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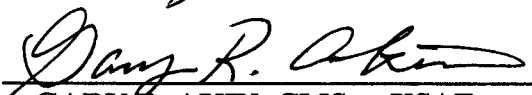
**FILE TITLE: CMSgt Thomas J. Williams, 1st Enlisted Recipient of the NAACP Roy Wilkins Meritorious Service Award**

**Reviewed by:**

**AFEHRI Representative**  date 4 Dec 97

**EPC Representative**  date 19 Dec 97

**Scanner Operator**  date 13 Dec 97

**APPROVED BY:**   
**GARY R. AKIN, CMSgt, USAF**  
**Director**  
**Air Force Enlisted Heritage Research Institute**



78  
19-10

**DEPARTMENT OF THE AIR FORCE**  
HEADQUARTERS AIR FORCE MILITARY PERSONNEL CENTER  
RANDOLPH AIR FORCE BASE TX 78150-6001

REPLY TO  
ATTN OF: DPMYS

14 JAN 1991

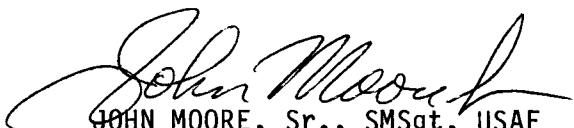
SUBJECT: NAACP Award Recipient, CMSgt (Ret) Thomas J. Williams

TO: AF Enlisted Heritage Hall, Sr NCO Academy  
Attn: Chief Walt Davis

1. Enclosed please find the NAACP Roy Wilkins Meritorious Service Award package on CMSgt (Ret) Thomas J. Williams. I am sending it to you for your information and use per our telephone conversation. I understand that the Enlisted Heritage Hall has been devoted primarily to the historical development of the enlisted corp; however, if you should begin to recognize the achievements of contemporary enlisted men and women, Chief Williams is certainly deserving. He is the first enlisted Air Force member to receive this coveted award.

2. If you need any additional information, please contact me at DSN 487-6184 or Chief Williams who is currently employed as a Junior ROTC instructor. His address is: AFJROTCMO-851

Academy of Math & Health Sciences  
4275 Clarence Avenue  
St Louis MO 63115

  
JOHN MOORE, Sr., SMSgt, USAF  
Superintendent, Social Actions  
Operations Division

1 Atch  
Award Package

*"Responsive to the Mission -- Sensitive to the People"*

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# Military Airlift Command

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Deputy Chief of Staff, Personnel, Scott Air Force Base, Illinois 62225-5001  
(618) 256-3276

## CHIEF MASTER SERGEANT THOMAS J. WILLIAMS

Chief Master Sergeant Thomas J. Williams is the Superintendent for Social Actions, Military Airlift Command, (MAC) Scott Air Force Base, Illinois.

Chief Williams was born November 12, 1945, in Columbus, Georgia. He attended Mother Mary Mission High School in Phenix City, Alabama. He is presently pursuing a bachelor of science degree from Southwest Texas State University.

Chief Williams entered the Air Force through basic training, graduating in November 1963. Following technical training as an administrative specialist at Amarillo AFB, Texas, in 1964, he was subsequently assigned to Turner AFB, Georgia, as an Administrative Clerk in the Billeting Office.

In July 1967 he relocated to Clinton-Sherman AFB, Oklahoma, where he served as Chief Clerk of Administration, 70th Field Maintenance Squadron.

Following a tour at NaTrang AB, Vietnam, where he served concurrently as Noncommissioned Officer in Charge (NCOIC) of Accounting and Finance Administration, and Civic Actions Program Specialist, Chief Williams was assigned to Robins AFB, Georgia, in October 1969, as NCOIC of Base Personnel Administration Office. During this assignment he assisted in setting up the base Social Actions Office, and in 1971 he cross-trained into Social Actions.

In 1975 he returned to Lackland AFB, Texas, as an instructor with the Social Actions Technical School and as a mobile human relations instructor certification team member with the Defense Race Relations Institute/Defense Equal Opportunity and Treatment Management Institute, Patrick AFB, Florida.

In March 1979 Chief Williams was assigned to Eielson AFB, Alaska, where he served as the NCOIC of Social Actions. In December 1980 he was hand-picked to join the Alaskan Air Command staff, where he served as NCOIC for Social Actions.

Chief Williams arrived at MAC Headquarters in June 1982 and was assigned as the NCOIC of Equal Opportunity and Treatment. In 1984 he became the MAC Superintendent for Social Actions.

His awards and decorations include: Air Force Meritorious Service Medal with one oak leaf cluster, Air Force Commendation Medal with three oak leaf clusters, Air Force Achievement Medal, Presidential Unit Citation, Air Force Outstanding Unit Award with one oak leaf cluster, Air Force Organizational Excellence Award, Air Force Good Conduct Medal with seven oak leaf clusters, Air Force Recognition Ribbon, National Defense Service Medal, Vietnam Service Medal with three bronze stars, Air Force Overseas--Short Ribbon, Air Force Overseas--Long Ribbon, Air Force Longevity Service Award Ribbon with five oak leaf clusters, USAF NCO PME Graduate Ribbon with one oak leaf cluster, Small Arms Expert Marksmanship Ribbon, Air Force Training Ribbon, Republic of Vietnam Gallantry Cross Unit Citation and Republic of Vietnam Campaign Medal.

