



Kukailimoku

War God Of King Kamehameha I - 154 Group

Vol. 40 No. 12

Hickam Air Force Base
Hawaii

December 3, 1994

154th Group Bound for Turkey

by 1Lt. Charles J. Anthony

An advance team of support personnel and F-15 pilots from the 154th Group, bound for Incirlik AB, Turkey, took off this morning, before the sun rose, on the first leg of their journey.

An active duty C-141, with forty-three Group personnel aboard, an active duty KC-10, six F-15s from the 199th Fighter Squadron, and two tankers from the 203rd Air Refueling Squadron, providing refueling support to the west coast, roared off, one by one, from the Honolulu International Airport's reef runway around 4:00 a.m. Under a starry, clear sky, the afterburners of the F-15s produced comet-like streaks as the aircraft thundered down the runway.

One tanker went about half-way to the west coast before turning around and returning to Hickam AFB. The other is scheduled to land in Arizona, where it will conduct some training, but for everyone else involved, the first stop will be New Orleans. The group personnel will rest there, pick up a couple of F-15s from the

159th Group, then depart for Lakenheath AB, England, before flying on to Incirlik. The entire journey will cover about 9,000 miles over four days. "This will be a complex deployment, transporting both HIANG and Louisiana Air National Guard F-15s, spare parts and support personnel half-way around the world to Turkey", said Maj. Gen. Edward V. Richardson, state adjutant general. "This deployment is important not just for the Hawaii Air Guard, but for the entire Air National Guard. This is another opportunity to work side-by-side with our active duty counterparts."

A second active duty C-141 transport carrying 29 support personnel departed Hickam AFB around 6:30 a.m. and a third transport is scheduled to leave on December 7.

The HIANG F-15s are scheduled to begin patrolling the northern no-fly zone of Iraq on December 10. A swap-out with about forty personnel will occur right after Christmas and the return date to the friendly skies of Hawaii is January 10.

154th Mission Support Flight Change of Command

The 154th Mission Support Flight will conduct a change of command ceremony tomorrow morning. Maj. Susan Higgins will become the new flight commander as Lt. Col. Gervin Miyamoto becomes the 154th Group executive officer. Maj. Higgins remains as the Director of Personnel.

The ceremony will start at 8:30 a.m. in the 154th Logistics Squadron office area below the comptroller's office in building #3415.

Deadline for submission for articles in the January edition of Kukailimoku will be December 30, 1994. Please submit no later than 12:00 p.m.

**Next Drill Will Be
January 7th & 8th**

COMMANDER'S CORNER

By: Col Michael H. Tier



1994 ... WHAT A YEAR! TWELVE MONTHS AGO THE THINGS MOST ON OUR MIND INCLUDED THE IMPENDING REORGANIZATION OF THE 154TH GROUP TO THE "OBJECTIVE" STRUCTURE ADOPTED BY THE AIR FORCE, AN ANTICIPATED DOWNSIZING OF THE F-15 SQUADRONS, ROBUSTING OF THE KC-135 SQUADRONS AND ACTIVATION OF A C-130 AIRLIFT AND MAINTENANCE SQUADRON. THEY'VE ALL HAPPENED AND ARE IN VARIOUS STAGES OF COMPLETION. IT WOULD NOT HAVE BEEN POSSIBLE WITHOUT TREMENDOUS EFFORT ON THE PART OF ALL MEMBERS OF THE 154TH, IN ONE WAY OR ANOTHER WE'VE ALL BEEN INVOLVED AND SHARE THE CREDIT FOR THE OUTSTANDING MANNER WITH WHICH THESE AND OTHER INITIATIVES HAVE BEEN ACCOMPLISHED. ACTIONS WILL CONTINUE ON THESE AND OTHER NEW INITIATIVES THIS COMING YEAR AS WE CONTINUE DOWN THE ROAD TO POSTURING THE HAWAII AIR NATIONAL GUARD FOR THE 21ST CENTURY. OUR ACHIEVEMENTS WERE RECOGNIZED BY RECEIPT OF AN OUTSTANDING FLYING UNIT AWARD AT THE ANNUAL NATIONAL GUARD ASSOCIATION CONFERENCE AND RECENT NOTICE THAT WE'VE BEEN AWARDED THE AIR FORCE OUTSTANDING UNIT AWARD.

