



154TH WING
HISTORY OFFICE
FILE # 2, 98, 371

Kukailimoku

War God Of King Kamehameha I - 154 Group

Vol. 40 No. 11

Hickam Air Force Base
Hawaii

November 5, 1994

Group to "Provide Comfort"

Approximately 175 to 200 members of the 154th Group will deploy to Incirlik Air Base, Turkey beginning December 3, 1994, for operation "Provide Comfort II".

The bulk of those deploying will be from the 154th Maintenance Squadron and the 199th Fighter Squadron. There will be approximately 120 Group personnel in Turkey at any one time.

Lt. Col. Pete Pawling, 154th Operations Group commander, will lead the HIANG to Turkey, where the 199 FS will temporarily relieve active duty pilots based in Europe. The U.S. has been patrolling the northern "no-fly" zone of Iraq since the end of the Gulf War. Redeployment to Hawaii is scheduled for January 12, 1995.

The plan calls for at least four Hawaii Air National Guard F-15 Eagles to fly to

the 159th Group in New Orleans, La. Hawaii F-15 pilots will then fly at least four 159th Group F-15s, plus the Hawaii F-15s to Turkey. Hawaii pilots and ground

will fly the Hawaii F-15s back to the U.S.

Provide Comfort has kept the skies of northern Iraq clear of Iraqi aircraft since 1991, thereby providing protection to ethnic

Kurds, above the 36th parallel. The last Iraqi incursion into the northern no-fly zone occurred in January 1993. At that time, an Iraqi Mig-29 was shot down by a U.S. F-16. The Iraqis still possess an unspecified number of advanced Soviet and French-made fighter aircraft. "To be honest, if the Iraqis violate the

no-fly zone, they'll be in more danger than we," said Pawling.

A family support group briefing for deploying personnel and their families will be held Sunday, November 6, 1:30 pm at Aloha Theater, Hickam Air Force Base.



Lt. Col. Pete Pawling, 154th Operations Group commander answers a question from a KGMB News reporter, Oct. 28. The official announcement on Provide Comfort generated a great deal of local media attention.

crews will fly and maintain all eight aircraft until January 10, 1995. At that time, personnel from the 159th Group will take over the flying and maintenance duties until mid February. Pilots from the 159th Group

COMMANDER'S CORNER

By: Col Michael H. Tice



Change happens ... and the reorganization and restructuring of the 154th Group continues. Most recently the federal recognition process was completed and an order published activating the 204th Airlift Squadron, the 154th Operations Group and Operations Support Flight, the 154th Logistics Group, and the 154th Support Group. The effective date of the activation's was October 31, 1994. Additional changes include the redesignation of the 154th Mission Support Flight to the 154th Communications Flight, and the redesignation of the 154th Mission Support Squadron to the 154th Mission Support Flight. The actions remaining include activation of the 203rd and 204th Maintenance Squadrons and the Logistics Support Flight. We are working with the National Guard Bureau to establish the dates.

In conjunction with the organizational changes, Brig. Gen. Rodrigues and I announced the following 154th Group leadership changes at the quarterly HIANG Commander's meeting on October 25th. Lt. Col. Walter Kaneakua, currently commander of the 203rd Air Refueling Squadron will assume the Vice Commander of the 154th Group position at a soon to be announced future date. Lt. Col. Pete Pawling, formerly Operations Officer for the 199th Fighter Squadron has assumed the position of commander, 154th Operations Group; and finally, Lt. Col. Mick Melich currently commander of the 154th Maintenance Squadron and off at C-130 school, will assume command of the 154th Logistics Group upon his return in December. These changes will naturally drive

others that will be announced as they occur. I am confident we have selected a team that can lead the 154th Group to new highs as we posture ourselves to be the premiere organization in the Air National Guard. I am eager to work with these new commanders and ask that you give them your full support.

Other exciting news in the Group is the upcoming deployment of an F-15 package to Incirlick AB, Turkey to participate in the Provide Comfort II mission that enforces the no-fly zone in northern Iraq. A total of 175 to 200 people from operations, maintenance, and resources will be deployed from the first week in December thru the second week in January. Though the total number may seem small, this is a 154th Group effort and if you are asked to support the initiative please do so. What is significant is the fact that this is the first undertaking of a real-world contingency tasking by an Air National Guard F-15 unit, and we were tasked to do it. I know we will represent Hawaii and the National Guard in our traditional outstanding fashion.

