

# PATRIOT

439TH MILITARY AIRLIFT WING • AIR FORCE RESERVE • WESTOVER AFB

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## TQM - It's the wave of the future

By TSgt. Sandi Michon

The wave of the future throughout the Air Force Reserve is Total Quality Management. The clear choice is the crest of excellence or the undertow of mediocrity.

Just as waves decorate the shore with the ocean's treasures, TQM brings to the surface the treasures of human resources - ideas.

Value and quality are the landmarks of TQM. The value of people, from all levels of an organization, and a vision of quality with complete customer satisfaction as the ultimate goal.

While Westover's quality and excellence have been illustrated by a plethora of awards over the past year, no one is resting on their laurels.

"Total Quality Management is a process which stresses the ever-present window of improvement, and the role of each individual to achieve the highest possible quality," explained SMSgt. Chris Menard. Both he and Maj. Armand Tourangeau are the newly-appointed fulltime quality officers assigned to Westover's new Quality Office. Their job is to train base personnel in the TQM process and facilitate continued usage. Maj. Dave Doyle and 1st. Lt. Andy Hoffman are the parttime quality officers.

"Using the TQM process will revolutionize decision-making at Westover," said Tourangeau. The process forces you to focus on the issues, define the problem(s), gather all pertinent information, decide solutions and implement solutions. The entire process is totally customer-oriented.

"Because everyone is a critical part of the problem-solving process, it expands

creative thinking, and increases commitment to the solution," he added.

Words like empowerment and consensus are key words to understanding TQM. The climate of problem solving will shift from a "boss-dictated" approach to more of a team approach with equal players.

"To solve a given problem, or pursue an improvement, a team is formed representing all product users. This incor-

porate thinking, and increases commitment to the solution," he added.

the squad is Brig. Gen. Mike Walker. "TQM is a never-ending journey we are embarking on. Change is the only constant we face," said General Walker. He said we have been practicing TQM since the start of Desert Storm, except that we hadn't formally labelled it. "Now we will start the formal training to be sure everyone is involved in the process," he added. "To get everyone involved is a smarter way to get things done."

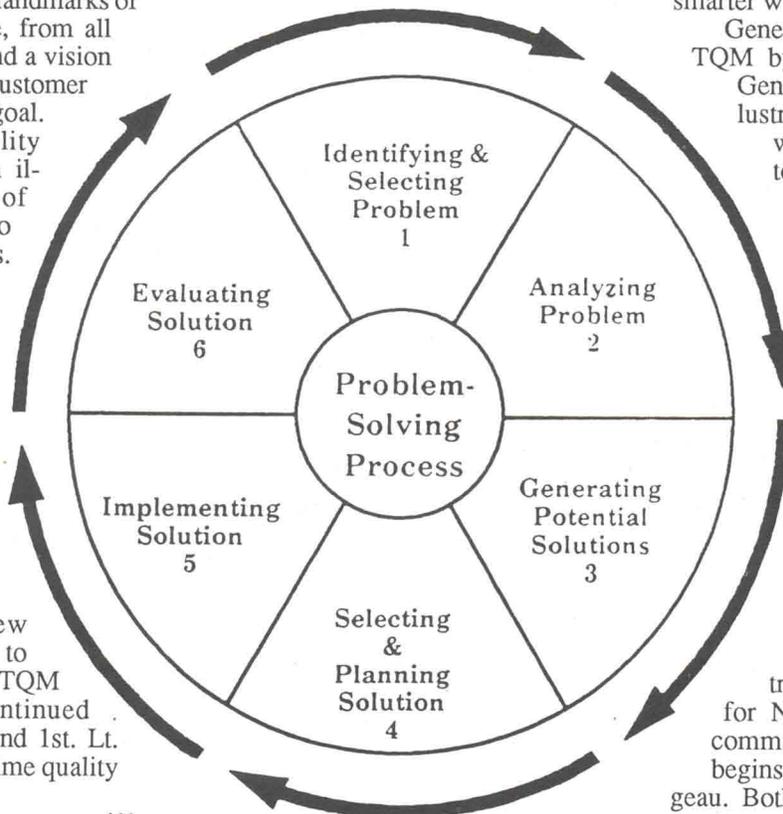
General Walker was introduced to TQM by 14th AF Commander, Maj.

Gen. Dale R. Baumler, which illustrates "cascade training." Just as water flows naturally from the top down, total quality management is being implemented in the same fashion.

"This type of training gives the clear message that leadership strongly endorses the TQM process, and it allows them to personally illustrate its success," said Tourangeau. All AFRES wing commanders have been trained in TQM concepts and quality officers have been equipped to assist commanders in training personnel at every level.

The first level of cascade training at Westover is scheduled for Nov. 21-24 to train squadron commanders, and the second level begins in mid-December, said Tourangeau. Both civilians and reservists will receive training and will be grouped organizationally.

According to Menard, the training begins with a four-day theory class. Following the initial class, participants have an eight-twelve week period to use the TQM theory on an actual work-related project. Once this phase is completed, these personnel begin training their next



porates everyone from the section boss to the workers to the customer," said Menard. "When people see that their input makes a difference, they generally feel more pride in their work and morale goes up."

Judging from Menard and Tourangeau's enthusiasm they are Westover's TQM cheerleaders, but the head of

(Continued on page 10)

## EDITORIAL

## A time for thanks

What a difference a year makes.

Last year at this time, President and Mrs. Bush were spending Thanksgiving Day in Saudi Arabia, sharing turkey and pumpkin pie with American troops stationed in the desert. The people of Kuwait had little to be thankful for—Saddam Hussein was holding them hostage while shamelessly plundering their nation.