His other awards include the 1990 NAACP Roy Wilkins Meritorious Service Award, ATC Master Instructor Badge, HQ MAC Social Actions Staff-Level NCO of the Year (1983-85), Air Force Social Actions Staff-Level NCO of the Year (1984 and 1989).

He is an Air Force Certified Substance Abuse Counselor and the Course Director of the Social Actions Classroom Standardization Training Course.

He is a graduate of the Air Force Logistic Command NCO Academy and the Senior NCO Academy.

Chief Williams is married to the former Brenda P. Beckley of St. Louis, Missouri. They have three children, Thomas Jr., Cherrita, and Shawn.

(Current as of 1 JULY 1990)

## OUTSTANDING STAFF-LEVEL SOCIAL ACTIONS NCO--1989

The Military Airlift Command (MAC) proudly nominates **Chief Master Sergeant Thomas J. Williams** for the Air Force 1989 Outstanding Staff-Level Social Actions Noncommissioned Officer Award. As **Superintendent for Social Actions (SL)**, Chief Williams holds one of the most critical enlisted positions in this headquarters. His accomplishments ranged from developing SL policies and evaluating their impact on worldwide airlift missions to briefing the Air Force's Worldwide MAJCOM Conference. Chief Williams personally scripted, arranged, and scheduled the CINCMAC Human Relations and Substance Abuse Prevention video titled: **"The CINCMAC Speaks Out on Equal Opportunity and Substance Abuse."** Needless to say, this video received top ratings during Commanders Calls, Professional Military Education (PME), and SL Classes. Chief Williams developed and staffed policy statements relating to SL issues for CINCMAC signature and promoted the SL program through briefings to MAC installation commanders. Chief Williams led an all-out assault on the quality of SL education in PME and that received by newly assigned base personnel. Through his efforts, the critiques of PME and SL courses improved steadily throughout the year. As Course Director of the **MAC SL Classroom Instructor Standardization Training**, he saved the Air Force \$18,360 by returning instructors to work in minimal time compared to other Air Force instructor courses. After developing the curriculum to fit all Air Force SL instructors, he has trained personnel from 11 major commands. He continuously receives laudatory comments from MAJCOMs, Chiefs of SL, and students, commending him for his effective motivational style of education. His peers, recognizing his preeminence, selected him as the spokesperson of the **Air Force Enlisted SL Management Panel**. This panel explored the future role of enlisted personnel in the SL career field. He briefed Col Klaurens and staff, HQ AFMPC/DPMY (May 1989); Col Gordon, HQ USAF/DPPH; and MAJCOM representatives during the **worldwide MAJCOM Conference** (June 1989) on the panel's outcome. Col Klaurens and Col Gordon praised him for his outstanding presentation. Chief Williams is unequivocally one of the most articulate and positive representatives of the United States Air Force. He briefed the command's substance abuse and human relations climate assessment at the **MAC Chief Master Sergeants' Orientation**, and the MAC Senior Enlisted Advisors, and the 23 AF First Sergeants Conference. Additionally, he continued to promote the SL program as **keynote speaker** at the MacDill AFB Leadership School; the Eielson AFB 13th Annual Martin Luther King, Jr., Banquet and Chapel Service; the Charleston AFB Annual Black History Luncheon; the Altus AFB NCO Preparatory Course; the Scott AFB NCO Appointment Ceremony; and the East St Louis High School Role Model Program. Senior leadership, wing commanders, senior enlisted advisors, school principals, and many others have spoken highly of his eloquent and dynamic speeches. As functional manager for SL enlisted assignments and manpower, he worked closely with HQ USAF/DPPH, HQ AFMPC/DPMRAD4, and the MAC Manpower and Airman Assignments Divisions to ensure balance, experience, and adequate staffing for all of our offices. This **minimized the impact of shortages**. He did this in spite of the Air Force's 42 percent manpower reduction and budgetary restraints on assignments. Because of his expertise with people, he was selected to represent the MAC Deputy Chief of Staff, Personnel, on the Scott AFB Equal Opportunity Committee and Federal Women's Program Committee. Chief Williams provided a comprehensive management orientation for the Assistant for SL upon his arrival in October 1989. To help facilitate a thorough knowledge of MAC SL issues, Chief Williams covered all aspects on manning, budget, administrative, base-level, and command program management requirements in detail. His efforts were instrumental in the rapid assimilation and effective understanding of command responsibilities by Lt Col Carmichall. He spent more than 160 days TDY **supporting MAC and Air Force programs**, including five HQ MAC Staff Assistance Visits, two of which he was the team chief. During these visits, wing commanders regularly seek his advice regarding sensitive people issues. He also spearheaded a project to spread the word to the field by developing training video tapes to keep our people updated on changes. Chief Williams' dedication to and impact on the SL career field is unmatched. He is unquestionably deserving of the 1989 Outstanding Staff-Level Social Actions NCO Award.

