

AG cites management problems

DO NOT REMOVE

By Capt John Maier
PAO, Editor

Editor's Note: The following interview with Maj. Gen. Valentine A. Siefermann, State Adjutant General, was conducted on Nov. 25, 1975, in the Office of the Adjutant General, located behind the flagpole at Ft. Ruger. A tape recorder was used. The subject was management and the tasks before the Hawaii National Guard in the coming year.

Gen. Siefermann, beginning a new year, particularly the year of the bicentennial celebration, and at a time of increased emphasis on the role of the National Guard within the Total Force concept, what do you see as the tasks that lie ahead in the coming year?

First let's start with the fact that we have good capable organizations with a wealth of talented people in them.

Problem-wise, basically, I really think the most of our problems are associated with management or command, which are, if you will, interrelated problems. To cite examples like retention and recruiting, in some cases poor management has had and will continue to have an impact on both. A man does

not want to belong to an organization where there are always make-work projects, where training is uninteresting, where he is just literally sitting around. Though he may not come out and personally express a desire to be kept busy, an individual normally loses interest if he is not kept productively busy.

A crucial question, then, is communicating to that person about what he is doing and why he is doing it.

True. Also there's a big difference — and this is my second point — between saying that something should be done, and actually seeing that something is done. This is the control feature of command, or the follow through. One of our big problems — and here this is true with society in general — is that standards have slipped. A man will only produce what he's asked to produce. This is the average individual. So if we are going to accept sloppiness, that's exactly what we are going to get. This is related to the problem already discussed — that of standards. We have already started to upgrade the standards that we will accept, the standards of performance not only by the private within the organization, but by the general officer as well. Standards are going to have to be raised. This will

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pupukahi

Pupukahi: Harmoniously united

Volume XXI/No. 4 January, 1976

The inside story



1Lt Gail Warok Commissioned Page 3

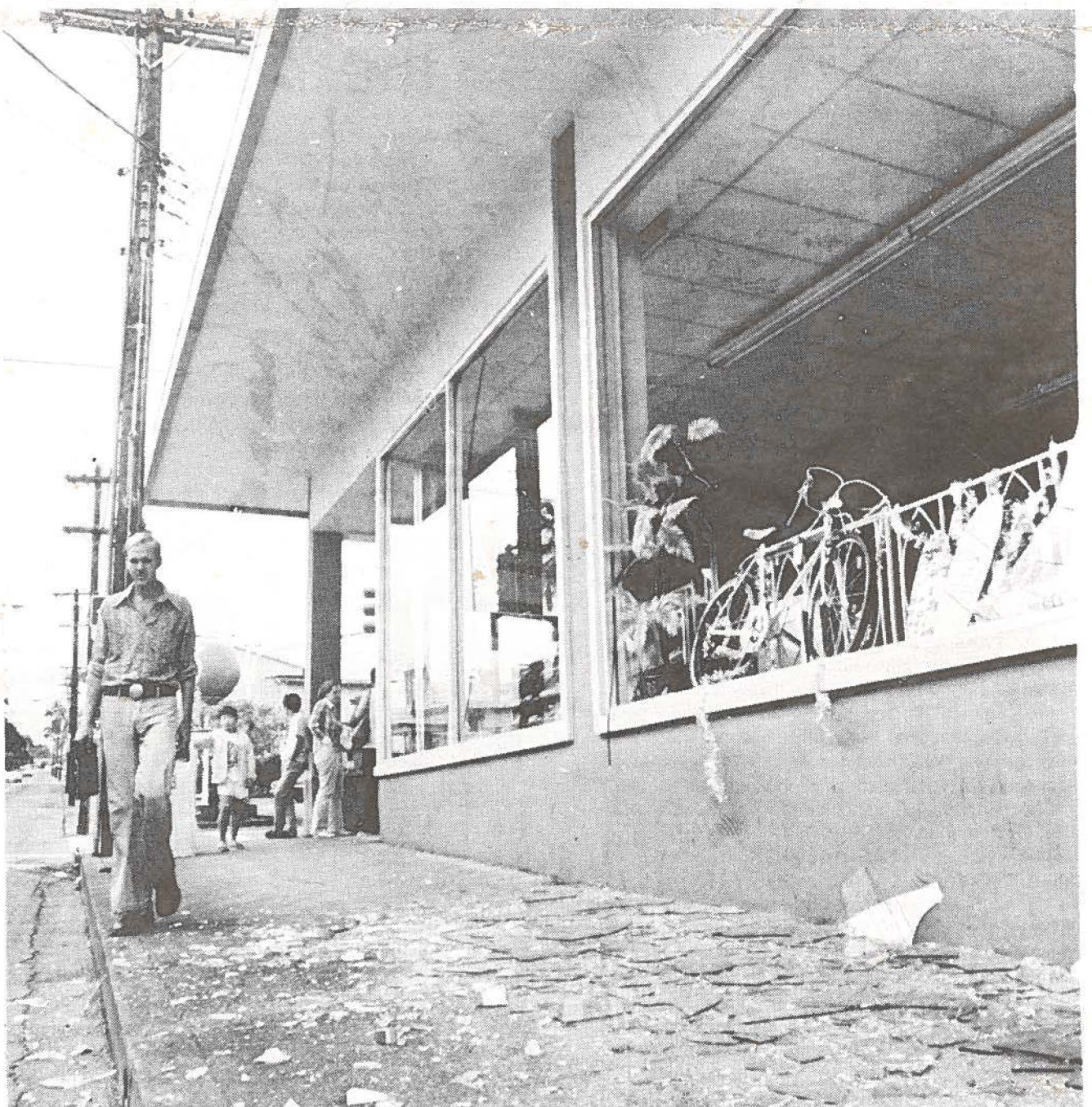


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Association Presents Awards Page 5

Should disaster strike...



For the complete story

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Gen. Siefermann sets management policy



SETTING THE PACE — MajGen. Valentine A. Siefermann, State Adjutant General, discusses managements' problem during a recent interview with PUPUKAHI.

(Continued from page 1)

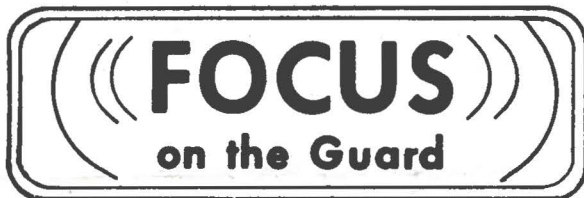
permeate the entire organization if it's done properly. This is basically the problem within the National Guard as I see it, that we accept less than best to some extent.

