



# Kukailimoku

## War God Of King Kamehameha I - 154 Group

Vol. 41 No. 07

Hickam Air Force Base  
Hawaii

July 15, 1995



### Cactus Aloha Exercises in Progress

The 154th Group is currently playing host to F-16 Fighting Falcons from the 162nd Fighter Group, Arizona Air National Guard. The 162 FG pilots and maintenance crews arrived in Hawaii for "Cactus Aloha" exercises July 8. They will redeploy to Tucson, Arizona on July 23.

Cactus Aloha is an opportunity for pilots from the 199th Fighter Squadron to sharpen their Dissimilar Air Combat Training (DACT) skills. KC-135s from the 203rd Air Refueling Squadron are providing inflight tanker support and are acting as a High Value Airborne Asset (HVAA) in need of protection for the exercise. In other words, the 199 FS F-15 pilots are getting to practice their roles in air defense, air superiority and aircraft protection against a very agile and skilled opponent.

### 203 ARS Change of Command

The 203rd Air Refueling Squadron will be under new leadership and the Group will have a new second-in-command starting tomorrow. Lt. Col. Edwin "Skip" Vincent will move up from the 203 ARS Chief of Training to 203 ARS Commander. The current

commander, Lt. Col. Walt Kaneakua, will become the 154th Group Vice Commander, replacing Col. Clint Churchill. Col. Churchill is assuming the post of Hawaii Air National Guard Chief of Staff.

A change of command ceremony is planned for 8:00 a.m., July 16 at the 203 ARS Operations Building (Building 2155).

The Kukailimoku offers its congratulations to all.

### 203rd ARS Deploys to People's Republic of China

by Lt. Col. Edwin Vincent

The 203rd Air Refueling Squadron has completed another trip across the globe - this time to the People's Republic of China (PRC). The mission was to transport a delegation of U.S. military flag officers to parts of the western pacific to include Korea, Hong Kong, and the People's Republic of China (PRC).

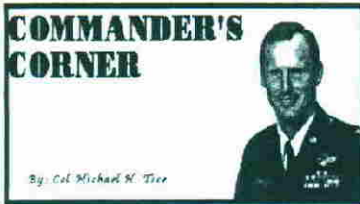
The highlight of this trip was, of course, China. Not since World War II has a U.S. Military aircraft flown between locations within the PRC's

interior - or between points originating in the PRC and through airspace of a potential enemy, South Korea. It was an issue highlighted by the Chinese at every stop and a constant topic of discussion with our PRC military counterparts; probably because it took a tremendous effort and creative thinking by both sides to make the mission a success.

We didn't work all the time, though. The crew had a chance to see the amazing Great Wall of China, the Emperor's Forbidden City, Tienanman Square, and Beijing's Hard Rock Cafe. This trip also made us realize how fortunate we are to live here, in the U.S., where we can ex-

See PRC, Page 11





*The Commander's Action Line is your direct link to me. It's your opportunity to get answers to questions you haven't been able to get through normal channels. This program is not a substitute for working within your supervisory/command chain, but a means of obtaining information that might not be available elsewhere. Inputs should be sent in a "puka" envelope to: 154th Group/CC or may be phoned to the Action Line recorder at 449-2741.*

## Commander's Action Line

**CONCERN:** Why is there only one exit to the recently paved parking lot fronting the 154th Group Headquarters facility and why was beautification emphasized over parking stalls? Also, we need to control "outside" parking during UTA's, too many non-ANG cars park there.

**ANSWER:** This is a tough one, but I'll give it a shot. First, the traffic flow was designed with efficiency in mind. Two entrances, one on each end with traffic flowing towards the center to exit allowed us to maximize available spaces and minimize "roadway" within the parking area. Like most things, now that it's operational and we've had a chance to use it, there may be a better way. I've asked the engineers to explore different entrance/exit combinations within the constraints of the three pieces of driveway we have now. As to why landscap-

ing was emphasized over parking, I'd have to say we tried to achieve a balance and maximize parking while providing landscaping consistent with the 15th ABW master plan for the shorefront recreation area from Ft. Kam to "Honeymoon Beach". Finally, the lot does not belong to the 154th Group. It is and always has been a joint use facility available to anyone with access to Hickam. While there is ample parking during the normal work week, it does fill up to capacity during UTAs. Over the long term, additional parking adjacent to some of our new facilities should help to alleviate the congestion. I think you'll agree, though it may not be perfect in everyone's eyes, it's much better than the unsightly coral lot that was there previously.