Westover aircrews were separated from their families as they shuttled to and from the Persian Gulf. Other 439th reservists faced an unpredictable future as they waited for the "call."

As this Thanksgiving approaches, the amazing events of the past 12 months underscore the true meaning of the holiday which "that sturdy band of Pilgrims" initiated right here in Massachusetts more than three centuries ago.

Like our Plymouth, Mass. ancestors, who celebrated their survival through a bleak and bitterly cold winter, Westover reservists persevered through the "Storm" and now have many reasons to give thanks.

Our aircrew members, nurses, medical technicians, radio operators and cooks all returned to us unharmed. Like the Pilgrims, they ventured courageously to a different world, where they risked their lives and endured austere living conditions in the quest for freedom.

Wing members, who experienced the uncertainty and upheaval of their mobilizations last winter, now know the satisfaction of their participation in a stunning victory over tyranny.

Last year at this time, the world was poised on the brink of war.

Today, there is a measure of stability in the Middle East, and far more hope for permanent peace in the region.

This Thanksgiving will undoubtedly be a different—and much happier—holiday than the one celebrated last year. For that, we should all give thanks.

**Maj. Rick Dyer**  
Wing Public Affairs Officer

## Briefs

### 58th to celebrate 20th anniversary

The 20th anniversary of the founding of the 58th Aerial Port Squadron will be celebrated by past and present members and friends with a dinner and dance at the Consolidated Open Mess on the November "B" UTA.

Cocktail hour will be at 6 p.m., followed by dinner at 7 p.m. Saturday, Nov. 16. Music will be provided by a disc jockey for dancing after dinner.

Tickets are \$20 each and available by calling MSgt. Walter Dietz at extension 3850.

### Christmas party

The second annual Westover AFB Christmas Party will be held Dec. 7 at the Consolidated Open Mess.

Tickets, which cost \$17 each, are available from Joyce Zimmerman ext. 2748, Jackie Davis ext. 3056 or Chris Menard ext. 2876.

### November blood drive

The American Red Cross will conduct a blood drive in the Base Gym on Friday, Nov. 1 and Saturday of the "A" UTA, Nov. 2, from 9 a.m. to 3 p.m.

### Turkey trot

Thirteen trophies and turkeys will be awarded as prizes to winners in different age categories of the annual Turkey Trot foot race starting at the Base Gym at noon Sunday, Nov. 3. The distance will be three miles for men and 1 1/2 miles for women and children.

Runners may sign up at the Base Gym at any time before the start of the race.

### Harvest dance

MWR will sponsor a Harvest Dance featuring live oldies music at the Base Gym at 7 p.m. Saturday, Nov. 2 of the "A" UTA.

Tickets are \$3 for each or and \$5 for a couple. Tickets are available in advance, or Nov. 2 at the base gym.

Included will be cocktails, pumpkin pie and cider and raffles.

# PATRIOT

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## Unique connection brings plans officer to 439th MAW

By 1st Lt. Paul Koscak

Being hired twice by the same boss may be a coincidence; if it also happens in different parts of the country, then it's a small world—even in the Air Force Reserve.

That's what happened to Maj. Forrest D. Price, Jr. on July 10 when he became the new 439 MAW resource plans officer, replacing Lt. Col. George Caldwell who recently retired.

Before coming to Westover, Price was an aerial port reserve commander at McChord AFB near Tacoma, Wash., where he was hired by Brig. Gen. Frederick D. Walker in 1985, who was then a colonel commanding McChord's reserve wing.

Price, a 1971 Air Force Academy graduate and former combat controller, is now responsible for ensuring that Westover units expected to be deployed during a mobilization are properly trained for the job. He said 10 Westover units are slated to mobilize to a different geographic location



Maj. Forrest D. Price

when the base is activated.

"It's my job to ensure these units can achieve their wartime tasking," said Price, who added it's also his duty to train unit managers to teach their staff about mobility requirements such as financial

arrangements and document preparation.

A goal Price hopes to achieve in about a year is the establishment of an aerial port training program where all three aerial ports could benefit from a central facility. Training in the same facilities that would be used during a war, Price contends, will assure higher productivity and competence.

"We can provide instruction in cargo and passenger operations and material handling equipment," said Price.

As an additional duty, the major will also become the base waste, fraud and abuse officer, another duty previously performed by retiring Caldwell. Price said he doesn't expect many problems in this area.

"It's a compliment to Westover that we don't have much of this. People here take their job seriously," explained Price.

Nevertheless, he expects the posters indicating his new duty to start appearing throughout the base replacing the familiar gaze of his predecessor.

"I hate to replace them because he's got a sterner face than I do," quipped Price.

## Air Force commands poised to undergo dramatic changes

By A1C Mike Lyman

In the most dramatic change since the founding of the Air Force in 1947, three major commands will be combined into two as the Air Force continues to assess its mission in the changing global environment.

Air Force Secretary Donald B. Rice announced plans on Sept. 17, to restructure the Tactical Air Command, Strategic Air Command and the Military Airlift Command into two new commands—one to provide worldwide airlift and tanker support and the other to project aerial firepower, where and when needed.

"To bring integrated airpower to bear in today's world, it is simply counterproductive to separate it into three commands," Dr. Rice said.

"Global reach-global power reflects a renaissance in airpower thinking that began at the end of the Cold War, triumphed in the Gulf War, and matters more to the future each day," Dr. Rice told a luncheon audience of 2,000 at the annual Air Force Association Convention in Washington.

"The restructure will strengthen the Air Force's peacetime efficiency and wartime clout," Dr. Rice said.

The latest reshuffling of people and equipment is rooted in

the Pentagon's current defense budget request calling for a smaller military in the 1990's and beyond. Restructuring is also needed to counter a changing international environment, especially the far-reaching reforms under way in the Soviet Union.