Have a safe and Happy Thanksgiving! It's been a bountiful year for us.

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: *The beautifully planned landscaped area along Harbor Drive fronting the 154 Group became an eyesore on UTA in October. Vast mud puddles were formed after plants along the perimeter of the parking lot were watered, resulting in muddy shoes and vehicles, and tracked mud on the pavement and walk-*

See ACTION, Page 3

ACTION, Continued from Page 2
ways.

ANSWER: The plants and the waterline fronting the parking lot were installed by the 15th Air Base Wing as a part of the Harbor Drive beautification project. Unfortunately the waterline broke for some unexplained reason during the October UTA, and when people began arriving for work the damage had already been done. The 15th ABW Civil Engineering Squadron was quick to respond to repair the break when notified, and once that was done the puddling started to clear.

CONCERN: *In order for the Hawaii Air National Guard to provide highly trained and motivated personnel to accomplish the mission, retention of personnel is of utmost importance. To assist new recruits in making this commitment, it is mandatory that they have a clear understanding of the contractual obligations and benefits. I suggest the Hookanaka be updated annually or frequently enough to keep current. I would like this publication to be part of my unit career advisor (UCA) orientation packet for new members.*

ANSWER: What you described is exactly our intention. The current issue of the Hookanaka was published in 1992. An update was delayed, though we do try and do it annu-

ally. Because of the changes associated with the reorganization and restructure of the Group, that initiative took much longer than anticipated but is now coming to an end. Look for an updated version to be completed in 1995.

Combined Federal Campaign

The deadline for contributions to the Combined Federal Campaign's 1994 fund drive has been extended until November 15th. The two-week extension was made to provide more time to reach soldiers, airmen, sailors, and Marines on deployments.

The campaign, organized this year by the Hawaii National Guard under the direction of Maj. Gen. Edward V. Richardson, adjutant general, has experienced a solid response despite the cancellation of the October 4th kick-off rally due to the statewide tsunami alert; however, it is still shy of its \$4.52 million goal.

Now there exists an opportunity for the traditional guardsperson to contribute to the CFC fund drive. The HIANG goal is \$75,000. During this UTA, donations will be accepted. Those wishing to make a donation should

contact SMSgt. Galen Redoble at 449-7175.

There's a post campaign celebration planned for Aloha Stadium, November 22nd at 10:00 am, to recognize and thank all agencies and campaign workers for a job well done.

BEELINE

by MSgt. Laura Masuda,
Bioenvironmental Eng Svcs

Chlorine Gas

Chlorine gas is used as a means of disinfecting swimming pools, etc. It is stored in chlorine cylinders securely fastened to each other to prevent breakage which can cause a chlorine gas leak. The tanks are stored in a separate room from everything else.

Chlorine is a very corrosive gas that affects the respiratory system. A self-contained breathing apparatus (SCBA) for personal protection should be available in case of a chlorine gas leak. An exhaust fan should be located at the floor level. Chlorine gas is 2 1/2 times as heavy as air and therefore will be near the floor. A stationary chlorine sniffer (detector) and alarm system is recommended in chlorine rooms.

Chlorine gas is so corrosive and hazardous, the trend is to use a substitute like calcium hypochlorite or some other disinfectant, if possible.

Quality News

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

Commentary: The Empower Strikes Back

by MSgt Gary Pomeroy

Some people may believe "Empower" is the past tense of "Empire."

Others may think "M. Power" was the first person who unicycled around the arctic circle.

The above definitions—though incorrect—are innocently misguided characterizations of what is arguably the most important concept of the Quality movement: Empowerment.

True danger, however, stems from those—especially managers—who know how crucial empowerment is to the quality movement, but refuse to promote its essential core elements: individual innovation and risk taking.

The results, so far, has placed the cornerstone of the quality movement at risk of becoming the most misused and misunderstood term of the 1990s.

As the quality movement gains acceptance in the public and private sectors, empowerment has gained momentum on a collision course with the trash heap of twisted verbiage. It faces verbicide unless people honestly and accurately convey how crucial it is to the quality movement.

That's not saying quality

won't work. Quality will work. But the ease with which it is accepted is being unnecessarily delayed by semantic saboteurs who distort its meaning.

All it takes to understand the concept is about 30 seconds to read the definition in the Air Force's "Quality approach" booklet. Empowerment, according to the text, is: "act of placing accountability, authority and responsibility for processes and products at the lowest possible level."

