# Hawai`i Air National Guard 154<sup>th</sup> Support Group

Part of the 154th Wing

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### September 2000

# Training Bulletin

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#### Our Vision:

Quality in Service and Support

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#### Commanders:

Lt Col Edwin "Skip" Vincent HQ 154<sup>th</sup> Support Group

Lt Col Alvin N. Satogata 154<sup>th</sup> Civil Engineer Squadron

**Capt Cyrus I.T. Lung** 154<sup>th</sup> Security Forces Squadron

**Capt Marcus Badley** 154<sup>th</sup> Communications Flight

Lt Col Susan Higgins
154<sup>th</sup> Mission Support Flight

Maj Melissa Y.J. Zen 154<sup>th</sup> Services Flight

#### Editor:

Lt Col Galen R. Yoshimoto Executive Support Officer

#### AF Uniform Board Results

The following is the results of the 95<sup>th</sup> Air Force Uniform Board taken from a R101399Z AUG 00 message, same title. The board representatives from all the major commands and the Air Staff as voting members. Non-voting members were budget representatives from the Army and Air Force Exchange Service, and the design and clothing industry. The Chief Master Sergeant of the Air Force and one Command Chief Master Sergeant provided enlisted representation. The message did not list an effective date for approved items.

### The 95th Air Force Uniform Board APPROVED the following:

- ★ Development of an optional polyester uniform for personnel sensitive to wool.
- ★ Development of an "athletic cut" uniform.
- Standardize all weather coats (removal of gun flap on current "issued" coat.)
- ★ Development of optional acrylic and 50/50 pullover sweaters.
- ★ Development of resized miniature badge. The resized badge will replace the miniature badge. The new resized badges are proportioned between the miniature badge and regular size badge.
- When wearing ribbons "ALL" (including devices are required.
- ★ Tabs to be added to the maternity jumper.
- Female officer mess dress shoulder boards resized.
- Goretex jacket/parka available in military clothing sales stores (as an optional item.)
- Investigation of fire resistive BDU uniforms for fire fighters.
- Phoenix Raven personnel authorized issue/wear of flight gear.
- Language in AFI 36-2903: fingernail length can not interfere with duty performance or hinder proper fit of prescribed safety equipment or uniform items.
- Attaché case, gym bag, backpack and women's purse are authorized to be carried in either hand (not to interfere with rendering proper salute.)
- Discontinue issuing women's handbag in basic training when stock is depleted
- Attachments for access passes/badges are authorized

- (plain black or dark blue ropes, silver or plastic small conservative link chains, and clear plastic chain.) Attachments are authorized as long as they do not interfere with safety.
- Center the Excellence-in-Competition Badge on the welt pocket of the service dress jacket.
- Pharmacy technician certification badge may be worn on the utility uniform (White) ½ inch above nametag.
- "Camel Pack" water containers approved as part of standard hot weather uniform.
- ★ Continuous improvement for women's tie tab (to ensure proper alignment with collar.)

### The 95<sup>th</sup> Air Force Uniform Board DISAPPROVED the following:

- Development of an optional elastique uniform for general officers.
- ★ Mandatory wear of nametag on service dress uniform.
- ★ Allowing MAJCOM commanders to approve desert BDUs (DBDUs) for optional wear.
- ★ Development of a desert camouflage flight jacket (NOMEX).
- Charcoal gray flight suit approved as a distinctive honor guard uniform item to be worn for travel only.
- ★ Epaulets on enlisted service coat for rank insignia (like officers), and putting rank insignia on collar tabs of blue shirt.
- ★ Create a khaki summer uniform.
- ★ Bring back the Eisenhower Jacket.
- Permit slacks with women's semiformal uniform (enlisted only.)
- Females wearing pants and flatsoled shoes with the mess dress.
- Women's evening shoulder bag with mess dress and formal dress uniforms.
- Add enhanced sleeve braid, like Austrian knot or similar to Air Force Band, to mess dress uniform.
- Add AF saber (field grade and above only, optional for CGO) to mess dress uniform.
- ★ Add subdued blue sleeve braid for SNCO mess dress.
- Add ceremonial uniform for field grade officers, optional for CGO and Top Three. Place regular size medals on the left and ribbons on the right.
- Redesign men's blue shirt collar points to be shorter.
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### "In My Opinion ..."

by Lt Col Galen R. Yoshimoto

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Again this month, I start on two very sad notes. Two members of the HIANG Ohana just passed away. My personal condolences go out to two HIANG families.

