다. 저는 FED내에서 모두가 한 팀이 되어 일을 해주시기를 바랍니다. 서로 정보를 나누고, 모든 멤버의 참여를 격려하고, 자신의 일을 잘 조정함으로써 팀 동료의 일을 맡아주는 그런 모범을 보여주시기 바랍니다. Corps of Engineers의 경영 정책에서는 모든 프로젝트는 Project Delivery Team과 함께 하도록 되어 있습니다. 저희 극동 공병단의 가장 큰 어려움은 문화와 언어의 벽입니다. 이런 문제점을 극복하기 위해 여러분 모두에게 인내심을 갖고, email 보다는 직접적인 만남을 통해 대화를 나누고, 서로의 차이점을 존중할 것을 부탁드립니다.

연말 연휴를 즐겁게 보내십시오. 가족과 많은 시간을 보내시고 우리보다 조금 덜 가지고 있는 여유에게 사랑을 보여줄 수 있는 여유도 가지시기 바랍니다. 지난 한해 동안의 훌륭한 성과에 감사드리며 2002년 새해도 같은 성공적인 해가 되기를 바랍니다.

쿠어 대령



# 부사령관메세지



by LTC Charles Markham  
Deputy Commander

의안의 성공 여부



## 제1선에 있는 지도자의 역할



FED의 가족 여러분, 즐거운 성탄절을 맞으시고 새해에 복 많이 받으십시오. 이번 한 해도 저와 저의 부인 Sun은 여러분 덕분에 즐거운 한해를 보낼 수 있었습니다. 다가오는 새해에는 한국과 FED를 떠나야 하는 아쉬움도 있지만 새로운 기회를 가져다 줄 것이라고 생각하며 기대하고 있습니다.

저는 이번에 새로 적용될 USACE의 의안 CorpsPath에 관해 말씀드리고자 합니다. CD로 제작된 교육 교재를 보시면 USACE 직원들에게 필요한 근무 및 운영 방안에 대한 설명이 되어 있습니다. 또한 공병단의 가치관, 목적, 그리고 신념을 우리의 운영 방안과 합병시켜 설명하고 있습니다. 공병감님께서는 우리 직원들이 이 의안을 완벽히 이해하고 나면 우리 모두가 공통된 언어, 역사, 그리고 공통된 직장 생활에 대한 이념을 가짐으로써 우리가 더욱 성공적일 수 있을 것이라고 믿고 계십니다. 그 외에 이번 의안은 공병단으로 들어오는 모든 새

직원들의 더욱 빠르고 쉬운 적응을 도울 수 있도록 디자인되었으며, 또한 우리 모두의 직장 생활을 되돌아 볼 수 있는 좋은 기회를 마련하고 각 개인의 커리어를 만들어 나아가는데 필요한 효율적인 기술(?)을 제공합니다.

이번 교육은 1년간 총 20시간, 평균 20~30분량의 14개의 교육과정으로 만들어져 있습니다. CorpsPath 교육에서 가장 중요시하는 것은 각 교육과정의 후반 부분에 이루어질 그룹 토론 시간입니다. 여기서 이 의안의 성공을 좌지우지하는 것은 역시 제 1선에 있는 지도자의 역할입니다. 이 토론은 상당히 곱고 답하기 힘든 문제를 다루도록 만들어져 있지만 이런 문제를 다함께 풀어 나가고 토론함으로써 더욱 향상된 팀과 팀 내의 communication, 그리고 고객 서비스를 할 수 있을 것이라고 믿습니다. 다시 한번 말씀드리자면, 이 의안의 성공은 제 1선 지도자의 바른 역할 실행과 그룹 토론의 성과에 달려 있습니다.

이 교육은 2002년 10월 31일을 마지막으로 2002 회계연도의 제 3 반기까지 약 90%의 완성률을 목표하고 있습니다. 그리고 각 division/office는 성과 기록을 POD에 분기별 보고하도록 되어 있습니다. 이러한 일들이 우리 모두에게 많은 부담이 될 것이라는 것은 사실입니다. 하지만 각 개인, 지역, 그리고 USACE 전체를 위하고 좀 더 발전된 strategic communication을 위한 작은 투

자라고 생각을 하시면 감사하겠습니다.

