



154TH WING

HISTORY OFFICE

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Kukailimoku

War God Of King Kamehameha I - 154 Group

Vol. 40 No. 04

Hickam Air Force Base
Hawaii

April 9, 1994

199 FS Airman Named Distinguished Graduate

by SSgt. Stephen Thomas

The 199th Fighter Squadron proudly received its newest recruit in March, A1C Kaleo



A1C Kaleo J. K. Young of the 199th
Fighter Squadron

Photo by Sgt. Delmar Galicinao

J. K. Young. Amn Young joined the Operations Resource Management section from technical school as a Distinguished Graduate having passed his final examination with a score of 100. He had a final grade point average of 97. He also graduated from basic training as a Distinguished Graduate, receiving a final score of 100. He attributes his success in basic and tech school to his prior education. "It helped me study", he said. He also credits the team spirit of his classmates. He said it was "fun". "Another guy and I were maintaining a 95 grade point average. On the final exam, he got a 95 and I got 100."

J. K. Young. Amn Young joined the Operations Resource Management section from technical school as a Distinguished Graduate having passed his final examination

After graduating from Kamehameha Schools, Amn Young had aspirations to becoming an aircraft mechanic, so he went to Los Angeles to attend Northrop University for a year and a half to earn his Airframe and Powerplant license. When he returned to Honolulu, he became employed with Hawaiian Airlines in aircraft maintenance. He says he's enjoying his job already taking care of the training records for the pilots, scheduling and maintenance of the aircraft. "I also joined the Guard because it will give me the opportunity to attend the UH and study for a degree in Aeronautical Engineering" said Young.

203 AREFS Flies To Iceland

by SSgt. Stephen Thomas

This time the 203rd Air Refueling Squadron went further than they've ever gone before... Iceland! Two aircrews and crew chiefs, under the command of Maj. Stan Osserman, consisting of full-time as well as traditional Guardsmen, flew 11 1/2 hours over the northern route to Keflavik Naval Air Station, a NATO installation, to join their active duty counterparts on alert in support of Air Force F-15s of the Icelandic Defense Force.

The two air crews and crew chiefs worked on a rotational basis for two weeks in a very severe environment. It was all part of the 203rd's mission: to reaffirm the unit's worldwide capability. The unit not only showed its capability of operating anywhere in the world, but in cold weather, as well.

See Iceland, Page 9

COMMANDER'S CORNER

By: Col Michael H. Tice



COMMANDER'S ACTION LINE

Q: Why is it that Group personnel were not briefed on the downsizing of the F-15's and the increase in KC-135's and C-130's? Everyone heard something would happen but were not sure of the exact numbers. I heard that a classified message came down the last week of February. If this is true how come the news media got this information? It's really disappointing and frustrating that we have to hear about the situation in the media first. Is getting the info to the media more important than getting it to Group members?

A: *We have been talking "unofficially" for over a year in the HIANG about expected force structure changes. That's all we could do pending official announcement and declassification of a message that included changes to many units in addition to the 154th Group. The classified message you make referenc to was received on Friday, the 25th of February. It was declassified and released nationally to the media on Monday, the 28th. Interest was high in all affected states and changes affecting that states units generally made the Monday news as they did in Hawaii. An article recapping the release and changes to 154th units appeared in the March 5th issue of the Kukailimoku.*

We are continuing to work with the National Guard Bureau to determine the exact personnel impacts and milestone dates regarding these changes. A visit by a team from the manpower folks is expected the week of April 18th. Personnel changes and the shape of our restructured organization should become clearer after that. The following week another team from the

NGB will be here to discuss the C-130 activation, and finally the week of May 2nd, the robusiting of the 203rd Air Refueling Squadron. As information becomes available it will be passed on as keeping you all informed is a top priority.

Q: Precious UTA training time is being spent in long lines to satisfy medical readiness requirements such as physical examinations, immunizations, and dental checks. Oftentimes rosters identifying immunizations and dental check requirements are inaccurate and people report needlessly.