CMSgt Harry M.Y. Awana, Retired, passed away on August 26th; he was 63 years old. Harry joined the HIANG in 1955 and served many years as a crew chief on our fighter flightline. Later in his career, he became the NCOIC of Maintenance Control. After retiring from the technician force, he served as the HIANG's first Senior Enlisted Advisor, now the Command Chief Master Sergeant.

Chief Awana was a member of the Royal Guard since its recreation in 1963 and also served as its Kapena Moku. Harry was also an active member of the ANG NCO Academy Graduate Association, both at the local and national levels.

His brother **SMSgt Doug Awana**, is a technician in the 154th Aircraft Generation Squadron. His wife, **Marge**, and their children, **Mililani and Nick**, survive him. *Aloha Pumehana Harry!* 

TSgt Russell Leong, 154th Civil Engineer Squadron, passed away on August 25th; he was 58 years old. Russell was a civilian carpenter, working with the Hickam AFB engineering staff. On UTA weekends, he continued his hard work with our CES, in garrison or in the field. I will remember Russell as one of the cooks at the squadron's after-UTA get togethers. His wife, Margaret, and their children, Margene, Randall, Melveen, Roth, Naomi, Jaimie, Danielle, survive him. Aloha Pumehana Russ!

Last month, Brig Gen Myron Dobashi



announced that Col Albert "Putt" Richards, would become the new 154" Wing commander. His biography was in our August issue, but we did not have a photo at that time. However, as you can see, we now have his official

photo. Welcome Aboard Col Richards!

This 154<sup>th</sup> Wing Change of Command will occur this UTA Saturday (yes, Saturday) at 1500 in Hanger 35. We need all of your support to make

this event happen. Some Support Group members will be in the formation while others will be supporting comm, audiovisual, security and other requirements. Yes, it's in the middle of our Unit Compliance Inspection (UCI) and an Air Defense exercise (ADX). But we will again pull it off in outstanding fashion – as always. Talk to your supervisor for more details!

Congratulations to Maj Bill Petti and the 154<sup>th</sup> Aircraft Generation Squadron. I understand their annual Squadron Appreciation Night at the Sea Fortune Restaurant was a resounding success. The Na Lei Hiwahiwa Award recipients included

- **★** Family of the Year SMSgt Vince/Linda Ramos & Family.
- Employer of the Year -- Mr. Edwin Kimura, Pearl Harbor Naval Shipyard.
- **\*** Supporter of the Year -- The Wing Education & Training Office.

Congratulations to SMSgt Carol Keanini, MSgt Angle Kolii, and TSgt Elaine Perreault, the full-time members of our Wing's Education and Training Office. With their Traditional Guard member staff, their office's continuing hard work supports our entire Wing. Congratulations again, and Mahalo to the 154 AGS for taking the time to recognize them!

Among those promoted at last month's special promotion board were some old friends. *My personal congratulations to each of them!* 

- ★ SMSgt Jon S. Iwashita, 154<sup>th</sup> Logistics Group. Jon is a long time Guard member who started in weapons and now works in QA. A hard working guy who always smiles.
- \* SMSgt Harvey K. Maeda, 154<sup>th</sup> Air Control Squadron. During Harvey's tenure in the HIANG, he served in all three of the Kauai units and done a super job at each.

In his congratulatory e-mail, **Brig Gen Myron Dobashi** indicated that both Jon and Harvey were, "promoted under the **Exceptional Promotion Program (EPP)**, effective 15 September 2000. The EPP provides promotion opportunity for Traditional Guard members by allowing those exceptional individuals to attain senior NCO rank when UMD authorizations may not exist. This is a competitive process for selection based on core competencies."

