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PHOTO BY JOHN PENNELL

UH-60 Black Hawks from the 1st Battalion, 52nd Aviation Regiment prepare to land at the Black Rapids Training Site during the U.S. Army Alaska Winter Games March 4. As America's Arctic Warriors and the U.S. Army's experts in surviving, operating, fighting and winning in extreme cold weather and high-altitude environments, all of the skills tested during the games are critical for USARAK Soldier proficiency. These games validate the Soldiers' expertise and set a benchmark of excellence for all Arctic Warriors.

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PEOPLE FIRST

Sergeant Major of the Army visits Fort Rucker, talks quality of life

By Jim Hughes

Fort Rucker Public Affairs

Sergeant Major of the Army Michael Grinston visited Fort Rucker March 9-11 to visit with Soldiers, families, and leadership at the U.S. Army Aviation Center of Excellence, the garrison and tenant units.

Grinston first received a USAACE overview brief from Command Sgt. Maj. James D. Wilson, Aviation Branch command sergeant major, and then an office call with Maj. Gen. David J. Francis, USAACE and Fort Rucker commanding general.

During the visit, Grinston also hosted a town hall on quality of life in the post theater, met with senior NCOs, worked out with warrant officer candidates, spoke at an NCO induction ceremony, and visited USAACE flight simulators, the Fort Rucker Transition Assistance Program, the U.S. Army Aeromedical Research Laboratory and the NCO Academy.

He hosted the March 9 town hall to, as he explained on his Twitter account, “listen to families and Soldier about ways the Army can continue to put them first and improve our quality of life initiatives.”

After his introduction from Command Sgt. Maj. Raymond P. Quitugua Jr., Fort Rucker garrison command sergeant major, the SMA started the town hall off by discussing Army People First quality of life initiatives on improving housing and barracks; health care; child development centers, and

child and youth services; spouse employment; and health care.

Grinston said the Army has come a long way with family housing and the momentum of improvement continues, but that “doesn’t mean we’re finished. We have a long way to go,” adding that he is also focusing in on improving barracks across the Army.

“We didn’t have the attention we really needed on barracks,” he said. “Our barracks are really bad and we have a long way to go. We can’t blame anyone else for that, as an Army. All we can do is look at ourselves.”

He said officials estimate it will take about 10 years and \$9 billion to get Army barracks up to standard.

On health care, the SMA said the move to the Defense Health Agency has been complicated by the COVID pandemic overwhelming the country’s medical system, and the Army moving its medical resources into the country’s fight against the virus.

“We’re still working on that and what that is going to look like, and we’re still dealing with COVID,” he said.

As far as child care goes, he said the last time he checked the Army has three military construction projects in progress. “For the Army, that’s not a lot. But it’s better than zero.”

He said where more ground has been made up is freeing up more childcare spots at



PHOTO BY JIM HUGHES

Sergeant Major of the Army Michael Grinston speaks to Soldiers and family members during a town hall at the post theater March 9.

existing facilities by giving Soldiers and family members priority at all CDCs. “Believe it or not, when you dig into this, there were a lot of people taking up some of those spaces. Changing that priority opened up a lot of spaces.” Further work is being done to expand the family childcare home program and creating flexible hours at posts where there is a big enough need for child care outside normal hours, he said.

Further improvement has been realized, as well, with spouse employment. He said spouses can now be reimbursed up to \$1,000 when they have to get relicensed because of moving with their Soldier. The previous amount was \$500.

On the PCS side, Grinston said that Soldiers can now get 100% reimbursement for do-it-yourself moves, and the Army is looking at ways to get Soldiers more weight on their allowances for moves, and also making improvements to its sponsorship and in- and out-processing programs.

“How we receive people really matters,” he said. “I think we just haven’t done well at it. I think we do well at training bases on how we receive people. You see a drill sergeant, you’re ready and motivated, and you have Step 1, Step 2 and Step 3. But at your first duty station – good luck! When people come to an installation, that’s going to be the first person they see – they should be the absolute

SMA cont.

best we have seeing you at each installation.”