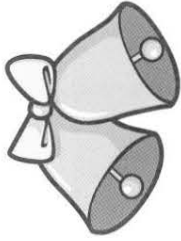
짧은 시일 내에 이 교육의 시작을 알리는 행사를 열고 여러분의 질문을 듣고 사업 설명을 하는 시간을 가질 예정입니다. 그리고 이번 달 안에 CorpsPath의 CD를 제 1선 지휘자들에게 나누어 줄 것이며, 그들은 각 부서의 직원들이 이 CD를 언제든지 빌려 볼 수 있게 할 것입니다. 또한 Intranet을 통해 여러분 모두가 언제든지 CorpsPath에 관한 토론을 하고 의견을 올릴 수 있도록 할 것입니다. 현재 질문이 있으신 분은 USACE Internet (<http://pdsc.usace.army.mil/corpspath/faq/html/fraqover.htm>)을 방문하시어 "가장 자주 묻는 질문"을 통해 답을 얻으실 수 있을 것입니다.

이번 연휴 기간 동안도 항상 안전에 유의하시기 바랍니다.

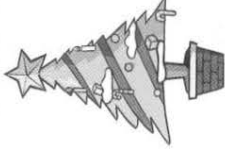
"안전에 대한 대안은 없다!"

Serving you and the District.





## 한국과 미국의 연말



어느덧 기온이 영하로 푹 떨어지고 2001년을 마감해야 하는 연말이 되었다. 새해를 맞이하며 느끼는 설렘과 한 해를 정리하며 느끼는 서운함은 어느 나라의 사람이든 마찬가지로 생각하고 있다. 크리스마스와 New Year's Eve 그리고 New Year's Day (신정)가 불과 몇 일 사이로 나누어져 있기 때문에 연말은 해야 하는 일도 많고, 정리해야 하는 일도 많고, 그리고 갈 곳도 많은, 아무튼 엄청 바쁜 시즌이다.

그렇다면 온 세계가 즐기는 유일한 공통 holiday인 크리스마스와 새해를 맞이하는 방법은 나라와 문화별로 과연 얼마나 차이가 있을까?

미국의 12월을 한국의 12월과 비교해 보도록 하자. 한마디로 정리하자면, 미국의 12월은 파티의 달이다. 한국과 비슷하게 크리스마스 파티 그리고 망년회 (New Year's Eve Party)로 크게 나뉘어 있다. 우선 크리스마스 파티에 대해 알아보자.

미국인들에게 최고의 명절이었던 추수감사절이 연젠 가부터 크리스마스 시즌을 알리는 시작종 정도로만 여겨지고 있다. 평소에는 그다지 밝지 않은 거리들이 12월이 되면 환한 불빛으로 가득 차는 것도 크리스마스 덕분이다. 약 차같이 전기료를 아끼느라 한겨울에도 실내 온도를 18°C밖에 안 되게 해 놓는 미국인들이 크리스마스 장식을 위해 틀어놓는 전기 값에는 무감각하다고 할만큼 대범하다.

한국의 직장인들과 달리 미국의 직장인들에게는 연말 보너스 또는 '떡값'이 나오는 일이 없다. 그 대신 회사 사주들은 엄청난 규모 의 연말 파티를 열어 직원들을 흥분시킨다. 그 중 예를 들자면, 미국의 동부지역 회사들중 가장 소문난 파티중의 하나인 경제전문 뉴스 통신사인 블룸버그사의 소유

주 마이크 블룸버그가 여는 파티가 좋은 예가 된다.