A: *You're absolutely right! The problems you raise are currently the number one customer complaint with the 154th Group. The medical squadron leadership and I are committed to solving them, but so far a permanent fix has eluded us.*

Q: My employer gives me only fifteen days of leave for me to do my annual training. I am scheduled for Alaska this summer. I really am looking forward to going there, but if I must do three days of annual training in May, I will not be able to go to Alaska. Is there some way you can reschedule the May mobility exercise to August or September? Is there a work-around for someone like me? Is this going to happen every year? If so, I am left out of going on any deployments.

A: *The May ORE is a mandatory three-day active duty period for the 199 FS, the 154 CAMS and personnel from other units identified by their commander to support the exercise. The Alaska deployment will use an additional fifteen active duty workdays. We are working with the National Guard Bureau to obtain additional workdays for personnel who were required to use some of their fifteen annual training workdays prior to deployment. This means you can attend the three-day active duty period and the deployment. Unfortunately, it would mean the use of another type of leave to support the extra three days away from your civilian employment.*

Perspective

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By Chaplain (Capt) Robert Nagamine

Two steps forward, one step back seems to be a common pattern. Have you ever noticed that when good things happen some kind of setback or obstacle follows?

There's a book written by Charles Swindoll that describes this very pattern. It's called *Three Steps Forward, Two Steps Back*. Many of us know this design well. We've experienced it.

Whenever we develop positive momentum, a setback usually interrupts our progress.

Life is often filled with good and bad news. What matters is if we can continue to move in the right direction, remain focused, not be discouraged and realize our progress.

The story of Joseph from the Scriptures illustrates this philosophy well. Joseph was considered the favorite son of Jacob, but at the same time he was the most unfavored by his brothers. His brothers were so jealous of him that they got rid of him. They eventually threw him into a pit. As the story goes, it would take Joseph 22 years before he would see his brothers again. He was sold as a slave to Potipher, an officer of Pharaoh.

Potipher found Joseph to be a very competent person and appointed him the overseer of his house. But being falsely accused of wrong doing with Potipher's wife, Joseph was sent to prison. While in prison, he interpreted Pharaoh's dream accurately when no one could understand the significance of Pharaoh's dream.

Pharaoh eventually appointed Joseph as

governor of the land, a position second only to Pharaoh. The story ends on a positive note because a widespread famine brought Joseph's brothers to Egypt to seek for food. Joseph was in the best position to help his family during the long famine years.

In Joseph's life you can see a merry-go-round of good and bad news. But in spite of the bad news, he continued to move in the right direction and he remained focused.

As we see change and sometimes uncertainties in our lives, let's also continue to move in the right direction, remain focused to the positive things that we're trying to do, not be discouraged and realize our progress. May God's blessings be with you.

For the Family

Long ago my brother told me a riddle that involved two brothers. From memory, it went something like this...

One day two brothers went down the chimney of their home. After reaching the bottom of the chimney, the two brothers looked at each other. One of the brothers left immediately to the bathroom to wash his face, while the other remained in the living room. Why didn't both of the brothers leave to wash their faces?

I think you know the answer. The brother who washed his face saw how dirty his brother's face was. He washed his face because he assumed that his face was also dirty. While, likewise, the other brother whose face was dirty saw how clean his brother's face was. He assumed that his face was also clean and therefore didn't have to wash his face.

What we have here is a case of: (1) false perception and (2) an overreaction. False perception because the wrong person was washing his face. An overreaction because the brother who was clean overreacted to his filthy brother's face, rather than deal with his own condition.

BEELINE

by MSgt. Laura Masuda

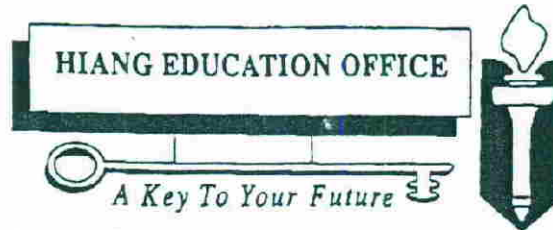
Acid Rain

All rainfall is somewhat acidic due to decomposing organic matter, movement of the sea, and volcanic eruptions contributing acidic chemicals into the atmosphere. However, the principal factor is carbon dioxide.

Emissions of nitrogen and sulfur oxides from coal burning power plants, automobiles, planes, and industry contribute to the acidity of the atmosphere. Man-made pollutants accelerate the acidification of rainfall. Rain with a pH below 5.6 is considered "acid rain."

