



# AF SECURITY FORCES MAKING HISTORY

by Master Sgt. Garrett Oshiro, 332nd ESFG/CCF

Hats off to the men and women of the United States Air Force's Security Forces HUA !!

Times are changing folks...As a deployed 1st Sgt. for the 332nd Expeditionary Security Forces Group here at Joint Base Balad, Iraq, I can tell you this fact. The men and women of the Security Forces here are standing tall and proud, not having been entrusted with a mission this large since Vietnam.

While working around the clock the Air Force provides both an offensive and defensive posture protecting the largest military base in Iraq. Following the transfer from



photo by Staff. Sgt. Aaron Allmon.

U.S. Air Force Senior Airman Michael Leisch, 332nd Expeditionary Security Forces immediate reaction force, verifies a U.S. Soldier's identification prior to allowing him entry onto Joint Base Balad, Iraq, Sept. 24, 2008.

the Army of base wide security, our combat trained security force Airmen, engage the insurgents outside the wire as our Quick Reaction Force, all the while providing intense base wide

interior security protection at strategic locations. Their intense training qualifies them to operate a variety of tactical vehicles in which they perform daily operations inside and outside the wire guarding our base and assets.

The mere sight of our proud Airmen performing daily missions would make anyone proud to serve in today's Air Force.

We, in the Hawaii Air National Guard, have a stake in all of this because these proud men and women are all mixed with the total force of Guard, Reserve and Active Duty Air Force. They are joined with one of our own from the 154th Security Force Squadron Tech. Sgt. Cliff Ramson. Tech. Sgt. Ramson is the NCOIC of the hottest entry control point on this base where most of the base mortar, rockets, and indirect fire take place. He is responsible for the immediate reaction force that would engage any immediate threat.

As you all train and prepare yourselves for the upcoming IRRE and the ORI remember what you are preparing for, remember no matter what your play is in the Air Force these exercises are in fact preparing us for a real world experience. Our role in the Air Force is so very important, our proficiency in our AFSC, and our understanding of how we all tie in together is the key to getting the job done and done well. I am an American Airmen and I will not fail.....

United States Air Force.....Operation Iraqi Freedom Right here, Right Now!

## Aloha 154 ACS

After a long and rich history, the 154th Air Control Squadron de-activated Sunday, Oct. 5 during a de-activation ceremony held at the Pacific Missile Range Facility, Barking Sands, Kauai. The 154 ACS mission had been to provide a mobile, self-sustainable, combat ready, forward extension and control element equipped to meet the Air Force ground theater air control systems worldwide.



courtesy photo



# Commander's Call: New units and leadership

by Brig. Gen. Peter S. "Skipper" Pawling, Commander 154 WG

Aloha everyone. I am very pleased with the way things went during November's IRRE.

We set the following new record: More individuals processed through the line (over 700), more short tons ever processed through the line. I have seen so much improvement in many of the processes, not only in the mobility processing center, but in some of the individual sections as well.

We still have a ways to go in keeping pace with individual medical readiness and completing required individual training events. Please keep up the hard work here at the 154 WG and within our joint 154 WG and 15 AW processes. One team, one fight...we're really embracing the concept and I appreciate all of your continued efforts in making this a success.

In the midst of the exercise we had another historical event. MG Wong presided over three simultaneous assumption of commands for three new organizations in the Hawaii Air Guard. Congratulations go to Col. Mike "Inch" Compton who assumed Command of Detachment 2, HQ HIANG (109th Air Operations Group), Colonel Jackie Mathis who assumed command of Detachment 3, HQ HIANG (150th Air Operations Squadron) and Lieutenant Colonel Robert Hoffman III who assumed Command of Detachment 4, HQ HIANG (202nd Air Mobility Operations Squadron).

There have been a few leadership changes over the past few months within the Wing. First I'd like to welcome Col. Ann Greenlee back to the Wing. She spent a number of years over at Headquarters HIANG and now comes back to the Wing to be our 154th Mission Support Group commander. Brig. Gen. Stan Osserman, the former 154 MSG commander, will be sorely missed, but moves on to bigger and better

things as he takes on his new role as the HIANG Assistant Adjutant General for Air.

The first sergeants have also undergone some changes over the past few months. Master Sgt. Maui Quizon, the former HQ 154 Wing - Operations Group First Sergeant, is now the 154th Aircraft Maintenance Squadron First Sergeant, his replacement at the HQ WG - OG is Master Sgt. Jason Seales (formerly the 154 SFS Shirt). The new 154 SFS First Sergeant is Master Sgt. Charles Parker, and the newly selected 154 CES First Sergeant is Tech. Sgt. Dexter Magnos (the former CES first sergeant, Senior Master Sgt. Luke Sakanashi, completed his three-year tour and is back with CES operations).