After his brief, Grinston opened the town hall up to questions from the more than 100 Soldiers and family members on hand – all socially distanced and masked. Most questions were personal about PCS issues, the less-than-ideal state of local barracks, education costs and access to specialty medical care.

The SMA addressed each Soldier’s concerns as best he could, but Wilson and Quitugua followed up to ensure their concerns were addressed properly.

Closing out the town hall, Grinston thanked all of the Soldiers and families of Fort Rucker for all they’ve done for their country.

“I really appreciate all that you’ve done in the last year,” he said. “A lot of people

don’t know what you all have done. You all being the Army. I’ll just run you through a few things. Last year, COVID hit and the active-component Army was the first ones to send medical treatment folks to New York and Washington State. The Guard followed up with 14 teams across the nation to help treat patients across the nation.

“A few weeks later, we had all of these things with violence going on across the nation. The Guard and Reserve went out to help make sure that we didn’t destroy the nation,” he said. “By the way, right after that, we were hit by hurricanes and forest fires.

“You don’t get the credit for all that you do,” he added. “It might not be you specifically, but your Army and Army leadership are really working hard, and all of you have been right there with us.”



ARMY PHOTO

Grinston meets with Fort Rucker Soldiers March 10.



The U.S. Army has partnered with the Army & Air Force Exchange Service (AAFES) to create the **Digital Garrison** mobile app. **Digital Garrison** is a one-stop information source for Army communities. The app puts real-time information into Soldiers’, families’, and civilians’ hands and keeps military communities connected – a key part of readiness and resiliency.

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Fort Rucker improves housing experience with better processes, renovations

By Jim Hughes
Fort Rucker Public Affairs

Above and beyond the ongoing renovations in the Munson Heights and Allen Heights neighborhoods, Fort Rucker housing office and Corvias Military Living officials have improved key processes and hired additional people to enhance the on-post living experience.

But the quest to provide the best housing possible to Soldiers and family members continues, said Col. Whitney B. Gardner, Fort Rucker garrison commander.

"We've made great strides in improving Fort Rucker housing, but we're not through," Gardner said. "The Army housing and Corvias teams at Fort Rucker are committed to providing the best possible housing experience for Soldiers and families, and we're constantly looking for ways to do better. We value the feedback we get from the people who call Fort Rucker home. Tell us what we're doing right, tell us what we're doing wrong – we want to know what you think."

Improvements made include hiring two quality of assurance inspectors on the Army side to jointly look over homes in between occupants to ensure all the required work is done before they are turned over to a new family, according to Van Danford, Fort Rucker Directorate of Public Works Housing Office chief.

"Up until 2019, we didn't do inspections with Corvias, and now we do 100% of them," Danford said. "We also conduct life, safety and health inspections with Corvias. For example, if someone calls in and says they think they have mold in their house, we go with the

Corvias staff. Many people seem to feel better when there is an Army representative present."

Army housing representatives also make quality assurance check-in calls on 5% of all service orders for work in housing, the housing chief added. "If a work order was called in to fix a leaky faucet and they go out and fix it, we'll follow-up and ask the resident how the work went."

On the Corvias side of things, the company has spent more than \$19 million in improving Fort Rucker housing over the past two years, according to Melissa Bryson, Corvias Fort Rucker operations director.

"Employee training has been enhanced with a focus on quality assurance of work in occupied homes and during change of occupancy maintenance," Bryson said. "Twelve additional maintenance technicians were added to the Corvias Fort Rucker team, as well, allowing quicker response times on maintenance concerns. In addition, annual preventative maintenance has been broadened to reduce recurring problems."

While the ongoing pandemic has certainly affected the ongoing renovations in Munson Heights and Allen Heights, both are progressing and the end is in sight, according to Bryson.

"The major renovation and modernization of over 100 original 1950s duplex homes in Munson Heights is progressing well," she said. "This project is 60% complete, but we do have some residents in completed units enjoying the modern features of their new homes.