HR

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CMSA Position on Tomorrow's Air Force

# Airman

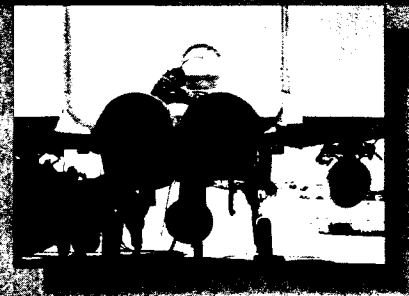
Magazine for Tomorrow's Air Force

September 1990

# Saudi!



...and  
Dignity  
People...



...and  
Power



by SMSgt. Daniel P. Goodina, AAVS

## Special Strokes

**Hawaii:** Sally Simmer began exploring and expanding her artistic bent when she was only 6 years old. Later, she completed a degree in art and design, selling paintings to defray tuition. Her career as an artist seemed boundless.

Instead, she chose to marry and raise a family. But the wife of Lt. Col. Jerome F. Simmer of the Pacific Communications Division kept painting, and Hawaii proved to be a painter's paradise. In February, she won the Hawaii State Foundation on Culture and Arts Acquisition Award. Now, she plans to enter her paintings in other shows, such as the American Watercolor Society and the Audubon Wildlife Art Competition in Haleiwa.

*Jennine Simmer watches her mom, Sally, paint a tropical scene. Currently based with her husband at Hickam AFB, Hawaii, Mrs. Simmer has painted since she was 6 years old.*

She also sells paintings at Hickam AFB craft fairs. "I don't like to put myself out of reach of my friends," Mrs. Simmer said. "If they want a piece of my art, I consider it a compliment."

Her work often reflects her innermost thoughts and feelings. "I speak through my art," she said. "I like to express myself through extreme light and dark colors to dramatize the good and evil of things."

— Reported by  
A1C Debra L. Shaver

## NAACP Awards

**Washington, D.C.:** Lt. Gen. Thomas J. Hickey was one of nine bluesuiters honored by the National Association for the Advancement of Colored People at its annual convention July 11 in Los Angeles.

General Hickey received the NAACP Meritorious Service Award, given annually to an American military service member in a policy-making position for the highest achievement in military equal opportunity.

Air Force recipients of the Roy Wilkins Meritorious Service Award were Col. William H. Walton, Washington; Col. Joseph C. Ramsey Jr., Lowry AFB, Colo.; Col. Lloyd W. Newton, Randolph AFB, Texas; Col. Wayne T. Fisher, Ramstein AB, West Germany; Lt. Col. Dennis M. Collins, Patrick AFB, Fla.; Lt. Col. Frankie T. Jones Sr., Keesler AFB, Miss.; Capt. Emmett F. Robinson Sr., Andrews AFB, Md.; and CMSgt. Thomas J. Williams, Scott AFB, Ill.

This award is given annually to military members who successfully worked toward implementing equal opportunity policies and programs.

— Air Force News Service

## Touch 'n' Go

**Washington, D.C.:** Worried about the tedium of a long flight overseas, or what to do for entertainment on that s-l-o-w cargo hauler? Tune in to a favorite radio program or cassette. Military Airlift Command now lets passengers play Walkman-type radios and tape players after the plane reaches cruising altitude.

**Alaska:** On Aug. 9, the Alaskan Air Command became the 11th Air Force, reporting directly to the Pacific Air Forces commander in chief at Hickam AFB, Hawaii. The conversion brings the Alaskan air component under the PACAF "umbrella" and brings the Air Force command structure in line with other Alaskan command service components. The "head count" of bluesuiters in Alaska won't change.

**Colorado:** Next month, the Air Force Space Command will take over space launch operations from the Air Force Systems Command. The transfer of responsibility, to be phased over several years, further integrates space as a primary mission of the Air Force. On Oct. 1, Space Command assumes control of the Eastern Space and Missile Center and Eastern Test Range at Patrick AFB, Fla., and the Western Space and Missile

NOMINATION FOR THE  
NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE (NAACP)  
ROY WILKINS MERITORIOUS SERVICE AWARD  
CHIEF MASTER SERGEANT THOMAS J. WILLIAMS

