

ARMY FLYER

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Soldiers conduct special patrol intersection extraction system training at Fort Campbell, Ky., in November.

PHOTO BY STAFF SGT. MICHAEL EADDY

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'WE WILL NEVER FORGET'

Fort Rucker honors fallen warriors, survivors at Gold Star Family event

By Jim Hughes
Fort Rucker Public Affairs

Fort Rucker honored seven fallen service members and their survivors in the local area during its Gold Star Families Holiday Remembrance ceremony Dec. 12 in the lobby of the Soldier Service Center, Bldg. 5700.

Maj. Gen. David J. Francis, U.S. Army Aviation Center of Excellence and Fort Rucker commanding general, said the event is important for local Gold Star Families and the post community as a whole.

"Some of you may remember that movie, 'It's a Wonderful Life,' where Clarence the angel says, 'Strange, isn't it? Each man's life touches so many others,'" Francis said. "What we're doing here today is an example of how

these individuals (fallen service members) continue to touch our lives each and every day.

"We come together during this time to reflect on the good memories of our loved ones – and we miss them, too, we miss their presence during these times," the general added. "Just as importantly, it's important for us to honor you, our beloved Gold Star Families. You are precious to us, and we know and honor the sacrifice that you have made, as well. We appreciate you being with us today, and allowing us to honor you and your sacrifices today."

Francis and other USAACE and post leaders met with the Gold Star Families prior to the ceremony and the general said he was im-



PHOTOS BY JIM HUGHES

Maj. Gen. David J. Francis, U.S. Army Aviation Center of Excellence and Fort Rucker commanding general, gestures towards the table holding photos of the honored fallen who were represented by their survivors at the Gold Star Families Holiday Remembrance ceremony Dec. 12 in the lobby of Bldg. 5700.

pressed with how close-knit the local group of Gold Star Families had become.

"This community is very strong and supportive of each other, and always looking to find a way to help one another or anyone else who suffers that same loss that all of you have suffered," he said. "As we honor our fallen today, my message to all of you is that we will never forget. We will continue to honor the lives and service of our fallen, and all of you who have suffered great loss, as well. Thank you all for coming today, and God bless each of you and your families."

Family members were able to place an ornament on the tree in honor of their loved one and also encouraged to speak a few words about them during the ceremony.

Terry Doby, spouse of fallen Soldier Sgt. 1st Class Quentin Doby, thanked the general for hosting the ceremony, adding that it means a lot to survivors.

"We're all here at this time and at this base because we have all lost a loved one," she said. "It's just wonderful to come together and when you're going through hard times you know that you're not alone. I know my husband is smiling down on us. Thank you to everyone here, and I hope and pray that you have a blessed holiday season."

Other fallen service members who were honored at the ceremony included:

- * CW2 Francisco Garcia;
- * Sgt. 1st Class William T. Butts;
- * Sgt. 1st Class Randall Hart;
- * Staff Sgt. Thomas Davis;
- * Pfc. John Brown; and
- * Pfc. Brendan Neenan.

The tree and ornaments will remain on display in the lobby of Bldg. 5700 throughout the holidays. For more information on the Fort Rucker Survivor Outreach Services office, call 334-226-0979.



A Gold Star Family hangs an ornament on the tree in honor of their loved one, Sgt. 1st Class Quentin Doby. The tree and ornaments will remain on display in the lobby of Bldg. 5700 throughout the holidays.

KEEPING TRACK

Fort Rucker team comes through for SERE School to help keep Soldiers safe

By Jim Hughes

Fort Rucker Public Affairs

A team of Fort Rucker agencies recently used innovation and the adaptation of an existing system to help the U.S. Army Survival, Evasion, Resistance and Escape School keep better track of its students as they hone their newfound skills in the field.

But it wasn't the students' amazing evasion skills that created the need for a better tracking method, it was an ineffective system, according to CW3 Cory Krogmeier, U.S. Army SERE School aviation safety officer.