Although the two new commands have yet to be named, the Air Force is referring to them as the Air Mobility Command and the Air Combat Command. Air Mobility Command will be assigned global reach missions while deterrence, air superiority and global power tasks will be carried out by the Air Combat Command.

Aside from the major command restructuring, other changes in store for the Air Force include cutting headquarters staffs, eliminating air divisions, and a major overhaul of the way Air Force wings conduct business.

The impact will be directed towards active duty bases and personnel where there will be a heavy drawdown, according to Brig. Gen. "Mike" Walker, wing commander.

"The restructuring program should have little effect on Westover," General Walker said. "Being a reserve, single function MAC wing, we will become part of the new Air Mobility Command. If anything, we may be issued new patches," he added.

## 58th aerial porter remains on duty in Persian Gulf

By A1C Michael Lyman

Life for most of Westover's reservists is finally returning to normal following the base's deactivation on July 13. Yet, while the base and the rest of society put the war behind them, the story of Westover's contribution to the cause continues.

Without any cheers or care packages, the final paragraph of the last chapter is being written by TSgt. James Plushner, air cargo specialist, 58th APS, who remains the last activated Westover reservist in the Persian Gulf.

"It's very discouraging," Plushner said. "Since the war has ended, it seems as though the rest of the world has forgotten about the military people over here."

Plushner was transferred to Riyadh, Saudi Arabia, on July 19, where he serves as the NCOIC of special handling and air freight services, 4409th Transportation Sq., CENTAF Air Command.

"I took the position after I learned that

TAC needed a 60575 with a special handling background to work in Saudi Arabia," Plushner said. "I was available at the time so I volunteered," he added. He was activated on his 37th birthday, Nov. 5, 1990. During this period Plushner served as the night shift passenger terminal supervisor while the terminal was manned by the 42nd APS.

"We all miss the contact with people from home," Plushner said. "Of course, I miss my family the most.

"I do have a lot of contact with home," Plushner said. "I call my wife, Rosemary, once a week and get mail from home nearly every day.

"While time hasn't exactly flown by, it hasn't dragged either," Plushner said. "I've been busy working. I work a four-day work schedule which includes 12-hour shifts for three days, followed by a 24-hour stand by and then a day off. This schedule will continue until I become deactivated this November.

"During my free time I play volleyball, watch videos, walk and buy souvenirs for my family and friends," he said.

"Actually, we've been treated very well by the Saudis," Plushner said. "The accommodations are very good. I'm fortunate to share a comfortable five-room villa with other cargo personnel," he said.

"We realize the general population has mixed emotions about us being here," he said. "The older generation understands why we're here while the younger people are less understanding and would like the Arabs to handle their own affairs," he added.

"Though I have enjoyed the experience, I am really looking forward to coming home and seeing my wife and children," Plushner said. "I will also be glad to get on with my life." Plushner and his wife make their home in Springfield, Mass., with their children Eddie, 24, Jimmy, 22, and Courtney,



A1C Mike Lyman

**FRIENDLY AWARD**—Brig. Gen. Mike Walker presents Gerry Sinsigalli, president of Friendly's food service division with a Seven Seals award on behalf of Westover's reservists who served during the Gulf War. The award was presented for Friendly's' outstanding service to the National Defense through continuing support of the Guard and Reserve. The ceremony took place on Sept. 18, in the wing conference room.

## Westover's ALCE set records at Saudi airfield

By TSgt. Tom Allocco

When the Army's VII Corps needed a ride home from Iraq, Westover's ALCE team did the job and set a record for reliability.

Through sandstorms, desert heat and the other hardships of a forward operating base, the nine-member team rolled up a 95.4 percent on-time reliability. That was the best overall percentage for all airfields of debarkation in the Middle East theater.

The Westover team put together equally impressive numbers moving passengers and cargo in Saudi Arabia as their contribution to the Gulf War airlift from April through June.

Under the command of Col. Robert McMillan, the 439th ALCF team oversaw the 200-member 163rd Provisional Airlift Control Squadron which redeployed VII Corps soldiers through King Khalid Military City.

Working around-the-clock seven days a week at Saudi Arabia's northern-most airfield, the ALCE team conducted 5,168 arriving and departing missions. In April alone, they handled almost 3,000 commercial and military aircraft.

During the three months they loaded 64,718 passengers and unloaded 11,823. The incoming passengers included 11th Armored Cavalry troops from Germany deployed to Kuwait after the ground war.

They loaded a total of 13,498 tons of cargo and unloaded another 9,464 tons.

The 439th ALCF had the most members activated of any reserve or Guard ALCE unit. Those in the ALCE team deployed to Saudi Arabia were McMillan, Maj. Thomas Mauzaka, Maj. Wayne Petitto, SMSgt. Frank Ruotolo, MSgt. Bob Seaton, MSgt. Fred Fraini, MSgt. Tom O'Brien, TSgt. Greg Morin and TSgt. Jim St. Cyr. Petitto, Seaton and O'Brien remained at King Khalid Military City through June after the others returned home at the end of May.



## PRACTICE MAKES PERFECT

Photos by A1C Mike Lyman

The simulation is real enough — a bus carrying 25 reservists is overturned after a civilian factory co-located exploded, causing severe casualties.

The purpose of the mock scenario is to give the members of the 74th AES the ability to respond to a mass casualty situation. The three-hour exercise took place at the base's second softball field

on Saturday of the October A UTA.

Working in their chemical weapons ensemble, the nurses, medics and other 74th personnel, evaluated the victims using triage. Once the severity of the injuries were determined, the victims were treated and then prepared for evacuation, if necessary.