We do not know the effect that acid rain has on human health. We do know that acid water can leach out lead and other chemicals from pipes. Aquatic ecosystems reveal the effects of acid rain more clearly due to abnormal birth defects of aquatic life.

Possible methods of controlling acid rain are reducing the number of people driving cars and needing energy, reducing the need to travel by using communication methods such as phones, faxes, etc., and enforcing carpooling whenever possible. Plant trees to remove carbon dioxide and produce more oxygen, design more efficient vehicles, and reduce the need for energy by recycling, conserving, and de-emphasizing affluence.



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

Good News for Montgomery GI Bill, Chapter 106 Recipients - The benefit is now expanded to the graduates program. Current members who signed a six year contract before October 1, 1990 and still serving on that contract are immediately eligible for graduate assistance without further action. Although the program has been expanded, the monthly benefits and the current 36 months limit remain the same. The VA office remains the approval authority on the program of study and determines the level of program, i.e. full-time, three-quarter, half-time.

Any questions, please feel free to contact the Career and Education Office at 449-7794.

Fly Now - Pay Later - The SATO Travel Vacation Plus Care allows you to take a trip now... and pay for it later. The card offers lots of flexibility - you can also save now and play later. Payments can be made through the automatic or direct bill program. Technicians and full-time personnel may apply for either payment program. Traditional guardpersons may apply only for the direct bill program. Also, you need to apply at the SATO office in person with your ID. The SATO office hours are as follows:

Monday, Tuesday, Thursday, and Friday
- 7:30am to 4:00pm

Wednesday - 8:30am to 4:00pm

Stop by CBPO to pick up a brochure and start planning your family vacation today!

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.

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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 Pines

Printer: TSgt. Rodney Pascoa

Printer: SSgt. Angie Fleener

FAMILY, From Page 3

Accurate perception is a key to our children's self image.

How you perceive your child is important. One extreme is to see your children as very limited; limited in physical skills, academic skills, social skills, etc. The other extreme is to see your children as overly gifted. They can do no wrong and are always in your favor. Of course, the reality of the situation is somewhere in the middle of the two extremes.

How you perceive your children to be will reflect on how you treat them and build their self images. If you can understand that every child has great potential in many ways, then you can appreciate your child more. If you only see the limitations of your child, you could forever be disappointed. Therefore, perceive and understand that your children are made in the image of God. Someone put it well by saying, "God made you, and God doesn't make junk."

So how can you help build your children's self-images? The following are some suggestions... (1) Praise them in public. If you must criticize them, correct them in private. (2) If you label your child with a reputation, let it be a good one. Don't give a bad label like there's "the slow one." Negative labels tend to have negative consequences and be self fulfilling prophecies. Life is hard enough for everyone, including children, and is often times an uphill battle. With negative labels, it's easier for children to give up too quickly rather than believe in themselves. (3) Give them responsibilities that they can manage and feel successful at. Remember, praise them for a job well done. (4) Every family is a team, whether you want it to be or not. Make every child feel like an important part of the team! Every child is an essential link in the chain of your family. (5) Finally, since we usually spend time on what we consider important, time spent with your children will be appreciated by them.

There's another factor that affects your children's self images: as a parent, your own

self image! Do you take care of yourself? Your feelings, hopes and fears about yourself and life can be contagious. Remember how one of the brothers in the riddle overreacted to his brother's condition? Well, your children might overreact to your condition. Just realize that you also are made in the image of God. He doesn't make junk. God is just as much interested in you as He is in your children. You need to take care of yourself and your spouse, as well as your children.

I hope the above ideas are helpful. If you want more information that will help your family or other families, have your spouse or family members join a family support group. To do this, contact your unit.

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.

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 noon on Friday, May 6th for the May edition. You can also place your article(s) in a "puka" envelope and mail it to 154 Gp/PAO.



1994 HIANG Central Softball Tournament

by CMSgt. Cornwall S. Matsusaka

The 1994 HIANG Central Softball Tournament is scheduled for June 10-12, 1994 at the Hickam Earhart Softball Complex.