**CONCERN:** A truck towing a boat trailer into one of the extra long diagonal parking stalls in the HIANG parking lot by the ocean hit my vehicle which was properly parked in an adjacent stall. Fortunately the driver of the truck flagged someone from the HIANG and I was notified. I was under the impression that the extra long parking stalls were for the HIANG busses only. Something should be done to prevent another incident from occurring in the HIANG parking lot. Fishing trailers should be banned.

**ANSWER:** When the lot opened, I guess we didn't do a very good job of communicating what the rules and agreements were. The elongated stalls were placed there at the request of the 15th ABW to accommodate boat trailers as

the space adjacent to the boat ramp is inadequate. They were never intended to be for only HIANG buses. I hope this and the foregoing answer helps to clarify the parking lot issues. I am asking the engineers to also reevaluate the location of the trailer spots, though they seem to be placed in a good location to ease entry and exit.

**CONCERN:** Why is the gate fronting the supply warehouse closed on the "off" Monday? I work in the military personnel flight and have come in to work on the "off" Mondays and received many inquiries into why the gate is not left open. If we are expected to serve customers on these days why are we making it so hard for them to get to us? Why is the hospital not providing customer support on the off Mondays? This question was also directed to this office. I would think they would provide service since there are a lot of personnel out-processing for TDY, etc.

**ANSWER:** Thanks for the inputs. I didn't realize that "off" Monday access was a problem. The best answer I can give for the supply gate being closed is that access to the facility is always available through the electric gate adjacent to Battery Selfridge. There's a bit of a security issue, too, as there's not a whole lot of folks working on the premises on the "off" Mondays and leaving everything open may not be the best thing to do. We'll try it with the supply gate, however, and see how it goes.



## Fulltime Employment

These are the current vacant Federal Civil Service positions open for recruitment. You can read more about the position by checking with your orderly room for complete details or see TSgt. Phillips, Bldg 3400, Rm 210, Monday-Friday.

JVA No.	Position Title	Grade	Closing Date	Location
FY95-110	Military Personnel Technician (Indef)	GS-07/AGR	25 Jul 95	154 MPF, Hickam
FY95-111	Secretary (Off Auto)	GS-05	28 Jul 95	204 AS, Hickam
FY95-115	Telecom Spec (Indef)	GS-09	25 Jul 95	293 CCS, Hickam
FY95-116	Motor Vehicle Opr	WG-07	25 Jul 95	154 LS, Hickam
FY95-117	Management Assistant	GS-07	11 Aug 95	154 LG, Hickam
FY95-118	Management Analyst	GS-09	16 Aug 95	154 LG, Hickam
FY95-119	Production Controller (Acft)	GS-07	21 Aug 95	154 LG, Hickam
FY95-120	Aircraft Engine Mechanic	WG-11	24 Aug 95	154 MXS, Hickam
FY95-121	Military Personnel Technician	GS-06	29 Aug 95	154 MSF, Hickam

## More Commissaries to Accept Credit Cards

*Air Force News Service*

Sixteen commissaries will begin accepting credit card payments from shoppers during the next six months, Defense Commissary Agency officials announced.

The sixteen stores, including six on Air Force installations, bring to twenty-two the number of commissaries that will accept VISA or Master Card payment from shoppers.

Since November, DECA has been participating in a Treasury Department plastic card program that allows selected government agencies to accept VISA and Master Card as payment for goods and services. Customer acceptance at six commissaries under a test period prompted the agency to expand the service to the additional stores.

Expansion to commissaries worldwide will depend on shoppers' continued acceptance and use of the service, modernization of DECA's checkout system and input from the military services, said Greg Kochuba, DECA's credit card program action officer.

The twenty-two commissaries already had the appropriate checkout equipment to accept the credit card payments. Other commissaries don't have the necessary equipment, but DECA is buying a new 'point of sale' system to replace checkout equipment throughout its commissaries by the end of 1998. The new system will have credit card capability.

The agency began accepting credit cards to offer shoppers added service and convenience. Credit card use is expected to help spread shopping traffic more evenly by allowing customers to shop at times other than payday because of credit card payments terms.