How do you intend to follow through on this, again in raising standards?

Well, as I see things that are wrong, I will call it to the attention of the divisional commanders, the top commanders, because if I see an infraction of the rules at the lower levels, it must be something that they tolerated.

So you are demanding more from your divisional commanders?

Demand more from the top, and the demand will then go all the way down through the organization.



By 1LT Gregg Kakesako

USMA Seeks Women Applicants

The United States Military Academy, is accepting applications from young women interested in becoming cadets.

West Point plans to admit about 95 women among the 1,400 new cadets joining the "Long Gray Line" in July 1976. So far, however, less than 100 women have applied.

Since only about one in nine applicants generally is selected for each class, West Point authorities hope for a sharp increase in women's applications.

The nomination and appointment system for women cadets will be the same as it has been for men.

To become a member of the Corps of Cadets, an applicant must receive a nomination from one of several sources. The best known source is the U.S. Congress, although approximately 300 cadets are admitted each year on "service-connected" appointments.

The Congressional nominating system allocates a total of five cadetships at the Academy to each Senator and Representative. When a cadetship becomes vacant, the Congressman to whom it is allocated may nominate up to ten candidates for it.

Only one of the ten can be selected for a particular congressional cadetship, but the alternates may compete with other non-selected congressional nominees for "qualified alternate" appointments.

The service-connected appointments, also awarded on a competitive basis, are available to enlisted soldiers in the active Army, Reserves, and National Guard.

Also eligible to compete for appointments are the children of deceased and disabled veterans, children of career service personnel and Medal of Honor winners, and graduates of Honor Military and Naval schools and high school ROTC.

Candidates, both men and women, must be unmarried U.S. citizens, not less than 17 nor more than 22 years old on July 1, 1976.

Women interested in entering West Point should contact their congressman, or write the Military Academy Admissions Office (West Point, N.Y., 10996).

You have the right

You have the right — and protection from reprisal — to file a military complaint if you believe that discrimination on the basis of race, color, or national origin is being practiced with any National Guard program that is subject to the provisions of Title VI of the Civil Rights Act of 1964.

Formalizing the complaint in writing is not prohibited prior to informal discussions within the chain of command; however, resolution on an informal basis is encouraged.

You may file the complaint yourself or choose someone who consents to do it for you. When other individuals have the same complaint, the action should be incorporated into one complaint. You may file your complaint with your unit commander or commander of the facility where the act of discrimination is alleged to have occurred, and at any successive organizational level, direct to the

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Are you exercising tighter control with your immediate staff?

Yes. The pressure is constantly on the staff, our immediate staff, because I feel that we start at the top, at my level, and work on down. In fact, the pressure has been on the departmental level even before it gets down to the division and through the division.

Gen. Siefermann, going back to the idea of a new year, could you make some remarks for the new manager and new supervisor, the young NCO and the young officer?

Basically, establish high personal standards and adhere to them before you require others to do the same. Don't ask others to do what you yourself would not do. Don't ever take advantage of your position. Rather, use it for the benefit of others and not for your own. I've seen too many people who use their positions, and make decisions on how it's going to impact upon them, rather than making logical decisions based upon how it's going to affect the majority of the people and the organization. In my books, the mission comes first, then the organization, then people. Of course you base decisions — all decisions affecting people and their impact on the mission — upon the majority of the people. However, we must not completely exclude the minority who have problems of special concern. As commanders we should always have in the fore of our minds that our main responsibility is to the mission. In serving the organization and the people in it, our main purpose is to develop capability within the organization.

How do you fit the mission into this?

The mission determines what kind of capability you've got to develop within the organization. That's prime. That's the key to the whole thing. The mission sets the tone, the tempo of the training. That tells you what calibre and type of people you must have. In fact, if you want to put it in proper order, the mission determines the organization that you need, the number of people, and the type of skills that are required, and then the training is dictated by the mission and skill requirements.

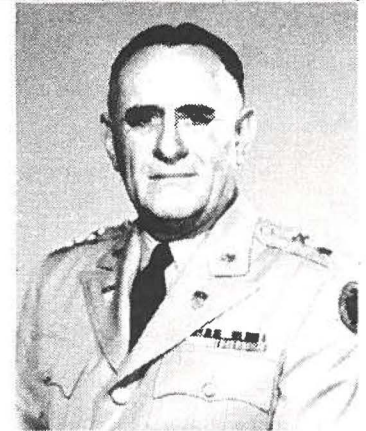
Thank you, Gen. Siefermann. This has ranged much further than I had originally expected.

One more thought. People have become so hidebound, so staid, that they sometimes lose the innovativeness that they need to solve present-day problems. This can be especially true in our type of organization. You can develop an inertia in the Guard because of its permanence. Therefore, every supervisor must be aware of and try to keep in mind that he will continue to be innovative and try to prevent himself from becoming the staid, old-fashioned manager, using historical solutions to solve the problems of today.

Thank you.

IN MEMORIAM

MAJ GEN. F. W. MAKINNEY



1899-1975

MajGen Makinney, born and raised in Honolulu, attended Punahou Academy, Columbian Preparatory School, Washington D.C. and U.S. Military Academy, West Point, N.Y. He served on active duty in the U.S. Army from 1918 to 1946. Upon retiring from the Active Army, MajGen Makinney served as Hawaii's State Adjutant General from Aug. 4, 1946 until Dec. 2, 1962.

PUPUKAHI

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1Lt Gail Warok receives direct commission



FIRST PINNING — First Lieutenant Gail K. Warok stands proudly as the State Adjutant General, Major General Valentine A. Siefermann, pins her 1Lt bars on. 1Lt. Warok is the first enlisted woman to become an officer in the Hawaii Army National Guard under the Direct Commission Program.