With much interest generated in the Air Guard's Softball program, this year's Central Tournament play will feature fourteen Oahu based units. The top four finishers of the 26 game, double elimination, Central Division will then go on to represent the Central Division in the Hawaii National Guard (HING) Army/Air State Softball Tournament. Keeping unit integrity in mind, Oahu based HIANG members interested in participating in this year's tournament should contact one of the following unit team managers:

| | |
|----------------|-----------------|
| 154 CAMS (A) | Bobby Furtado |
| 154 CAMS (B) | Elwin Kaneshiro |
| 154 CAMS (C) | Craig Handa |
| 154 CAMS (D) | Jimmy Pahukula |
| 154 CAMS (E) | Alan Umeda |
| 154 CES | Alvin Satogata |
| 154 COMBOs (A) | Gervin Miyamoto |
| 154 COMBOs (B) | Neal Gima |
| 154 RMS | Mitch Tanaka |
| 169 ACWS | Steve Abear |
| 199 FS | Kila Kinimaka |
| 201CCGP | Ivan Uwane |
| 203 ARS (A) | Gerald Gono |
| 203 ARS (B) | Jerry Dagulo |

Any questions, feel free to call our Tournament Chairman Antone Gabriel at 449-7861 or Tournament Coordinator Larry Kauleinamoku at 449-5545.

HING Volleyball Tournament

Team Coaches/Managers Meeting - A Team Coaches/Managers Meeting is scheduled for Sunday, April 10, (UTA) at 2:00pm. It will be held at the 154 GP Mess Hall, Bldg 3400, 2nd floor. If you are unable to attend, please ensure a representative is sent in your place.

1994 HING Volleyball Tournament - The 1994 HING Volleyball Tournament will be held on April 15-17, 1994 at the Kekuhaupi'o and Keawe Gyms at the Kamehameha School campus. See your unit athletic coordinator for the scheduled game time and come by to support your unit.

HNGEA Tid-bits

Friendly reminder ... Membership drive is open to all members of the Air National Guard. Annual dues are: E1-E4 - \$6.00; E5-E6 - \$10.00; E7-E9 - \$15.00. Contact TSgt. Scott Duffield at 449-0300 or MSgt. Wayne Soma at 449-6986 to join.

HNGEA and EANGUS scholarship applications for school year 1994-1995 are now available to eligible members and their dependents. **Deadline is May 31, 1994.** Contact MSgt. Wayne Soma at 449-6986 or SSgt. Pam Yashiki at 449-7721 for more information.

ANG Graduate Assn Chapter 18 is looking for volunteers to help in KIDS Day 1994. Personnel will be selling newspapers at the intersection in front of Kelly's Drive Inn on Tuesday, May 17 for a two hour shift. For more information contact MSgt. Craig Harimoto at 449-5016 or MSgt. Wayne Soma at 449-6986.

Any person interested in serving on any HNGEA Committee should contact any one of the following councilpersons: MSgt. Alfred DeRego at 449-8206; SSgt. Pam Yashiki at 449-7721; MSgt. Wayne Soma at 449-6986; TSgt. Scott Duffield at 449-0300 or TSgt. Fred Hirayama at 655-7068 or 586-3815.

HNGEA Fundraiser is scheduled for June 11- Bar-B-Que chicken.

Comptroller Section Telephone Numbers

Due to the moving around of personnel in the comptroller section, phone numbers have changed. Here is the current list of numbers:

| | | |
|--------------------------------|--------------------------------|----------|
| Comptroller | Lt Col Shinsato | 449-7796 |
| Workdays/ | | |
| American Express | SSgt Walsh | 448-8965 |
| Budget | Major Kunichika | 449-7797 |
| DLR | MSgt Eliapo | 449-7797 |
| Accounting & Finance | | |
| Supervisor | SMSgt Hiyane | 449-7799 |
| Accounting | TSgt Apo | 449-6983 |
| Travel | SSgt Ardo | 449-1608 |
| | SrA Salavea | 449-7799 |
| Pay and Entitlements | | |
| Financial Services | TSgt Tom | 449-7900 |
| Supervisor | | |
| Military Pay | | |
| Lead Military Pay Tech | | |
| | Mr Snyder | 449-7902 |
| Leave Authorization/Long Tours | | |
| | SSgt Mahaulu | 449-7930 |
| Rosters, 105's, 458's | Sgt Cool | 449-7904 |
| Civilian Pay | | |
| Lead Civilian Pay Tech | | |
| | Ms Kaholokula | 449-7667 |
| | Civilian Pay Tech-Ms Solmarin | 449-7901 |
| | Civilian Pay Tech-SrA Steffany | 449-7906 |