The Military Airlift Command proudly recommends Chief Master Sergeant Thomas J. Williams for the Roy Wilkins Meritorious Service Award. CMSgt Williams distinguished himself in the performance of outstanding service to the United States in the Air Force Social Actions program that resulted in significant contributions in the area of race/human relations education, equal opportunity and treatment, affirmative actions, and substance abuse prevention. CMSgt Williams has one of the most critical positions in Headquarters Military Airlift Command (MAC), where he oversees administration of Social Actions programs for 15 major military installations and over 90,000 personnel assigned worldwide. His work, prior to assuming his current position as the Superintendent in the Office of the Assistant for Social Actions, has been uniformly outstanding and absolutely crucial to the senior leadership and the worldwide Air Force mission. The epitome of support for equal opportunity, he has devoted over 19 years of his military career to the full integration, utilization, and promotion of women and minorities in the Armed Services, fostering an understanding between minority and nonminority members of the Armed Services and civilian communities in every Air Force assignment. CMSgt Williams organized, developed, and was the motivation behind the first successful Robins Air Force Base race/human relations education program that lessened racial tension in the base and local community. During the turbulent period of integration in the Macon and Warner-Robins public school systems, CMSgt Williams conducted numerous workshops for teachers on race/human relations training with emphasis on cross-cultural differences and effective communications. Similar workshops were conducted for members of the Houston County NAACP chapter. He was subsequently selected as the noncommissioned officer in charge of the team that taught Air Force specifics for selected enlisted, officer, and civilian personnel attending the Defense Race Relations Institute and Defense Equal Opportunity Management Institute at Patrick Air Force Base, Florida. He was the first person to teach Air Force personnel the concepts and procedures of the Air Force Affirmative Actions program. These individuals subsequently instructed and managed race/human relations education and affirmative actions programs Air Force wide. His expertise in communication and concern for humankind resulted in his being an eloquent spokesman for improved race relations in the Air Force. In 1977, CMSgt Williams became a charter member of the Bexar County Military Branch, NAACP, San Antonio, Texas. He chaired the education and political action committees and was directly responsible for workshops which resulted in adding approximately 1,000 individuals to the voter registration rolls in Bexar County. While assigned to Eielson Air Force Base, Alaska, among his many accomplishments, he spoke at local churches on civil rights issues and was a guest several times on the NAACP television show discussing black history and civil rights issues. In 1980, there were several fires on and off base, and because of his concern, he opened his home to fire victims and provided help for the stricken individuals. Additionally, CMSgt Williams was selected as the Worshipful Master of Arctic Lodge #7, Alaskan jurisdiction. Through his leadership and management, the lodge won the "1980 Lodge of the Year Award," and he won the "Worshipful Master of the Year Award." CMSgt Williams' thorough knowledge of Social Actions issues, demonstrated during a major

command women's symposium, resulted in his reassignment to the Alaskan Air Command (AAC) Social Actions office. CMSgt Williams' outstanding job knowledge also resulted in his selection, by the Director of Personnel, to the AAC Spread-the-Word Team, which required CMSgt Williams to travel to all AAC bases and sites to address current issues on human relations, affirmative actions, women issues, and status of the command human relations climate. CMSgt Williams established himself as the consummate expert on Air Force race/human relations, affirmative actions, and equal opportunity and treatment issues. Because of this expertise, he was requested by name for assignment to Headquarters MAC. Since his arrival in 1982, CMSgt Williams has been instrumental in making MAC the preeminent command in the Air Force for developing and implementing Social Actions programs. For example, the MAC statistical significance computation method of analyzing and managing affirmative action plan objectives was a special challenge for MAC bases. He improved the management of the affirmative action plan by developing and conducting training for base-level offices and staff members with primary responsibility. This training included the history and philosophy of affirmative actions and how to monitor affirmative actions objectives. He also provided guidance on how to establish and manage an affirmative actions working group. Typifying his efforts, CMSgt Williams caused the command to place renewed emphasis on the minority Airman Retraining Program, which included an in-depth analysis of the enlisted career fields with a high concentration of minority airmen. This analysis allowed the command to achieve equal representation, opportunity, selection, and treatment for all MAC personnel. CMSgt Williams was also the force behind the development of the MAC Commanders Social Actions Handbook (MAC Pamphlet 30-1). The handbook was designed to increase commanders' knowledge and clearly defined their responsibilities for human relations, affirmative actions, discrimination, sexual harassment, substance abuse prevention, and equal opportunity and treatment. Feedback from our commanders indicates the handbook is a valuable information reference for managing their units' human resources. With the command's proactive approach to people issues, CMSgt Williams undertook a project to produce a video featuring the Commander in Chief of the Military Airlift Command (CINCMAC) speaking out on Social Actions issues. He personally scripted, arranged, and scheduled the CINCMAC human relations and substance abuse prevention video titled, "The CINCMAC Speaks Out on Equal Opportunity and Substance Abuse." MAC's commitment to providing a discrimination-free working and living environment has been noticeably strengthened by this video. CMSgt Williams also developed an intense Human Relations Climate Assessment Training program for commanders and Social Actions staffs, which improved their ability to assess the human relations climate at their installations and head off potential problems. As a result, people new to MAC bases quickly learn of the local human relations climate, which eases their transition into their new environment. As Director of MAC's Social Actions Training, he identified the dwindling experience levels of the Air Force substance abuse, equal opportunity and treatment, and race/human relations education technicians. He proposed that the command develop permanent training to help mold our technicians' skills in the area of preventing people problems before they occur. Based on his proposal, he was tasked with developing the appropriate training. CMSgt Williams developed and implemented the MAC Social Actions Classroom Instructor Standardization Training Course. The purpose of the course is to develop instructor, briefing, and group facilitation skills. CMSgt Williams is unquestionably the most articulate and positive representative the Air Force could select. Because of his preeminence in both the military and civilian communities, he is constantly in demand to participate on committees, conduct workshops, and speak on many occasions to diverse groups. He represents the office of the Deputy Chief of Staff for Personnel as the permanent