In this first drill since the Gulf War, the mood was light among members.



# Westover SPs compete in Peacekeeper Challenge

By Capt. Dan Allen

Six Westover security police members earned positions on the AFRES Peacekeeper Challenge team during competition at Camp Swift, Texas from Sept. 2-6.

Competing against four other AFRES bases, Peacekeeper Challenge hopefuls tackled the inverted ladder, rope climb, horizontal ladder and other obstacle course challenges followed by a mile run.

Next came the marksmanship competition which included the 9mm pistol, M-16 rifle, M-203 grenade launcher and M-60 machine gun. It certainly wasn't a typical Labor Day weekend.

"The obstacle course is my best, but maybe I can pick something up on the M-16," said SSgt. William Francis of the 439th SPS. In fact, Francis won the "Top Gun" award for best overall pistol and rifle marksmanship scores.

AFRES competition resulted in some cuts, but the final team roster depended on the results of three more weeks of competition and training. During the last week in September, eight of the 13 remaining competitors would face teams of active duty SPs from the other major commands, the United Kingdom and Australia.

At Camp Swift, the AFRES Ground Combat Readiness Center staff worked to

*Members of the 439th SPS and the 639th SPF brought home some great experience from the 1991 Peacekeeper Challenge and represented Westover well.*

sharpen skills security police use in their wartime mission of resource protection and air base ground defense. Peacekeeper Challenge trainees also travelled to Fort Huachuca, Ariz. for two weeks of additional marksmanship and physical training.

"We do in three weeks what the active duty does in three months," said MSgt. Charles L.D. Mays, Chief of Combat Arms Training and Maintenance at AFRES and distant cousin of Capt. Daniel Mays of the 439th SPS. "Peacekeeper Challenge makes you a better marksman; it hones your skills," said TSgt. Jeffrey Whitehead of the 439th SPS. Prior to final AFRES team selection, most of the 12 Westover competitors agreed that even if they didn't wind up in the final eight, the experience was worth

all the effort.

After the final cuts, Westover SPs made up 75 percent of the AFRES team. They included team leader, TSgt. Jeffrey Whitehead, SSgt. William T. Francis, SSgt. Richard N. Hooper, Jr. and SSgt. John J. Lupien from the 439th SPS, as well as SSgt. John P. Moderacki and A1C Harold H. O'Donnell from the 639th SPF.

The team's main challenge upon their arrival to Kirtland AFB, N. M. for the international competition was getting used to the altitude difference. "There's just no way for us to train for the altitude at Westover," Francis said. The team spent months conditioning for the competition, running three to four miles every day. "The obstacle course winded everyone, everyone from everywhere," Francis added.

The AFRES Team held their own against other teams from around the world, and finished close to the middle of the pack in each event. Members of the 439th SPS and 639th SPF brought home some great experience from the 1991 Peacekeeper Challenge and represented Westover well. "I benefited most from the experience of competing against others," Sergeant Hooper said. Sergeant Moderacki summed up many team members' thoughts when he said "I liked best getting a chance to meet new people, to compete and go to a few places I haven't been."

Many are already developing plans for next year. "More time in tactics training and continuing physical conditioning right to the day of the competition," said Sergeant Francis.

Whatever the strategy, Westover SPs remain enthusiastic about Peacekeeper Challenge. "I'm ready to come next year," A1C Harold "O.D." O'Donnell of the 639th said. In the near future, don't be surprised to see A1C O'Donnell and several other Westover SPs out training molding better competition for 1992.



Sgt. Stephen Predrazzi

**TOUGHING IT OUT** — SSgt. John Lupien of the 439th SPS pushes over an obstacle during the Air Force Reserve's Peacekeeper Challenge competition Sept. 2-6 at Camp Swift, Texas.

# C-17 successfully completes maiden flight

With the drama and precision of a shuttle launch, the C-17 finally leapt from the drawing board into the sky, Sept. 15, successfully completing a maiden flight that paved a bright future for the Air Force's newest and most versatile transport aircraft.

After waiting for ideal weather conditions and backed by a string of alternate landing sites scattered throughout southern California, the crew of two pilots, a flight engineer and loadmaster flew the big bird from Long Beach Municipal Airport to Edwards AFB. The plane, escorted by chase planes, equipped with sophisticated electronic monitoring systems and carrying a 1,819-pound pallet of mementos peaked at 20,000 feet and stayed in the air almost 2 1/2 hours.

Although a year behind schedule, the production of this sleek and tapered cargo hauler remains strong as McDonnell Douglas, the aircraft's manufacturer, plans to deliver four C-17s to the Air Force next year.

The Air Force provides some compelling reasons to move ahead with the C-17 program.

A compact but wide fuselage, designed to carry the same types of cargo as a C-5, vastly improves the maneuverability both on the ground and in flight.



C-17 illustration by famous aviation artist R.G. Smith.

A unique flap that can be lowered directly into the jet engine's exhaust blast gives the C-17 a vertical lift ability without match. This innovation drastically shortens take-off and landing distance, permitting the C-17 to deliver more cargo to more airfields than any other aircraft. Carrying over 167,000 pounds of cargo, the transport can land in less than 3,000 feet.

During Operation Just Cause in Panama, contends a recent Air Force study, only two airfields could accommodate C-141s and C-5s. If the C-17

had been available, five airfields could have been used.

Add to these superlatives another first in aircraft manufacturing — a guarantee by McDonnell Douglas to fix any airframe component that fails to meet contract standards for 10 years or 10,000 hours. It's a novel agreement sure to make Lee Iacocca glow with envy while taking the traditional maintenance onus off the government.

The future of the C-17 is bright and promises to bring the science of airlift to new heights and more airfields.