The second part of the definition contains a caveat that ensures empowerment is not a thumbs-up for across-the-board, sweeping changes without consulting managers: "The extent of how much a person is empowered is dependent on their capabilities and the seriousness of the consequences."

It doesn't mean "throw away tech orders and checklists." Nor does it mean "we invite anarchy."

It means that all people—especially troops in the trenches—are encouraged to examine processes and voice ways to improve the means by which tasks are accomplished.

It also means: listen to the people who do the job. They are in a good position to determine how, or if, an improvement can help.

This scares managers

who perceive empowerment as a threat to their livelihoods. Maybe they think empowering others could lead to the past tense of their own empires.

They actively mangle the meaning as they pass it along. (Why is it that those who know how bad something is seldom have much formal training on the topic?)

Their existence—in their own minds—must hinge upon ensuring that lower tier troops have an intensely negative first exposure to empowerment. This simply plays on the adage: "You don't get a second chance to make a first impression."

Therefore, empowerment is passed on as the same old stuff with a new title:

"Airman Schmedlap, I'm empowering you to take out the trash."

"Sergeant Realrank, you are hereby empowered to form a detail to paint the office."

This fosters the cynicism that's crucial to the resister's plans. If enough damage is inflicted early, it's a sure bet that those who haven't had legitimate exposure to empowerment will unwittingly help preserve the status quo.

"Hey, Schmedlap and Realrank, are you empowered?"

"Yeah, we're empowered to take out the trash

Mentors for the Hawaii National Guard Youth Challenge Program (HINGYCP)

*(A message from the
Adjutant General, Maj. Gen.
Edward V. Richardson)*

The five-month residential phase of HINGYCP Class 1-94 is currently underway at the Hawaii Military Academy, Bellows AFS. The class is currently comprised of 34 boys and 10 girls. These youths are scheduled to graduate from the residential phase on February 26, 1995, then enter into the post residential phase for an additional 12 months.

As of October 3, 1994, 35 Army and Air Guard members have submitted their names as prospective mentors. Many more are needed to fill the requirement of the current enrollment. When Class 2-95 commences following the graduation of this class, the needs will increase to fulfill an enrollment of more than 120 corps members which will include youngsters from the neighbor islands.

Mentors play a very important role in the success of the future of the corps member. They will provide the guidance necessary to ensure that these youths have a chance to succeed.

I am asking for your support and assistance in getting the word out to your units and family support groups that volunteers to be mentors are being solicited. All Guard personnel and family support group members are encouraged to undertake this exciting and rewarding challenge. For more information, contact 1Lt. Steve Lai, Recruitment/Placement Coordinator, at 259-5091 or 259-7359.

Recruiting News

*by MSgt. M. A. Geolina, Jr.,
Recruiter*

The Hawaii Air National Guard has several units at different locations on Oahu. These locations include Hickam AFB, Wheeler AAF, Barbers Point NAS, and Fort Ruger in Diamond Head.

We value your support in trying to fill the vacancies of these units, which include officer positions as well as enlisted. If you know of anyone who may be interested in one of these positions, please call the recruiting office. As you know, the best source of enlistments happen as a result of referrals from you, the unit member.

There are vacancies in communications as well as on the flying side of the house. Give your friends and relatives the same opportunities for training and benefits that you've enjoyed by becoming a

member of the Hawaii Air National Guard. Call 449-5601 (Hickam office) or 671-1468 (Waipahu office) with your referral, today!!!

HIANG Awards Banquet

The 1994 HIANG Awards Banquet will be in Waikiki this year. The annual event to recognize outstanding members of the Hawaii Air National Guard takes place at the Outrigger Prince Kuhio Hotel on Saturday, November 19th, from 11:00 a.m. to 3:00 p.m.

There's always good food, a great program, and entertainment.

Along with selected cocktails, the menu selection will include:

Teriyaki Chicken or Mahi Mahi
Kuhio Salad
Fresh Vegetables
Steamed Rice
Macadamia Nut Cream Pie

Ticket sales are on a sliding scale based on your rank.

E-1 - E-4 \$10.00
E-5 - E-7 \$15.00
E-8 - O-2 \$20.00
O-3 - O-4 \$25.00
O-5 and above
\$30.00

For tickets and more information, see your unit POC.