By SSG Joe Ruttle
117th PID Staff Writer

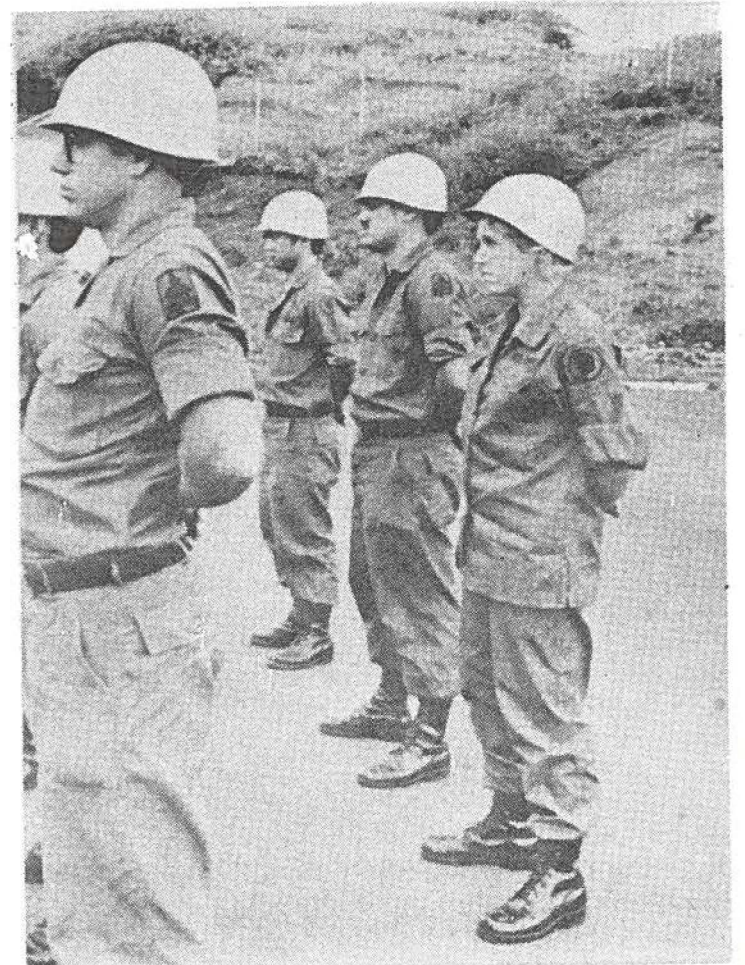
The first enlisted woman to become an officer in the Hawaii Army National Guard under the Direct Commission Program had her bars pinned on at Ft Ruger last month.

Gail K. Warok, formerly a clinical specialist with the 293rd Services Company (Aircraft Maintenance), received her commission as a first lieutenant in the Adjutant General Corps and was assigned to the 12th AG Company.

A native of Berkeley, Calif., and a graduate of Santa Clara University where she studied psychology, Miss Warok came to the Islands in 1969 to do graduate work at the University of Hawaii.

In August 1973 she became the second woman to enlist in the Hawaii Army National Guard.

After basic training and AIT, she spent 10 months at Ft Lewis, Wash., where she received training to



STAND-AT-EASE — Before receiving her direct commission, 1Lt. Warok was the first female to enroll at the Hawaii Military Academy.

qualify as an Army practical nurse.

Miss Warok works as a recruiter for the Hawaii Army National Guard in her full-time job.

In July she was the first woman to enroll in the National Guard's Officer Candidate School, however, midway through the course her application for a direct professional commission was approved.

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Twenty-four hours a day

154th FIG continues outstanding defense mission

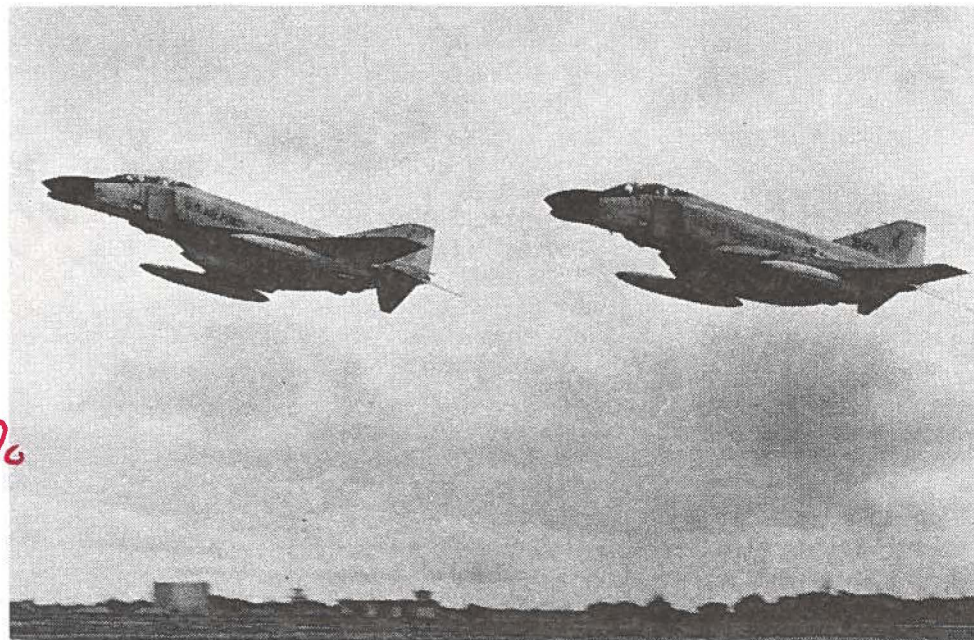
EDITOR'S NOTE — The following article was written by Chelun Huang, attorney for the Public Defender's Office, who has an avid interest in planes and flying. The article is scheduled to appear in the British magazine *Aircraft Illustrated*, early this year.

0730 Hours, Aug. 2, 1975

Seven men wearing green flight coveralls enter the briefing room of the 154th Fighter Group of the Hawaii Air National Guard. The men sit in theater like chairs and quickly copy weather reports posted on a chart upon the stage before them. Most of these men are professional pilots flying McDonnell-Douglas DC-9's for Hawaiian Air or Boeing 737's for Aloha Airlines, but a few like Tom Haine do not earn their living by flying. Tom Haine, a former United States Olympic Team Captain, is a vice president for First Hawaiian Bank. Tom and his fellow pilots fly several missions each week to maintain flight proficiency and are constantly tested on emergency procedures.

Standing behind a podium the Meteorological Officer tells the pilots about various weather conditions over the islands as model planes suspended from the ceiling twist and rock as if in their own turbulence. Next it's the Flight Commanders turn to discuss intercept tactics which will include low, high, pop up and ninety degree attacks.

While the pilots are busy taking notes on clipboards, ground crews are busy preparing the 154th's F-102A's. Yellow auxiliary power units clatter as men in green fatigues climb around the grey needle nosed birds.