Loopholes ... Tell the Tooth

by Capt. Robert Baysa, 154 Tac Hosp

Many questions have been stirred up the Dental Clinic regarding dental fitness for world wide duty. Computer printouts (RIP Sheets) have been issued to respective unit's sections to schedule unit personnel to update dental records at the 154 Medical Squadron. With the new format of mobility missions for each unit, this update is of utmost importance. Most of the guardsmen that need updates are the recent enlisted/commissioned (1-4 years) who never had a complete exam documented in their dental record. Recently the requirement for non periodic flying physical/dental exams were changed to every five years from the last exam date. There are still others who are overdue and have slipped through the loophole. All dental treatments done by a private dentist need to be specific in procedures/dates of completion. Any lack of proper documentation will place the guardsman in a class unfit for world wide duty and eventually an appointment with the medical evaluation board for necessary action.

DETOUR →

15th ABW announces the repaving of Vickers Avenue beginning April 25. The repaving should last about four weeks. All Group personnel should anticipate delays due to the detours that will be in effect.

← **DETOUR**



SMSgt. Anthony Silva of the 154 CES recently became a "Super Donor" when he gave his 56th blood donation at the Blood Bank of Hawaii.
Blood Bank Photo



CAMS News and Views

By MSgt. Fred M. Higa, Jr.

Time is just passing by so quickly that it seems like just a few days ago that I was sitting here doing this CAM Squadron article for the KUKAILIMOKU newspaper. Here it is, April... The start of the second half of the fiscal year... Time to take a step back and reflect on what we've accomplished in the first half of the year and plan to improve during the next half. This month we've got a lot of things happening, with local area network (LAN) training, debust, robust and activation of the HIANG aviation units, re-organization, new maintenance documentation computer system implementation, new unit designations, etc., etc., etc. The list gets longer and longer every day. Such is progress I guess... So what's happenings in the Squadron... Good luck goes to TSgt. Jerome Nakachi who has decided to call the HIANG a career after 20 years in the Guard. Make sure we've got your mailing address so that you can get your copy of the Kukailimoku every month. Good luck also to Sgt. Robert Smith who has resigned from the Guard due to his job affiliation as a civilian here at Hickam. Congrats to our newest promotees: CMSgt. Douglas Abe (First Sgt), MSgt's William Aberilla (Flight Line), Owen Uehara and Jeffrey Banuilos (Engine Shop), and SSgt. Alan Tanaka (Fuel Shop). Wear 'em with pride. **Speaking of promotions, don't forget to come to the CAM Sq. promotion party this Sunday UTA at the OTF at 3:00 pm.** Make sure you congratulate all the folks who graciously donated to put the party on... The welcome mat is rolled out for SrA Edwin Harris who joins the folks in the Fuels Shop. The welcome back mat goes out to A1C

Lester Hirano and Michael Ryan (Flight Line); Honor Graduate Amn Alan DeRego (Electric Shop); SrA Charles Hood and Leonard Anakalea (Fuels Shop); and A1C Clifford Jara (Weapons Release Shop)... Good luck goes to SSgt Merlin Zane who joined the Fuels Shop and is presently in tech school... Congratulations to our newest parents: Robert and Joanne Everhart enjoying son Justin (Mar 1) and Jennifer and Michael Dunne welcoming daughter Mikayla (Jan 30)... MSgt. Ronnie Miraflor (Fuels Shop) recently received the Hawaii National Guard Medal for Merit recently. Good show, Ronnie... CMSgt. Thomas Hirao is TDY with the PACAF IG team and should be returning about mid-April... Well, that's all the news for now. Much thanks to the Kukailimoku staff for their outstanding support in keeping us all informed of the goings-on in the Group. I kept my promise to keep this article short this month. Til next month... "Marriage is like a dollar bill. You cannot spend half of it when you tear it in two. The value of one half depends upon the other." (author unknown)... fhiga