"The previous system we were using was old, failing and not originally designed for our uses – this caused many issues that took many hours and many dollars to maintain," Krogmeier said. "The Command Tracker System enables SERE cadre to have a real-time tracking capability. This system allows us to ensure the safety of our students while they are applying their survival and evasion skills – it's a cost-effective and efficient upgrade."

The Fort Rucker Directorate of Plans, Training, Mobilization and Security had already been using the CTS to keep track of its employees working on the various ranges on post – and the Directorate of Public Safety was also using the system to track its personnel – for over a decade when SERE officials approached about possibly using the

system, as well, according to Edward Stasiak, DPTMS range officer.

CTS is based off of software that tracks handheld mobile radios, which includes the added benefit of not only knowing where people are, but also being able to speak with them, Stasiak said, adding that this could be a vital capability in the case of an emergency.

"We looked into it and determined that the amount of radios we put on the system didn't significantly degrade the system, and we were able to configure (the amount of radios needed for SERE), created icons for them and we used (Geographic Information System) for the mapping tools," he said. "They can actually see the movements of their teams while in the training areas, facilitating emergency response and the ability to get to them if they veer too far outside the boundary areas."

This system also updates every 45-60 seconds, as opposed to the system SERE was using, which only updated about every four to five minutes, Stasiak said.

DPTMS next brought the Network Enterprise Center in to help finalize activating the system for SERE, and the NEC staff proved highly responsive, he said, adding that it took about three weeks to fully implement the system for the school.

"The NEC is always fully supportive



PHOTO BY K. KASSENS

Students assigned to the U.S. Army John F. Kennedy Special Warfare Center and School pull a simulated patient under an obstacle during the survival phase of Survival Evasion Resistance and Escape Level-C training at Camp Mackall, N.C., Jan. 13.

of everything we do and their response to some of the unique requests were excellent," Stasiak said. "The NEC did an excellent job with next-day work order support, and the contract work was very expeditious and helpful to the process – they're a bunch of hard-working and dedicated people."

From the SERE side, the working relationships and end product were both top notch, Krogmeier said.

"Working with DPTMS was very easy – they provided the knowledge of what equipment we would need to interface with the system and even coordinated with the NEC to ensure the proper infrastructure existed," he said. "The integration of SERE into the Command Tracker System was smooth and seamless. This streamlined process helped

SERE get everything up and running to enhance training oversight and student safety.

"SERE has a great working relationship with DPTMS," he added. "Both teams communicate well and work together to ensure we all meet the Army intent to train Soldiers in preparation for the next engagement."

SERE is scheduled to get the Army's new Soldier Monitoring System in fiscal 2024 or 25, Stasiak said, adding that this solution is "an excellent stopgap between now and the time they get their SMS."

"Our mission is to support Soldiers, and any time we can help them and make them a more operational and well-trained force, it's a good thing," he said. "We are constantly networking to try to create improvements and increase training value for our Soldiers."

Fort Rucker Military Personnel Division chief earns top IMCOM honor

By Jim Hughes
Fort Rucker Public Affairs

The chief of the Fort Rucker Military Personnel Division was one of 15 Installation Management Command employees who were honored as IMCOM Stalwart Award winners during a global teleconference Nov. 17.

Thyais Scott was presented the award in person by Chester “Chet” Witkowski, Fort Rucker deputy to the garrison commander, and Command Sgt. Maj. Raymond P. Quitugua Jr., garrison command sergeant major, at the Fort Rucker garrison employee town hall Dec. 15 in The Landing.

“Honestly, I am still in shock,” she said about the honor. “Being recognized for such a prestigious award means so much.”

During the employee town hall, Witkowski likened earning the award to winning an Olympic gold medal.

“When you have 50,000 employees worldwide, and they give 10-15 of these out a year, that says something,” he said. “It means you

made an impact above your paygrade, you made a significant impact to the entire workforce and the employees around you while supporting Soldiers and their families.”