AERIAL DEFENDERS — The Air National Guard is being modernized with F4 'Phantoms' under the Total Force Policy. Hawaii will be receiving their F4-C jets in Spring of 76.

0905 Hours:

The F-102's reach the end of the taxi way and stop, allowing the ground crew to remove the final pins from the explosive charges. Clearance is received from the tower to move onto Runway 8. The planes are now positioned at the runway's end, and wait momentarily as a Hawaiian Air DC-9 clears the active runway. Seconds later black smoke bellows from their tails, brakes are released and afterburners light with a thunderous roar. At the 4,000 foot mark the jets leave the ground. The delta wings climb swiftly to the right and become dots in the blue sky. Within minutes radar intercept controllers will vector the jets to their targets which in this case are two F-102's which had departed an hour earlier. The prime mission of the F-102's and the Hawaii Air National Guard is the aerial defense of the Hawaiian Islands.

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It is now 0830 and the pilots emerge from the suit up room. A final walk-around inspection is completed and the pilots mount their planes. One by one the J-57's come to life. A final wave by the crew chief and the "Deuces" begin to taxi to runway 8. A mobile command car driven by a flight officer accompanies them and will log the takeoff time of each aircraft. When the planes return from their sortie the mobile commander will visually check that all aircraft have their landing gear in the down position. Sometimes Air Guard pilots are distracted in their final moments of landing by other aircraft approaching the busy airfield. Should a pilot forget to lower the undercarriage a very pistol would be fired by the mobile commander signaling the pilot to go around.

never happen

sp



THE SINKING OF HALAPE Photo by Warren Rolls — Honolulu Star Bulletin

...Expect the worst

By Fred Pugarelli
Civil Defense, PIO

Two people were killed and approximately \$4.1 million in property damage occurred when an earthquake and tsunami (tidal waves) hit the island of Hawaii.

The earthquake occurred at 4:48 a.m. on Nov. 29 and was followed within minutes by the locally generated tsunami. The earthquake measured 7.2 on the Richter scale and was centered two to three miles off the coast of the Big Island. Kilauea Volcano erupted virtually at the same time that the trembler occurred.

Twenty-nine people were injured by the earthquake and tsunami.

The Hawaii County Civil Defense Agency sounded the sirens and evacuated as many people as possible from coastal areas due to the expected tsunami waves. Some sirens did not go off due to power failures on parts of Hawaii Island, so sirens on police cars were used. Also, Police and Civil Defense personnel went house-to-house urging residents to evacuate.

The city of Hilo had considerable damage in its downtown district. Its small fishing fleet suffered damage, too, when a five-foot tsunami generated a 10-foot swell as it roared up Wailoa River shortly after the earthquake.

There was also extensive damage to the Hilo sewage outfall system.

In Kona's Keauhou area, homes and boats were damaged.

In Ka'u, the only tourist facility was lost temporarily when a tsunami swept through the Punaluu Village Restaurant. Cars were washed inland and five homes nearby were leveled.

The worst damage took place in the Volcano area. Extremely dense and heavy road cracking took place at the Hawaii Volcanoes National Park.

The beautiful remote sandy beach of Halape just about vanished as the coastline subsided.

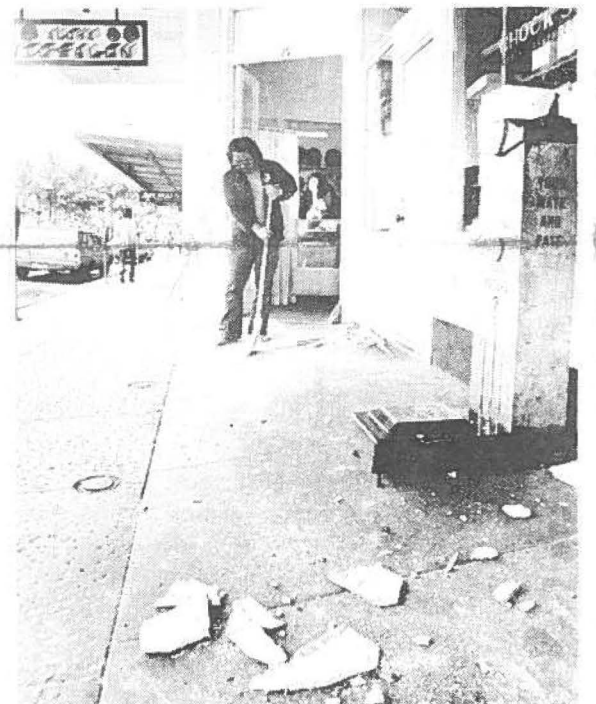
In the day immediately following the disaster, Gov. George R. Ariyoshi, Maj. Gen. Valentine A. Siefermann, State director of Civil Defense and adjutant general, and John N. Butchart, State vice director of Civil Defense, toured the damaged areas.

They were joined by Robert C. Stevens, Region Nine director of the Federal Disaster Assistance Administration.

On Tuesday, Dec. 2, Mayor Herbert T. Matayoshi of Hawaii County declared the Big Island a major disaster area.

On Thursday, Dec. 4, Governor Ariyoshi declared Hawaii County a major disaster area.

On Sunday, Dec. 7, President Ford proclaimed the Big Island a major disaster area, making its government and citizens eligible for a host of Federal benefits.



CLEAN-UP Photo by Ron Edmonds
Honolulu Star Bulletin

This will include approximately \$1 million for the repair of public facilities damaged by the earthquake and tsunami.

On Wednesday, Dec. 10, a joint Federal-State one-stop disaster assistance center was opened at noon in the Hawaii National Guard Armory at General Lyman Field in Hilo.

It was staffed by Federal, State and County officials, as well as the American Red Cross.

Robert F. Sorg, State CD resources officer, and A. Charles De Meo, State CD procurement and supply specialist, were among the coordinators of the relief center.

Robert C. Stevens, Region Nine director of the Federal Disaster Assistance Administration (FDAA), and Maj. Gen. Valentine A. Siefermann, State director of Civil Defense and adjutant general, coordinated the opening of the center.

Scott Martin and Joe Laux, both of FDAA, also assisted in the operation of the center.

The one-stop facility was open after the first day from 10 a.m. to 6 p.m. daily except for Sunday.

By the time it closed on Tuesday, Dec. 9, at 6 p.m., it had processed 175 applications from Big Islanders.