member on the Civilian Equal Employment Opportunity Committee and the Black, Hispanic, Federal Women's, and Handicap Committees. He was requested to participate in numerous Air Force workshops with the objective of assessing the direction of specific Air Force Social Actions programs and updating training methods. These workshops included the Air Force worldwide review of equal opportunity/human relations education training and design of the Air Force Advanced Social Actions course. CMSgt Williams personally conducted sensitivity workshops for local high school teachers and business groups. He has been the special guest speaker for Black History Observances, Martin Luther King, Jr.'s, Birthday Observance, Noncommissioned Officer (NCO) Professional Military Education graduations, and the Air Force Senior Enlisted Advisors on race relations in the Air Force. CMSgt Williams has been the recipient of numerous Air Force and civilian awards. The list includes: Air Force Social Actions Staff Level NCO of the Year (1984), five-time winner of the MAC Social Actions Staff Level NCO of the Year (1983, 1984, 1985, 1986, and 1989), Eielson AFB Alaska NCO of the Year (1980), four-time nominee for the Air Force's 12 Outstanding Airmen of the Year Award (1975, 1980, 1986, and 1989), NCAAP Voter Registration Award (1977), Air Training Command Master Instructor Badge (1975), Air Force Meritorious Service Medal with one oak leaf cluster, Air Force Commendation Medal with three oak leaf clusters, and the Air Force Achievement Medal. CMSgt Williams is a member of the San Antonio Branch, NAACP. He is an esteemed Air Force professional and civil rights achiever who practices the tenets of a democratic society and the United States Constitution, believing that all men and women are created equal and that freedom is a God-given right that must be protected vigilantly at all times. To this end, CMSgt Williams has dedicated both his professional and personal life. The singularly distinctive accomplishments of CMSgt Williams in race/human relations education, equal opportunity and treatment, and affirmative actions reflect great credit upon himself, the United States Air Force, and the National Association for the Advancement of Colored People and are worthy of the Roy Wilkins Meritorious Service Award.

## NEWS

# MAC chief ends military career in style

BY SSGT. CATHY LANDROCHE  
375th Military Airlift Wing  
Public Affairs

When CMSgt. Thomas Williams, Military Airlift Command superintendent of social actions, ends his military career in a retirement ceremony this afternoon, he can look back over the past 27 years proudly.

The highlight of his career came July 11 when he received the Roy Wilkins Meritorious Service Award at the 81st Annual NAACP Convention's Armed Services and Veterans Affairs Dinner in Los Angeles, Calif.

The award is given annually to several American military members who have successfully worked toward the implementation of mili-

tary equal opportunity policies and programs.

"Chief Williams is the epitome of support for equal opportunity," said Maj. Gus Robinson, director of MAC Social Actions.

"He has devoted over 19 years of his career to the full integration, utilization and promotion of women and minorities in the armed services, fostering an understanding between minority and nonminority members and civilian communities in every assignment."

The chief organized, developed and was the motivation behind the first successful human relations education program at Robins AFB, Ga., that lessened racial tension on the base and in the local community.

He was the first person to



**CMSgt. Thomas Williams**

teach Air Force personnel the concept and procedure of the Air Force Affirmative Actions program. These individuals subsequently instructed and managed human relations education and

affirmative actions programs Air Force-wide.

"Once assigned to MAC headquarters, the chief developed an intense Human Relations Climate Assessment Training Program for commanders and Social Actions staff, which improved their ability to assess the human relations climate at their installations and head off potential problems," said Major Robinson.

"I couldn't have accomplished anything without the support of my family, the men and women of MAC and the Air Force," said Chief Williams.

The chief came into the service in 1963 as a administration specialist and cross-trained into Social Actions in 1971.

"My experience in Viet-

nam had a big impact on why I changed career fields," he said. In Vietnam he worked in civic action — dealing with people, their needs and problems.

"I saw a lot of drug and alcohol abuse and racial problems. Here we were in a war zone and we were fighting one another instead of the enemy. It just didn't set well with me," Chief Williams said.

He said in the late 1960's there was no social actions as we know it today. His first assignment after Vietnam was to Robins AFB where they had an Equal Opportunity and Treatment program which he worked in as an additional duty.

"Commanders were trying to get a foothold on how to

**Continued on Page 18**

# MAC chief

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Continued from Page 4

deal with the problems we were experiencing throughout the services. However, we were only mirroring what was happening in our society at the time ... such as riots."

The chief said they started out somewhat fragmented with the areas of EOT, substance abuse and race relations, now referred to as human relations. "You almost had to be a jack-of-all-trades early on, because you worked every area.

The chief said back then, most people in the social actions field subscribed to the philosophy that they would eventually work themselves out of a job.

"Over the past 19 years I've come to realize you can't work yourself out of a job dealing with people problems.

"I think it's a continuous process — almost like the institution of matrimony. You don't just correct problems today and then operate on automatic pilot — you have to continually work at it," he said.