GROUND HAS RECENTLY BEEN BROKEN FOR NEW SQUADRON FACILITIES FOR THE 154TH AIR CONTROL SQUADRON ON KAUAI. THEY'RE ALSO ABOUT TO UNDERGO CONVERSION TO STATE-OF-THE-ART MODULAR CONTROL EQUIPMENT (MCE). UNDER CONSTRUCTION HERE AT HICKAM IS A NEW VEHICLE AND AEROSPACE GROUND EQUIPMENT (AGE) MAINTENANCE FACILITY AND NEXT MONTH WE'LL START TO SEE SIGNS OF CONSTRUCTION OF OUR NEW CON-

SOLIDATED SUPPORT FACILITY THAT WILL HOUSE THE PERSONNEL, FINANCE, MEDICAL AND DINING FUNCTIONS. THAT PROJECT WILL ALSO INCLUDE LONG AWAITED IMPROVEMENTS TO THE CORAL PARKING LOT FRONTING THE FACILITY. SCHEDULED TO BEGIN SHORTLY WILL BE CONSTRUCTION OF A NEW F-15 FUEL CELL/CORROSION CONTROL FACILITY IN THE NORTHWEST CORNER OF THE FLIGHT LINE. MULTIPLE PROJECTS ARE UNDERWAY ON THE KC-135/C-130 SIDE OF THE HOUSE AND PLANNING IS IN PROGRESS FOR A NEW COMBINED 203RD/204TH SQUADRON OPERATIONS FACILITY IN HANGAR 13. A NEW FACILITY FOR THE 154TH ENGINEERING SQUADRON IS NEXT ON OUR WISH LIST.

"QUALITY GUARD" DIDN'T FORMALLY PROGRESS AS MUCH AS I'D HOPED IN 1994 FOR VARIOUS REASONS; ONE BEING THE DELAY OF OUR FIRST QUALITY AIR FORCE ASSESSMENT (QAFA) FROM THIS PAST QUARTER TO A YEAR FROM NOW. WE'RE RENEWING THOSE EFFORTS AND THE COMPLETED REORGANIZATION INTO THE OPERATIONS, LOGISTICS AND SUPPORT GROUP STRUCTURE WILL HELP. A UNIT SELF ASSESSMENT TEAM, A PRELUDE TO THE QAFA IS BEING FORMED.

FINALLY, WE BRING THE YEAR TO A CLOSE WITH ONE OF THE MORE EXCITING AND MEANINGFUL THINGS TO HAPPEN TO US IN YEARS, THE DEPLOYMENT OF AN F-15 PACKAGE TO INCERLIK A.B. TURKEY IN SUPPORT OF THE PROVIDE COMFORT MISSION; ENFORCING THE UNITED NATIONS IMPOSED NO-FLY ZONE IN NORTHERN IRAQ. THE AIRPLANES AND APPROXIMATELY TWO THIRDS OF THE PEOPLE LEFT THIS MORNING WITH THE BALANCE SCHEDULED TO LEAVE ON DECEMBER 7TH; AND A PARTIAL SWAP-OUT SCHEDULED TO OCCUR ON THE 26TH.

THIS DEPLOYMENT IS YET ANOTHER INDICATOR OF THE GREATER RELIANCE BEING PLACED ON THE GUARD AND RESERVES AS THE ACTIVE FORCE COMES DOWN IN SIZE. IT COMES DURING THAT TIME OF YEAR WHEN WE'D ALL NATURALLY PREFER TO BE HOME WITH OUR FAMILIES

See Commander, Page 3

1994 HIANG Award Winners

The HIANG Award winners for 1994 are as follows:

George T. Miki Award
Maj. Dewey D.A. Arakawa, 169 ACWS
Unit Referral Award
(Recruiting) **HQ 154 GP**
Outstanding Medical Personnel **Maj. Richard E. Ando, Jr., 154 MDS**



Maj. Gen. Richardson presents 2nd Lt. Duke M. Ota the Outstanding Officer trophy

Outstanding Unit Career Advisor **Msgt. George J. Kawaguchi, 169 ACWS**
Outstanding Enlisted Aircrew **Msgt. Stephen V. Cid, 203 ARS**
Outstanding Navigator **Capt. Mervin H. Oyafuso, 203 ARS**
Outstanding Tanker Pilot **Maj. Darryll D.M. Wong, 203 ARS**
Outstanding Fighter Pilot **Capt. Conal J. Brady III, 199 FS**
Outstanding C-130 Pilot **Maj. Kevin Garcia, 204 AS**
Outstanding Support **SSgt. Joaddie A. Gionson, 154 CES**
Outstanding NCO

TSgt. Bill D. Cruz, 154 MXS
Outstanding Officer
2Lt. Duke M. Ota Jr., 154 RMS
Outstanding HIANG Unit Award **292 CBCS**
Outstanding Senior NCO **SMSgt. Vincent A. Dacanay**
Outstanding Airman **SrA Cheron M. Canon, 292 CBCS**
Outstanding Operations **SSgt. Laurie S. Bosque, 292 CBCS**
Outstanding Maintenance **SSgt. John T. Kikuyama, 292 CBCS**
Outstanding Training Manager **MSgt.**

Myles T. Shiroma, 291 CBCS
Individual Referral Award (Recruiting) **SSgt. Donna N. Kim, 291 CBCS**
Air Traffic Controller **SSgt. Collin S. Sakuma, 297 ATCF**

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 in-

clude 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!!!