Thanks to all the HIANG First Sergeants for the critical role they play as enlisted leaders and principal advisors to their respective unit commanders, and collectively put their time and energy in assuring they accomplish their #1 priority -- taking care of our Airmen!.



photo by Master Sgt. Kristen Stanley

*Col. Ann M. Greenlee assumes command of the 154th Mission Support Group during a change of command ceremony Sept. 7, at the 154th Wing F-15 Hangar. Col. Greenlee returns to the Wing, after more than three years as the Executive Support Staff Officer at Headquarters, Hawaii Air National Guard. The outgoing commander, Brig. Gen. Stan Osserman has been assigned to Headquarters, HIANG as the Assistant Adjutant General for Air.*

## Kuka'ilimoku

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

This publication is prepared, edited and provided by the Public Affairs Office of the 154th Wing, Hawaii 96853-5517. Telephone: DSN/ (315) 448-7320 / (808) 448-7320. Send e-mail submissions, comments or suggestions internally to Kuka'ilimoku or externally to [KUKAILIMOKU@HIHICK.ANG.AF.MIL](mailto:KUKAILIMOKU@HIHICK.ANG.AF.MIL).

The Kuka'ilimoku can be seen on the 154th Wing intranet web page at <http://154web/>. The punctuation of the name of this publication was researched by the Indo-Pacific Language Department at the University of Hawaii.

All photos are United States Air Force photos unless otherwise noted.

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STAFF  
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PAO  
Tech. Sgt. Betty J. Squatrito-Martin  
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Published by  
154th Wing Public Affairs Office

# Change: adapt, overcome, we're in it together

by Command Chief Master Sgt. Robert S.K. Lee III, 154 WG



Aloha all. As we go through exercises such as this past IRRE, remember to exercise as though this is the real thing. It is during these exercises that being in the moment and focused, paying attention to detail, executing your game plan and stepping through your processes with precision, while keeping a positive attitude that you will learn how to succeed in the ORI. Seek to resolve rather than dwell on negativities, help

each other out, learn from one another to include you. We are all in this together, and together we shall succeed.

Change is something that inevitably happens in our life, something that you can bet will occur. When we experience change, our mental approach will determine whether this change will be a positive experience or a negative one. Seeking to understand why the change is taking place will almost always alleviate frustration, while capturing that moment to allow you the opportunity to assess and understand is the key to success. Change certainly exercises patience, which tests our ability to stay calm by keeping emotional order within ourselves. During the IRRE, ORE or ORI, let's face it; we will be challenged by changes. Practice how you

would handle change, there are opportunities everyday to practice. Think about it, mastering the art of handling change in a positive manner will provide you a better chance of attaining your goal or accomplishing your tasks at hand.



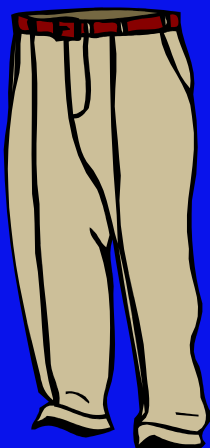
On another note, as an organization, we must remember that it is our responsibility to ensure that we create and maintain a safe working environment in every aspect of our job. There are safety measures and programs in place that provides us guidelines and lessons about how to perform our duties safely. With regard to the human, emotional safety factor regarding our members as individuals, the right to dignity and respect must be exercised every second of the day. Sexual harassment is not tolerated, zero tolerance is in effect. Everyone one deserves to be treated with the utmost respect and when someone crosses the line, that's a foul. Sexual innuendos, off-color jokes, racial comments are harmful and disrespectful. Don't participate or tolerate.

Hilina'i, means trust. Our ohana depends on being able to trust each other; trust that we will take care of one another by respecting everyone individually. Thank you for all that you do, your prideful spirit coupled with the can-do attitude separates this organization from all the rest. Your efforts are always appreciated and admired. Let's roll!!!!

## First Sergeant Council "Diamond Tips"

### Trousers

Uniform trousers - Trousers are trim fitted, but slacks fit naturally over hips with no bunching at the waist or bagging at the seat.



Additionally, the bottom rests on the front of the shoe/boot with a slight break at the crease. Bottom back is 7/8 inch longer than the front. Silver belt tip extends beyond the buckle, facing a man's left or woman's right, with no fabric showing between the buckle and belt tip.