The chief said the key is to monitor what's happening in society as a whole. "If we do that, we can almost monitor what will happen in the military and it will give us a heads up on what to look for. Then we can come up with

preventative methods to stop problems from occurring."

Chief Williams said he had an opportunity to speak one-on-one with Gen. Michael J. Dugan, Air Force chief of staff, at the award dinner July 11. He was impressed with the remarks the general made as guest speaker for the event.

"He came across as very involved, easy to talk to and a dynamite listener. He's very concerned with what's happening to the Social Actions program because of the impact it has on both the people and mission of the Air Force," said the chief.

The chief feels the key to

the prevention of drug and alcohol abuse and human relations problems is training and education.

It's especially important now, he said, because with the cutbacks there's a lot more frustration to deal with. "When people get frustrated they look for other avenues to vent it. So I feel drug and alcohol abuse as well as human relations, need to be a key concern for leadership at all levels," he said.

Chief Williams said he had the opportunity to visit MAC during a conference in 1976 as a representative of the social actions technical school.

He calls his eight years with MAC "rewarding and refreshing." "I always wanted to be assigned to MAC because I like the way they do business. They're very supportive of the social actions program. The leadership has changed several times, but the support has only increased."

The chief's new job will help him utilize his 27 years of military experience. As an assistant aerospace science instructor for the Jr. ROTC at the Academy of Math and Science High School in St. Louis, he'll make his contribution to young people by teaching leadership and management.

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*Gen Dugan's speech*

General Dugan  
NAACP  
11 July 1990

Remind me the next time I'm invited to come to speak, though, not to follow Claiborne --, because indeed, that was an inspired story of a legacy --, and a story that needs to be told in this country much more broadly. It has a terrible vacancy in the middle of it, that is a tragedy of American history and one that clearly needs to be fixed. (Applause) When the time comes to fix that, the question of decisions for the Congressional Medal of Honor is addressed individually by the Joint Chiefs of Staff, and I can assure you that this group of Joint Chiefs will make a just and appropriate decision. I would be honored to... (Applause)

Ladies and gentlemen, distinguished guests, I thank you for the warm greeting. I'm delighted to be here with you. I'm sorry that Dr. Hooks left because he told stories about -- and cigarettes, and all soldiers have a cigarette story. A cigarette story from a later war, from the Vietnam War, was the cigarette story about the F-105 pilot who knew he was going to North Vietnam, he was going to Hanoi. His biggest worry in life was that he was going to die of cancer from smoking Camels. (Laughter)

I'm especially pleased to be with Dr. Hooks because, while there are several symbols that soldiers and sailors and marines wear up here, eagles and stars and what not, one of the very treasured symbols of a fighting man in the United States military establishment is the Combat Infantryman's Badge. Dr. Hooks proudly wears that badge on his chest, and it is a symbol that merits a special token of respect from you and I and from all members of American society, and I salute him for his service. (Applause)

I'd like to acknowledge especially the young men and women who are here in the audience tonight. We're very glad that you are here with us. I hope that you will think about service in your Air Force or one of the other services who are represented by the officers and enlisted men here tonight. We look forward to having you join us. It's important to you, it's important to your country, it's important to your race to have a mix of folks who look after our country, who look after the important things, and one of the most important things is to maintain our freedom. We do that if we are unfortunate in war, we do that if we are fortunate by maintaining a strong defense, by having clear visible signals to friend and foe alike that we are prepared to deal with the challenges that come to the United States, that we

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have the military capability and we have the political will to use it if necessary.

This banquet is my first opportunity outside of Washington since I was sworn in as the 13th Air Force Chief of Staff just 11 days ago. (Applause) I can't think of a more appropriate occasion, because I believe in your mission. I share your goals. I believe in your methods. I treasure your successes over the past 81 years. This is a fighting organization. It stands for the values that the United States military services are sworn to protect. It is a fighting organization and the struggle continues, and we in the military forces fight with you.

Let me begin by asking, do we have any of the Tuskegee Airmen in the house tonight? (Applause) I have a special respect for all the soldiers who participated in World War II. It's the last war we clearly won. (Laughter) The next one we tied, and the one I participated in we came in second, so I salute those individuals, Dr. Hooks and the Tuskegee Airmen who participated in that great war. I knew there would be some of our heroes here tonight in this audience because the Tuskegee Airmen, the NAACP, and the Air Force are interconnected by, as you said it, family.

If Dr. Hooks were still here, he would know, but I'm not sure that the rest of the audience knows that the NAACP was very instrumental in the creation of the Tuskegee Airmen. It conducted a massive public campaign in the late '30s to force the Army Air Corps to drop its discriminatory policies against African Americans, and to permit blacks to be given an equal opportunity to fly and fight America's enemies in World War II. It was also the NAACP who sued the Army Air Corps to force it to allow blacks to enter flying training. The combination of court cases, public campaigns and political pressure led to the creation of Tuskegee Army Air Field in 1941, truly a momentous event in American military history.