"The heating, ventilation and air condition-



PHOTO BY JIM HUGHES

Col. Whitney B. Gardner, Fort Rucker garrison commander, and Command Sgt. Maj. Raymond P. Quitugua Jr., garrison command sergeant major, speak with Sgt. Maj. of the Army Michael Grinston in the Munson Heights neighborhood at a recently renovated home March 10.

ing duct replacements are under way in more than 500 Allen Heights homes with the project successfully eliminating duct condensation," she said, adding that this project is 50% complete.

On the way later this year will be an Energy Consumption Project for all housing on Fort Rucker, "with homes envisioned to receive new LED light bulbs, smart thermostats, kitchen and bathroom sink water-efficient aerators, water-efficient showerheads and toilets," Bryson said. "As a part of this project, the Allen Heights neighborhood is planned to receive new energy-efficient HVAC systems and weather-proofing of the home interiors, as well."

These local moves are in addition to what the Army has done with its Tenant Bill of Rights and Plain Language Brief, available for viewing at https://home.army.mil/rucker/application/files/9115/9560/2706/Plain_Language_Brief_-_Resident_Bill_of_Rights.pdf.

All in all, Danford said homes on Fort Rucker are a good deal.

"They're in good condition, they keep them in good condition – they're clean, safe, adequate homes. It's a gated community. Corvias provides great service and great amenities with the pools and the neighborhood centers, plus they provide grass cutting and pest control. To me, it's a win-win to live on post."

Bryson said she feels Fort Rucker housing is a good news story because "we consistently maintain a collaborative partnership with the local Army housing office and command," she said. "We regularly discuss resident housing issues and concerns, and approach solutions together."

She also thanked residents for choosing on-post living. "Please continue sharing feedback on how we can make your housing experience better. We want residents to know that together with the Army, we are genuinely committed to bringing our residents the best, high-quality housing, and continuing to make improvements. Our teams care about our residents and we appreciate you!"

SOLDIERS HELPING SOLDIERS

Post kicks off Army Emergency Relief Awareness Campaign

By Jim Hughes

Fort Rucker Public Affairs

Fort Rucker kicked off its annual Army Emergency Relief Awareness Campaign March 1 without the usual fanfare of an opening ceremony, courtesy of the ongoing pandemic.

But that doesn't mean there will be any less effort put into educating people on the program that helps Soldiers help Soldiers, according to CW4 James N. Bueby, Fort Rucker AER campaign manager.

"The pandemic has obviously created a few curve balls, but we are tearing down those barriers as safely as possible," Bueby said. "If someone wishes to donate, then hopefully they have been approached by a unit coordinator who can personally walk them through the process. If they haven't, then people can simply go to <https://www.armyemergencyrelief.org/donate/> to donate electronically."

The campaign manager added that the AER website can also answer most questions a person might have about the program.

The annual campaign doesn't set a monetary amount as a goal – although Bueby admits that the more that is raised the more that is available to help Soldiers, family members and retirees – but instead seeks to ensure all Soldiers know about the program and how beneficial AER can be to them.

"We don't necessarily care about a specific dollar amount – we focus on getting folks trained on how beneficial it is for Soldiers to help other Soldiers," he said. "How easy is it to buy a fellow Soldier a cup of coffee or some-

thing from the snack bar? We do it every day, so why not simply donate something similar to a program that Soldiers rely on each and every day when confronted with a financial crisis?"

A Soldier being confronted by a financial crisis is something Jo Anne Close, Fort Rucker Army Community Service financial counselor, sees on a regular basis, and AER should be the first place eligible people think of to seek assistance, she said.

"There are many situations that can overwhelm a Soldier where they might not see a light at the end of the tunnel," Close said. "Like if a Soldier has to go on emergency leave, but does not have the means to pay for travel to return home. In this case, the Soldier may already be stressed to the max trying to figure out the 5 Ws for this emergency: how to get home, when to travel, what happened, where to stay, who is traveling and then add the financing of the travel on top of that.