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AND LOVED ONES. I COM-MEND ALL OF YOU WHO VOLUNTEERED TO SUPPORT THE EFFORT, AS WELL AS YOUR FAMILIES AND LOVED ONES WHO IN TURN SUP-PORTED YOUR INVOLVE-MENT; AND LOOK FORWARD TO EVERYONES SAFE RETURN IN LATE DECEMBER AND EARLY JANUARY.

THANKS TO ALL OF YOU FOR A TREMENDOUS 1994. YOU CAN TRULY BE PROUD OF THE JOB YOU'VE DONE. HAVE A MELE KALIKIMAKA AND HAUOLI MAKAHIKI HOU!

Quality News

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

LEADERSHIP IN A QUALITY CULTURE

Gen. John Michael Loh, commander of Air Combat Command, said, "The world's troubles have not decreased with the same alacrity as our budgets and force structure. We're still a superpower, but we're becoming a home-based force. As a country with global interests and superpower status, the United States is called upon more and more often to bring order out of the chaos we see all around us. And, more often than not, it's members of our volunteer armed forces who go in first. Our units in the Persian Gulf have flown more flights to enforce the no-fly zone in southern Iraq since the end of Desert Storm than were flown during the entire Gulf War.

"Men and women from Air Combat Command have contributed to humanitarian relief efforts in Somalia, Bosnia, Rwanda, Cuba and Haiti - while still training for major conflicts that could arise anytime. Many of our people spend a great deal of time away from their assigned duty stations in support of these missions. And it's tough on them. But they continue to do a great job.

"In corporate America,

dynamics like these usually trigger periods of uncertainty and diminished productivity among workers. While these changes have produced some blips on Air Combat Command's Richter Scale, they've been encouragingly small. How have we managed to do this? Perhaps 'managed' is the wrong word.

"We've been building a culture in Air Combat Command that encourages everyone to do his or her best. A culture that emphasizes teamwork, trust, and continuous improvement. A culture that stresses the dignity of the individual. A culture that affirms that no one person is more or less important than any other. A culture that emphasizes the unit of production and its product. And, for us in the Air Force, that's the squadron, the unit that gives us our combat air power.

"But it's a culture that remembers we're all part of the ACC team. It's a leadership style as opposed to a management style. And we're seeing people who were used to the old, dictatorial style traditionally associated with the military stepping forward, touting this approach. Our newest members have embraced this style because young people have a natural desire to do the best job they can and in a way that allows them to be creative and imaginative.

"When people truly

believe they're responsible, they'll find ways to take time and money out of established processes. And in each case, goals and results were measurable. We've found that systematic measurement is essential to maintaining momentum. We have established standards for each of our functional areas - operations, support, logistics, and medical. In our operations area, for example, we track how accurately our B-1 crews drop bombs on target; we track how many planes are down for lack of parts. In our support area, quality performance measures tell us how long it takes to get a base house ready for occupancy or how quickly our security police respond to alarms. Such measurements are to spur continuous improvement. Each unit can see how it compares to the established standards and adjust accordingly. These measurements encourage healthy competition. And the best practices spread from organization to organization.

"We emphasize the importance of letting the experts do their jobs, remembering that it's easy for an untrained manager to approach leadership like a dictator. In Air Combat Command, we see leadership as the art of creating a working climate that inspires others to achieve

HIANG EDUCATION OFFICE



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

ESGR Luncheon

In case you haven't noticed, a nomination sheet for "My Boss is a Patriot" is attached to the back of this newsletter. Why not nominate your civilian employer and allow him/her to be recognized at the next Employer Support for Guard and Reserve (ESGR) luncheon. The ESGR luncheon normally includes a brief video presentation, lunch, presentation of certificates, remarks from the State Chairman, group photograph and as the finale, a static display tour!

Our recent ESGR luncheon was held on Sunday, 6 November 1994 at the Officer's Club. The atmosphere was really a pleasant one as our distinguished employer nominees were recognized. Each employer was escorted by their respective Guard member, while being honored with a certificate of appreciation from the unit or group

commander.

Just to let you all know who the participating unit members are, the following is a list of who sent in nomination sheets.