Surveys of credit card

users showed the major reasons for using the card were as budgeting tools and to avoid payday crowds.

The new sites in Hawaii and their projected start-up dates are: Fort Shafter, October 23; Hickam AFB, October 26; Pearl Harbor, October 30; Barbers Point NAS, November 2; Kaneohe Bay MCB, November 6; and Schofield Barracks, November 9.

### KUKAILIMOKU

This funded Air Force newspaper is an authorized publication for the members of the U.S. military services. Contents of the KUKAILIMOKU are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, the Department of the Air Force or the Hawaii Air National Guard.

This publication is prepared, edited and provided by the Public Affairs Office of the 154th Group, Hawaii Air National Guard, Hickam Air Force Base, Hawaii 96853-5000. Phone: (808) 449-7750

Commander: Col. Michael H. Tice  
Public Affairs Officer: 1st Lt. Charles Anthony Staff  
Editor: SSgt. Stephen Thomas  
Assistant Editor: Sgt. James Young  
Illustrator: TSgt. Wayne Pontes  
Printer: TSgt. Angie Fleener



## Social Actions

by TSgt. Carswell J. Ross, Jr.

### Learning More About Diversity

What is "diversity?" It's the differences that make each person unique! The United States has been called "the great melting pot." Customs, cultures, and people from various countries were expected to blend together, like ingredients in a soup, each losing its distinct identity to create a healthy mix. Today, we realize that the process is more like creating a tossed salad. The customs, cultures, and people of various colors, sizes, and shapes do not lose their individuality, and as in a tossed salad, each adds to the mix while retaining their uniqueness.

Why should you learn about diversity? One good reason is that diversity enriches your life and your experiences in the world. It will help you understand and appreciate differences. For an individual, diversity gives you new insights and outlooks while you enjoy relationships with others. As a community, diversity taps the varied talents of members in meeting common goals. While as a member of a group of any size — from the classroom to the Air National Guard — where uniqueness is respected the morale and productivity of the group improves.

Additional reasons to be informed about diversity are that by the year 2000, 10 out of 100 Americans will be immigrants; 16 out of 100 will be U.S. born Hispanics, African

Americans or other people of color; 47 of 100 will be women (including 12 women of color); and 32 of 100 will be U.S. born white men. (NOTE: Total is more than 100 because immigrant women and women of color are counted twice.)

Why are we all unique? There are many things. Just consider the following: Biology — which determines gender, body size, skin, hair and eye color; Ethnicity and culture — the customs, language and sense of identity often shared by people with similar roots; Family life — including family size, values, traditions and socialization; Belief — one's religion or philosophy of life; Geography — feelings about your neighborhood, city, town, or region; and Experiences — in school, work, travel, recreation and interaction with other people. These and other factors help make each of us unique.

Other factors which make us culturally unique are: Body language — in some cultures, people often stand close together. The closeness may be uncomfortable for a person from another culture. In other cultures, people often stand farther apart. The distance may seem unfriendly to a person from another culture. Speaking — in some cultures, speakers tend to look away from their listeners. A listener from a different culture may interpret this as discomfort or avoidance. Speakers in other cultures tend to look at their listeners intently. A listener from a different culture may interpret this as aggression.

Working style — in some cultures, people highly value "getting down to business" and "saving time." While in others, good relationships and a relaxed atmosphere may be more important than strict deadlines. Be careful with your assessments. Diversity in backgrounds is only one factor in what makes people unique. If you rely upon looks, culture, accented speech, etc., to interpret someone's actions or intentions, you risk creating **new** stereotypes.

Here are some tips: Be open about differences — don't ignore them. Do not assume anything — check it out by asking, for example, "do you prefer to be called Mr. Ross or Caz?" Develop friendships based upon shared concerns and interest. Finally, do not make someone a spokesperson for his or her ethnic, cultural, religious, or gender group.

The key here is to celebrate diversity. Take pride in your own uniqueness and welcome others as individuals with special qualities, skills, and abilities. Enjoy your similarities and your differences. When you appreciate diversity, you enrich your world.

Want to know more about diversity, effects of substance abuse on the family, how to identify and respond to harassment? Contact your Social Actions office, at 449-8000.