"It's not considered a Deserving Airman Promotion. It's a State controlled program to some extent; but ANG provides the quotas (very limited number) each year and is final approval authority for all nominees. EPP promotees do not count against State's E-8/E-9 authorized billets."

More friends promoted during at last month's promotion boards were some old friends. My personal congratulations to each of them!

- ★ MSgt Randall J. Burnett, 154<sup>th</sup> Security Forces Squadron. Randy waited a long time for this promotion.
- ★ MSgt Alvin J. Fritz Jr., 154<sup>th</sup> Logistics Squadron. Al continues to impress people with his enthusiasm and hard work. I think he gets part of that enthusiasm from his wife, MSgt Kathy of the 154<sup>th</sup> Services Flight.
- MSgt Karl J. Kaneshiro, 154th
   Mission Support Flight. A hard working guy who has waited a long time for his promotion.
- ★ MSgt William Makaneole III, 154<sup>th</sup> Security Forces Squadron. Kalani, a former technician, continues to contribute to the squadron's successes.
- MSgt Robert Y. Nakamatsu, 154th Logistics Squadron. One of the LS folks who get things done in the supply business.

Congratulations to SSgt Robert "BJ" Carvalho, who is the Information Assurance Manager in the 154<sup>th</sup> Communications Flight. He transfers in from the 292<sup>d</sup> Combat Communications Flight. He will the individual and equipment accreditation issues, in addition to the SATE training, CSSO manual, and security issues. He replaces SSgt Stanley Kim, who now works for Lucent in California. Welcome Aboard BJ!

Leaving the HIANG last month was SMSgt Kenneth KC Dunham, 154<sup>th</sup> Communications Flight. He moves to San Diego with his wife who just got an attorney's job there. KC secured a job with Lucent and will be looking for a Guard or Reserve assignment in California. Aloha to KC and Mahalo for all your hard work!

The Honolulu Theatre for Youth recently announced that **Sydney Keliipuleole** is now president of their Board of Trustees. He retired several years ago as a lieutenant colonel and commander of the **154**th **Civil Engineer Squadron**. Sydney continues at his position with Kamehameha Schools. *More volunteer work for Sid!* 

Congratulations to MSgt Mitchell Tanaka, who becomes the vehicle superintendent in the 154th Logistics Squadron. He replaces MSgt Teddy Ganade, who retired last month.

- Continues on page three -

#### A THOUGHT

"Life must have been a lot simpler when the Indians ran this country"

-- Forrest Gump

#### September 2000 UTA Activities

The HQ PACAF Inspector General Team will conduct Our Wing's **Unit Compliance Inspection (UCI)** this weekend.

**Saturday:** Air defense exercise (ADX). BDUs are the uniform of the day. The Wing Change of Command will on the schedule at 1500.

**Sunday:** Normal UTA training activities. The uniform of the day determined by unit commanders and/or section supervisors.

#### Voting Reminder:

For those of you deploying during the voting season - You can still exercise your right to **vote through an absentee ballot**. For more information, check out the 154 MSF Web Page located at the 154 Wing Page, 154 Support Group, 154 Mission Support Flight, General Information, or call 453-VOTE. *Exercise your franchise!* 

#### Upcoming Events:

The following is a calendar of upcoming events in the HIANG.

The 154th Aircraft Generation Squadron will host a 3 on 3 Basketball **Tournament** on Saturday, September 16th. The tournament entry fee is \$5.00 and will benefit the American Cancer Teams will play in the parking lot of Building 3386 (Weapons) where portable baskets will be setup. The event is open to all members of the HIANG and there will be three divisions: open, masters, and women's. Get more information by going to:

http://154web/154ags/index.htm

**TSgt Richard Costa** is the POC, 448-7662

\* The HQ PACAF Inspector General Team will conduct an Operational Readiness Inspection during August 2001. As briefed at our technician meeting, Support Group members will deploy to Alaska for the ORI.

#### Promotions

The following list is the Wing members promoted during or after August 2000 UTA weekend. Congratulations to each of them!