Courtesy McDonnell Douglas

## After 46 years, B-24 crew holds reunion at Westover

By A1C Mike Lyman

Forty-six years have passed since the B-24 Bomber Crew No. 20 flew training missions at Westover. On Oct. 4, five of the remaining members united once again for a three-day reunion which included a tour of the base, a C-5A and dinner at the Consolidated Mess.

The reunion marked the first time the surviving crew members have visited Westover since the second World War.

"It's been a long time," said Robert Dahl the tour leader and former co-pilot of Bomber Crew No. 20. "Things have really changed," said the 66-year-old native of Walnut Creek, Calif. "When we were here, the buildings were tarpaper and wood. There is a lot that we have forgotten," he added. From January to July of 1945 the crew flew four-engine Liberator bombers from what was then Westover Army Air Base.

"Back then, Westover was just a training base," Dahl said.

"Our training missions included navigational training, forma-

tion flying, and gunnery and bombing practice off Long Island," said Douglas Merrick, of Dumont, N.J., the crews' navigator. During their tour at Westover the crew flew nearly 125 missions, though none were in actual combat.

Following their training at Westover, the airmen spent four months in the Washington D.C. area. The war in Europe ended before they received combat orders.

The crew was then sent to Washington state to prepare to participate in the war against Japan but again, the conflict ended before they could enter combat.

Other crew members who attended the reunion were Douglas McGiveron

of Lansing, Mich., Billie Neff of Irving, Texas, and Bob Worley of Phoenix, Ariz. All the members were accompanied by their wives.

The reunion was the first since the crew transferred to Washington, D.C. in 1945. Of the original crew of 10, three are deceased and two were unable to attend the reunion.

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*"When we were here, the buildings were tarpaper and wood. There is a lot that we have forgotten."*

**Robert Dahl**  
Co-pilot, Bomber Crew No. 20

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# Half century after attack, vets recall Pearl Harbor

By TSgt. Tom Allocco

Half a century after Japanese Zeros swarmed down on Pearl Harbor, Schofield Barracks and Hickam Field there are old soldiers and sailors who still hear the rumble and roar.

On Saturday, Dec. 7, Americans will remember the 50th anniversary of the sneak attack on the American fleet and Army installations on Oahu. Those who were there have never forgotten the Sunday morning 2,300 Americans were killed.

The Pearl Harbor Attack Veterans meet on the first weekend of the month at the Chicopee VFW, Front Street. On their caps they wear the badges of the Army Air Corps, Navy and Army infantry from the days when they were 19 and 20-years-old. The badges testify to the patriotism of aging warriors who open and close their meetings with prayers and the Pledge of Allegiance.

They wonder if other Americans have forgotten the lessons of Pearl Harbor.

"There are not many of us left, but we try to get the story out that there was a Pearl Harbor," says Ed Borucki of Southampton.

"They don't study it in the schools. We visit the schools and talk in the classrooms. Our charter calls for keeping alert and strong to prevent another Pearl Harbor," he said.

"People think Hawaii and they think of honeymoons," says Ray Krawiec of Sumner, Conn. He thinks of the Sunday morning he jumped in a ditch for protection from Japanese airplanes.

He was on temporary duty at the Navy base at Kanehoe Bay. "I was driving a truck. We got on top of the roof to see ...



Courtesy of Ed Borucki

**A DAY OF INFAMY**—Battleship USS Arizona sinks after being hit by a bomb in the main gun magazine. The tremendous explosion which followed caused the ship to sink rapidly with the loss of 1,102 men.

we thought the Navy was having maneuvers.

"Then someone said they're not maneuvers...all of a sudden they're not our planes, they're Japanese," Krawiec recalls.

"When you see the big rising sun coming at you know it's not maneuvers," Borucki said.

He remembers that the American planes were lined up in neat rows.

While that helped protect against sabotage, it made them easy targets from

the air.

"Everybody was trigger happy. They shot down some of our planes coming in from the Enterprise," Borucki said.

"Scuttlebutt was that they (the Japanese) were coming in at night and parachuting. There were all kinds of rumors," Krawiec remembers.

Philippe Michaud of Hillsboro was a 19-year-old private in the 7th Fighter Command's Signal Company Aircraft Warning of Hawaii (SCAWH). He operated radar on the north end of Oahu.

"One of our sister stations 20 miles away picked up the Japanese after calling Fort Shafter. They told him it was probably B-17s being ferried from the mainland. The rest is history," he said.

Michaud remembers that after the attack "we saw B-17s belly down on the water. Some of our planes were shot at when they tried to land at Hickam Field."

Roger Hall of Pittsfield was a member of the 16th Coast Artillery enjoying a day off in his barracks near Diamond Head. "I was listening to the phonograph in the barracks when I heard the booming and saw the smoke. I thought the Navy was on maneuvers," he said.

That day he was assigned to a team working on the dock carrying food for

*(continued on next page)*

## Air Corps pilots rose to face the enemy

At Pearl Harbor Ted Taraska of Enfield, Conn. was witness to extremes of both destruction and a display of self-sacrificing courage that is difficult to comprehend.

On Sunday morning, Dec. 7, 1941 he was on the repair ship Medusa. From the vantage point of a search light tower he saw a unit of Army Air Corps pilots fly into the guns of the enemy. Half a century later Taraska's words are a testimony to their reckless valor.

"I had envied the Air Force. Ford Island was 100 or 150 yards away. During the attack there were planes full of Japanese every where. They were all over hell.

"I looked over and saw planes take off. Five planes, one after another took off. They'd get up 50 feet and Japanese planes knocked them down.

"Those guys had a lot of nerve to go up. I had a lot of respect for the Air Force after that," he said.