Among the types of assistance provided were cash grants for serious unmet needs, Red Cross grants, low-interest loans, emergency housing, food stamps, unemployment insurance, and Federal and

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ONE STOP — MajGen Valentine A. Siefermann, State Civil Defense director and Mr. Robert Stevens, Region Nine Director of the Federal Disaster Assistance Administration (backs to camera) sit in on the briefing of personnel before the manning the stations at the One-Stop Disaster Assistance Center established at the Hilo Armory.

487th FA hosts Diamond Head neighbors

Fifth annual award winning festival

By Sp5 Dennis Fujii
PAO, Staff Writer

FORT RUGER, HAWAII — Every child wishes to receive presents from Santa at Christmas, eat some "good" food — hotdogs and chips. and dance to some good ol' rock-n-roll. The children from the Vocational Development Center at Diamond Head had those wishes fulfilled.

Members of the 487th Field Artillery Battalion, under the command of Major Louis Perry, Jr., hosted the children on Sunday, December 14, in the Battalion's gymnasium located on 22nd Avenue. This was the fifth year that the 487th hosted the children with their annual Christmas party.

The festive party began with a Christmas concert given by the 111th Army Band under the direction of CW2 Jules D. Castro. The concert began at 9:45 a.m. and lasted until 10:30 a.m. After getting to know one another, the children and members of the 487th began to dance to rock-n-roll music provided by a rock band from the 25th Infantry Division. The children were served lunch. Not the ordinary type of lunch, but to them, a very special lunch — hotdogs and chips.

"SANTA, I'VE MISSED YOU."



Members of the 487th went out into the business community and got many merchants to contribute to their noteworthy community project. Contributions ranged from food, to presents which were given to the children by Santa, to a check — from a collection among the members of the 487th — that was presented to the school.

The 487th's Christmas party is a combined battalion effort under the general chairmanship of CSM Clement Hew. Every battery helped out to make the event a very memorable one for the children.

The efforts by the men of the 487th have received national recognition, winning the Adjutants General Association's Award for a program conducted in a school in 1971.

HNGA Association presents awards



HNGA Outstanding Company Grade Commander Award
Cpt. Orlan L. Peterson Jr.,



HNGA Outstanding Field Grade Officer Award Lt. Col. Paul K. Goya.

'A splendid evening'



HNGA Outstanding Officer Award Capt. James K. Iwamura

On the front cover:
Capt. Edwin R. Miyahira
James Y. Sato Memorial Award



LTC Louis Perry congratulates out-going president, LTC Paul Mori, with a gavel in appreciation.

Defense continues

(Continued from page 3)

The Hawaii Air National Guard was established on August 3, 1946. The first units to be formed were the 199th Fighter Squadron, 199th Utility Flight, 199th Air Service Group and the 199th Weather Station. A corner of Bellows Air Force Base was given to the fledgling Air Guard, but it was quite some time before the first aircraft arrived, a Douglas B-26C Invader. By mid 1947 the Guard had two AT-6's, four B-26's, one C-46 and two L-5's, however, no tactical aircraft. Finally towards the end of 1947 the first P-47N Thunderbolts arrived. Supplies and spares were far and few between, so numerous "Raids" were carried out by squadron members on Hickam Air Force Base using the Guard's C-46.

Flying approaches into Bellows Field were difficult due to the proximity of the Koolau Mountains. With the coming of the P-80 Shooting Star the Air Force realized that Bellows was no longer suitable for jet operations.

On September 15, 1947 the Hawaii Air Guard moved to an area of Hickam Air Force Base formerly occupied by the 19th Troop Carrier Squadron. The Guard's new home had two Butler Hangars and several World War Two built barracks.

In September and October of 1949 the Hawaii Air Guard participated in "Operation Miki" which was one of the largest post war military maneuvers conducted by the U.S. Pacific Fleet. Over 40,000 service personnel and one hundred and twenty five ships participated. One hundred vessels and 1,800 soldiers formed a task force to "invade" the Hawaiian Islands. The Hawaii Air Guard was to play the part of the defending airforce together with other Hawaii based air units. Air Guard B-26's flew long range patrols. On D-Day several "enemy" submarines were sighted and attacked. At 1100 hours on October 23, 1949 fourteen P-47N's and three B-26's set off to attack the invading fleet. The formation flew down the island chain at 6,000 feet passing famous Mauna Loa volcano. At South Cape the planes descended to 3,000 feet, and at approximately seventy-five miles out sighted two carriers, two cruisers and six destroyers. Hawaii Air Guard pilots claimed "destroying" twenty-three "enemy" carrier planes at a loss of only one P-47N. The attack by Hawaii Air Guard planes was a complete surprise to the Navy, and the Guard received special commendations from Washington.

During the 1950's the Hawaii Air Guard also flew many missions of mercy bringing desperately needed supplies to flood victims on Kauai and Maui.

In September of 1950 the Curtis C-46's were replaced by Douglas C-47 "Gooney Birds." Once again the Guard fell upon hard times and spares became critical because of the U.S. involvement in Korea.



WARM ALOHA — MajGen. Valentine A. Siefermann, State Adjutant General of Hawaii welcomes Capt. Frances McCann and Capt. Charles Rumsey of the 58FW, Luke AFB, Arizona, who were the pilots when Hawaii's first F4-C arrived.

On November 12, 1953 the first T-33 arrived signaling the start of the jet age for the Hawaii Air Guard. The U.S. Navy carrier "Cape Esperance" brought several F-86E's later that year. As time passed the TB-26's were replaced by the T-33's target tows. By 1956 the F-86E's were replaced by the F-86L's. The Air Guard began playing a more active role in the nation's air defense by placing two aircraft on five minute scramble alert.

In 1965 the F-102A Delta Dagger or "Deuce" was introduced into the Guard's inventory. Twenty F-102's were received from United States air bases in Okinawa, and the Philippines. The F-102's armed with Falcon missiles and all weather radar now became a part of the Air Defense Command. The Hawaii Air Guard also received a single C-54 for logistics work. The aircraft nicknamed "The Spirit of Aloha" served with the Guard until early 1975 when wing corrosion was discovered. In tropical areas salt air quickly corrodes metal, and the C-54 was no exception. A Canadian built DeHavilland C-7A Caribou has since replaced the C-54.