UNIT /NOMINATOR

154 Services Flight

MSgt Jeffrey Camara
TSgt Reinold Butac
SSgt Harold Okimura
SSgt John Guerri
SSgt Felemon Torres
SrA Jay Nourrie
SrA Marilou Cunningham
A1C Aris Esmena

292 Combat Communications Squadron

1Lt Vicky Ahquin
TSgt Ethen Toyama
SSgt Anne-Louise Yuen
SrA Joel Gushikuma
SrA Sean Iida

201 Combat Communications Group

Capt Lyle McMillan
Capt Wesley Forgey
MSgt Annarene Blair
SSgt Steven Kalnasy

293 Combat Communications Squadron

MSgt Wenell Mann
TSgt Mary Kamauoha
SSgt Myles Taba
SSgt Brian Itaki

154 Maintenance Squadron

2Lt Andrew Hayes
Sgt Michael Hajiro
SrA Patrick Balbas
SrA Mark Edwards

HQ HIANG

CMSgt Delbert Dandurant

MSgt Steven Kamaura
291 Combat Communications Squadron

TSgt Lawrence Yanagisawa

154 Group

SSgt Stephen Thomas
154 Mission Support Flight
SSgt Vickie Cabilan

There are quit a few units that aren't represented. Lets get on the band wagon and give those civilian employers the recognition that they deserve! The next ESGR function is tentatively scheduled for April 1995. For more information or a "My Boss is a Patriot" nomination form, stop by or call the Education Office at 449-7794.

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

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
FY95-043	Electronic Mechanic Supervisor	WS-10	1 Dec 94	169 ACWS, Wheeler
FY95-038	Military Personnel Clerk	GS-04 /AGR	6 Dec 94	154 MSF, Hickam
FY95-037	Supervisory Military Personnel Technician	GS-09	6 Dec 94	154 MSF, Hickam
FY95-036	Materials Handler	WG-06	6 Dec 94	154 LS, Hickam
FY95-035	Logistics Management Specialist	GS-09	27 Dec 94	291 CCS, Hilo
FY95-045	Air Traffic Control Specialist	GS-07 - 11	29 DEC 94	169 ACWS, Wheeler
FY95-046	Management Assistant	GS-05	29 DEC 94	201 CCG, Hickam
FY95-047	Computer Operator	GS-06	29 DEC 94	USPFO

Promotions

Hatsoff to the following individuals who were promoted/appointed to the ranks shown:

154 Group

TSgt. Brian A. Tom	MSgt
SSgt. James W. Barnes	TSgt

154 Maintenance Squadron

SMSgt. Larry R. Derego	CMSgt
MSgt. Anthony J. Seyko	SMSgt
Msgt. William L. Stern Jr.	SMSgt
TSgt. Richard K. Shoda	MSgt
TSgt. Michael A. Kang	MSgt
TSgt. Errol T. Inoue	MSgt
TSgt. Kenneth I. Aoki	MSgt
SSgt. Norman J. M. Kaleo	TSgt
SSgt. Miles T. Kaneshiro	TSgt
SSgt. Elwin Y. Kaneshiro	TSgt
SSgt. Jody J. Goya	TSgt
SSgt. Robert J. Joy Jr.	TSgt
SrA Carol C. Orr	Ssgt
Sgt. Dean A. Tasaka	SSgt
Sgt. Wayne A. Salas	SSgt
Sgt. Craig T. Oi	SSgt
Sgt. Danny B. Gormon	SSgt

203 Air Refueling Squadron

MSgt. Alfred J. Derego	SMSgt
TSgt. Allen K. Kimura	MSgt
SSgt. Patrick K. Fujioka	TSgt
SSgt. Carl J. Reynolds	TSgt
SSgt. Marc Mendez	TSgt
SSgt. Joseph F. O'brien	TSgt
SSgt. Arnett E. Akiona	TSgt
SSgt. James K. Laa IV	TSgt
SSgt. James A. Olsen	TSgt
SSgt. Steve K. Mori	TSgt
SrA Karl E. Brueggemann	SSgt
SrA Mark H. Makiya	SSgt

204 Airlift Squadron

SSgt. Dwayne D. Fong	TSgt
SSgt. Jerry M. Miyamoto	TSgt
SSgt. Bonifacio Garalde Jr	TSgt

154 Civil Engineer Squadron

MSgt. Stanley J. Gomes Jr	SMSgt
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154 Medical Squadron

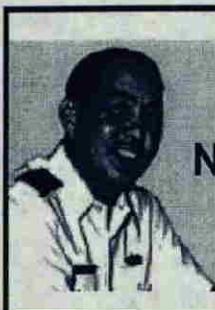
SSgt. Jason H. Nunogawa	TSgt
SrA Desi E. Barroga	SSgt

169 Aircraft Control & Warning Squadron

TSgt. Dennis T. Nagai	MSgt
TSgt. Ted J. Pablo	MSgt
TSgt. Maurice V. Egloria	MSgt

150 Aircraft Control & Warning Squadron

TSgt. Lorencio B. Banquel	MSgt
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MXS News and Views

By MSgt. Fred M. Higa, Jr.