"AER assistance can provide some of that stress relief – this can be monumental for that Soldier," she added. "Or if a young Soldier couple just got married and are trying to provide furniture for their family, being brand new to the military they may have the misconception that the military provides one with everything they need – this is simply not true. An AER 0%-interest loan can assist the new couple with essential furniture, thus preventing the couple from going into a financial hardship because they decided to go with a high-interest rate



PHOTO ILLUSTRATION COURTESY OF AER

loan."

Many people might be surprised at what qualifies a Soldier for AER assistance through a 0%-interest loan or debt-free grant, and the process for getting that help is a simple, easy and quick process, Bueby said.

"There are quick-assist options that each commander and first sergeant have at their disposal that can get Soldiers up to \$2,000 of immediate assistance," he said. "If they aren't comfortable with going to their command team, which they should be, then they can simply walk into the AER office or call ahead, so we can inform the Soldier of the necessary items they need to bring with them.

"Being a crusty senior pilot, I was shocked to see how much assistance is provided daily and just how quick the process is," he added. "Usually folks are out in less than an hour with the financial assistance they need. Even when the sum of assistance that is needed is at such a high amount, the loop is still generally closed in a few hours.

"The bottom line – if you need assistance, come to AER because the staff here will try their hardest to get you the financial assistance

you need, and if for some reason they can't, at least they will help guide you to the best solution or other agencies that can help."

AER doesn't pull the funds necessary to help Soldiers out of thin air, though. It needs donations to work, and the program reports on its website that 90 cents of every dollar goes to providing assistance.

"The simplest form of why folks should consider donating is because they are donating to a foundation that could potentially assist them in the future, or one of their Soldiers, when confronted with an unexpected financial burden," Bueby said. "Soldiers are confronted with financial burdens every day, and we desperately want them to seek out assistance from AER before taking out a high-interest loan because, more often than not, AER can get Soldiers a 0%-loan or potentially a debt-free grant."

While there may not have been a kickoff ceremony for the campaign, a closing ceremony is on the post calendar for June 8 at 11:30 a.m. at The Landing.

For more information on AER, call 255-9641 or visit <https://www.armyemergencyrelief.org/>.

Chief of staff: Army continues greatest transformation in past 40 years

By Devon Suits
Army News Service

WASHINGTON – The Army is in the middle of the most significant transformation in the past four decades, as the service continues to advance initiatives to support personnel under the Army People Strategy, all while maintaining critical modernization priorities to bolster joint multi-domain operations.

In the coming weeks, an update will be released to expand on the Army's multi-domain operations in 2028 pamphlet that was published in 2018, Army Chief of Staff Gen. James C. McConville said Tuesday.

The new pamphlet will further describe how the Army plans to enhance capabilities across all domains – land, maritime, air, space, and cyberspace – to achieve overmatch against a near-peer competitor like China or Russia, he said during the Association of the U.S. Army's Global Force Next virtual conference.

"Overmatch will belong to the side that can make better decisions faster," McConville said. "To meet emerging challenges, the Army is boldly transforming to provide the joint force with speed, range and convergence [with] cutting-edge technologies that will be needed to provide decision dominance."

The Army is slated to deliver a series of long-range precision fires by fiscal year 2023, including the first hypersonic weapon, precision strike missile systems and a prototype mid-range missile capability, he said.

These advancements will provide the joint warfighter land-based weapon systems capable of penetrating an adversary's anti-access/area denial environment at strategic ranges.

The Army chief also discussed the need for additional multi-domain task forces --

two in the Indo-Pacific region and a third in Europe. Each task force provides intelligence, information operations, cyber, electronic warfare and space effects, or I2CEWS, with the option to deter a competitor with an equipped LRP capability.

"The Army will provide multiple options to the combatant commanders, [and provide] multiple dilemmas to our adversaries," McConville said.

Further consideration of the service's role in the Arctic region is also under review, he said, as the Army recently completed a new Arctic strategy to protect regional assets primarily throughout Alaska.

"We can envision a multi-domain task force maybe operating in that area to ... provide an anti-access/area denial capability," McConville said.