SMSgt Jon S. Iwashita	154 LG	
SMSgt Harvey K. Maeda	154 ACS	
MSgt Jacintho Alameida Jr.	154 CES	
MSgt Randall J. Burnett	154 SFS	
MSgt Jason A. F. Caires	154 MXS	
MSgt Alvin J. Fritz Jr.	154 LS	
MSgt Karl J. Kaneshiro	154 MSF	
MSgt William Makaneole III	154 SFS	
MSgt Reginald Maunupau Jr.169 ACWS		
MSgt Robert Y. Nakamatsu	154 LS	
MSgt Ei Jung Yiu	154 OSF	
TSgt Robin J. Hoyahoy	154 CF	
TSgt Edward T. Oga	154 MDS	
TSgt Melvin H. Shinohara	154 CF	
TSgt Michael R. Vegas	154 LG	
SSgt Channing Y.H. Ching	154 LS	
SSgt Marcus K. Arincorayan 169 ACWS		
SSgt Martin I. Beardeaux	154 MXS	
SSgt Michael W. Dinneen	154 CES	
SSgt Ryan R. Kakazu	154 MDS	
SSgt Joseph G. Salvador	199 FS	
SSgt Rosemarie V.P. Tagura	154 MDS	

#### Retirements

The following personnel filed their retirement paperwork with our Military Personnel Flight, and will retire prior to our next UTA in September.

CMSgt Kenneth Morimoto	HQ 154 LS
MSgt Rodney Leong	HQ 154 LG
MSgt Steven Maeda	HQ 154 WG
TSgt Misael Balayan	154 MSF
TSgt Charles McKee, Jr.	154 LSF

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#### In My Opinion...

The Support Group gained two new lieutenants in the last quarter.

- Lt James Faumuina graduated from the Academy of Military Science in late June. Prior to commissioning, he served in the 154th Medical Squadron. He now serves with the 154th Services Flight as the operations officer. In civilian life, James works for the Office of Hawaiian Affairs.
- \* Lt Bernice Pabingwit just

graduated from the Academy of Military Science on August 30th. She will serve with the 154th Civil Engineer Squadron. Bernice comes from a family with strong ties to the HIANG. Her husband, Clayton, serves with the 154th Maintenance Squadron, and her brother-in-law, Morris, served in the 201st Combat Communications **Group** units for several years. Her father-in-law, MSgt Buenaventura "Benny" Pabingwit retired from the HIANG several years ago after over 30 years as a technician in the 291st Combat Communications **Squadron** in Hilo.

And Finally: This UTA weekend we say Aloha and Mahalo to **Brig Gen Michael Tice**. BOSS is leaving to take a Traditional position up the hill at CINCPAC, where his nomination for a second star should begin shortly.

When I joined the HIANG in 1968, BOSS was a young F-102A Deuce pilot. He had joined earlier in 1965, and before becoming a technician, he worked for Matson Navigation.

But from the beginning, he was on his way, moving up the organizational ladder. He served in various positions within the 199<sup>th</sup> Fighter Squadron, served a period at HQ HIANG as the Executive Support Staff Officer (ESSO), and in 1989, became the then 154<sup>th</sup> Group commander. During this time, he survived two aircraft conversions, F-102A to F-4C to F-15A.

During his eleven-year tenure as our commander, BOSS oversaw a tumultuous period of growth. The activation of both the 203<sup>d</sup> Air Refueling Squadron and 204<sup>th</sup> Airlift Squadron, the evolution to a Wing and so many other things occurred during his watch.

BOSS made lots of hard decisions during this period, some not appreciated by a few people. But like Gen Colin Powel said in his book, if you are not upsetting someone by your decisions, something is wrong.

After 35 years in the HIANG and 11 years as our Wing commander, BOSS' last day as our commanding officer is here. BOSS - Mahalo for all you have done for the **154**th Wing and the Hawaii Air National Guard. *Happy Trails!* 

One Wing - Together M

#### Babooze

Compiled by Lt Col Galen R. Yoshimoto

Just a Typo. Jefferson City, Missouri (AP) -- A state highway hot line seemed a little hotter than usual for callers seeking information about highway projects in north central Missouri. Instead of connecting to the state transportation department's toll-free information line, callers instead were greeted Wednesday by the breathy voice of a phone-sex operator.