Operation "Rimpac '75" (Rim of the Pacific) was held in May and included naval forces from Australia, New Zealand and the United States. The vessels operated two hundred miles north of Hawaii, and practiced anti-submarine and anti-aircraft operations. The United States Navy deployed two EB-47L's to Hickam to simulate Maritime jet bombers. The Guard's F-102's flew

along side the six engined jet bombers and simulated anti-shiping missiles.

In October of 1975 the first F-4C McDonnell Douglas Phantom II arrived from George Air Force Base in California. By June of 1976 the Hawaii Air National Guard will have re-equipped with Phantom II's. Pilot and crew training has already commenced. The change over from the F-102 to the F-4C is part of a nation wide program to modernize the Air National Guard.

1040 Hours:

The yellow mobile command car waits on a grassy knoll by the 3,000 foot marker. Small black dots appear under the puffy white clouds. Landing lights are turned on, and as they draw closer they appear to be emitting smoke. The specks grow larger and larger until the familiar delta shapes are once more discernable. A neat "V" formation passes over head. One by one the planes pitch up and trail each other into the circuit. The planes stream in, over the runway, and pop parachutes to brake. A blue airforce pick up rushes to collect the discarded chutes as the planes taxi back. The canopies are open and the pilots feel the hot hawaiian air again.

1100 Hours:

The planes arrive at their hard stands, chocks secured, engines shut down and the mission comes to a close, but the Hawaii Air National Guards mission continues, twenty four hours a day . . . THE AERIAL DEFENSE OF HAWAII.



LTC Paul K. Goya

Man on the go

Lt. Col. Paul K. Goya is a man on the go. His most recent challenge, as the newly appointed commander of the 201st Mobile Communications Group, is a management task that spans from Hawaii to Kauai. Goya sees the solution to this far-flung management problem in teamwork and dialogue, spearheaded by positive guidance.

"Teamwork on the part of the entire organization is essential. Each officer and each airman contributes his share in obtaining the objectives and mission of the unit, and, of course, the commander has a lot to do with molding the effort."

Molding teamwork, according to Goya, who organized and for 19 years commanded the award-winning 169th Aircraft Control and Warning Squadron, is maintained through dialogue.

"I make it a point to be in constant touch and have dialogue with every element of the unit. I try to humanize any of the problems that we have, so that things don't become too abstract. That way we come to a mutual understanding, and each person knows what is expected of him."

"In the next few months I have to convey to the members of the unit what to expect of me, and what I expect of them."

"Some people see me as a tough guy, which I'm really not. That would block dialogue. When I'm confronted with a problem, I discuss it with the individual concerned, and then, if there is not feedback, I follow up and make sure that the problem was corrected. Once feedback is flowing constantly, then I know if improvement is being made. I don't tell people how to correct a problem; I tell them to go ahead and solve it and then provide feedback. If they can't solve the problem, then present me with alternatives."

When you meet Lt. Col. Goya, your first impression is of a large man charged with energy, ready to get the job done. After talking to him, you gain a sense of firmness, of a commander/manager communicating about a formula for success.

Ask him, and he'll tell you, "teamwork, dialogue, positive guidance."

That's the Goya formula.

Benefits adjusted for retirees

An intensive four-year effort to adjust the retirement benefits of National Guard technicians to the same level given other federal employees came to a successful conclusion on Nov. 12 when the President signed S. 584 into law.

Governor Ariyoshi included his support when, earlier that week, he resisted contrary pressure and urged the President by telegram to sign the congressional bill.

Now designated Public Law 94-126, it gives full credit for all technician service when computing a technician's civil service retirement benefits. Previously, Guard technicians were credited with only 55 percent of any service before Jan. 1, 1969. The law, it should be noted, provides for retired pay recomputation only for Guard technicians who have served in a technician status on or after Jan. 1, 1969. It also provides that the civil service retirement will be reduced by any technician-related state retirement benefits that the technician earned before Jan. 1, 1969.

How this affects the retirement benefits of Hawaii's technicians will depend upon how the Federal Civil Service Commission implements the new law. The Civilian Personnel Officer is in contact with the National Guard Bureau project officer to insure that the circumstances peculiar to Hawaii's technicians are given proper consideration in the implementation of the new law.

Technicians will be advised by the Civilian Personnel Officer when any further development become available.

Direct commission

(Continued from page 3)

"Ever since joining the Guard I wanted to become an officer," she told the Pukupahi. "I felt that with my educational background I could qualify for more responsibility. OCS afforded me the opportunity to learn the basics of management."

"Management training at OCS included classes in effective speaking and writing, as well as experience in planning and organizing."

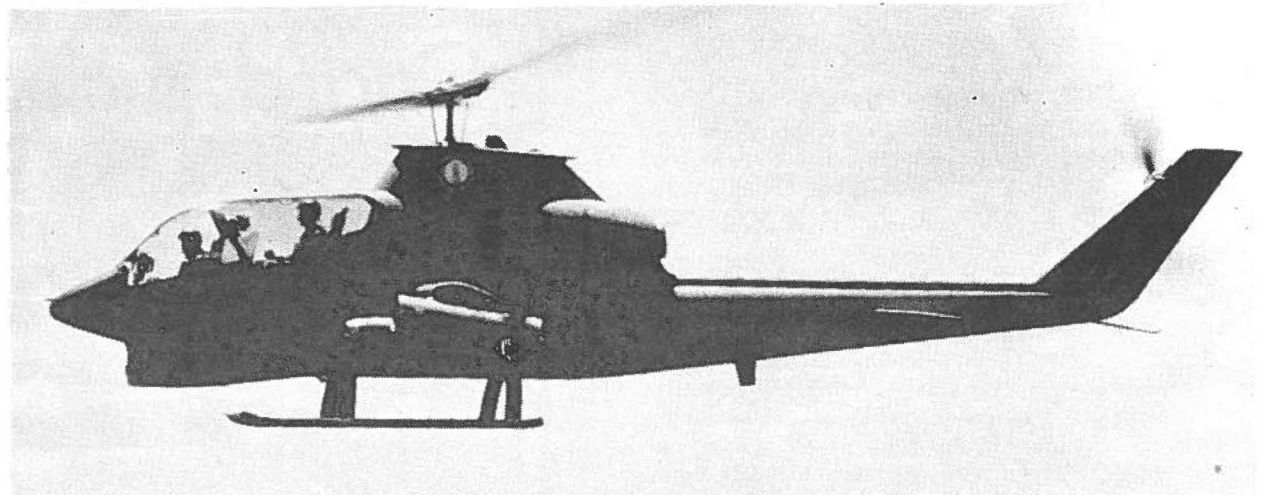
"Attention to detail was stressed along with working under pressure."