Aloha and mahalo to one and all... It's that time of the year again, Christmas bells are ringing, shopping malls are crowded, children anxiously awaiting Santa's arrival. It is also a good time to reflect on what we've accomplished this past year. I guess one thing which is coming to fruition is the ANGRC plan to re-organize the Air National Guard. The HIANG is very fortunate because as other ANG units are coming to grips with downsizing both personnel and aircraft, the HIANG actually gains new missions which means no Guardsperson will lose their position, only where they do their jobs. Transferring means learning new skills on different types of aircraft with different people, but we must remember that we all belong to the Hawaii Air National Guard, the best Guard unit in the ANG. Let's get on with the job at hand and prove that we can work together to continue the tradition of excellence we've all worked too hard for... "Nuff said.... Congratulations go to LTC Mick Melich on being selected as the new 154 Logistics Group Commander. LTC Melich, who returns from C-130 navigator training this weekend, replaces Col. Melvin Morris as the LG Commander. Col. Morris will be staying on a bit longer to work on re-organization issues as well as help LTC Melich transition into his new position... Congratulations are also in order for TSgt. Bill Cruz (Armament Shop) as he was selected as the HIANG NCO of the Year at the HIANG Awards Banquet held recently at the Outrigger Prince Kuhio Hotel. It was a well deserved win for Bill... The welcome

mat goes out to AIC Leann Tran who joins our Admin staff, transferring from the 154 MDS (that's the old TAC Hospital section); SrA John Corvera (Pneudraulic Shop) who just returned from tech school and SrA Mike Silva (Repair & Reclamation Shop) who just joined the unit... 2Lt. Andrew Hayes (Admin OIC) will be going to Admin Officer's school at Keesler AFB soon (take your snow/cold clothes)... Congrats in order for TSgt. Jose Salvador who has been selected to fill the shoes of retiring MSgt. Wally Takasane in the Quality Assurance office. Speaking of the QA office, good luck to TSgt. Gordon Lau as he has been selected for the C-130 flight engineer program and will be off to school on 2 Jan (cold..cold..cold)... Congrats are in order to our newest promotees: MSgt's Errol Inoue (QA) and Richard Shoda (Programs and Mobility); TSgt's Jody Goya, Norman Kaleo and Miles Kaneshiro (Flight Line), Robert Joy (Munitions Maint), and Elwin Kaneshiro (Engine Shop); SSgt's Danny Gormon and Carol Orr (Engine Shop), Craig Oi (Missile Shop), Wayne Salas and Dean Tasaka (Flight Line). Wear 'em with pride, party's coming soon... Aloha and mahalo goes to SSgt. Herman Bongco as he leaves the Pneudraulics Shop to pursue a civilian career in Singapore... Would like to wish all those individuals participating in Provide Comfort II this winter a very Merry Christmas and an uneventful New Year's holiday. All thoughts and prayers go with you as you embark on a new chapter in the history of the HIANG, deploying F-15 aircraft and personnel to a foreign country (Turkey) to relieve active duty USAFE personnel. This is our first "real world" deployment, and should be a good test for us to show what we can do in this Total Force concept. We will be sharing flying duties, personnel and aircraft with our comrades from the 159FW, New Orleans, Louisiana. If all works out okay, our folks should be back by January 10, 1995. LTC Peter Pawling (Operations Commander), LTC Mel Asai (Plans and Programs) and Maj. Dave

MXS, Continued from Page 7
Molinaro (Maintenance Officer) have been busy putting the final details together to get everyone on the plane and back. Good luck to one and all again!!! Hope to have more Turkey info next month... Finally, the traditional Christmas message from: LTC Mick Melich... "My sincere mahalo to all members of the Maintenance Team for making 1994 a safe and memorable one. You've proved once again that we can all work together as we continue the 'tradition of excellence' we have nurtured over the years, proving that you are all **"NO KA OI"!!!** My wife Nida, son Kenny and daughter Keri-Lynn would like to wish all of you a very Merry Christmas and hope that the New Year will bring you much joy and happiness"... Mick ... "Merry Christmas to all the members of the Maintenance Squadron. Hope you and your families have a most prosperous 1995." CMSgt. Roy Kuwana (Flight Line Branch Chief).... "Mele Kalikimaka and Hauoli Makahiki Hou to all the members of the Maintenance Squadron. Your support this past year has been tremendous and I look forward to another great year with the best maintenance people in the ANG and USAF." Maj. Dave Snakenberg (Field Maintenance Branch Chief)... "It has been my pleasure to