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, CBPO,
Phone 449-7794

Community College of the Air Force CY 95 Workshop Schedule - Community College of the Air Force workshops for the ANG are scheduled as follows:

February 13-17, 1995

June 26-30, 1995

October 23-27, 1995

The workshops are held at Gunter AFB, AL. Travel days are Sunday and Friday. CCAF matters will take 4 1/4 days to cover, which will also include ECI and DANTES information. Briefings will be covered by SOS, ACSC and AWC. Accommodations for 15 participants will be available for each workshop. Applicants should apply 30 - 60 days in advance of the workshop. At least six months of CCAF experience is necessary and at least four years should have passed since an individual has attended a CCAF workshop. Individuals must be familiar with all current CCAF general catalogs and the counselor handbook. Interested

individuals should contact their respective unit training section.

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, November 25th, for the December 3rd edition. You can also place your article(s) in a "puka" envelope and mail it to 154 Gp/PAO.

**Interdenominational
Bible Study
Prayer
Fellowship
Group Dining Hall
8:00 AM Sunday Drill
All Welcome!**

QUALITY. Continued From Page 4

and paint the office."

This has happened before.

Take, for instance, what happened to "thank you" and "have a nice day" less than 10 years ago. In the 1980s, these expressions became twisted almost beyond recognition.

"Thank you" transformed from an expression of gratitude into a non-negotiable command. Surely you recall these signs: "Thank you for not smoking" and "Thank you for not asking us to accept a check for your payment."

"Have a nice day" disintegrated into a customer service battle cry that meant anything but "Enjoy the fresh air": "We want to believe that you didn't run up an \$8,000 light bill. But you have to pay the bill before we can turn your power back on. Have a nice day."

Empowerment doesn't need to sink that low; even though a few detractors actively portray it as a half-baked scheme dreamed up by some yahoo whose sole goal in life was to cause misery.

The truth is: We—like millions of others in burgeoning industrialized nations—have been authorized and encouraged to help engineer the ways in which business is conducted.

Thank you. Have a nice day.

Shotline

The flu season is upon us again, and the Guard wishes to keep us from getting it, so from now until March of next year, flu shots will be given by our medical personnel.

A mass influenza immunization will be taking place in the HIANGar (Bldg. #3400) during the November and December UTAs from 9:00 am-2:00 pm, unless otherwise notified by the 154th Medical Squadron. Routine immunizations will also be given at the discretion of the Immunization Clinic OIC, NCOIC or Charge Nurse.

Remember to bring your yellow immunization booklet (shot card) or a note from your doctor certifying the vial's lot number, expiration date and date you received the influenza immunization.

Here's the shot schedule:

Nov 5 - 6 9:00 am - 11:00 am
- Hq 201 CCG/293 CBCS; 154 MXS

11:00 am - 12:00 pm - 204 AS/MS; 203 ARS/MXS

12:00 pm - 2:00 pm - Hq 154 Gp; 154 CES; 154 LG/OG/OSF/SPTG; 154 CF/LS/MSF/SVF

Dec 3 9:00 am - 11:00 am - Mass Immunizations

12:30 pm - 2:00 pm - Mass Immunizations continue

Unless otherwise notified, influenza and routine immunizations will then be given at the 154th Medical

Squadron Annex, Immunization Clinic during the January through September 1995 UTAs.

At the discretion of the Immunization Clinic OIC, NCOIC or Charge Nurse (AFR 161-13), inactivated vaccines (influenza, tetanus, typhoid) may be given simultaneously at different anatomical sites, in an attempt to fulfill immunization requirements.

Have a healthy holiday season!

Badges Available

The new style of Occupational Badges came out on September 1st, 1994. Members of the Guard and Reserve, as well as the Air Force now have the option of wearing the occupational badges representing the specific occupational field (AFSC grouping) for which they are currently assigned.

Enlisted members may wear the Basic Badge after completing initial skills training. The Senior Badge may be worn after award of the 7-skill level. The Master Badge may be worn by Master Sergeants or above who have completed five years in the specialty after being awarded the 7-Skill level.

Officers may wear the Basic Badge after graduation from technical school, or after attaining a fully qualified AFSC when techni-

cal school is not required. The Senior Badge may be worn after seven years in the specialty, and the Master Badge may be worn after 15 years in the specialty.

Retraitees may not wear the Occupational Badge from their former specialty. If an individual changes career fields, credit for the new badge starts upon entry into the new AFSC.

HNGA "Mid-Year Update" Meeting

The Hawaii National Guard Association will hold a special "Mid-Year Update" membership meeting on Tuesday, November 15, 1994 at the Cannon Club. There will be a meeting for Company Grade and Warrant Officers only at 5:45 p.m. A "No Host" cocktail party with heavy pupus will then follow for all members at 6:30 p.m. The special meeting for all members will begin at 7:15 p.m. and conclude at 8:15 p.m.