From that air base came more than 950 African American combat pilots who compiled a distinguished record in World War II. Tuskegee Airmen flew more than 20,000 combat sorties; shot down more than 100 enemy aircraft in air-to-air combat; destroyed another 150 on the ground; sank a destroyer with machine gun fire--a unique achievement accomplished only by the graduates of that particular institution; flew some 200 escort missions into targets like the [Poesky] oil fields, Vienna, Munich, Berlin, and never lost a bomber to enemy fighters, and no other veteran combat fighter group... (Applause)

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Their success, their record of achievement was instrumental in the Air Force being the first service to integrate, and make no mistake, successful Air Force integration put enormous pressure on the rest of the services to overcome their biases and to integrate the country's --. The Tuskegee Airmen proved that any notion of racial inferiority was unfounded. In fact, -- the Air Force and the nation of skilled warriors with the determination to win.

We all know it was not easy for the Tuskegee Airmen during World War II. They faced discrimination on many fronts, but they persevered. They answered official discrimination by the Air Corps, and unofficial personal prejudice with articulate silence. They proved that they could fly and fight with the best of them, and they wrote their record across the sky.

Would you sir, please stand again, and will all of you here tonight give this veteran and the veterans that he represents another warm round of applause. These men are our brothers. Our brothers in arms... (Applause) In my service anyway, this is a brotherhood that knows only one color, Air Force blue. (Applause)

The NAACP by and large gave us the Tuskegee Airmen, and today the NAACP gives us the core value of human justice without which a nation, a military force, an air force, cannot function. No organization in America has worked longer and harder and more successfully to instill justice as a core value in the American military, and no organization gains more from the NAACP's emphasis and campaign for justice than the United States armed forces.

You see, ladies and gentlemen, military units fight well only if they are cohesive. There is no cohesion if there is injustice or discrimination. If there is no cohesion, there is no victory. Our success as an Air Force depends on our fighting as a fully integrated, cohesive team. So the Air Force practices those philosophies which we in the NAACP uphold. Everything the Air Force does should benefit and support us. By doing so, the Air Force provides a living example of our vision--a large, complex organization which supports the spirit and goals of equal opportunity and equal treatment. Not just because it's the law, but because it makes us a better Air Force, a more effective Air Force, a winning Air Force.

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Let me pause for a minute in the Air Force equal opportunity story and reflect for a moment on what General Jones mentioned, some events that I've seen in Europe recently. I returned just two weeks ago from being Commander of the United States Air Forces in Europe. The complexion of Europe changed so dramatically it's still difficult to comprehend and accept the extent and the speed of changes since my arrival in Germany in April of '89.

The Berlin Wall and the Iron Curtain have fallen. Eastern Europe has rejected communism in favor of democratic forms of government. The unification of Germany is at hand. It's amazing, yet the march of democracy continues although political, social, and economic stability in the Soviet Union and in Eastern Europe are, in my view, many years in the future. There are many explanations for what we have seen in Europe. The United States' steadfast adherence to a robust deterrent strategy is clearly a factor, as are our highly capable and ready forces.

- Some will credit Mr. Gorbachev saying he was a visionary leader responsible for these changes. Others will say he is a leader who simply saw the inevitable and managed to stay ahead of change. History will sort out the cause and effects and provide a perspective and analysis some time in the future, but let me offer you a personal interpretation of these events. The regimes that have fallen in Eastern Europe are, again in my view, striking examples of the inherent weakness of social systems that are not based on respect for the dignity of the individual. Regimes that are not based on equal access or equal justice or equal opportunity for all. They were based on the assumption that communism would eventually create a classless society based on the ideal equal distribution of wealth and social status.

The cost of this communist experiment was high. Loss of personal freedoms, loss of freedom of speech, freedom to worship, freedom to sit, freedom to choose. The experiment has been declared an unqualified failure. The state cannot exist when individual contributions are denied, or the worth of the individual is denied, or incentives for individual contribution are absent. Abject failure awaits those who refuse to respect the dignity of each human being. That has been the message of the NAACP for these 81 years.

Equal opportunity requires individual freedoms and individual rights. But personal freedom is not cheap, nor is it easy to establish. Our nation's history is a testimony of that fact. Equal opportunity takes time to nurture and strengthen.

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It can be legislated, it can be regulated, but ultimately it must be accepted and graced by individual members of a society and all members of a society. There are many barriers to that acceptance. Intolerance, selfishness, insensitivity, and ignorance are just a few.

But I don't need to tell this audience about barriers to equal opportunity. Because we in the military are microcosms of American society, the Air Force has followed an evolutionary path toward equal opportunity. After World War II an increasing number of Air Force leaders realized that segregation as a management philosophy was bankrupt. The Air Force announced to the world in April 1948, three months before President Truman directed the services to offer equal opportunity to African Americans, that it would integrate its forces. The Air Force moved on it first because it had the sterling example of the Tuskegee Airmen's success in the most technical and demanding of all martial arts, combat flying.

Beginning in May of 1949 the Air Force sent the Tuskegee Airmen to all corners of the globe. From that moment forward, assigned all officers and men entering the Air Force to -- aptitudes, not the color of their skin. The Air Force was a better service for it, and the other services observed our success and followed suit shortly. Official policies changed quickly in the Air Force, but personal attitudes change more slowly.