work with the outstanding professionals in the HIANG. Hope you all have a Merry Christmas and a most properous New Year." Maj. Dave Molinaro (Avionics Maintenance Branch Chief)... "Would like to wish all members of the Maintenance Squadron the very best this Christmas season. Hope the New Year brings joy and prosperity to you and your families." CMSgt. Tom Hirao (Munitions Maintenance Branch Chief)... "Much thanks to everyone in the Maintenance Squadron for making 1994 a great one. You all made my job easier with your 'Can Do' attitude. Merry Christmas and have a Happy New Year." CMSgt. Doug Abe (First Sgt) ... "Merry Christmas to all the members of the Maintenance Squadron. Hope the New Year brings happiness and joy to you and your families. Mahalo." MSgt. Wayne Okabe (Programs & Mobility)... "Merry Christmas to everyone in the Maintenance Squadron. 1994 proved to be a great year. Hope 1995 turns out to be an even better one. Happy New Year to you and yours." Maj. Terry Hudson (Maintenance Control OIC)... "Mele Kalikimaka and Hauoli Makahiki Hou to everyone in the Maintenance Squadron. I've said it many times before and I'll say it again, "The Maintenance Squadron is NO KA OI" and I'm glad to be part of the team. Mahalo."

MSgt. Lester Ho (Training Mgmt)... "Merry Christmas and Happy New Year to everyone." Myrna Wong (Secretary)... "Merry Christmas and Happy New Year to everyone in the Maintenance Squadron. As the new kid on the block, I would like to thank everyone for making me feel welcome and a part of the team." 2Lt. Andy Hayes (Admin OIC)... "Merry Christmas to everyone in the Maintenance Squadron. Happy New Year to you and your families and many happy returns." CMSgt.. Ken Morimoto (Quality Assurance Chief)... "Mahalo to everyone in the Maintenance Squadron, Logistics Group and the HIANG for all the support given to me this past year. Without you all, my job would be a difficult one indeed. I'd like to thank the various Maintenance Squadron Kukailimoku Reporters who 'look' for information for me to write about. Special thanks goes to LTC Melich for basically giving me a free hand to do what I need to do to get the job done. Merry Christmas to one and all and hope next year brings happiness and prosperity to you and yours." fhiga... Finally, "A relationship that is not committed to growth together will be short-lived." (Author unknown)... Aloha and Mahalo... fhiga

Uniform Wear Guidelines

Washington, AFNS

Guidance and effective wear dates for uniform changes proposed in late October by Air Force Chief of Staff Gen. Ronald R. Fogleman were announced November 19th.

Changes will be incorporated into the next revision of Air Force instruction 36-2903, Dress and Personal Appearance of Air Force personnel, said Air Force personnel officials.

However, officials said this guidance is effective immediately:

Ribbons - Everyone now has the option to wear all, some or no ribbons on all uniform combinations where ribbons are authorized. There is no change in the location of the ribbons on the uniform.

Badges - There are four categories: occupational, aeronautical, duty, and miscellaneous. A maximum of four earned badges may be worn on service uniforms.

Badges are worn on the: Left side of uniform above the ribbons, or pocket if ribbons are not worn. All badges except the duty badge can be worn in this position. People may wear a maximum of two, any combination, it's their choice. Center badge one-half inch above the top row of ribbons. If ribbons are not worn, center

badge one-half inch above the pocket or same relative position if there is no pocket. Center additional badge one-half inch above the first one. If more than one badge is worn, wear the badge with the highest precedence in the top position. Left side of uniform below the pocket, only one badge (duty, Miscellaneous, or missile) can be worn in this position. Center badge one and one-half inches below the top of the welt on the pocket on the new service dress coat. There is no change to the location on the old service dress coat or the light blue shirt or blouse. Right side of uniform, wear only one duty or miscellaneous badge in that position. Center the badge between the lapel and the arm seam with the bottom edge of the badge parallel to the top of the welt on the pocket on the new service dress coat. On the old service dress coat, men center below the pocket flap and women center one-half inch above the name tag. There is no change to the location on the light blue shirt or blouse. The duty badge may be worn after a person leaves the organization if authorized by the awarding authority.

New chevrons - They may now be worn on the old service dress coat. Although either old or new style chevrons may be worn on most uniform combinations, only the new style

chevrons may be worn on the new service dress coat. For now, new chevrons can only be purchased from military clothing sales stores; however, old style chevrons are still available at no cost to the individual through the supply system.