The phone number on department letterhead had two digits transposed. One of those who called the number was Paul Sturm, an editor at the Chillicothe Constitution-Tribune. "I thought I'd just inadvertently dialed the wrong number," Sturm said with a chuckle.

Shane Peck, a department spokesman, apologized Thursday. "It was a typo and we're sorry that it happened," Peck said. "It's embarrassing for us in a way. It certainly wouldn't be anything we would intentionally do."

Huh?!? Roberts Banks sued the Earl K. Long Medical Center in Baton Rouge, La., complaining that he went in for a heart bypass but came out circumcised – which doctors said was a necessary antecedent to the surgery because he required kidney monitoring equipment. For unrelated reasons, the surgeons decided not to do the bypass.

Another Doctor Story. The Pine Bluff (Arkansas) Commercial, citing state medical board records, reported that the family of the late Ms. Marvelous Cann has alleged that surgeon Michael Joseph Rook frequently operated while alcoholimpaired and in fact mistook Ms Cann's heart for a lung while performing gallbladder surgery in 1998.

An Expensive Cut of Meat. San Jose, California. (AP) -- If that veal scaloppine tasted a little strange recently at the Bella Mia restaurant, there's a good reason: It might've been pork. The upscale restaurant has agreed to pay a \$60,000 court settlement for selling pork and calling it veal. Gary Kjolhaug, a former chef, still faces four counts of criminal misdemeanors in the case.

Kjolhaug admitted using pork tenderloin instead of veal in Italian dishes such as veal parmigiana and veal scaloppine for five or six years because pork was a superior meat product. Restaurant owner William Carlson has already paid about \$10,000 to hundreds of customers as a result of the switch, according to Santa Clara County Deputy District Attorney Robin Wakshull. As part of the deal with the

county, Carlson must pay an additional \$25,000 in restitution and a \$25,000 fine. The settlement was announced Friday.

At least \$7,500 of the money will be used to promote awareness of local religious and cultural practices, Wakshull said. "There are several groups who don't eat pork products, and many of those people may have been ordering veal to avoid pork and ended up getting pork," Wakshull said.

**Quite a Party.** One female guest bit off part of another's nose during a wedding-party brawl in Prince Albert, Saskatchewan.

Rolls Royces Have Problems Too. Modern Rolls Royces, which use cheap plastic and other synthetic materials in their cars just like everybody else, started getting complaints from their well-heeled customers that the cars didn't have that certain Rolls-Royce "something" anymore.

Rolls researchers studied the problem and found out that new cars didn't smell like the old ones did. See, the old Rolls Royces were luxuriously appointed with dead cow skin and dead trees, the stench of which Rolls customers came to associate with luxury. So the company formulated a spray-on liquid that brings back that old leather-and-wood Rolls Royce stink. And, reportedly, customers are happy again.

You Got To Be Kidding #1. A 35-year-old man reported to a Brunswick, Georgia, emergency room complaining of abdominal cramps. The doctors removed 55 thin glass cocaine pipes (one of them 4 ½ inches long) from his stomach; the man said he did not realize they were there because he was always high when he accidentally ingested them.

You Got To Be Kidding #2. After her arrest for robbing a Springfield, Missouri, Bank of America, Joyce Lingle told police that she had not read the note that she had handed a teller (and for which she received a bag in exchange) and only began to suspect there had been a bank robbery after she walked out the door and say employees lock it behind her.

Bank Robber Stupidity #1. Ernest Michaelson, 45, was arrested in Bridgeport, Connecticut, just after robbing a bank. He was discovered around back, where he had interrupted his getaway in order to count the money (\$857).

**Bank Robber Stupidity #2.** In Albuquerque, an unidentified man asked for change of a \$10 bill to get the Keva Juice shop clerk to open the register, then announced a robbery; the

clerk locked the register instead, and the man fled, leaving his \$10 behind.