AIC Mike Lyman

**ARMED TO THE TEETH** — This transient AFRES A-10 Warthog visits Westover during the October A UTA. The

Warthog belongs to the 74th TAC Fighter Squadron and makes its home at England AFB, La.

## *Pearl Harbor veterans remember the horror of attack...*

those fighting the fires.

Arthur Boudreau of Springfield, Mass. was an Army supply sergeant at Schofield Barracks.

"The first sergeant told me to tell the others, but they didn't believe me. Finally, I had to go get a bullet off the ground on the quadrangle to show them. Until then they thought it was maneuvers," he said.

The day after the Pearl Harbor attack was the worst day in the life of Ted Taraska of Enfield, Conn. He was a Navy electrician first class assigned to firefighting and rescue.

"We went out on a boat picking up the bodies. There were arms and legs and a couple bodies with no arms. A couple days before we had been talking to them on the beach. We'd all stop at a bar after electrician school.

"It was the worst experience in the service of all. We were screaming and

yelling and crying. It was awful. You can't imagine what that was like for a young kid to see a buddy come floating up all blown to hell.

"It's not too bad when you don't know them. It's the worst feeling. You never forget that, never get over it."

Taraska was in a ship's search light tower at the start of the attack.

"The planes came so close I could have touched the torpedoes. We were 50 yards from the Utah. It got one torpedo and turned over in 20 minutes... a couple days later we cut holes in it to get ammo out," Taraska said.

"The Oklahoma turned over. There are still 1,102 men on the Arizona," Borucki noted. The battleship Nevada was saved to fight again when it was purposely run aground.

Following the sneak attack that demolished Pearl Harbor's battleship

row the Japanese swept across the Pacific, temporarily stalled by stubborn courage at Bataan and Corregador, but ultimately victorious for six months.

It wasn't until the battle of Midway in June, 1942 that the Pacific fleet was able to decisively turn back the onslaught. But ironically, the groundwork was begun at Pearl Harbor when Americans were galvanized into action, angry and determined.

"When the attack on Midway was expected in 1942, we had a lot of volunteers," Krawiec said.

The local Pearl Harbor Attack Veterans has a membership of about 100 who are distinct from the national Pearl Harbor Survivors Association. They are planning to return to Pearl Harbor for a 50th anniversary commemoration and invite others who wish to join their 15-day group tour.

# TQM...

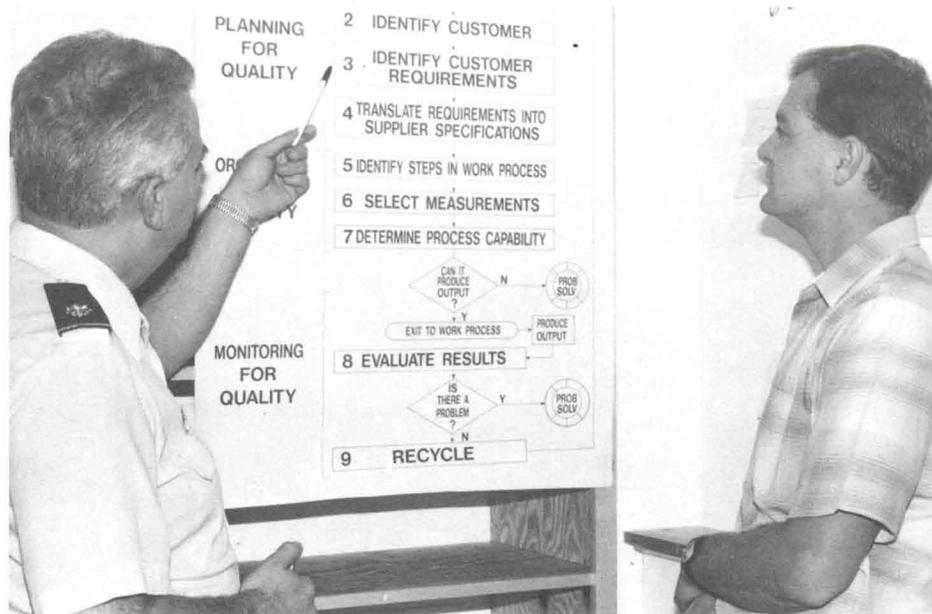
(continued from front page)

management level. Different phases of the training process occur concurrently at different level, all of which are monitored periodically by the quality officers to insure training is progressing smoothly.

Providing initial training for all personnel will take some time," said Tourangeau, "but before long, TQM will become the natural course of business."

As TQM floods Westover workplaces, the natural course of improving quality will happen through process action teams. These teams will be formed in response to needs and will represent a cross-section of product-related people. Initially a base quality counsel will oversee these teams and also serve as a reservoir for improvement suggestions and problem reporting.

"As people see that TQM really works, the process sells itself," said Menard. Because many problems extend beyond the scope of individual workplaces, problems may have to be scaled down to a smaller proportion to arrive at solutions, but it still produces results. General Walker emphasizes the importance of what may appear to be a small step toward a larger solution with the riddle: "How do



**QUALITY TIME**— Westover's quality officers Maj. Armand Tourangeau (left), and Chris Menard review the quality improvement process in preparation for teaching TQM to base personnel.

you eat an elephant? One bite at a time."