### Low quarters

Low quarter shoes - Low quarter shoes will be black oxford lace-up style with plain, rounded toe or plain rounded, capped-toe without perforation or design; be smooth or

scotch-grained leather or man-made material with a high-gloss or patent finish;



not exceed 1/2-inch thickness in the sole; not exceed 1 inch in heel height (may be a low-wedge heel); and be worn with plain black socks without design (women may wear hose).

?s

Contact your First Sergeant.



# IRRE



# Ready Set GO

# CFC annual fund drive: someone needs help

by Master Sgt. Ramon "Maui" Quizon

"Because Someone You Know Needs Your Help," is this year's theme for the annual HI-PAC Area Combined Federal Campaign.

CFC is the only authorized solicitation of Federal employees in their workplace on behalf of charitable organizations. While there are over 2,000 charities and federations that are local, national, and international participating in the HI-PAC CFC, the 154th Wing was greeted by Kidney Foundation of Hawaii CFC guest speakers on Tuesday, Oct. 28, 2008, at the 154 WG dining facility. The special guests were Suzanne Miller, Special Events Manager, Kidney Foundation of Hawaii, and Gayle Yamada, Director, Tiffany's Ala Moana Center.

Suzanne Miller took the time to share awareness of the Kidney Foun-



courtesy photo

Col. Joseph Kim, Vice Commander, 154th Wing, thanks special CFC guest speakers Gayle Yamada, Director, Tiffany's Ala Moana Center (L) and Suzanne Miller, Special Events Manager, Kidney Foundation of Hawaii (R).

ation's program (providing early detection, intervention, education and patient services for Chronic Kidney Disease), while Gayle Yamada shared an intimate real life story of a family member who, with the help of the Kidney Foundation, received a life saving kidney transplant.

Last year over \$260M was donated worldwide and over \$6M was donated locally by federal employees like you.

As we near the end of the CFC campaign, whether you're full-time or traditional, you still have a chance to donate to one of the over 2,000 worthy charities out there that need your help -- see your Group/Unit Key person to contribute to CFC today!

## MILITARY PROGRAM HICKAM HELPS TO CURB IRRESPONSIBLE DRINKING

Kevin Schmidt, Enforcing Underage Drinking Laws Program manager, Hawai'i Department of Defense

Some 120 college presidents are leading an effort called the Amethyst Initiative to lower the legal drinking age to 18, thinking it will curb binge drinking on campuses.

Retired U.S. Air Force Col. Evan Hoapili has noted that whenever this issue comes up, people invariably circle back to the argument that if you are old enough to fight for your country, you are old enough to drink.

Hoapili notes that rarely does this argument come from those who serve. Military leadership knows firsthand that alcohol hinders physical and mental preparation and sustained readiness for future combat. It works against the ability of leaders, families and healthcare providers to support those recovering from post-combat injuries and stress.

Hoapili is founder of the 0-0-1-3 campaign launched at F.E.

Warren Air Force Base in Wyoming in 2005 to send the message that irresponsible drinking threatens mission readiness and jeopardizes careers. The numbers stand for four limits on alcohol: zero underage drinking, if you are 21 or over, zero drunken-driving arrests, and one drink an hour, no more than three per night for those who do imbibe.

Hickam Air Force Base is one of four bases in the country taking part in a three-year pilot program to curb underage drinking and raise awareness of alcohol issues through education on base and the surrounding community, using the 0-0-1-3 model.

By partnering with the local community and on base, 0-0-1-3 can help to reduce underage drinking in our state and serve as a model for community action across our nation. Those are numbers worth fighting for.\* This article also ran as a letter to the editor in the Honolulu Advertiser, Oct. 6, 2008.

## Wing member awarded at ALS

by Command Chief Master Sgt. Denise Jelinski-Hall, HING

Please join me in congratulating Senior Airman Ryan Yung from the 154th Wing Financial Management office for receiving special recognition during his Airman Leadership School graduation ceremony Oct. 30, at McGhee Tyson Air National Guard Base, Tennessee.

Senior Airman Yung was recognized and honored with the Leadership Award and the Distinguished Graduate Award.

He clearly distinguished himself as a leader and represented the Hawaii Air National Guard in an exemplary manner. It was a proud moment to see him cross the stage not only once but twice to receive his awards.

## News Briefs

### Shafter's Arts and Craft Pottery Shop

According to Daniel Au, a Hawaii National Guard retiree who volunteers at the Fort Shafter Arts and Crafts pottery shop, the pottery shop is a terrific facility that includes a well equipped wood shop, a mold pouring ceramic studio, a quilting studio, a stain glass shop and a wheel throwing pottery studio.