## Medical Squadron Deploys to Osan

The 154th Medical Squadron deployed to Osan Air Base Korea June 16 to 29 for training with their active duty counterparts at the 51st Medical Group. The medical squadron personnel had the opportunity to participate in the 51st Fighter Wing's readiness exercise, during the first week of their deployment. Dressed in their Individual Protective Ensemble (IPE) medical squadron personnel worked 12 hour shifts helping to retrieve, recover and process simulated casualties through Osan AB hospital's contaminated control area and to various mass casualty stations.

During the second week of training 154 Med Sq personnel attended classes on CPR, wound management, perimeter security and CBWDT.

### CPR for the Family

The Honolulu Fire Department is sponsoring FREE CPR classes on August 27, 1995, at the Neal Blaisdell Exhibition Hall from 10:00 am to 1:00 pm. Participants may choose to learn adult/child/infant CPR. Check the newspaper for announcements or just go on down to the NBS on the 27th. See you there!

## Safety Talk

by SMSgt. Gaylen T. Redoble,  
Occupational Safety and Health  
Manager

### Safe Back Basic

Nearly 80% of Americans will have back problems that might cause them to lose time from work. A wise way to avoid back injuries is to lift objects correctly. A five-step guideline is given below.

As a general rule, keep the objects as close to your spine as possible, keep your back straight, and move smoothly during the entire process. When in doubt, get help or use a lifting aid.

The five guidelines are:

1. Squat close to the object. Keep your back nearly vertical. Pass the object between your knees if possible, otherwise bend to lift it.
2. Get a secure grip with both hands. Lift with your legs.
3. Hold the object close to your body. Watch where you step.
4. Turn with your feet. Don't twist your back.
5. Set the object down smoothly. Keep your back as straight as possible.

**Think Safety, Work Safely!!!**

## Promotions

The following 154 Group personnel were promoted to the following rank:

### 154 Air Control Squadron

SMSgt. Clifford K. Tsuyama  
SSgt. Raymond K. Peters, II

### 154 Operations Group

MSgt. James A. Aea

### 154 Logistic Support Flight

TSgt. Vicki I. Pratt

### 154 Maintenance Squadron

SSgt. Pedro B. Bega

SSgt. Guy T. Kawaguchi

SSgt. Arlene R. Palakiko

SSgt. Daniel Stone

### 203 Air Refueling Squadron

TSgt. Francisco Flores

SSgt. Sabrina A. Carreiro

### 204 Airlift Squadron

TSgt. Darrell A. Chunfat

Air Force Family Support Center offers services not just for active duty personnel but also for Guardpersons as well. For instance, this month, there are classes in "Your Child-Communication & Self Esteem", "Buying your First Home, Men, Women and Relationships", "Careers with the Banking Industry", and "Are You a Risk Taker?". New classes are offered every month. Registration is required, please call 449-2494/6475.



## Hawaii National Guard Youth Challenge Program

### Adult Role Models Needed for HING Youth Challenge Program

*Mentoring: "The commitment of a mature adult to the growth and well being of a youth through a long-term caring relationship."*

The HING Youth Challenge Program seeks committed airmen and soldiers to help male and female youngsters 16 to 18 years old adjust to life and meet the objectives of the Post-residency, or career development phase.

After they complete the five-month residency phase at Barbers Point Naval Air Station,

the "corps members" go back to their home environment. They must then fulfill one of two requirements in order to receive their high school diplomas: 1) Perform at least three months of satisfactory job performance, or 2) Show proof of performance in higher education. The sixteen year old students will be "mainstream" back to their respective schools.

At this stage of the program, the corps members need a positive role model and friend who is willing to take the time and effort to support his/her progress. Similar to a big brother/sister relationship, the mentor acts as a guide helping the corpsmember go from At-Risk youth to becoming a productive citizen.

The mentor/student ratio is one to one and each is matched according to same

gender, interests and locale. The time commitment as a mentor is twelve months. Contact with your corps member is approximately four to six hours per month.

There are 120 students projected for the next class starting in September, with 35 of those students will be from the neighbor islands.

To assist the mentor, training sessions are conducted at the YCP facility, NAS, Barbers Point. These five-hour blocks of instruction are helpful to anyone wanting to better understand the world of youth-at-risk. Round-trip air fair and shuttle for neighbor island mentors will be provided by the Youth Challenge Program.

The rewards are great. If you want to make a positive impact in the life of an island youth, or for more information, call 1st Lt. Steve Lai at 684-5790.