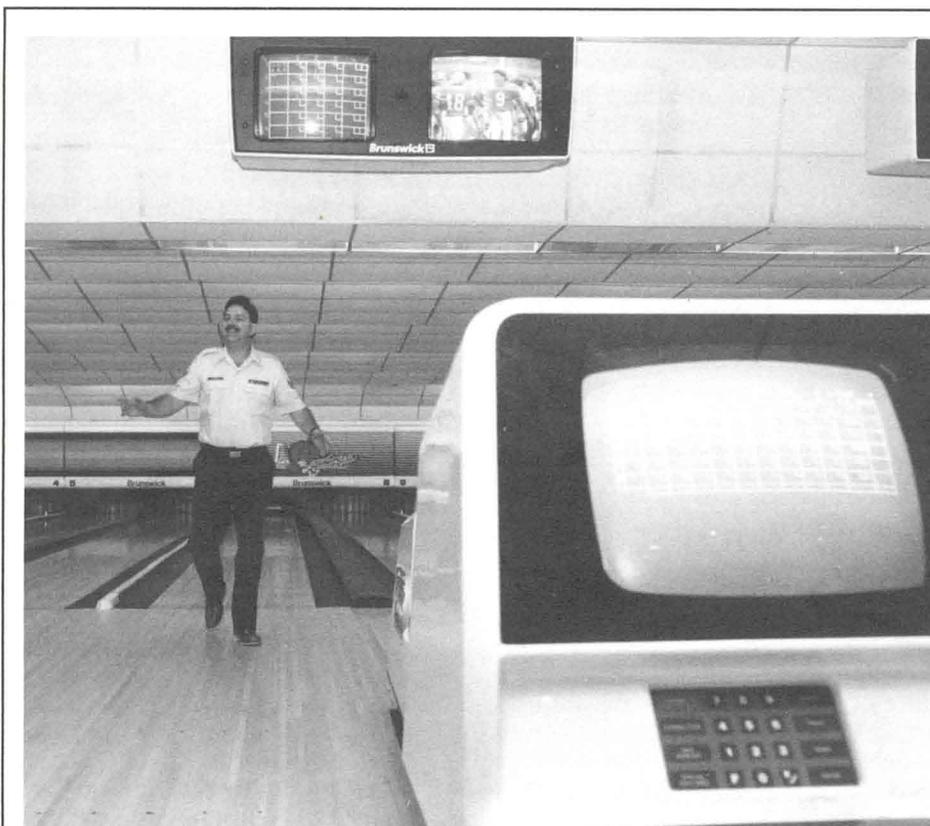
While both Tourangeau and Menard admit there will be a natural resistance to accepting and using TQM at first, they are confident that minimal exposure will produce quick converts. "People are TQM's greatest strength, and people will

be quick to adopt a system that recognizes their value," said Menard.

Whatever the response, TQM is the wave of the future and is here to stay.

Waves are perceived with fear by some, but for those who learn to ride the waves, the results can be exhilarating.

TSgt. Sandi Michon



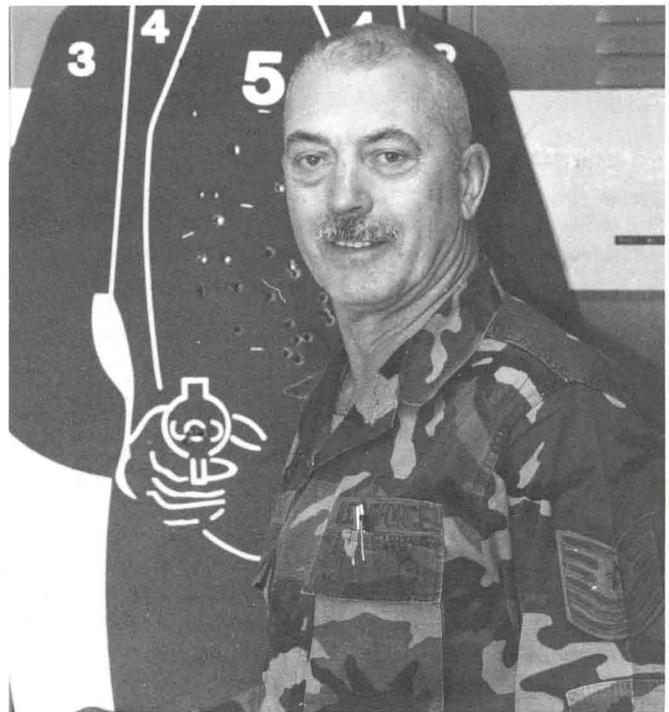
## No more pencils

**NEW SYSTEM**—SSgt. Joe Menna, clerical specialist, enjoys a game of bowling using the new totally computerized Command Network scoring system. The system, which was installed in August at Westover's bowling center, automatically keeps score and league information for customers.

TSgt. Sandi Michon

## “Patriot People”

**Name:** Bo Boisvert  
**Rank:** MSgt.  
**Age:** 57  
**Address:** Chicopee, Mass.  
**Unit:** 439th SPS/CATM  
**Position:** Chief Armorer and NCOIC supply, CATM  
**Civilian position:** Bricklayer  
**Favorite food:** Lobster  
**Years of service:** 22  
**Favorite sport:** Hunting and Fishing  
**Favorite hobby:** Bottle digging  
**Ideal vacation:** Elk hunting in Montana  
**Best way to relax:** Fishing  
**Preferred entertainment:** Hunting videos  
**Favorite celebrity:** John Wayne  
**Favorite music:** Country/western  
**Favorite book:** Louis LaMour, *Last of the Breed*  
**Favorite color:** Red  
**Favorite car:** Chevy Suburban  
**Pet peeve:** People who are late  
**Best thing about Westover:** People  
**Worst thing about Westover:** Paperwork



AIC Michael Lyman

MSgt. Bo Boisvert



Art Whitehead

**DESERVING AIRMAN — 2nd Lt. John Mailo, former 439th CES master sergeant, earned his new gold bars in August under the Deserving Airman program. He was appointed OIC of the 59th APS Air Terminal Operations Center.**