Just Desserts. Rio De Janeiro (Reuters) -- A multimillionaire who cooked up a fortune by making meals for Brazilian prisons got a taste of his own poorly rated cuisine after he was put behind bars, police say. Jair Coelho, a 68-year-old magnate known as the "King of the Lunch Box," was jailed pending formal charges following an investigation into his role in alleged fraud and racketeering linked to a lucrative contract to supply all the prison food in Rio de Janeiro state, or about 22,000 boxed meals a day.

Prison officials and prisoners alike have criticized the quality of the food supplied by Coelho's company. Coelho was put in a cell with 12 other men, mostly white-collar and elderly criminals who were not considered dangerous.

"This precaution was taken because there was a risk of retaliation from prisoners who eat the food supplied by his company," said Alvaro Lins, director at the Rio de Janeiro port prison. With the monopoly on prison food, Coelho and his wife became prominent figures in Rio's so-called "emergent society," formed by a handful of new wealthy families.

Guerrilla Movement Suffers
Setback. The guerrilla separatist
movement in Corsica was dealt a severe
blow when its leader for the last 20
years, Marcel Lorenzoni, 50, and his
son, Pierre, 21, stabbed each other to
death during an argument.

The Babooze of the Month. Rogers, Arkansas (AP) -- Sometimes a price can be too low even for Wal-Mart. Police arrested a man who was caught at a Wal-Mart Supercenter allegedly slapping his own bar codes on cans of baby formula, lowering the price to \$1.89 on cans that go for between \$10 and \$20, said Detective Stephen Charles.

A search warrant revealed \$15,000 worth of formula -- an estimated 1,000 cans -- in a van belonging to the suspect. Police identified the man as Brahim Abdel-Vetah. The cans in the van were in bags from different stores, with receipts from Indiana, Kentucky and Ohio, according to a police report.

Wal-Mart employees notified police when the man allegedly purchased formula at a deep discount. Abdel-Vetah, who was arrested Sunday, was being held on a felony theft charge in the Benton County Jail on Tuesday awaiting a bond hearing. "This is one of the strangest things I've dealt with," Charles said.

# Falling for the Abilene Paradox

Your organization may suffer from what Jerry Harvey, professor of management science at George Washington University, Washington D.C., calls the "Abilene Paradox."

The Paradox: Harvey and his family were looking for a change of pace. So they decided to take a long drive in the heat of a Texas summer evening- in a car without air conditioning- to try out a new diner in Abilene.

Later, one by one, the family members complained that the food was lousy and the trip was miserable. They each said they went along on the excursion only because they thought the others really wanted to go. Why did they allow themselves to go through the misery?

Before your group falls victim to the "Abilene Paradox" - doing the wrong thing while knowing it's the wrong thing to do- consider these questions:

- ★ **Do we know** why we're doing this?
- ★ Who really wants to do this?
- Is it possible the group will agree to do this only to be polite or politically correct?
- **★ Does anyone** in the group think this is the wrong thing to do?
- \* Have we acknowledged and discussed

Editor's Note. The Abilene Paradox is a classic management training video.

- Continues from page one

#### AF Uniform Board Results

- Bring back dark blue (wool/flannel), long sleeve shirt for wear with service dress uniform.
- \* Allow wear of either crew or v-neck
- Create cold weather jacket specifically for pregnant women.
- ★ Design a new outer garment for the woman's mess dress.
- ★ Wear aeronautical badge on leather A-2 jacket.
- Standardize wear of bright metal rank insignia on the epaulets of the leather jacket (except in combat operations.)
- ★ Goretex jacket as standard issue.
- ★ Blue Goretex jacket as an optional item to be purchased (at own expense) and worn by anyone.