U.S. Insignia - Everyone, officers and enlisted, will wear the same design on both service dress coats, the highly polished insignia without the circle. The insignia may be worn as soon as it is available for purchase. As with the old uniform, align the bottom of the insignia halfway up the seam of the collar, resting on but not over, and horizontal with the ground. The mandatory wear date is June 1, 1995. Until then, enlisted have the option of wearing insignia either with or without a circle on the old service dress coat. Only the insignia without a circle may be worn on the new service dress coat.

1994 HING State Basketball Champions - 154 CAM SQ. "A"

By Capt. Jim Kawano

The 154 CAM "A" Basketball team captured the HING State Basketball Championship, going undefeated.

The "regular" season double eliminated tournament held on Friday and Saturday (October 28 & 29), had twelve teams divided into 2 divisions, Gold and Silver.

The top two positions of each division qualified in Sunday's (October 30) "High School" style single elimination championship playoffs.

The 29th Infantry Brigade won the Gold Division, while CAM "A" won the Silver Division. The second place teams for the Gold and Silver Division were the 487th Field Artillery "A," and 487th Field Artillery "B," respectively.

These top four teams battled it out during Sunday's playoffs, but in the end the 154 CAM "A" defeated the 29th Infantry Brigade with the score of 39 to 35. As indicated by the score, the game was close all the way and both teams displayed excellent team defense and teamwork!

The CAM "A" team consists of: Gary Hema (Coach), Jon Amorin, James Canionero, Rich Costa (Asst Coach), Mark Coulbourne,

Guy Fuentes, Scott Harney, Robert Joy, Art Kaai, Gary Samson, Rene Sanchez, Erwin Soares, Kurt Tanoue, and Matt Vidaurri.

The following All-Stars were selected from each of the twelve teams:

Carl Reynolds - 203 ARS
Boyington Parks - 291

CCSQ

Danny Padello - 297 S&S
Bn

Marc Gonsalves - 150
ACWS

Coby Ross - 292 CCSQ
Craig Tsutsui - 169 ACWS
Mark Miyamoto - 227

Eng Co.

Jim Kawano - 199 FS
Jeff Fagaragan - 487 FA

"B"

Leif Faitanu - 487 FA "A"
Mario Alfaro - 29 Inf Bg
Gary Samson - 154

CAMS "A"

Special Recognition goes to MSgt. Jimmy Pahukula, Chairman of this year's tournament. Jimmy worked very, very hard to make this tournament a success! Jimmy mentioned, "This was the best basketball tournament that I've seen as far as goodwill, sportsmanship, and comradery among the Army and Air

Guardsperson...it makes it all worth it!" Jimmy's staff included: Mrs Winona Pahukula, SMSgt. Pam Goya, TSgt. Jody Goya, Kawela Goya, TSgt. Yoly Kawano, SSgt. Bobby Valdez, TSgt. Gary Hema, SSgt. Lorrie Macanas, SrA Vanessa Harvey, MSgt. Wayne Soma, and E4 Regan

Nishimura. Thanks for dedicating your time to make this tournament a success.

Much mahalos also goes to Lt. Col. John Penebacker, Chairman of the HING Special Services Committee, and his staff for sponsoring this tournament.

16th Annual All HIANG Golf Tournament

by MSgt. Dennis K. Takeshita

Clear blue skies and cool tradewinds provided the setting for the 16th Annual All HIANG Golf Tournament at the Hickam Mamala Bay Golf Course on November 7, 1994. A record 182 participants stroked, hacked, whiffed, cajoled, and cussed their way through 18 holes.

When it was over, Willie Shimata, 169 ACWS, emerged as the overall low net winner with a net 63 (80-17). Low net winners for their respective flights were: A Flight - Dan Rose, 203 ARS; B-Flight - Stan Masuda, 203 ARS; C Flight - Preston Nishie, 169 ACWS; Calloway - Chris Abbot, 204 AS. Congratulations to all of you!

After more than 12 years of drought, someone finally aced the #12 hole and won a one year lease of a Lexus automobile, courtesy of SERVICOPACIFIC. Henry Chang, a

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flight engineer with the 204 AS, parlayed a five-iron and friendly ricochet off fellow squadron member Jimmy Aea's ball for a hole-in-one!



TSGt. Henry Chang getting his trophy from Brig. Gen. David Rodrigues

Mr. Herman Wedemeyer, Vice President Servco Pacific, presented the ceremonial key. Henry says the car will be available to the neighbor island troops whenever they're in town....NOT! Nice going, Hank!

No one walked away disappointed as prizes galore were handed out and an outstanding buffet was enjoyed by all. Special thanks to Art Lee (Invocation) and Stan Osserman (Emcee).