# PAT on the back

## PEP PROMOTIONS

MSgt. John J. Duffy	TSgt. Jane M. Dumont
MSgt. Daniel G. Hogan	TSgt. Karen J. Julian
MSgt. Frank M. Puopolo	TSgt. Judith A. Marcinowski
MSgt. David A. Valliere	TSgt. Walter F. Southard
TSgt. Frederick R. Alfeter	TSgt. Lydia M. Todd

### PROMOTIONS:

TSgt. Benedict B. Fiamma, Jr.  
 TSgt. John E. Mullally  
 TSgt. Scott E. Reed  
 TSgt. Timothy Rumsey  
 SSgt. Edward Barrientos  
 SSgt. Eric L. Comprone  
 SSgt. Michael J. Curley  
 SSgt. Marc A. Dargis  
 SSgt. William T. Francis  
 SSgt. Kelly R. Gavin  
 SSgt. Jason C. Harder  
 SSgt. Richard N. Hooper  
 SSgt. Richard R. Michaud  
 SSgt. Erica L. Milano  
 SSgt. Brian J. Newton  
 SSgt. Guy R. Pagli  
 SSgt. Angel Santana  
 SSgt. Jon M. Sorak  
 SSgt. Daniel T. Sullivan  
 SSgt. Debra M. Thornton  
 SSgt. Roger F. Zabinski  
 SrA. Carlos L. Bernier

SrA. Robert W. Books  
 SrA. Kelly J. Latham  
 SrA. David F. Moran  
 A1C. Jesse A. Gouvin  
 Amn. Stephen W. Asseng  
 Amn. Daniel T. Dowd  
 SrA. Robert W. Nickerson

### ENLISTMENTS:

SSgt. Wilbur C. Biggin III  
 SSgt. Vincent T. Bovino  
 SSgt. Jeffrey G. Vanderpool  
 Sgt. Steven P. Bentley  
 Sgt. Dwayne Bress  
 Sgt. Carmelo Figuerca  
 Sgt. Charles E. Gablaski  
 Sgt. Mark A. St. Laurent  
 Sgt. Paul J. Taliger  
 Sgt. Anthony J. Trombley Jr.  
 A1C Timothy A. Bruso  
 A1C John W. Butler Jr.  
 A1C Julie B. Ciaramello  
 A1C Henry G. Coughlin Jr.

A1C Donald G. Durand  
 A1C Kimberly A. Early  
 A1C Diane M. Giroux  
 A1C Kevin Harford  
 A1C Jennifer L. Layman  
 A1C Angelo P. Lombardo  
 A1C Errol L. Mesquita  
 A1C Jess J. Olivares  
 A1C Edward D. Pezanette  
 A1C Mark P. Skora  
 A1C Matthew W. Smith  
 A1C Kevin L. Tyree  
 AB Gregory A. Cerniglia  
 AB Yvette Christman  
 AB Peter P. Kantorowski II  
 AB Keith W. Landry  
 AB David Magnani  
 AB Sherrine J. McNamara  
 AB John R. Merrill  
 AB Richard A. Moskal  
 AB Daniel T. Reed  
 AB Christopher A. Thompson  
 Amn. Shane C. Robitaille

## High year tenure program expanded to include ARTs

By SSgt. Christine Mora

The High Year Tenure Program, which restricts maximum time in service to 33 years, has recently been expanded to include Air Reserve Technicians and will be phased in Jan. 1, 1992.

By restricting service time, the program is designed to improve grade distribution, ensure promotion opportunity for lower-rank enlisted personnel and increase readiness for the rigors of war, according to SMSgt. Barbara Ledom, chief of Quality Force.

ARTs were previously exempt from the program. "The mandatory retirement program will now interface with the ART's civilian retirement plan," said Sergeant Ledom.

ARTs will now have a Military High Year Tenure Date (MHYTD) and a Civilian High Year Tenure Date (CHYTD).

Criteria to figure the actual retirement date includes civilian job dates, military job dates, age, and in some cases, birth year.

MHYTD is the first day following the paydate month (month of military enlistment), plus 33 years or 60th birthday, whichever comes first. If an individual reaches age 60 yet doesn't have 20 good years, enlistment can be extended for three more years to meet that requirement.

Sergeant Ledom explained that the CHYTD will be compared to the MHYTD as follows:

- (1) If the CHYTD is greater than the MHYTD date, and less than age 60, the HYTD will be adjusted to the CHYTD.
- (2) If CHYTD is less than the MHYTD, the HYTD will not change.
- (3) If CHYTD is greater than the MHYTD, and greater than age 60, HYTD will be adjusted to age 60.

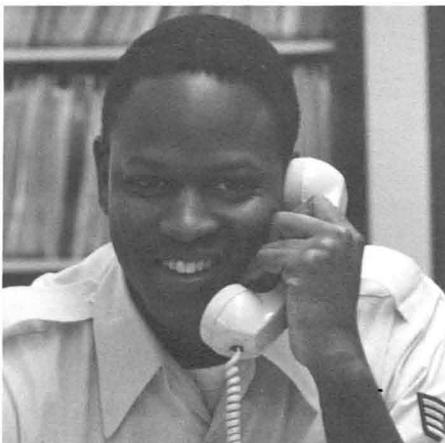


AIC Mike Lyman

**PARTING SHOTS**—MSgt. Bo Boisvert (left), chief armorer, familiarizes SSgt. John Lupien, security guard, with a Remington M870 shotgun at the base firing range on Oct. 11. The range was closed later the same day to be renovated. Renovations will include new baffles and portable heater carts which will allow the firing stations to be used year-round.

# PATRIOT

Coming in December: WACs at Westover



Published monthly for Patriots like SSgt. Dino White from Southbury, Conn., and 2,441 members of the 439th MAW at Westover AFB.

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