Menu for Saturday

Beef Stroganoff or
Fried Chicken with Gravy
Buttered Noodles
Corn/Broccoli
Chicken Noodle Soup
Salad Bar
Coffee, Chocolate/White Milk or Punch
Ice Cream Sandwich
+Snack Line+

Menu for Sunday

Hot and Spicy Chicken or
Hamburger Steak with Gravy
Rice
Corn/Broccoli
Split Pea Soup
Salad Bar
Coffee, Chocolate/White Milk or Punch
Chocolate Cake
+Snack Line+

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 |
|----------|--------------------------|-------------|-----------------|----------------|
| FY94-043 | PROD CONTR (AUTO) | GS-06 | 29 APR 94 | HICKAM (RMS) |
| FY94-042 | MAT HNDLR | WG-06 | 29 APR 94 | HICKAM (RMS) |
| FY94-041 | PROD CONTR (ELECT) | GS-09 | 26 APR 94 | BKG SNDS (298) |
| FY94-039 | MGMNT PROG ANAL (TQM) | GS-12 (OFF) | 21 APR 94 | OTAG |
| FY94-038 | TEST EQUIP OPR | WG-10 | 18 APR 94 | HICKAM (CAMS) |
| FY94-037 | AIR TFC ASST | GS05-07 | 18 APR 94 | WHEELER (169) |
| FY94-036 | MAT HNDLR | WG-06 | 18 APR 94 | HICKAM (293) |
| FY94-031 | LOG MGMNT SPECL | GS-12 (OFF) | 15 APR 94 (FNL) | HICKAM (201) |

ICELAND, From Page 1

The Kuakilimoku spoke to Capt. Joe Kim, one of the pilots. He said, "The best experience was flying in a natural point of alert because most of the people that went have never pulled any sort of alert or increased readiness or any posturing at all, so that part of it, kind of being on the hook, just in case, was really a good experience for them. Our plane was always 'cocked on', so we could just jump in and take off."

"We received tremendous support from the 4557th Tanker Support Flight: inbriefings, local area orientation, alert procedures and maintenance support. It gave us a good look at cold weather operations. We experienced more severe weather conditions than even Alaska. For example, within a half hour's time span, it was sunny, and by the time we came out, it was a blizzard. The weather would change that fast."

"One interesting side trip we got to take was to Lasimouth Royal Air Force Base over in Scotland. We took some F-15 pilots and maintenance people over there to fix two airplanes that were broken. We were able to spend one evening in town and meet some of the people. They were very friendly and wanted to talk to us. We really had an enjoyable time."

Jack Baker ESGR Golf Tournament

The Hawaii Committee for Employer Support of the Guard and Reserve and the Governor of the State of Hawaii proudly host the Eighth Annual Jack Baker ESGR Golf Tournament honoring the Guard, Reserve and their employers at Leilehua Golf Course Thursday, May 12, 1994 at 12:30 P.M. Shotgun.

○ Two-person best ball. Enter your own two-person team.

○ Limited to the first 144 entries received.

○ USGA and local course rules apply. To be fair and equitable, tournament committee reserves the right to adjust individual handicaps.

○ Single and additional pairings will be posted by the tournament committee.

○ Buffet dinner served and prized awarded at Leilehua's clubhouse immediately after play.

Entry Fee: USASCH Golf Association Members \$35.00; Guard/Reserve Members E-1 - E-5 \$35.00; E-6 - O-3 \$40.00; W-4, O-4+ \$45.00; Civilians \$60.00

Fee includes green/cart fees, buffet dinner, closest-to-pin and awards.

Registration and check-in commences at 11:00

A.M.

Mail application by May 5, payable to:

Lt.Col. Emerick Y. Kaneshi

SSMO, HIARNG

3949 Diamond Head Road

Honolulu, HI 96816

Phone: 737-2499 or 737-6096

For HIANG members, send your application to: HIANG/CCE, please.

STOP YOUR INTERNAL BLEEDING

This article appeared in Quality, a newsletter published by the Dartnell Corporation.