The meeting is to inform all officers in the HING of upcoming events, resolutions at State and national levels, and a summary of the 1994 NGAUS conference held in Boston.

The attire for the meeting is aloha wear. The cost is \$5.00 per officer. Make checks out to: "HNGA".

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
FY95-002	Aircraft Engine Mechanic	WG-10	7 Nov 94	204 MS, Hickam
FY95-003	Acft Pseudraulic Sys Mech	WG-10	7 Nov 94	204 MS, Hickam
FY95-004	Aircraft Mechanic	WG-10	7 Nov 94	204 MS, Hickam
FY95-005	Production Controller (Acft)	GS-06	8 Nov 94	204 MS, Hickam
FY95-006	Powered Support Sys Mech	WG-10	8 Nov 94	204 MS, Hickam
FY95-007	Sheet Metal Mechanic (Acft)	WG-10	9 Nov 94	204 MS, Hickam
FY95-008	Aircraft Mechanic	WG-10	9 Nov 94	203 MS, Hickam
FY95-009	Machinist	WG-11	9 Nov 94	203 MS, Hickam
FY95-010	Electronics Mechanic	WG-12	9 Nov 94	297 ATC, Barbers Point
FY95-011	Aircraft Mechanic	WG-10	10 Nov 94	203 MS, Hickam
FY95-012	Acft Pseudraulic Sys Mech	WG-10	10 Nov 94	203 MS, Hickam
FY95-013	Acft Pseudraulic Sys Mech	WG-10	10 Nov 94	203 MS, Hickam
FY95-014	Fabric Worker	WG-09	10 Nov 94	203 MS, Hickam
FY95-015	Fabric Worker	WG-09	14 Nov 94	154 MS, Hickam
FY95-016	Powered Support Sys Mech	WG-10	14 Nov 94	203 MS, Hickam
FY95-017	Aircraft Engine Mechanic	WG-10	14 Nov 94	203 MS, Hickam
FY95-018	Sheet Metal Mechanic (Acft)	WG-10	15 Nov 94	203 MS, Hickam
FY95-019	Aircraft Worker	WG-08	15 Nov 94	203 MS, Hickam
FY95-020	Asst Acft Maint Officer	GS-12	15 Nov 94	154 MS, Hickam
FY95-021	Elect Integ Sys Mech Supvr	WS-16	15 Nov 94	154 MS, Hickam
FY95-022	Elect Integ Sys Mech Supvr	WS-12	16 Nov 94	154 MS, Hickam
FY95-023	Testing Equipment Operator	WG-10	16 Nov 94	154 MS, Hickam
FY95-024	Management Assistant (Typing)	GS-06	18 Nov 94	154 MS, Hickam
FY95-025	Office Automation Clerk	GS-04	18 Nov 94	154 MS, Hickam
FY95-026	Quality Assurance Spec (Acft)	GS-09	18 Nov 94	154 MS, Hickam
FY95-027	Aircraft Mechanic Supervisor	WS-10	18 Nov 94	204 MS, Hickam
FY95-028	Purchasing Agent	GS-06	21 Nov 94	154 LS, Hickam
FY95-029	Elect Integ Sys Mech	WG-12	29 Nov 94	203 MS, Hickam
FY95-031	Machinist	WG-11	30 Nov 94	204 MS, Hickam
FY95-032	Elect Integ Sys Mech	WG-12	30 Nov 94	154 MS, Hickam
FY95-033	Management Assistant (Typing)	GS-05	30 Nov 94	154 LS, Hickam
FY95-034	Aircraft Mechanic Supervisor	WS-14	17 Nov 94	203 MS, Hickam

HNGEA 2nd Annual Christmas Tree Pre-Sale

Oregon State Douglas Fir Trees (6 - 7 ft. sheared)

Dates and Times:

Fri., Dec. 2, 4:00 pm - 8:00 pm

Sat., Dec. 3, 10:00 am - 2:00 pm

Sun., Dec. 4, 10:00 am - 12:00 pm

Pick-up Point:

Moanalua Shopping Center

(Neighbor Island deliveries will be arranged)

\$40.00 Donation Requested

Make checks payable to: HNGEA Christmas Trees '94

**Next Drill
December 3rd
and 4th**