"Each candidate was also given experience in different leadership positions."

When asked if the program provided a solid foundation in management skills, she replied, "It is only a beginning. The rest has to be acquired through further education and work experience."

As part of her military obligation Miss Warok will attend the 11 week WAC officers' orientation at Ft McClellan, Ala., this month.

Then she will travel to Ft Benjamin Harrison, Ind., for the Adjutant General Corps Basic Course and the Defense Information Officer School.



CHOPPER POWER — Providing support to Infantry units with aerial fire-power, the Cobra reigns supreme.

293rd maintains pride

By SP5 Dean Hoofnagle
117th PID Writer

If you've ever taken a ride in a helicopter, you may have realized that it's a pretty sophisticated flying machine. How sophisticated? Ask Sergeant Juan Ramones and SFC Carlos Medieros of the 293rd Service Company. Their unit is responsible for maintaining the aircraft of the Hawaii Army National Guard.

And maintain they do. Under the supervision of Capt Orlan Peterson, Commander, the 293rd services the three types of helicopters and the one fixed-wing aircraft flown by the Army Guard. Maintenance is the mainstay of any flying program, but you notice it more in a unit that flies choppers. The Bell-Huey model UH-1, for instance, requires an average of 7-to-8 manhours of Tender Loving Care by the ground crews for each hour it spends in the air.

It takes a certain pride and dedication to maintain 31 helicopters plus a fixed-wing plane. And it takes elbow grease — a lot of that commodity. All three were clearly in evidence on our visit to the 293rd Service Company during a recent drill weekend. In fact you could say, by the looks of their operation, that dedication to duty comes naturally to the 293rd.

On the day of our visit, however, the 293rd's commitment to a job well done was about the only routine thing to be found. The job itself certainly wasn't routine. It sort of startles a person to see a chopper sitting on the ramp without its tail, without the two big "wings" of its main rotor, without a multitude of other little details you always thought a helicopter should have. I couldn't help picturing an enormous Volkswagen Beetle — minus wheels.

Usually the assembly chores are delegated to full-time technicians, but this time there was something new and different on tap for the 63 men and women of the 293rd. They not only performed assembly on two incoming aircraft; they also were responsible for doing "retrogrades" on two UH-1s which had been in service with Troop E of the 19th Air



VERSATILE — The UH-1, Huey, the work-horse of an Air-Cavalry unit provides transportation for Infantry units and equipment as well as aerial gun support.

Cavalry, and were now to be shipped back to the depot for overhaul and upgrading. Retrograde is the opposite of assembly — each detachable part is removed and carefully packed for the trip to the depot, and all the openings in the chopper are sealed shut.

Complete assembly and checkout of the UH-1 is too involved to finish in one weekend drill, so on Monday the full-time staff went back to work — with a considerable head start, courtesy the 293rd.

The two new arrivals fly regularly now. And I can't help thinking that the 293rd's special role in preparing the birds for flight contributes a lot to the pride they take in keeping the aircraft of the Army Guard flying.

PAY GRADE	YEARS OF SERVICE														
	2	2	3	4	6	8	10	12	14	16	18	20	22	26	
OFFICERS															
O-10	94.70	98.03	98.03	98.03	98.03	101.79	101.79	109.59*	109.59*	117.43*	117.43*	125.28*	125.28*	133.09*	
O-9	83.93	86.14	87.97	87.97	87.97	90.20	90.20	93.94	93.94	101.79	101.79	109.59*	109.59*	117.43*	
O-8	78.02	78.30	80.16	80.16	80.16	86.14	86.14	90.20	90.20	93.94	98.03	101.79	105.87	105.87	
O-7	63.16	67.47	67.47	67.47	70.48	70.48	74.58	74.58	78.30	86.14	92.06	92.06	92.06	92.06	
O-6	46.02	51.45	54.80	54.80	54.80	54.80	54.80	54.80	56.66	65.63	68.99	70.48	74.58	80.87	
O-5	37.44	43.98	47.01	47.01	47.01	47.01	48.45	51.03	54.44	58.53	61.89	63.75	65.99	65.99	
O-4	31.57	38.42	41.01	41.01	41.75	43.61	46.57	49.20	51.45	53.69	55.18	55.18	55.18	55.18	
O-3	29.34	32.79	35.05	38.79	40.64	42.11	44.36	46.57	47.71	47.71	47.71	47.71	47.71	47.71	
O-2	25.57	27.94	33.58	34.68	35.41	35.41	35.41	35.41	35.41	35.41	35.41	35.41	35.41	35.41	
O-1	22.20	23.11	27.94	27.94	27.94	27.94	27.94	27.94	27.94	27.94	27.94	27.94	27.94	27.94	
OFFICERS WITH 4 YEARS' ENLISTED SERVICE															
O-3	0	0	0	38.79	40.64	42.11	44.38	46.57	48.45	48.45	48.45	48.45	48.45	48.45	
O-2	0	0	0	34.68	35.41	36.53	38.42	39.91	41.01	41.01	41.01	41.01	41.01	41.01	
O-1	0	0	0	27.94	29.83	30.94	32.06	33.18	34.68	34.68	34.68	34.68	34.68	34.68	
WARRANT OFFICERS															
W-4	29.88	32.06	32.06	32.79	34.29	35.79	37.29	39.91	41.75	43.23	44.36	45.83	47.38	51.03	
W-3	27.17	29.47	29.47	29.83	30.19	32.40	34.29	35.41	36.53	37.62	38.79	40.28	41.75	43.23	
W-2	23.79	25.73	25.73	26.48	27.94	29.47	30.58	31.69	32.79	33.94	35.05	36.16	37.62	37.62	
W-1	19.82	22.73	22.73	24.62	25.73	28.85	27.94	29.09	30.19	31.31	32.40	33.58	33.56	33.56	
ENLISTEDS															
E-9	0	0	0	0	0	0	33.95	34.72	35.51	36.33	37.13	37.88	39.86	43.72	
E-8	0	0	0	0	0	28.49	29.28	30.06	30.85	31.65	32.39	33.19	35.13	39.06	
E-7	19.89	21.46	22.26	23.04	23.84	24.58	25.36	26.16	27.34	28.11	28.90	29.28	31.25	35.13	
E-6	17.18	18.73	19.51	20.32	21.09	21.87	22.68	23.84	24.58	25.36	25.76	25.76	25.76	25.76	
E-5	15.08	16.42	17.21	17.96	19.13	19.91	20.71	21.46	21.87	21.87	21.87	21.87	21.87	21.87	
E-4	14.50	15.31	16.20	17.47	18.15	18.15	18.15	18.15	18.15	18.15	18.15	18.15	18.15	18.15	
E-3	13.94	14.71	15.30	15.90	15.90	15.90	15.90	15.90	15.90	15.90	15.90	15.90	15.90	15.90	
E-2	13.42	13.42	13.42	13.42	13.42	13.42	13.42	13.42	13.42	13.42	13.42	13.42	13.42	13.42	
E-1	12.04	12.04	12.04	12.04	12.04	12.04	12.04	12.04	12.04	12.04	12.04	12.04	12.04	12.04	