Along with Active Duty personnel, National Guard members, their dependents, and Federal DOD employees, both active and retired, are eligible to use the facility.

Fees are nominal for a facility where you may pursue your avocation, meet and interact with other military and DOD craft people, and have an enjoyable time in the process, said Au. The facility is open Fridays 9 a.m. to 4:30 p.m., Saturdays 9 a.m. to 4:30 p.m. and Sundays 11 a.m. to 4:30 p.m.

### Nov. Promotions

#### Promoted to CMSgt. (E-9)

HQ HIANG Bergerson, Alan T.

#### Promoted to SMSgt. (E-8)

154 SFS Ferreira, Robert K.  
154 MOF Kamakawiwoole, Paul K.  
154 CF Shinohara, Melvin H.

#### Promoted to MSgt. (E-7)

297 ATCS Chang, William I.M.  
154 CES Magno, Dexter I.  
154 MXS Mills, Jefferey E.  
297 ATCS Nakatani, Damon N.  
154 MSG Paet, Clesson K.  
293 CBCS Tedrowe, Chad S.

#### Promoted to TSgt. (E-6)

199 FS Aquino, Alfredo D.  
154 LRS Agtarap, Kenly G.  
154 MSG Deveas, Cezar Y.  
154 MXG Guillermo, Norman-Kalani  
154 SFS Haleck, Sheldon P.  
291 CBCS Kaneshiro, Donn K.  
199 FS Kang, Mugungha  
291 Parks, Boyington K.  
154 MXG Silva, Frank P.  
154 CF Tucker, Celeste E.  
154 SFS Ventura, Edwin I.

### Promoted to SSgt. (E-5)

154 AMXS Alejandro, Joseph  
154 MXS Broad, Reuben K.K.  
154 MXS Cabatbat, Jason M.  
154 OSF Horton, Shannon Lynn  
154 MXS Ledward, Bronson  
154 MXS Lopes, Wesley K.  
154 MXS Nonaka, Bradley K.  
154 SFS Racho, Melquiadez  
154 MXS Shimabukuro, John Paul M.  
154 MXS Supnet, Brian Y.  
293 CBCS Ugalino, Adel U.



**154 WG  
Drill Dates**

**Dec. 6-7, 2008**

**Jan 10-11, 2008**

**ORE Jan 12-15, 2008**

**Feb 7-8, 2008**

**ORI February 9-13, 2009 ORI February 2009 ORI February**

### HIANGs newest star

Senior Airman Roger Osserman, 154th Aircraft Maintenance Squadron and his cousin, who traveled all the way from Pennsylvania, Master Sgt. Chris Bobby, presented Brig. Gen. Stanley Osserman with his first star during a pinning ceremony Oct. 20, at the Hawaii State Capitol. Brig. Gen. Osserman, former 154th Mission Support Group commander, moves to Headquarters HIANG to be the Assistant Adjutant General for Air. Senior Airman Osserman is his son.



# Don't judge a turkey by its feathers

by Lt. Col. Robert K. Nagamine,  
154 WG chaplain

Some time ago, I heard an interesting story of a good man who was misjudged. As memory permits, let me recount the story to you.



Many years ago, there was a good and respectable family man who lived in New York City. Everyday he would travel to work and back home on the subway. Just before Thanksgiving, as with tradition, he and his friends decided to have a contest to see who could make the best looking turkey. Each person would bring his turkey to work on the day before Thanksgiving. After the contest, there would be a turkey exchange. Everyone would take another person's turkey home and later report how good the turkey tasted.

At the end of the contest day, some of his friends decided to play a joke on him. While he wasn't paying attention, they switched the real turkey he had in his bag with a fake turkey. The turkey looked real on the outside. On the inside, however, it was filled with all kinds of fake materials to add weight to the turkey and make it seem authentic.

As he left work to go home, he didn't notice anything wrong with the turkey he was carrying. It certainly looked and felt good. So off he went on his way home with his fake turkey, ready to celebrate Thanksgiving.

While on the subway heading home, he started imagining himself sinking his teeth into the delicious turkey. He and his family certainly would have a great Thanksgiving dinner! With a smile on his face and a big turkey on his lap, he was set for Thanksgiving.