Part of the strategy will consider ways to prepare Soldiers to operate in a harsh arctic environment through proper training in a similar setting.

"Many of our competitors are focused on the Arctic, [while] our allies and partners have concerns," he said. "I think working together is very important. We need to protect our interests."

PEOPLE FIRST

Despite the many cancellations, postponements, and quarantines that impacted the Army's mission in the past year, McConville said the force kept pushing forward.

"I could not be prouder of our people. If anything, the challenges of this past year made it clear that we have our priorities right – take care of people first, remain ready, and modernize the Army," he added.

Readiness is acquired through the proper care of all active-duty, Guard and Reserve



PHOTO BY LUKE J. ALLEN

Army Chief of Staff Gen. James C. McConville discussed the Army's push to advance initiatives in support of personnel under the Army People Strategy, all while maintaining critical modernization priorities to bolster joint multi-domain operations during the Association of the U.S. Army's Global Force Next virtual conference March 16.

personnel, families, Army civilians, veterans and retirees, he said.

A ready force also requires the Army to put systems in place to prevent harmful behaviors that impact readiness, such as sexual harassment/assault, discrimination, and extremism. Soldiers who are willing to build a cohesive team and strengthen the relationships with others can also help prevent suicide or bouts of mental illness.

"When our people feel safe and when they feel valued, they will give you their best," he said. "Cohesive teams that are highly trained, disciplined, and fit are the most effective forces in combat."

Proper talent management is also a core requirement to readiness, such as the commander assessment program that will soon include a sergeants major selection process for key leadership positions.

The Army "all begins with people, [by] recruiting the best talent and valuing a person's knowledge, skills, behaviors, and pref-

erences to get them into the right place at the right time," he added.

Senior leaders must also finalize the Regionally Aligned Readiness and Modernization Model, or ReARMM, by Oct. 1 to ensure the Army can meet its readiness, modernization, and people requirements.

Units will be regionally aligned under the new model to meet current joint force demand, all while providing Soldiers and families a predictable and sustainable cycle of training, modernization, and mission windows.

"The Army remains ready – today," McConville said. "Great power competition doesn't have to mean great power conflict. Quite frankly, it can't mean great power conflict."

"What we want is great power coexistence. That's why we need peace through strength and a whole-of-government approach that includes a strong military and strong allies and partners."

CSA: Talent management will lead Army's push to diverse leadership

By Devon Suits
Army News Service

WASHINGTON – Army Chief of Staff Gen. James C. McConville continued to emphasize the need for proper talent management to increase diversity at all levels to ensure that the right person is put into the best position to meet the needs of the force.

The recent nomination of Lt. Gen. Laura Richardson for appointment to the most senior general grade, combined with the Army's push to retain a diverse group of talented personnel, in this case women, is a step in the right direction, McConville said during a Defense Writers Group virtual event Thursday.

Richardson is currently the U.S. Army North commanding general at Joint Base San Antonio, Texas. If confirmed, Richardson will become the commander of U.S. Southern

Command and will be the second female Soldier to reach the four-star rank.

Retired Gen. Ann E. Dunwoody was the first and only female service member to attain a fourth star in 2008.

The Army is changing, McConville said, as he recalled the day he selected Richardson to become his deputy G-3 with the 101st Airborne Division (Air Assault) over two Soldiers with Ranger experience.

Richardson's potential promotion to the next rank, coupled with her experience in the combat arms as an aviation officer, is a positive move forward, McConville said, as he reflected on being the first aviator appointed to his current position.

"I'm extremely proud of the 185,000 women who serve with distinction every



Spc. Kiala Nichols, an aviation operation specialist assigned to 25th Combat Aviation Brigade, 25th Infantry Division at Wheeler Army Airfield, Hawaii, poses for a photo in front of a UH-60 Black Hawk March 4. Nichols said she has dreams of becoming a Black Hawk pilot.

single day in the U.S. Army," McConville said. "There have been millions who served in the past and every single conflict since the Revolutionary War."