파티 초청장은 이미 두달 전부터 블룸버그 직원들과 회사 관련 고객들에게 전달되는데, 파티에 참석하겠다고 통보해 준 사람들에게 배지를 보내 준다. 여직원들 사이에서는 무슨 옷을 입고 갈 것인지가 초미의 관심사가 되고, 누구와 함께 참석할 것인지도 그에 못지 않은 고민거리. 초정 자가 "우리 사원들을 위해 수백만 달러를 들여 여는 파티에 동네 사람 아무나 데려오지 말고, 눈빛이 이글거릴 정도로 사랑하는 사람과 함께 오라"며 공개적인 특별 조건을 내걸었던 만큼, 이를 핑계삼아서라도 '싱글' 들은 특별한 사람을 초대하려고 마지막 순간까지 관심 있는 이성들에게 전화를 걸어 낸다.

해마다 뉴욕 맨해튼의 자연사박물관을 통째로 빌려 여는 이 파티에서는 일식 중식 이탈리아식 프랑스식 요리를 비롯해 캐비아와 왕새우 등을 갖춘 해물 코너가 군침을 돌게 하고, 두 개의 맨스룸에서는 라이브 가수들과 아라비아 밸리 맨스 팀, 아일랜드 프로크송 팀 등과 퍼포먼스 배우들이 쉬지 않고 공연을 계속한다.

이처럼 회사 경영자가 큰돈을 들여 여는 파티 말고 직원들끼리 하는 파티에는 이른바 '비밀 산타' (secret Santa)가 등장한다. 부서 별로 자기들끼리 돈과 음식을 마련해 크리스마스 겸 연말파티를 하는데, 이때 비밀 산타는 누가 주는지 모르게 동료에게 선물을 준 다. 어떤 부서는 자신이 갖고 싶은 물건을 3순위까지 적어 낸 뒤 뽑기를 해서 뽑힌 쪽지에 적힌 사람에게 선물을 주기도 한다. 선물 의 값은 대개 10~20여 달러 사이에서 미리 공개적으로 정해놓기 때문에 크게 부담되지 않는다.

이보다 더 소규모의 파티는 대부분 크리스마스 전주의 목요일이나 금요일에 집중적으로 열린다. 이

때는 참석자들이 2~5불 정도의 도네이션(donation)을 하거나 각자가 요리 한 접시씩을 들고 와 pot-luck 식으로 파티를 하는 경우가 많다. 물론 이 자리의 '안주감'은 직장 상사들, 평직원들끼리 여는 파티에선 동서양을 막론하고 이들이 공통의 화젯거리가 되는 듯하다.

그렇다면 New Year's Eve 파티는 어떻게 할까? 대부분 좋은 나이트클럽, 호텔, 또는 식당에서 여는 파티에 티켓을 사서 참석하는 경우가 많다. 이때 파티를 여는 곳에서는 안주, 샴페인, 고깔모자, 북춤, 등 count-down을 할 때 필요한 기구들은 제공한다. 춤을 추고 놀다가 count-down 이 시작되면 모두 하나가 되어 시간을 세기 시작한다. 이때 재미있는 것은 오전 12시가 "뽕" 하는 순간 옆에 있는 이성과 키스를 해야 하는 관례(?)가 있다는 것이다. 그래서 single로 파티에 참석했다가 count-down 이 끝나고 집으로 돌아갈 때는 couple이 되어 돌아 가는 사람들도 꽤 많이 볼 수 있다.

한국과 미국의 연말 파티를 비교해 볼 때 가장 눈에 띄는 것은 바로 음주 문화의 차이점이다. 미국에서는 폭탄주 또는 술강요는 절대 존재하지 않는다. 아니, 취향에 따라 폭탄주는 있을 수 있으나 술강요는 찾아 볼 수 없다. 다행히, 모두 정도껏 즐긴 줄 알고, 그리고 그 정도를 존중해 주는 음주 문화가 한국에도 서서히 찾아오는 것을 느낀다.

감사하는 마음과 반성하는 마음으로 2001년을 보내며 어김없이 다가오는 새 해에는 올해에 이루어지 못했던 일을 하나하나 이루어 나갈 수 있기 바라며, 절대 잊어서는 안 되는 마지막 인사가 있다. 음주운전은 절대 하지 맙시다!!