Scott’s impact continues to positively affect personnel garrison-wide even as she now serves in a different position.

“Currently, I am the chief of the military personnel division; however, my time as the workforce development specialist is why I was recommended for the Stalwart Award,” Scott added. “I was tasked to create a workforce development program for the garrison, which was quite the feat as I didn’t have a blueprint to follow because I was the garrison’s first WFD Specialist.

“The mission was to create a program that modeled the IMCOM Service Culture Campaign,” she said. “I did this by developing the supervisor stand-down that provided a day for all leaders to meet in one place to learn supervisor specific topics, and provide leaders with a safe space for them to share their experiences and dialogue about specific topics. I also developed the garrison’s mentor, job shadowing and developmental assignment programs to cross-level training and development opportunities for employees.”

Scott said her philosophy for success is “finding what you are truly passionate about and diving deep into that. I often tell people that you have to get comfortable being uncomfortable, and when you find this space ... God places the best in life on the other side of fear.”

She said for the future, she wants “to continue to mentor, coach and motivate people to be the best version of themselves.”

Hailing from Gadsden, which Scott describes as “a small city in north Alabama,” she was raised by her single mom.



PHOTOS BY JIM HUGHES

Command Sgt. Maj. Raymond P. Quitugua Jr., garrison command sergeant major, and Chester “Chet” Witkowski, Fort Rucker deputy to the garrison commander, present the IMCOM Stalwart Award to Thyais Scott, chief of the military personnel division, at the garrison employee town hall Dec. 15 in The Landing.

“As the youngest of three siblings, she often positioned me to be the leader of the family,” she said. “I wouldn’t be who I am today without my mom pushing me to be great no matter what obstacles I faced.

“I met my dear husband when I was 15 years old, and a few years later we had our son and got married,” she continued. “I started my Department of Defense career in 2007 as an installation access control specialist in Germany. I moved to Fort Rucker in 2008, where I started within the military personnel division as a GS-4, Soldiers promotion, human resource assistant.

“This is where I developed my love of taking care of Soldiers,” Scott added. “I would get so excited publishing promotion orders for our junior enlisted Soldiers. From there, I spent a few years learning multiple areas within the division. In 2010, I was promoted to GS-5, and in 2011, I was promoted to GS-7 as the lead human resource assistant. In this position I began to understand leadership and how successfully leading a group of people contributed to the

success of the overall mission.

“My goal was to be a branch manager, and three years later, I was able to achieve my goal,” she said. “In this position, I want to be a leader who leads by example and encourages the team to be the very best version of themselves in order to take care of our customers daily.

“The game changer in my career was deciding to leave the MPD, a place where I felt the most comfortable, to apply for a position outside of that division,” Scott added. “This position was installation voting – I knew that after I mastered that position, I would have a little time on my hand to learn other areas within the DHR headquarters.

“This is where I learned civilian personnel actions, and also an understanding of how developing people personally and professionally truly contributes to the overall success of garrison,” she continued. “Today, as the chief of the military personnel division, I lead an exceptional group of professionals who love taking care of our Soldiers, and I am fortunate to be a part of this team.”



Scott

SELFLESS SERVICE

Parker Elementary students hold food drive to help stock up local food pantries

By Jim Hughes

Fort Rucker Public Affairs

Ellis D. Parker Elementary School students put selfless service into action by conducting a food drive Nov. 8 to Dec. 16 to help local churches stock up their food pantries.

Representatives from St. John the Evangelist Church in Enterprise and also St. John the Evangelist Church in Ozark stopped by the school Dec. 16 to receive the items from four school ambassadors, according to Yvette Esteves, reading specialist, who helped the students organize and carry out the event.

"I think the food drive went very well," she said. "The parents and students responded so positively to the drive and donated a lot of food. We are so happy that we can provide some help to those who are experiencing difficult times in the Ozark and Enterprise communities."