## BEELINE

by MSgt. Laura Masuda,  
Bioenvironmental Eng Svcs

### Ergonomically Designed Workbench

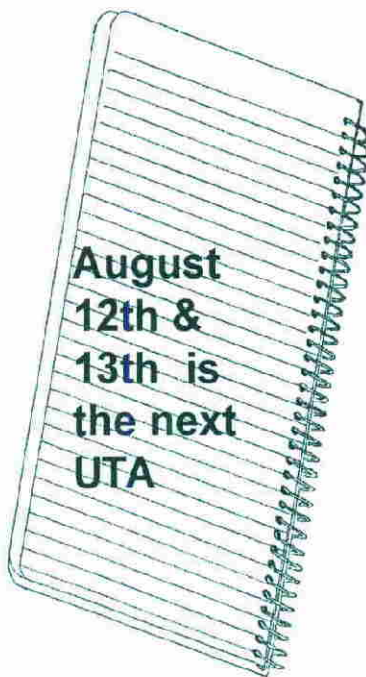
A good way to start your ergonomics efforts is to evaluate the workbenches that your employees currently use. The equipment may be causing fatigue, discomfort and injury.

**Worker Needs.** The type of work performed dictates the ideal height of the workbench. The height of a workbench's surface must accommodate the postures, movements and actions of various employees. An adjustable height mecha-

nism would be ideal to accommodate many workers.

Employees should not have to hold their arms above their shoulders or to keep their backs and necks at an incline greater than 20 to 30 degrees. It should also provide ample leg room underneath.

**Other Points to Consider:** All edges should be rounded and smooth; Make sure there is enough space to work; Foot rails relieve back strain during long standing; and Proper lighting is a must.







By MSgt. Fred M. Higa, Jr.

Aloha again! The Logistics Group is alive and well, still working and coping with the constant changes which a reorganization and activation plan requires. We continue to transfer personnel from the F-15s to the KC-135s and C-130s which is a major undertaking in itself. Couple this with trying to re-do the various databases (CAMS, Supply, LAN, CBPO), it becomes increasingly difficult to keep up with all the changes. We are still in the process of figuring out which offices and workcenters can be consolidated into one to make better use of manpower and space. We still await the announcements on who has been selected to lead the various units in the Group, although we do have individuals temporarily assigned to maintain day-to-day functions. Logistics Group (LG) Commander, Lt. Col. Mick Melich, has the following individuals presently conducting business for the respective units listed: TSgt. Yvette Miraflor is the LG Secretary; 154 Maintenance Squadron Commander - Maj. Terry Hudson (temp assigned); Equipment Maintenance Branch OIC - Maj. Dave Snakenberg (temp assigned); Component Repair Branch OIC - Capt. Raphael Carreiro (temp

assigned); 154 Logistics Squadron - Lt. Col. Willson Sakai; 154 Logistics Support Flight OIC - Maj. Terry Hudson (temp assigned) with CMSgt. Jack Uhrig as Flight NCOIC; Quality Support Flight OIC - Maj. Omar Faukata with CMSgt. Ken Morimoto as Flight NCOIC; 154 Weapons Stan Eval NCOIC - CMSgt. Tom Hirao; 154 Aircraft Generation Squadron Commander - Lt. Col. Bruce Minato (temp assigned). Lt. Col. Minato has the following individuals assisting him: 199 AMU OIC (F-15) - Maj. Dave Molinaro (temp assigned) with CMSgt. Roy Kuwana as Unit NCOIC; 203 AMU OIC (KC-135) - Maj. Bob Freeburg (temp assigned) with CMSgt. Cal Yoshimoto as Unit NCOIC; 204 AMU OIC (C-130) - Maj. John Puttre (temp assigned) with MSgt. Ray Bermudez as Unit NCOIC ... The arduous task of putting qualified faces to places is an on-going process as we continue to receive manning documents which changes the numbers of authorized positions assigned to various workcenters. MSgts Dan Kiyohiro and Wayne Okabe (Plans & Programs office) continue to work that particular issue with our Personnel office. CMSgt. Doug Abe (DLR office) works the money issues for all three maintenance units. He is anxiously awaiting the return of TSgt. Carol Furtado who is attending the DLR/Plans & Programs school. MSgt. Lester Ho is busy trying to make sure training needs are met for all three maintenance units. He hasn't hired a new full