- Wear of 2" black riggers belt.
- ★ Issuing DBDUs in basic training.
- ★ Permanently place American flag on the right shoulder of BDUs.
- Phase out wear of brown T-shirt with BDUs.
- ★ Design lightweight summer black T-shirt for hot weather locations.
- Change BDU belt color to black.
- ★ Belt buckle for BDUs similar to that used by the Marine Corps.
- ★ Change the flight suit sipper leg pocket from 9" to 12".
- Base Honor Guard members allowed to wear a special/optional uniform item – rope/aiguillette/baseball cap.
- Wear of pewter gray beret for Air Force weather personnel who have completed jump school.
- The Wing and propeller accoutrements with optional matching earrings and cufflinks.
- ★ Change shoulder mark (epaulet) border stripe.
- ★ Two line nametags for SAF/IA and AF/CVAI.
- Replace polyester tie with higher quality one made of silk.
- Wear of backpacks over both shoulders.
- ★ Standardize the color of backpacks to black.
- ★ The Communications-Electronics (C-E) maintenance badge.
- ★ Individuals wearing recruiting service badge permanently.
- Phoenix Raven personnel wearing raven tab on BDUs.
- ★ Authorize permanent wear of scuba badge.
- Air Mobility Warfare Center instructor badge.
- ★ Retention Badge for Air National Guard.
- Unit Career Advisor Badge for Air National Guard

**Referrals:** Items that have been approved for additional study in conjunction with the Air Force Clothing Division.

- Same type of non-roll elastic in the maternity blue pants that are in the maternity BDU pants.
- Resize women's uniforms (tall sizes.)
- Resize mess dress uniforms for tall people.
- ★ Brown or black thermal underwear

with BDU, prohibit wear of white.

## Guidelines for a Good Leader

William Cottrubger, director of marketing and quality control for the Farm Resource Center, Mound City, Ill., has put these leadership guidelines to good use over the years:

- \* Recognize that changes especially the big, necessary onesscare and often paralyze
  employees. *Guideline*: Preserve as
  many employee routines as
  possible, focusing on those that
  won't interfere with the change
  plans. You'll gain support from
  those who see that you care what
  matters to them. *Examples*:
  Monthly department lunches,
  offsite celebrations, fun in-house
  newsletters
- Consider how your actions look from your employees' point of view. Could your decisions be mistaken for mandates, or do you listen to their concerns before deciding? Guideline: Seek employee input before starting too many sweeping changes.
- \* Understand that a heavy hand doesn't work for everyone.
  Guideline: Spend time identifying the hot buttons for those you supervise. You'll need to know their capabilities and weakness to offer the right balance of motivation and direction.
- \* Build flexibility into your "group think." Employees struggle with wanting you to treat them as fairly as their peers while still recognizing their unique qualities. Your challenge is to explain why your decisions favor the group over individual concerns. Guidelines: Show that you respect their opinions by being up front about the reasons for your actions.
- ★ Trust enough to share control. Guidelines: Allow staff members to decide how they'll do what must be done. Bottom line: Empowerment leads to greater productivity.
- \* Listen more, talk less. Hearing what concerns employees actually gives you an advantage. Once you know their agenda, you can better plan your response. Guideline: Reverse the traditional order of employee-boss communication, and let them do most of the talking. Bonus: The less you say, the more interested they'll be when you do speak.

# The Farrington Way Award

By Lt Col Galen R. Yoshimoto (FHS '67)

I just received my July newsletter of the Farrington Alumni & Community Foundation, the **FACF News**. This 25-year-old foundation is made up of people who are Farrington High School graduates and other community members who support the school. Besides providing scholarships for FHS graduates (\$27,000 at the 2000 graduation), the foundation annually presents an award to a member of the faculty, staff or the community who exemplifies the Farrington Way.

This year's winner is a HIANG member, **MSgt Errol Inoue**, who works out of our Quality Assurance shop. *Congratulations to Errol!* 

The following is the complete article as seen in the July issue.

This year's Farrington Way Award recipient can be described as Farrington's own Renaissance Man as he has been a math teacher, outreach counselor, technology coordinator, attendance clerk, bowling coach and school registrar at Farrington. He is none other that the school's current registrar, Mr. Errol Inoue.

The DOE has employed Errol for 29 years. He has taught at Jarrett, Central and Washington Middle Schools before coming to Farrington as a Math teacher. He taught Math at Farrington for 12 years, before moving on to become an outreach counselor for the IMUA program, the school's attendance clerk and technology coordinator. He has been the school's registrar for the past three years.