One of the school ambassadors, Courtney McKiver, a sixth grader, said she was happy with how the food drive went, as well.

"I really like helping the community," she said. "We know a lot of people can't get enough food for their families for the holidays. Normally, people have roast beef, chicken or turkey, and lots of other food, but we want to do our part to help those who aren't able to get the food they need by setting up this drive."

McKiver's and the entire school's efforts were greatly appreciated by the two churches, said Father Zachary Greenwell from St. John

the Evangelist in Enterprise.

"They are absolutely helping the community," he said. "This donation means a lot. We have a small food pantry at the parish where every Wednesday morning we hand out food bags to the needy in the community who come and ask for it. It's great to be able to help them in any way we can."

Father Chris Boutin of St. John the Evangelist in Ozark agreed, adding that it's great to see children reaching out to help those in need.

"So far this year, we've given out over 33,000 pounds of food for people in the area," he said. "There is a big need, and to see something like this with the school and the kids getting involved to help, especially during this time of the year, is such a joy to my heart to be a part of this. I'm very, very thankful for everything they've done."

He added that this demonstration of goodwill says a lot about the school's staff, students and parents.

"It speaks to the human nature: people are good and want to help other people – that desire is in their hearts," Boutin said. "The give glory to God in the small things they do. Coming together and helping the people who need it this time of year, it's just a great joy to be a priest and to witness."



PHOTOS BY JIM HUGHES

Father Chris Boutin of St. John the Evangelist Church in Ozark, four Parker Elementary School ambassadors, Father Zachary Greenwell from St. John the Evangelist Church in Enterprise and Yvette Esteves, school reading specialist, stand with the donated food items Dec. 16 at Ellis D. Parker Elementary School.



School ambassadors explain to Father Zachary Greenwell from St. John the Evangelist Church in Enterprise how the food drive went.

MEDAL OF HONOR

President awards 3 Soldiers nation's highest military honor

WASHINGTON -- During a White House ceremony Thursday, President Joe Biden awarded three American Soldiers with the Medal of Honor. Sgt. 1st Class Alwyn Cashe and Sgt. 1st Class Christopher Celiz were honored posthumously with the medal, while Master Sgt. Earl Plumlee received the award in person.

Cashe earned America's highest military honor for actions in Iraq more than 16 years ago. On Oct. 17, 2005, in the middle of the night and with limited visibility, he rescued six of his troops and an Iraqi interpreter from a burning Bradley vehicle. Even while flames engulfed him, he continued to return to the vehicle until all his troops had escaped.

In Afghanistan, Celiz earned the Medal of Honor for his selfless actions on July 12, 2018. During that assignment, he stood between enemy fire and fellow U.S. troops and allies as they carried a wounded ally to safety.

Both Cashe and Celiz would later succumb to injuries sustained while in combat.

During a mission in Afghanistan on Aug. 28, 2013, Plumlee rescued and defended fellow Special Forces teammates as insurgents invaded a forward-operating base's perimeter in a calculated attack. For his actions there, he too was honored with the medal.

"Today we honor three outstanding Soldiers whose actions embody the highest ideals of selfless service," Biden said. "We also remember the high price our military members and their families are willing to pay on behalf of our nation."

Biden praised Cashe for his selflessness and

dedication to the Soldiers he served with. The Florida native is the first African-American to receive the Medal of Honor since the end of the Vietnam era. His widow, Tamara, accepted the medal on her husband's behalf.

As a platoon sergeant in the 3rd Brigade, 3rd Infantry Division, Cashe was in command of a Bradley vehicle during a night patrol near Samarra, Iraq. During that expedition, an improvised explosive device struck his vehicle.

"The patrol [team] was still taking enemy fire but Cashe thought only of his fellow Soldiers trapped in the troop compartment," Biden said. "He pushed his own pain aside and returned to the burning vehicle and pulled four Soldiers free ... His love for his Third Infantry Division ran deep. No Soldier is going to let be left behind on his watch."