After a few minutes of imagining his wonderful Thanksgiving meal

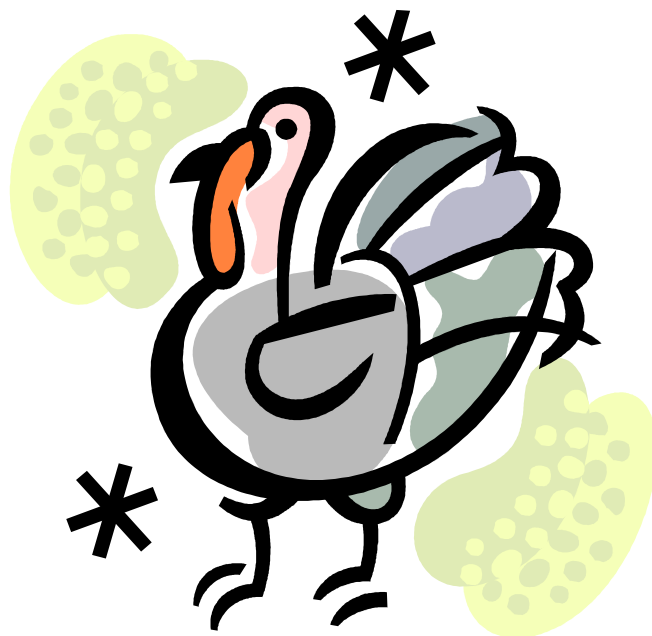
with his family, a man got on the subway and sat right next to him. He couldn't help but notice how poor and sad this man looked. After awhile, he started a conversation with this man. He found out that this poor man was depressed because there wasn't going to be a Thanksgiving dinner for him and his family. Money was running very low and there simply wasn't enough money for a decent Thanksgiving meal.

After some thought, before leaving the subway, he decided to give his turkey to this poor man. He reasoned that he and his family could certainly find something else decent to eat for Thanksgiving. As he left, the poor man was so grateful and looked moved with heartfelt appreciation.

The poor man felt hopeful now because he had a very unexpected and pleasant surprise for his family! "Life is good; thank you, God," he whispered to himself with tears in his eyes.

Upon arriving at home, the good and respectable family man got a call from his co-workers laughing and asking him, "Did you get a taste of the fake turkey yet?" Following the call, all he could think of was the poor man bringing the fake turkey to his home.

For the next several days, he took a real turkey on the subway, hoping to find that poor man and apologize for the fake turkey and give him a real turkey. But with no success, he eventually gave up.



"Only God knows the truth," he sighed.

Meanwhile, not knowing the truth, the poor man and his family misjudged the good man. The poor man and his family with anger and disappointment felt and thought how mean, insincere and hateful the good man was.

Let us be reminded that sometimes we also might misjudge others, even our family members, when not knowing the whole truth. May God help us not be too quick to judge others.

Have a wonderful Thanksgiving. Contact me, if I can be of assistance to you, 448-7275 (wk) or 258-3582 (cell).

## WORSHIP SERVICES

### General Protestant Service

12:30 p.m. – 1:00 p.m., UTA Sundays, Bldg.3416, 2nd floor, Na Koa Conf Room.

### Catholic Services

5:00 p.m., Saturdays, Nelles Chapel  
10:30 a.m., Sundays, Chapel Center

### Jewish Services

7:30 p.m., Fridays, Pearl Harbor Aloha Chapel on Makalapa Road.

### Buddhist, Muslim or other faith groups

call either the Wing Chaplain's office at 448-7275 on drill weekends or during other times the Chapel Center at 449-1754.

# Celebrating Native Americans, building a nation

by Rex Jones, EEO and  
SGT Phillip Cornejo,  
Native American Program Manager

Who are the only group of people specifically identified in the Constitution of the United States? If you answered Native American, you are correct. The Native Ameri-

for Equal Opportunity.

Chief Joseph is a name that many of us are probably familiar with; however, how much do you really know about his life? I will attempt to provide a small peek into this great warrior's existence.

Like Chief Joseph, most warriors

prided themselves in how they lived, their bravery, and on their abilities as speech makers – although many were familiar with written words (in a hieroglyphically sense) they placed more value in the spoken word. They believed the spoken language could last forever if passed down through people memories in purity.

In tribal conferences, every man of valor and responsibility

was given a chance to express himself. Each generally took his time in speaking, used many gestures and sought approval of every important phrase. They clearly understood that words needed to be used wisely or else there was a potential for the words to cause more harm than any weapon of war.