His hard work has helped Farrington progress in its use of technology. He averages between 60 to 80 hours a week, including weekends and summer. Although he has a hectic schedule, he always finds the time to be bowling coach to his students, which he has been for the past five years. He also never fails to report to duty as a member of the Hawaii Air National Guard for which he's been apart of for the past 39 years.

Those who work with him describe him as a "team player," someone that is always thinking and doing for others before himself. As a math teacher, he never hesitated taking on the "tough, unmotivated students whose math skills were below par." Students describe him as someone with a sense of humor, even though he is under great pressure. He always goes out of his way to help students that are in need of help.



By U.S. Senator Daniel K. Inouye, D-Hawaii

#### Remembering War's Painful Lessons

People often ask me if our tax dollars might be better spent on the environment, health care, and education rather than on defense. This is a valid question and I will take this opportunity to respond.

First, I want to point out that my colleagues and I are very concerned about social and environmental issues. Federal spending on labor, health, human services, and education has increased steadily, growing by 43.8 percent during the past five years. Meanwhile, funding for the Department of Interior's varied environmental programs have also increased by 15 percent during that same period.

Having said that, I cannot close my eyes to other dangers on our planet. There are nations and organizations that are a threat to us. We should and must be prepared to prevent them from hurting our people and harming our nation

Unlike what many would like to believe, the world is more dangerous and unstable now than it was during the Cold War. The end of the Cold War has led to an increase in factions and whose extremists actions unpredictable. Complicating matters is the nature of America's changing relations with a host of foreign countries, and the political and economic situation within those countries. Also, other threats have emerged: the spread of ballistic-missile technology, terrorism, international organized crime, narcotics, information warfare.

This is not simply propaganda to boost military spending. History has taught us that peace is not secured by laying down our arms, and asking for it politely and diplomatically. Strength, readiness, and might still make the difference. We prevent war by preparing for war.

We were not prepared Dec. 7, 1941, when Japan attacked Pearl Harbor and propelled the nation into World War II. More than 405,000 Americans died in that war.

On June 25, 1950, we were also woefully unprepared when America

sent troops to Korea. If we had been prepared for war, I am certain the North Koreans and the Chinese would have thought twice before crossing the 38th Parallel. Sadly, the Korean conflict left nearly 34,000 Americans dead.

I have seen first hand the horror and gore of war. War is about death, sorrow and lost dreams. After what I have seen and experienced, it must be our last and only resort. For this reason, through my service as a U.S. senator, I have strived to use everything at my disposal to prevent war.

I firmly believe that the best way to prevent war is to maintain our strong, effective and capable defense. The message we send to anyone interested in challenging our strength and our conviction is -- don't even think about it. This is a powerful deterrent. Furthermore, in the unfortunate event that an armed conflict does occur, a strong defense system has proven capable of bringing the conflict to a quick end.

This is not a cheap proposition. It costs money to maintain our armed forces. But I believe it is a wise investment that we should increase. The truth is we haven't.

We spend less on defense than we did 15 years ago. Military spending currently is 2.7 percent of our Gross National Product, whereas it was 6 percent in 1986.

On Memorial Day, I visited Pearl Harbor and paid my respects on the USS Arizona to those who died in December 1941. As I stood on that sacred spot, I was overwhelmed by a flood of memories about that fateful day 59 years ago.

It is especially during these moments that I reflect upon those who believe we spend too much on defense. Is preventing war too much? Is saving lives too much? Is preserving democracy too much?

I pray that we will never forget their valor, and the valor of all who followed. I pray that we will do justice to their memory and do all we can to ensure that their supreme sacrifice was not made in vain. I pray the United States of America will never let down its guard or forget its painful lessons of war.

Editor's Note: This article appeared in the July 2000 issue of National Guard, the official magazine of the National Guard Association of the United States. Senator Inouye serves on the Senate Appropriations Committee. He recently received the Medal of Honor, the nation's highest award for valor, for his actions in Italy during World War II.