time person, yet. Luckily he has MSgt. Richard Shoda on temporary hire status to assist him. SrA. Ellen Laguatan is also a temp hire in the Maintenance Analysis office helping yours truly maintain the status quo until we can hire additional help. Dan, Wayne, Doug, Carol, Lester and me are tasked to support all three maintenance units as well as the Logistics Support Squadron (formerly Supply), our newest member of the family ... When we see you again next month, I hope to have the list of individuals who are heading up the various maintenance branches, sections and workcenters. That is a hard one to keep track of, but I'll give it a shot. Would like to welcome our friends from the 162nd FG, Tuscon, Arizona, who have come to play some war games with us. They've brought their F-16 Falcons with them, which always provides excellent training for our Eagles. Both units will be hosting a Hawaiian-Mexican Luau at the "A-Frame" at Foster point (next to our new parking lot). You're all welcome to partake and try the food. Fun starts at 6:00pm tonite (July 15). Come share in the festivities and make new friends ... Well, that's all for now folks, so til next month, "The moment of victory is much too short to live for that and nothing else." (Martina Navratilova)... Mahalo..... fhiga



Dear Governor Cayetano:

I want you to know how much I appreciate the overseas deployments the Hawaii Guardsmen have made to the European Theater this past year. Their caliber, prestige, and credibility are a testament to the viability of the Total Force. Clearly the reserve component forces are assisting the European Command in consolidating the gains for democracy in an uncertain and unstable Eastern and Central Europe. I am extremely proud of their contributions and ask that you express my gratitude to them.

Specifically, I want to recognize the efforts of the 154th Composite Group from Hickam AFB, Honolulu, in support of Operation PROVIDE COMFORT in Turkey. The efforts of these outstanding men and women from Hawaii were critical to the accomplishment of the European Command (EUCOM) mission.

I am acutely aware of the important sacrifices reservists, their families and employers make when supporting EUCOM's diverse mission. But their presence throughout EUCOM's theater of operation is critical to the success we have achieved. No one represents the United States better than today's citizen-soldier. We have an opportunity to establish a solid foundation on which to build a new NATO and new Europe. If we do so, we can create a better opportunity for peace and freedom for our children and grandchildren.

Again, I am proud of the contributions of these patriotic young men and women from Hawaii. My heartfelt thanks to you, your Adjutant General and the people of Hawaii.

14 JUN 1995

HT!

MEMORANDUM FOR 154 GP/CC

FROM: HIANG/CC

SUBJECT: Letter of Appreciation

Sincerely,

  
GEORGE A. JOULWAN  
General, U.S. Army

1. It is a distinct pleasure that I forward the attached letters from Maj Gen Richardson, HITAG, and Gen George A. Joulwan, Commander in Chief of the United States European Command. I feel that your unit's noteworthy contribution to the PROVIDE COMFORT deployment in Turkey is a clear indication of the significant progress you have made in becoming a viable member of the total force.

2. Please convey my thanks and appreciation to each participant for their outstanding performance and contribution towards a most successful mission.

  
DAVID M. RODRIGUES, Brig Gen, HIANG  
Commander

7 JUN 1995

MEMORANDUM FOR COMMANDER, HAWAII AIR NATIONAL GUARD

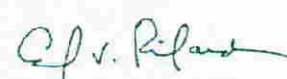
SUBJECT: Memorandum of Appreciation

1. It is a pleasure to forward General George A. Joulwan's letter that was sent to Governor Cayetano. The professionalism and dedication displayed by our 154th Group personnel during last year's PROVIDE COMFORT deployment are unequalled. The HIANG vividly demonstrated that we are an integral member of the total force team.

2. As the Guard's first F-15s to support this mission, you have clearly established a standard for others to emulate. The officers and airmen of the 154th Group should be very proud of their superior accomplishments.

3. Again, I am proud of the HIANG's consistent contributions in support of our nation and our State. Please thank your members who worked so hard in making the PROVIDE COMFORT deployment a total success. Well done!

Encl

  
EDWARD V. RICHARDSON  
Major General, HIANG  
Adjutant General



## Quality News

by Maj. Galen R. Yoshimoto,  
154th Group Quality Advisor

Once upon a time, a US automobile company and a Japanese automobile company decided to have a competitive boat race based upon the best traditions of crew races on the Charles River in Boston. Both teams practiced long and hard to reach their peak performance. On the big day of the race they both felt as ready as they could be.