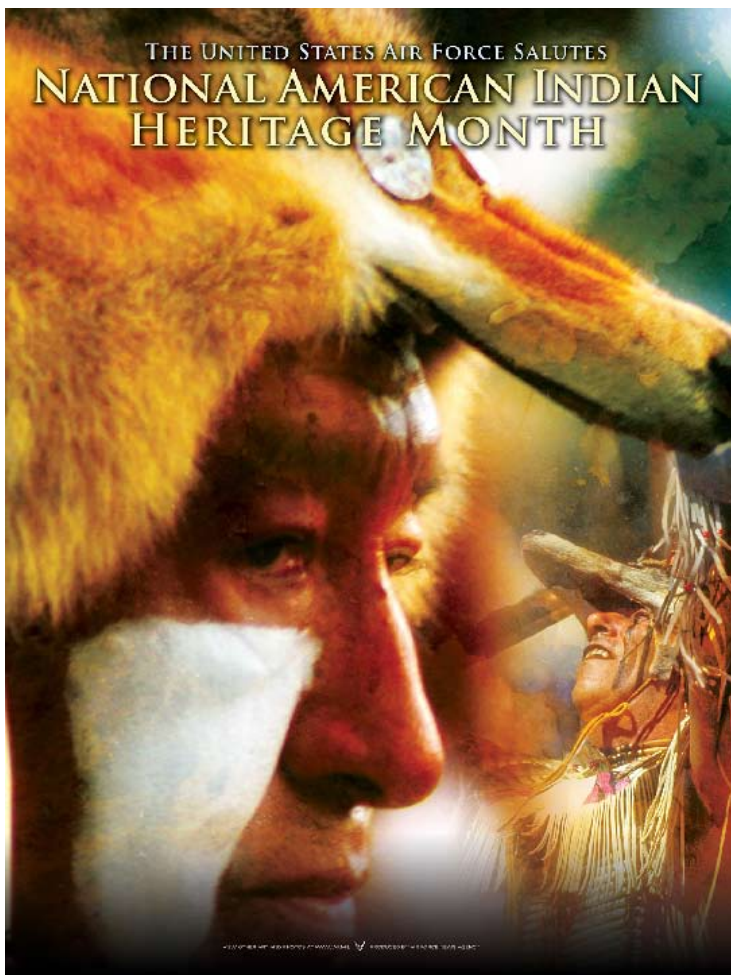
Chief Joseph was head of a small band in what is now eastern Oregon and Washington called Nez Perce (“Pierced Noses”) by French traders. Initially the Nez Perce lived

in peace with white settlers, but the great influx of new residents overwhelmed the original inhabitants. Efforts were made to remove the Nez Perce from their land and confine them to reservation life. In 1877 Chief Joseph led a small band escape attempt to Canada and freedom. Their 11-week flight covered sixteen hundred miles through the rugged Northwest country and they engaged the Army in 10 different skirmishes. In almost every case Chief Joseph and his band defeated the Army or fought them to a standstill.

His superb maneuvering found him barely 30 miles from the Canadian border when weather conditions became so severe he was forced to surrender. His exploits were covered by journalists and captured the heart of the nation. He was allowed to travel to Washington to address a large gathering of cabinet members, congressmen and diplomats to plead for relief for his people. This is an excerpt of what he said:

*“Some of you think an Indian is like a wild animal. This is a great mistake. I will tell you all about our people, and then you can judge whether an Indian is a man or not. I believe much trouble and blood would be saved if we open our hearts more. I will tell you in my way how the Indian sees things...Our fathers gave us many laws, which they learned from their fathers. These laws are good. They told us to treat all men as they treated us; that we should never be first to break a bargain; that it was a disgrace to tell a lie; that we should speak only the truth that it was a shame for one man to take from another his wife, or property without paying for it. A number of white people came into our country and built houses and made farms. At*

see NATIVE page 9



cans hold this distinction not as a matter of race, but because Native American tribes are considered a sovereign nation. This is a little known fact about a group of Americans that literally “planted the seeds of life” and helped build this great nation we call the United States of America.

November is Native American Heritage Month. In honor, this article reflects research I conducted about a specific tribe while stationed in Washington State, their fight for freedom, and their quest



**NATIVE**

first our people made no complaint. They thought there was room enough for all to live in peace, and we were learning many things from the white man that seemed to be good. But soon we found that the white men were growing rich very fast, and were greedy to possess everything the Indian had. My father was the first to see through the schemes of the white men, and he warned his tribe to be careful about trading with them. He had suspicion of men who seemed anxious to make money. I was a boy then, but I remember well my father's caution. He had sharper eyes than the rest



<http://www.legendsofamerica.com/photos-nativeamerican/ChiefJoseph5-500.jpg>

of our people. You might as well expect the rivers to run backward as that any man who was born a free man should be contained when penned up and denied liberty to go where he pleases... Let me be a free man—free to travel, free to stop, free to work, free to trade where I choose, free to choose my own teachers, free to follow the religion of my fathers, free to talk and think and act for myself—and I will obey every law, or submit to the penalty.”