New Pay Scale

Here are the new daily drill pay rates for Non-Regulars as the results of the five percent October 1 pay raise ordered by President Ford. Members drilling monthly (one weekend per month) will get four times the amounts shown, since they get credit for four days' drill during their weekend of training.

Complaints heard

(Continued from page 2)

State Adjutant General, or to the Chief, National Guard Bureau. A complaint filed directly with the Chief, National Guard Bureau, will more than likely be referred to the Adjutant General for comments and explanations.

Complaints should be forwarded through military channels to the Adjutant General. Successive commanders will attach their comments and explain what action they have taken to resolve the matter at their level. Every attempt will be made to resolve your problem at the lowest level possible. If the matter cannot be resolved to your satisfaction up through the level of the Adjutant General, your complaint, together with all comments will be forwarded to the Chief, National Guard Bureau.

The Chief, National Guard Bureau, may choose to have an investigation or a hearing conducted if circumstances so warrant. At any rate, you will be advised of the final action.

The Hawaii National Guard practices non-discrimination. Regardless of race, color, or national origin, all members are to be treated equally.

Disaster strikes

(Continued from page 4)

State income tax assistance on how to write off losses incurred because of the disaster.

Although the one-stop center is closed, assistance is continuing, but Big Islanders must now apply directly to the various agencies involved in the massive relief effort.

The Hawaii National Guard provided 14 450-gallon water trailers to Hawaii County to provide emergency water supplies to householders who had suffered damage or destruction of their water tanks because of the earthquake.

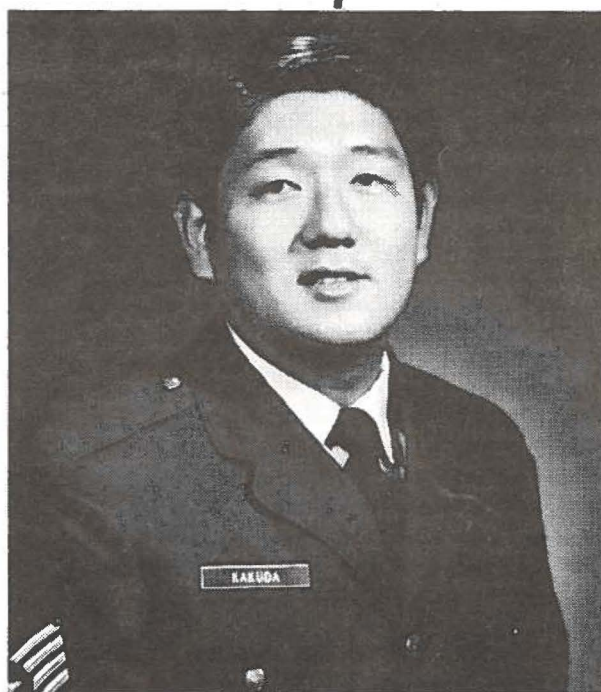
**Perform a
death-defying
act.**

**Have your
blood pressure
checked.**

Give Heart Fund



Guard picks Jaycee nominee



SSgt. Alwyn Kakuda

The Hawaii National Guard has selected SSgt. Alwyn N. Kakuda, 150th AC&W Squadron, from Kauai, to represent the Guard in the Hawaii State Jaycee's "Outstanding Young Men" Contest.

SSgt. Kakuda has actively participated in community activities giving much of his own time and has held many offices in the Kauai Jaycees.

The winner of the contest will be announced on Jan. 24, at a banquet held at the Hilton Hawaiian Village Dome. Cocktails start at 6:30 p.m. to be followed by dinner. Sirloin Steak and Crab Legs are on the Menu. The cost of the dinner is \$11.00.

Support the Guards nominee by calling:

Arnold Lam — Ticket Chairman
1239 Mamalu Street
Honolulu, Hawaii 96817

Tel. 548-3225

Judge Advocate school to be held

The Directorate of Reserve Affairs and the Office of the Staff Judge Advocate, HQ USASCH, will co-host a team of instructors from the Judge Advocate General's School in early March 1976. The team, under the auspices of the Reserve Component Technical Training (on-site) Program, will provide an eight-hour block of instruction on Sunday, 7 March 1976, from 0800-1700 hours, in Classrooms 1 and 2, Bruyere's Quadrangle, Ft DeFussy. Emphasis will be placed on new developments in Military Criminal Law, Administrative and Civil

Law, Procurement and Internal Law. Also included is relevant information about current happenings in the JAGC and TJAGSA.

Reserve Component JAG Corps officers and enlisted legal clerks, to include those who are branch or MOS-qualified but are not currently

assigned to JAGC duty positions in RC units, are encouraged to attend.

RC unit commanders are encouraged to grant equivalent training credit to unit members who desire to attend this instruction, in lieu of scheduled training assemblies. Non-unit RC JAGC personnel may request one-day Active Duty for Training (ADT) by submitting DA Form 1058 HO to: Commander, U.S. Army Personnel and Administrative Center, ATTN: AGUZ-RCPD-PMT, 9700 Page Blvd, St Louis, MO. 63139. Early submission is recommended to insure receipt of orders prior to scheduled date of instruction.

Questions concerning the on-site instruction should be directed to the DRA coordinator, MAJ Tunison at 438-9317, or Mr. (COL, USAR) Machado, Office of the SJA, USASCH, at 438-9953.



Our exotic Miss for this issue is known professionally as Kim. She lived in California before coming to Hawaii to model.

Photo courtesy of Patricia Stevens Agency