The Japanese won by a mile.

Afterwards, the American team became very discouraged by the loss that morale sagged. Corporate Management decided that the reason for the crushing defeat had to be found. A "continuous measurable improvement" team was set up to investigate the problem and to recommend appropriate corrective action.

appropriate corrective action.

Their conclusion: The problem was that the Japanese team had eight people rowing and one person steering, where as the American team had one person rowing and eight people steering. The American company's steering committee immediately hired a consulting firm to do a study on the management structure. After some time and millions of dollars, the consulting firm concluded that "too many people were steering and not enough were rowing."

To prevent losing to the Japanese again the next year, the team's management structure was totally reorganized of four steering managers, three area steering managers and one staff steering manager, and a new performance system for the person rowing the boat to give him more incentive to work harder. "We must give him empower-

ment and enrichment. That should accomplish our total quality management goals!"

This time the Japanese won by two miles.

Humiliated, the US automobile company laid off the rower for poor performance, sold the paddles, canceled all capital investment for new equipment, halted development of a new boat, gave a "High Performance" award to the consulting firm, then distributed the money saved as bonuses to the senior executives.

Editor's note: The "steering committee" often focuses' on the "wheels which make things run" (themselves) and they lose focus on the customers and processes that justify their existence. Good boat performance is not dependent upon "wheels."

*This article first appeared in the April issue of On Quality, the new letter of the Hawaii Section #623 of the American Society for Quality Control.*

### HIANG EDUCATION OFFICE

A Key To Your Future



**Customer Service Hours**  
Monday-Friday 7:30 a.m. - 4:00 p.m.  
UTA 9:00 a.m. - 3:00 p.m.  
**Career Kokua Hours**  
Monday-Friday 2:00 p.m. - 3:00 p.m.  
or by appointment  
UTA 11:30 a.m. - 12:30 p.m. or by appointment  
**Location**  
Building 3415, 2nd Floor, MPF

**Attention - Unit Career Advisors** - The annual UCA Workshop will be held August 24 -25, 1995 at the Pearl Country Club from 8:00 am to

4:30 pm. The two day workshop will consist of briefings and updated training. Additional information and an agenda will be forwarded via E-Mail and distribution.

**Tuition Waiver Inquiries**  
- Just to clarify the rumours! A commitment was given by UH President Kenneth Mortimer that the state tuition waiver will remain in effect for the 1995-96 academic year (i.e., the 1995 Fall and 1996 Spring semesters). We are currently working closely with UH officials and the UH Board of Regents to continue the HING Tuition Waiver program. We will keep you abreast of any updated information.

**CCAF Graduate** - Congratulations is extended to SSgt. Charles Tomlinson from the 292 CBCS. He has earned an associates degree in Electronic Systems Technology through the Community College of the Air Force Program. Stop by the Career and Education office for additional info in achieving your degree!!!

**Mentors Needed - Youth Challenge Program** - Volunteers are needed to become mentors for our Youth Challenge Program. Information and applications are available from this office. Please stop by to see us if you or someone you know may be interested! See related story on page 6.



## Results of the HIANG Awards Banquet Survey

by Frederick F. Fogel

The results from the Awards Banquet Survey last drill are available on the W-drive in the HIANG folder under the file name "survey." One page of survey generated seven pages of graphs and information. Too much to publish. Feel free to access the file and draw your own conclusions.

Approximately 175 HIANG members responded. No one used the LAN mail box. Although the survey wasn't random, demographics indicates that the survey population is fairly representative of the HIANG as a whole. Of the responders, approximately one-third had been to a banquet and ten percent planned to go to the

next one (the normal turnout.)

Almost 70% favored standardizing award criteria and improving the nomination procedure. Orienting the awards more towards HIANG-wide and team efforts, and standardizing the awards board and banquet committee received a thumbs-up from approximately half of those people surveyed. The lack of specific proposals probably contributed to the 25% 'depends' rate.

The best months for the banquet were July, August, October, February, and March. The worst were December, May, November (when it is presently held) and April. Saturday was the best day, with Friday and Sunday fairly close behind. Eighty percent preferred evening.