A severe case of 'internal bleeding' can sabotage a quality-service effort. It causes internal departments to work against each other, rather than working together.

The most common symptoms include delays and denials. This behavior isn't only annoying; it can be detrimental to your entire organization.

Karl Albrecht, author of *Service Within*, contends that it's insufficient to think of service only as "customer relations." When people work together as members of a quality team, they must be equally adept at "internal service."

Albrecht has pinpointed the "seven sins" that are most frequently committed by internal-service departments:

Imprisonment in the black hole. Things go in but never come out. Nobody pays attention to requests for information, advice, or help. Unless management intervenes, departments act almost autonomously.

The bounce back. The bureaucrats involved in this scheme never call a department to ask for missing information. They simply toss the request back with this note: "You didn't fill in line 18, therefore we are returning your request without action."

The edict. Those who have this power like to proclaim new policies. For instance: "Effective today, we will no longer process budget request without written notification signed by the supervisor."

The "gotcha." People who use this tactic function as the company's policemen. Sadistically they enjoy catching employees in other departments who make mistakes or violate rules. Internal-audit and legal-office personnel often fit into this category.

"No-ism." Practitioners of negativism never heard of a team-oriented 'can-do' outlook. Instead, they enforce their veto strength with a

dictatorial: "This can't be done!"

The papermill ploy. If you need immediate action, forget it. Workers in this unit will inundate you with paperwork. It must be submitted in triplicate with a dozen signatures before they'll say "yes" or "no."

"Turfism." Employees with this affliction are jealous of their territory and won't budge an inch to make a necessary compromise. They'll ignore a request form from another department, take action on their own, and then attack the one who asked for assistance.

When you identify your sources of internal bleeding, ask for a no-holds-barred inter-departmental meeting. And, be sure to invite your senior managers as "special guests."

New Commander

by Maj. Galen R. Yoshimoto

The 154th Civil Engineering Squadron will host a change of command ceremony this UTA weekend. Lt. Col. Jerry Matsuda will assume command from Lt. Col. Sidney Keliipuliole.

Lt. Col. Matsuda comes to the squadron from HQ HIANG, where he serves as the civil engineering staff officer. He works full-time for the State Department of Defense as the head of the Engineering Office. Welcome aboard, Col. Matsuda.

Lt. Col. Keliipuliole retires on April 15th after completing twenty years of military service. He led the squadron through manning and mission changes while continuously maintaining a high readiness posture.

FACILITIES FEEDBACK QUESTIONNAIRE

TO: 154 CES/CEO

FROM: _____

1. The 154 Civil Engineering Squadron objective is to provide quality facilities that are functional, safe, well-maintained and efficient--work areas, break areas and restrooms that are clean and attractive. The facilities should project a professional image, provide a good place for people to work and meets the needs of the customer.

2. Therefore, request grading your respective areas by circling the appropriate grade and a brief recommendation.

BUILDINGS: The building should strive to achieve an ordered sense of place - a comfortable, attractive and functional setting for its intended activities. Buildings should be clean and well maintained, with sufficient storage areas to allow spaces to be kept in an orderly manner.

100% - Outstanding 90% - Excellent 85% - Satisfactory <85% - Marginal

RECOMMENDATIONS: _____

GROUNDS AND LANDSCAPING: Planned and well maintained landscaping (including grass, shrubs, trees) in all areas (including base entrance, common areas, office buildings perimeters, isolated areas).

100% - Outstanding 90% - Excellent 85% - Satisfactory <85% - Marginal

RECOMMENDATIONS: _____

UTILITIES AND FUELING SYSTEMS: Utility systems should provide the basic infrastructure of power, water and sewer service. Fueling systems provides the lifeblood for the operation of equipment and aircraft.

100% - Outstanding 90% - Excellent 85% - Satisfactory <85% - Marginal

RECOMMENDATIONS: _____

PAVEMENTS: Well-maintained pavements (including runways and ramp areas, roadways, parking areas and sidewalks) and appropriate curbing and markings.

All areas - Outstanding 90% of main base areas - Satisfactory
All main base areas - Excellent 80% of main base areas - Marginal

RECOMMENDATIONS: _____