Like Chief Joseph, most place a great deal of respect and honor in their history. Through the celebration of Native American Heritage Month, we can pass on this history and learn about the culture of the people that “helped build a nation.”

## It's the little things that make character

by Rex Jones, EEO

If any of you have ever been to the Hawaii National Guard Headquarters on Diamond Head, odds are that you have seen and/or heard of Ervin. He is a homeless man who has decided to take up residence under a tree on the corner of 22nd and Montserrat. Most people tend to steer clear of him because he is famous for his extremely vocal, animated, and mostly incoherent rants at large rocks, telephone poles, and an occasional tourist. (For the record, I have never heard of him ever causing any harm to anyone).

And, if you have ever been the Hawaii National Guard Headquarters you have likely interacted with our secretary, SPC Rufy Jane Stephen.

Well, one day the two met.

It all started back when Rufy approached me and said that she had been convicted to do something for Ervin but wasn't sure exactly what. Although we, in HRO, often speculated about Ervin's background, truth is, none of us really know anything about him. Rufy simply concluded, “He is just a guy whose life took a bad turn somewhere and he was unable to recover from it.”

She also said, “As strange as it sounds, whenever I pass him I am reminded of the phrase, ‘I am an Ameri-

can Soldier. I am about ‘selfless service!’”

That said, we decided that maybe we should simply start by bringing him lunch. We fixed him a hearty plate of local favorites and drove to his spot under the tree. As we pulled up, we noticed he was having a serious conversation with...well, nobody.

I'm certain, our fear and intimidation was physically visible to anyone that may have been watching us. And our communication skills were “out the window” to say the least—very similar to when Jane met Tarzan for the first time. Nevertheless, Rufy was able to share this meal with him.

In the end, Ervin's eyes spoke volumes as we were finishing up—I interpreted his message to be, “Rufy, you are a good person.”

I chose to share this encounter with you to say, we often attribute “character” (a term we have heard allot during this election cycle) to big measurable accomplishments. But seldom do we do those big things ourselves. Truth is our character is really measured in the little things we do on a daily basis. I'm confident, in Ervin's mind, and heart, Rufy measured up to be a person of good character. The only higher compliment would be to be called an American Soldier!

# The Air Guard migrates to the Air Force Public Web

by Capt. Robert Leese, National Guard Bureau

2/20/2008 - ARLINGTON, Va. -- The Air National Guard has joined the Air Force in consolidating its public Web sites under one network, the Air Force Public Web. The Air Guard's public Web site has a new look and feel similar to other Air Force Web sites currently using the Air Force Public Information Management System, or AFPIMS. A Web-based content management tool, AFPIMS allows AFPW to run as one entity and eliminates the need for Web-developing expertise. "This gives content providers more time to focus on the content, and security and policy review of information they post online," said Joe Bela, chief of AFPW at the Air Force News Agency in San Antonio. The AFPIMS gives content-approval authorities the mechanisms for editing, approving or rejecting Web content, while administrative authorities are able to build Web pages, create content tabs, administer usernames and passwords and control access to content.

Creating a standard template for Air Force Web sites was one of the main goals of the AFPW program. "AFPW has standardized the appearance of public Web sites across the Air Force by giving content providers one Web publishing tool, AFPIMS, for all to use," said Bela. "Having a consistent Web page format allows visitors to easily find what they are looking for, no matter which Air Force site they visit. "The program improves security and performance while decreasing infrastructure, manpower and operating costs -- more than \$30 million annually according to a 2006 cost analysis," he said. "Bringing the Guard under our umbrella is the last major project we face before we can truly say AFPW supports the Total Force."

[The 154th Wing site went live in October. To view the site go to: [www.154wg.ang.af.mil](http://www.154wg.ang.af.mil). Any questions can be addressed by the 154 Wing Public Affairs Office.]

## Achieving Safety Buy-In

Lt. Col. Matt "Boz" Beals

Recently I outlined the need for leadership to be "active" in promoting safety in their organizations. In fact, I proved through validated research that passive leaders, who simply ignore safety, negatively affect safety climate and consciousness within their organizations ultimately leading to higher mishap rates. In this article I have outlined the five important elements needed to help leaders achieve safety buy-in at the organizational level. These elements will allow your inherent high risk takers, who we need for mission accomplishment, to buy-in to your safety program. Remember, an organization is only as safe as the leader allows it to be.