Seventy percent supported team awards. The top vote getters were: Community

Service, Deployed Team and Unit Beautification/Self Help. The banquet features most preferred were: Buffet, Announcing Winners and Entertainment. The type of recognition most preferred were: Plane Tickets, a Hawaiian Resort and Gift Certificates.

The Banquet committee is using the survey results and the comments of Commanders to rewrite the existing HIANG Regulation 900-2. They will present recommendations to Brig. Gen. David Rodrigues this drill in the three main areas: the award nomination and selection process, banquet committee responsibilities, and banquet format. Nothing is set in stone (not even the month of the banquet.) The goal is to place recognition where recognition is due and make the banquet fun.

Thanks for your comments.

---

## Deadline

The Kukailimoku staff needs to remind our "reporters" that we have a deadline for the submission of articles for publication in the next drill's edition. This is usually on Friday, one week before drill.

We must establish a publication deadline because we need time to enter, edit and lay out the stories and photos, and get the paper to the printer in time in order to have it ready for our readers on Saturday's drill.

**Please submit your article(s) to the Group Public**

**Affairs Office, Room #134, Building #3400, by the close of business day on Friday, August 4th, for the August 12th edition. You can also place your article(s) in a "puka" envelope and mail it to 154 Gp/PAO or FAX to HIPAO at 734-8527 or E-Mail to: C ANTHONY@PAO@HQHING.**

## Temporary Position Available

The Operations Control Center (Bldg. 3400A, Room 212) is looking for one individual to fill a temporary hire position. Personnel who are qualified in any Operations career field are encouraged to call MSgt. Alexander or TSgt. Lim at 449-7190/7191. The position is a GS-07 pay grade and will last until mid September.



**ACTION**, Continued from Page 2

I've asked that procedures be put into effect to begin this Monday to insure it's opened at the beginning of the day and closed at the end. As to the hospital being included in those offices that are open for business on the "off" Mondays, I've asked for an evaluation of the need and a recommendation.

**CONCERN:** Brown T-shirts tend to become unserviceable for personnel who attend long tech schools. Is it possible for these persons to receive new T-shirts upon their return? It is my understanding that air technicians receive new T-shirts as required. It would help us if we could have the same or a similar privilege. As first termers, it would help us financially.

**ANSWER:** I've got to do more work on this one because the answer provided by supply surprised me some. You're partially right. According to a National Guard Bureau message issued in 1991, and verified as still current, "Initial issue of brown T-shirts is five each. Wear and tear replacements for full-time personnel will not exceed one re-issue in twelve months". I'm trying to get the rationale behind this policy; as you're right, it does treat the full-time force different than our "traditional" force. More to follow.

**CONCERN:** Recent USAF uniform board changes require that enlisted personnel wear only highly polished US insignia without the circle and that all accouterments such as specialty badges and belt

buckles also be highly polished. As enlisted folks, we get all uniform items except chevrons from our supply folks, yet they don't issue the highly polished items. So ... how do we get these highly polished items in order to conform to the uniform changes?

**ANSWER:** The USAF Uniform Board has been going full-speed-ahead with changes. Fortunately there's a phase-in period, as the supply system simply wasn't primed to immediately provide highly polished badges and buckles. Our supply folks are working to make them available, though, so bear with us. In the mean time, purchase of the new bright insignia at individual expense is the only option. We do have 30 sets of the bright US badges that supply will hand receipt to individuals needing them until our bulk order comes in. More to follow on this one, too, as we keep you informed as to availability.

**PRC**, Continued from Page 1

press the values of freedom, truth and allows us a choice in the way we live. We witnessed diplomacy in action. The Capstone Officers were not only on a familiarization tour. They carried with them the influence of senior U.S. Military leaders and provided Chinese military officers and statesman with an informal way to communicate with our nation's leadership during tense times. It was eye opening.

For the Hawaii Guard - This trip increased the experience base and global reach capabilities of the 203rd and the 154th Group tenfold. Learning wasn't limited only to aircrew and maintenance personnel, but to all who planned and supported the mission with their hard work and extra time. Admin people worked long hours to meet visa and passport deadlines; unit planners dealt long distance with the U.S. foreign services to establish support for flight operations; and 154th Support and Logistics Groups staff responded quickly to unusual funding, orders, logistics, and aircraft preparation requirements.