Mahalo Nui Loa to the following tournament committee heads and their volunteers: Publicity/Hand-out - Leilani Lim; Prizes - Mel Ige; Rules/Scoring - Al Yoshimura, Dennis

Fukumoto, Oscar Peltier, Ron Izutsu, Ted Ganade, Scott Duffield, Bill Makaneole, Paul Taketa, Brian Tom, Irenio Mateo, Leo Christobal, Wayne Soma; Protocol - Manny

Carlos, Carolyn Taketa, Alan Bergeson, Joe Ramos; VIP Parking - Lenora Lee; Registration - Gerald Gono, Ben Agosto, Jim Laa, Stan Masuda, Robin Montera, Robert Tokuda, Venessa Harvey, Lori Macanas; Set Up/Clean Up - Dan Kiyohiro, Carole Furtado, Craig Tanaka, Kathy Fritz,

Steve Cid, Phil Campbell, Walt Kaneakua; Decorations - Bernice Pharr; Food and Beverage - Dick DeVeas, Wayne Higa, Dave McCulloch; Carts - Bob Onekea; Handicaps/Pairings - CJ Simmons, Ken Sonan. Thanks again for a great job, gang!

making mistakes when they honestly try to institute new ideas. And it can't be something that I or anyone else in a position of authority simply picks up when it's convenient only to discard it when it's not. Behavior - that's how people know you're serious! I stress the quality approach. I want to know what the bright, new ideas are. And I want to hear about them in a forum where everyone can benefit. And I keep reinforcing the message. Reinforcement. Absolutely necessary. People need to hear important messages again and again.

"There are some who wonder if the quality culture will fall by the wayside in years to come. There are those who only pay lip service to this approach, hoping that it will go away someday. These are the silent saboteurs. And every organization will have them but I think this quality culture is here to stay in Air Combat Command. After all, it's been gaining momentum since 1978, and once authority and responsibility have been pushed downward, those folks who have made great things happen will be very hesitant to accept the old top-down management style. Still, establishing a true quality culture is something that won't happen overnight. Patience is necessary to nurture trust and teamwork. And what we don't accomplish today, we can always work towards tomorrow."

Quality, Continued from Page 4

extraordinary goals and levels of performance. And this starts at the top.

"If I talk a lot about 'quality' while hoarding all authority, I can't expect a quality environment to flourish. If I say how good it'll be for ACC if we break away from old practices, I can't penalize people for

Reserve Seeks To Help Employers

Washington (AFNS)

Concerned that the level of current Air Force Reserve operations could affect readiness, Reserve leaders are supporting current Congressional efforts to help reservists and their employers.

Included is a tax credit for employers of Guard and Reserve members, and mobilization insurance to protect reservists against income loss incurred by extended military duty.

"Air Force Reserve operations, which have run high since the end of the cold war, have raised employer's concerns about coping during frequent requests for voluntary reservist participation," Air Force Reserve officials said. Although federal law prevents employers from discriminating against reservists, some employers are skittish about hiring reservists who could be called away at a moment's notice. What might help, they say, are tax credits to offset the temporary absence of employees for military duties.

Legislation proposed by US Representative Michael Bilirakis (R-Fla.) provides employers with a tax credit of 10 percent of a reservist's salary for military leave uncompensated by the employer. It also gives employers a tax credit of 50 percent of any amount

paid by the employer during the military leave of the reservist employee.

The bill sets a \$2,000 limit per employee during any taxable year. It gives employers full credit for any period of active duty during a normal workday.

"While an incentive of this type won't alleviate the cost employers accrue when employees are activated, it can lessen the burden," Reserve officials said. During Congressional budget hearings this spring, Maj. Gen. John J. Closner, Chief of the Air Force Reserve, said the issue must be addressed soon.

"Our increasing role in peacekeeping and humanitarian relief is well-illustrated by the Reserve C-130 rotation to Europe in support of Bosnian relief operations and our F-16s and A-10s flying deny flight missions," Closner told Congress. He said such operations "underscore the magnitude of the demands placed on our people, their families and employers" and "may soon reach a point where peacetime requirements exceed our wartime taskings."

Closner added that employers are willing to make sacrifices during major contingencies but are less able to support long-term requirements such as those in Bosnia and Somalia.

"Reservists also are vulnerable to income loss,

particularly during longer operations. During Operation Desert Storm, self-employed reservists, many of them health professionals, suffered major income loss. These losses imposed serious hardships, and affected recruiting and retention," officials said.

"Making low-cost mobilization insurance available to reservists would undoubtedly help retention," officials said.

"Because we spend so much time away from home and civilian jobs, our families and employers remain two of the most important parts of the Reserve support structure," he said. "Without them, our current level of participation would be difficult, if not impossible, to maintain."