1. Accountability: Commanders need to hold people accountable for breaches of safety, but must make a careful distinction about who is causal. They must ascertain whether the person failed, or if the organization failed to provide proper training, equipment, and supervision. Once that distinction is made, hold people accountable for: willful violations of safety guidelines, willful disregard for policies, negligence and complacency.

Punishments can include: termination, reduced pay, fines, lost

privileges, denied bonuses, and notation on performance appraisals. Commanders should keep in mind however, when accountability has to be enforced, it suggests there was an organizational failure to prevent the safety violation.

2. Rewards. Reward people who have good safety ideas, and praise them publicly for their positive behavior. Thorndike's Law of Effect suggests, "Behaviors with positive consequences will like recur." Positive reinforcement enhances desirable performance. The safety awards program is an excellent leadership tool to enhance safety performance. Other rewards are in the form of time-off, bonuses, and public acknowledgement.

3. Mentor Safety: General Ralph E. Eberhart often said, "Seek out opportunities to mentor." Webster defines a mentor as a wise, loyal advisor, teacher, or coach. In essence, we as leaders have developed successful survival techniques throughout our careers; why should we take those to our next lives? Leaders must value their current organizations by sharing insights, and teach their winning ways in safety to future generations. Who can you mentor in safety today?

4. Create a participative safety environment: Enthusiastic partici-

pation is key to a successful safety culture, and foundational for consensus on safety values. With organizational consensus, new members will see from the start that others in the unit believe in safety policies. Some tools to create participation are: unit safety meetings, safety suggestion boxes/forms, active solicitation of safety ideas by leadership continually asking yourself and your people where can an accident happen today? What have I done to prevent it? Are there new hazards or stresses facing my organization?

5. Champion safety: A great safety program must come from the top, with commitment at every leadership level down to the individual Airman. Leaders have to make tough decisions on how resources are spent (time and money) seeking out and reducing hazards in the organization. It is the leader who controls those resources and decides if safety is a mainstream topic in the organization. Why should leaders work on a safety program that costs so much time and money? A simple answer may be, "the driving force behind a safety program is the cost of not having one." As the leader goes, so goes the organization--leaders show the way, the rest will follow. At both the beginning and at the end of the day ... leadership drives safety.

# 154 AMXS competes in Olympic fashion

by Tech. Sgt. Betty J. Squatrito-Martin

The first ever 154th Aircraft Maintenance Squadron Olympics Sports Day kicked off Oct. 5, with a bang, at Earhart Track, Hickam Air Force Base.

The inaugural event's activities included a 1.5 mile group run/walk, 100m, 400m, and 4x1m relay race, and kickball tournament.

The 154 AMXS formed teams based on the different aircraft in the squadron: C-17, KC-135 and F-15.

The sports day event was the brain child of Maj. Duke Ota, Commander, 154 AMXS. Capt. Jason Matsuoka led the day's events.

"AMXS Sports Day was designed to promote physical fitness, camaraderie, and team work," says First Sergeant Maui Quizon. "The goal of the different relay events was not necessarily to win, but to spark the many benefits of exercising--and have fun doing it."

Senior Airman Noah Robinson, (KC-135) took first in the, 100m. Staff Sgt. Jeremy Weaver (C-17) set

the squadron record in the 1.5 mile run by posting a time of 8:58. The F-15 4X1 Relay team of Senior Airman Jonathan Cardenas, Senior Airman Micah Sakamoto, Senior Airman Colt Kaminska and Airman 1st Class Marvin Yamada took first in the 4X100 relay. The F-15 team garnered first place in the kickball tournament, while the C-17 team and the KC-135 team took second and third respectively.

"It was clear unit members enjoyed the sports day, and by the time it was over, many of the Airmen were saying they're looking forward to next year's event," said Master Sgt. Maui Quizon, Maintenance Group, 1st Sgt.



*courtesy photo*

Members of the 154th Aircraft Maintenance Squadron warm-up with stretching exercises during the 154th Aircraft Maintenance Squadron "Olympic" AMXS Sports Day.



## HIANG SNCO Conference

More than 100 Senior Non-Commissioned Officers attended the Hawaii Air National Guard's annual SNCO conference Sept. 11-12, at the Nehelani Conference and Banquet Center, Schofield Barracks, Hi. Opening remarks were delivered by Lt. Gov. James "Duke" Aiona Jr.