It took the vision of President Kennedy, the legislative skill of President Johnson, the Civil Rights Act of 1964 to bring out the regulations in the Air Force and the other services, ensuring that businesses that segregated would be denied Air Force, Army, Navy, and Marine business. An Air Force staff paper prepared for then Chief of Staff Curtis LeMay simply explained the impact in 1964. "We are no longer in the age in a social reform program that has a debatable basis in law. We are now in the age of a program to provide for all of our people the basic rights that are guaranteed by the Constitution and the Civil Rights Act, and to support them in the lawful assertion of those rights."

The law did not fix all the problems, of course. The social unrest that was characterized in the 1960's impacted all the military services. The Air Force -- several turbulent racial disturbances from 1968 to 1971 which resulted in fundamental change in our approach to legal opportunity and treatment.

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In 1971 we started the Human Relations Education Program, the hallmark of which has been its active and positive approach, a reactive and responsive one after difficulties and incidents had arisen. Today we rely on formal training and professional military education courses throughout an individual's career. The training at the recruit level is both awareness and involvement oriented, and continues in professional service schools for officers and enlisted personnel. It is an ongoing approach that helps us keep equal opportunity at the forefront of our leadership development programs.

I am proud of Air Force progress, but we cannot declare victory. It is something that continues to require senior leadership attention and interest. In the past couple of years we have seen the number of minority incidents rise in the Air Force. This corresponds to a trend in American society as a whole, and the nation has grappled with renewed pockets of hate groups and other dysfunctional social patterns, and we must continue to do so.

- In the Air Force we will continue to work on attitudes. I'm convinced that the solution is education and leadership. People need human relations refreshers. It's too easy to slip into unacceptable behavior--the harmless behavior, the sexist joke, the racial comment or any of the seemingly minor events can go easily unchallenged. Unfortunately, every unchallenged episode undermines equal opportunity and human dignity. (Applause)

So our immediate plans are to increase the level of concern and visibility throughout the Air Force. We want our senior leaders to revitalize commander interest in equal opportunity. We will increase education and training emphasis on human relations. We will protect our social action staffing as we reduce our force structure. These are the people who are most attuned to the human relations climate, and they will remain a key part of the picture while I am Chief of Staff of the United States Air Force. (Applause)

I mean to shine a spotlight during my tour as Chief of Staff, a spotlight on equal opportunity. As this group is well aware, equal opportunity is and must be a way of life, and that is our goal in the Air Force. The armed services workshops during the annual NAACP convention help us renew our convictions, our energy level, as described by that goal.

As I alluded to earlier, the relationship between the Air Force and the NAACP is, has been, and will in the future continue

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to be strong. Tonight we recognize some of those Air Force professionals responsible for our progress. LTC Tom Hickey for his long and distinguished service in several command positions and now as the Senior Personnel Staff Officer of the Air Force. Two of Tom's protegee's from the Pentagon have moved to command positions in the field and have shown the same insight, judgment, and leadership, and I refer to Colonel Joe Ramsey from the Air Reserve Personnel Center in Denver, and Lieutenant Colonel Frank P. Jones from the 3400 Technical Training Group at Kiesler Air Force Base, Mississippi. (Applause)

Our senior Air Force civilian responsible for manpower and personnel issues, the Honorable Gary Cooper, has an equally impressive record of achievements in this field. I should add that we're pleased that he finally came over to the Air Force. He offered great close air support for many years with the Marine Corps. (Laughter)

I've known Colonel Lloyd Newton for some time. He's doing superbly at one of the toughest and most rewarding jobs in the Air Force, he is Wing Commander of one of our flying training wings.

These leaders, in addition to all the other award winners, have truly made a difference in the Air Force and in the other services, and I join you in saluting them.

The fact that you honor military people tonight is proof that our relationship is good, is healthy. It also tells me that we're on the right track. It does not mean we've achieved success, but it does mean we are progressing and it means that we still hold the promise that General Hickey mentioned preceding his award. (Applause)

I'm proud to be a member of an organization that holds out that promise. I support this organization and its cause-- personally and professionally. I support its goals in my words and in my deeds and in the example of leadership that I will bring to the United States Air Force.

I'm proud of those you honor this evening. I thank the NAACP for recognizing their hard work and commitment. However, I want the young men and women in the audience to know that the Air Force has a million, as General Hickey said, other dedicated professionals who serve our country on active duty and in the reserve components. There is a place for you in our Air Force, in our other military services, and we and your country need you.

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On behalf of all the men and women of the Air Force, I thank the NAACP for its contributions, making America a more just country and therefore, a better country. No organization in America surpasses your passion for justice and your success in attaining it.

I thank the NAACP for its continued support and friendship for the Air Force. I pledge to the NAACP, to all of you in this audience, and to all members of the Air Force, that I will work to ensure that the Air Force pursues its goals of being a just military service; a force dedicated to the -- of all its people with equal opportunity regardless of his or her race, ethnic group, religion, or gender. (Applause)

(END)

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