As a brigade commander with the 1st Cavalry Division in Iraq in 2004, McConville recalled the dedication of Chief Warrant Officer 2 Cindy Rozelle, who led a team of AH-64 Apaches to save an outpost from being overrun.

"I don't remember anyone questioning her gender after she saved their lives," he said. "There are tons of stories that can be told like that. And I'm just very proud of all the women that serve in the Army, including those in my family."

McConville's wife is a former officer and registered dietitian, while his daughter, an Army captain, currently serves as a clinical social worker. He also mentioned his two great-aunts, who drove trucks in the Pacific theater during World War II.



PHOTO BY SGT. SARAH D. SANGSTER

First Lt. Olivia Lopes, a pilot assigned to 3rd Battalion, 25th Aviation Regiment, 25th Combat Aviation Brigade, 25th Infantry Division, flies Soldiers in a CH-47 Chinook during training in 2020 at Schofield Barracks, Hawaii.

McConville said there is a need to put "people first" by implementing a 21st century talent management process to acquire, employ and retain personnel. Goals outlined under the Army People Strategy look to deliberately manage talent by recognizing each individual's unique knowledge, skills, and behaviors.

Initiatives like the Army Talent Alignment Process, the commander assessment program for sergeants major, lieutenant colonels and colonels, and other systems are already in place to provide Soldiers more flexibility and predictability throughout their career.

Through proper talent management, the Army could see its first female Army chief of staff within the next 20 years, McConville said.

"We are in a war for talent, and we're going after the best and brightest," he said. "And we are going to do what it takes to keep them in the Army."

Chief diversity officer: Army aggressively working to eliminate extremism

By Thomas Brading
Army News Service

WASHINGTON – As the Army continues efforts to improve diversity within its ranks, it is also reinforcing policies to eradicate extremist behaviors and activities.

The battle against extremism is different from other challenges the Army encounters, said Col. Timothy Holman, the Army's chief diversity officer. Extremism can tear apart cohesive teams.

For the colonel, the fight against extremism is one he personally encountered. His aim is clear: do what he can to help open a path for future Army leaders and make the force as diverse as the nation it defends.

"My hope is to ensure better representation of our country among the senior ranks," he said.

As a child in Mississippi during the early 1960s, Holman, an African-American, witnessed the tail-end of an era plagued by racially-motivated murders based on skin color. People such as Emmett Till in 1955; Medgar Evers in 1963; Vernon Dahmer in 1966; and others whose names history may never know, were killed in areas near Holman's hometown.

"Growing up in a little bitty segregated Mississippi town, it was not uncommon for people to call you derogatory terms, and nothing would happen [to them]," he said. "It was a place where people said, 'hey, you can't come to this side of town after dark because of the color of your skin.'"

CLEAR-CUT RULES

The Army's policy bans all personnel from participating in extremist organizations and activities, Holman said. Organizations and activities in which personnel are prohibited from participating include those that advocate, among other things: racial intolerance or discrimination; use of force to deprive individuals

of their constitutional rights; and advocating or teaching the overthrow of the U.S. government.

Prohibited actions in support of extremist organizations or activities include, but aren't limited to, participating in a public demonstration or rally; attending a meeting or activity with knowledge that it involves an extremist cause; fundraising; and recruiting, training, or organizing members of extremist organizations.

In other words, extremism in any form has no place in the military, the colonel said.

Ideally, extremism would not exist anywhere, but Holman is very familiar with extremism after growing up in rural Mississippi during the civil rights movement.

For two decades, he endured unmistakable racism. He feared things others may take for granted, like walking through certain areas after certain hours.

When he raised his right hand and swore to defend the Constitution under the Army cloth, the young lieutenant encountered a culture shock. "How does [my past] go away when someone says, 'in the Army, it doesn't work the way it does in Mississippi,'" he said.

"I had to learn [the Army's] value system," he continued. "What I endured in rural Mississippi is not acceptable in the Army. It was hard to turn that switch on."

Over the years, the Army, as well as the nation, has made great strides with diversity, he said. However, he continued, the Army must invest in teaching Soldiers that what they may have learned at their house, or the environment from which they came, may not comport with the Army values.

ARMY POLICIES

In July, service leaders updated Army Regulation 600-20, or Army Command Policy,



PHOTO BY SPC. ADELINE WITHERSPOON

Soldiers assigned to the 4th Chemical, Biological, Radiological, and Nuclear Company, 23rd CBRN Battalion, 2nd Sustainment Brigade participate in a 9/11 memorial ruck march on Camp Humphreys, South Korea, in 2018.

which prescribes policy prohibiting participation in extremist organizations and activities, specifically addressing cyber activities.

AR 600-20 clearly articulates that personnel are responsible for the content they publish on all personal and public internet domains to include social media sites, blogs, and other websites; and participation in internet sites sponsored by extremist organizations and activities is inconsistent with the responsibilities of military service.

If individuals violate these rules they may be subject to criminal and administrative consequences, and Army personnel are urged to speak up if they notice these violations, Holman said.

Additionally, AR 381-12, the Threat Awareness and Reporting Program, or TARP, describes indicators of extremist activity. TARP training, which is conducted by Army counterintelligence agents, is designed to ensure personnel understand and report, among other things, incidents and indicators of attempted or actual extremist activities directed against the Army and its personnel.

All Army personnel will receive TARP training within 30 days of assignment or employment to an organization and will undergo live environment TARP training at least annually.

The Army also created iSALUTE and iWATCH Army, which are programs designed to facilitate reporting suspicious behavior. iSALUTE is an Army counterintelligence reporting program that permits personnel to report threat incidents, extremist behavioral indicators, and other counterintelligence matters. iWATCH Army is an anti-terrorism awareness program that includes materials and resources to help families identify and report indicators of potential terrorist activity.

According to the Office of the Provost Marshal General, suspicious behavior or actions of a person, or group of people, should be reported. There are numerous means of reporting: the chain of command, local law enforcement, iSALUTE, and the Insider Threat Hub, among others. If the actions of the person or group are life threatening, call emergency responders and/or 911.

EXTREMISM cont.

STEPS IN THE RIGHT DIRECTION

As part of the Project Inclusion initiative, Army leaders initiated a listening tour, titled "Your Voice Matters," which aims to cultivate a culture built on trust, Holman said.

During the listening tour, Army leaders take note of the concerns pertaining to "racism, diversity, equity, inclusion, extremism, quality of life, whatever Soldiers have on their minds," Holman said.

Project Inclusion, which began during the summer, is an effort to improve diversity, equity, and inclusion across the force while building cohesive teams. "This holistic effort will listen to Soldiers and Army civilians, and identify any practices that inadvertently discriminate," he said.

Extremism has frequently been a topic of discussion during the "Your Voice Matters" listening sessions, which are sometimes held virtually due to COVID-19 restrictions. It is a

topic from which the diversity chief does not shy away.

"We have to [address] these issues, move toward diversity, and understand how people who might join the Army with extremist views are redirected," he said. "It's in line with what Army Chief of Staff Gen. James C. McConville said, 'people first.'"

Modernization is critical; however, the Army's people will operate the equipment and make it work, Holman said. If the psychological safety of a fighting force prevents it from being its best, then the mission will fail.

"When the chief of staff touts 'people first,' that is reflected in eradication of any extremism within the ranks," he said. "Extremism will only limit or prohibit building the cohesive teams the Army needs. If that's the case, it doesn't matter how good your equipment is, if the soul of the force isn't operating at an optimal level."

Whether you're a new drone pilot or have years of experience, FAA rules and safety tips exist to help you fly safely in the national airspace.



Drone operators in the local area, especially those who wish to fly near any of Fort Rucker's stagefields or basefields, should call **USAACE G3 Air** to avoid interference with USAACE flight training.

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ARMY FLIER

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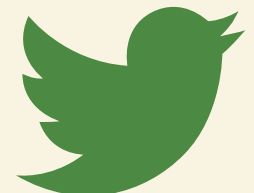
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