The Bradley erupted in flames, and Cashe, drenched in fuel, pushed through the fire to rescue his fellow Soldiers and an Iraqi interpreter. Although Cashe had burns on 72% of his body, he refused medical attention until he carried all his troops to safety. Cashe would later succumb to his injuries at Brooke Army Medical Center in San Antonio, Texas.

"Alwyn Cashe was a Soldier's Soldier -- a warrior who literally walked through fire for his troops," Biden said.

Near the end of his fifth deployment in July 2018, Celiz led a special operation to clear an area of enemy forces and prevent future attacks in the Paktia Province of Afghanistan. Suddenly a large contingent of enemy forces attacked his unit.



PHOTO BY LAURA BUCHTA

President Joe Biden presents the Medal of Honor to Master Sgt. Earl Plumlee at the White House Dec. 16. Plumlee was awarded the Medal of Honor for actions of valor during Operation Enduring Freedom while serving as a weapon's sergeant with C Company, 4th Battalion, 1st Special Forces Group (Airborne), near Ghazni, Afghanistan, on Aug. 28, 2013.

In response to the surprise attack, Celiz immediately went to a heavy weapons system to defend team members from machine gun and small arms rounds. Realizing that the enemy fire prevented his team from mounting a counterattack, the Soldier from Summerville, South

Carolina, used his body as a shield while firing his rifle to defend fellow troops as they assisted a critically wounded ally.

"The sergeant knew his time was critical to get his wounded teammate loaded and treated," Biden said. "So he once again, knowingly and

MOH cont.

willingly, stepped into the enemy's crosshairs."

After a medical helicopter lifted off to carry the wounded to safety, enemy fire struck Celiz. Instead of seeking medical attention, Celiz waved the helicopter off, ignored his wound, and stood between the aircraft and enemy bullets. Celiz later died of his injuries.

The president lauded Celiz for his courage against insurmountable odds. He presented the medal to Celiz's wife and daughter.

"His legacy lives on in the lives he saved, the teammates he mentored, and the memories he made with his beloved wife, Katie, and especially with their precious daughter, Shannon," Biden said. "Thank you for sharing your dad

with our country, Shannon -- we will never forget the debt that we owe you and your whole family."

Then-Staff Sgt. Earl Plumlee was already an experienced veteran with years in the Marine Corps when he deployed to Afghanistan in April 2013.

While serving as a weapons sergeant assigned to Charlie Company, 4th Battalion, 1st Special Forces Group, at Forward Operating Base Ghazni, enemy insurgents tore a 60-foot crevice into the wall of the FOB.

Plumlee and five Special Forces Soldiers raced toward the opening on two vehicles. After using his body to shield his driver from



COURTESY PHOTO

Sgt. 1st Class Christopher Celiz, shares a happy moment with his wife, Katie, and their daughter Shannon. Celiz was awarded the Medal of Honor for actions during a mission in the Paktia Province of Afghanistan in July 2018.



COURTESY PHOTO

The late Sgt. 1st Class Alwyn Cashe was awarded the Medal of Honor for his actions in October 2005 while deployed in support of Operation Iraqi Freedom.

enemy fire, Plumlee repeatedly engaged multiple enemy targets, using only his pistol at times. At one point, the force of an enemy detonating a suicide vest pushed Plumlee into a wall.

"Bullets flew by -- sometimes only inches away, and time and again, Staff Sgt. Plumlee closed with the enemy," Biden said. "[On] multiple occasions during the fight the insurgents detonated their vests right in front of him; at one point hurling him into a wall and injuring his back."

Ultimately, Plumlee led American and Polish Soldiers in a counterattack to defeat the insurgents. He also rescued and treated a wounded American Soldier.

"Now-Master Sergeant Plumlee, this recognition has been too long delayed for you and your family," Biden said. "And no one will ever forget how you sprang into action when the enemy attacked our base. I'm grateful for your continued service and dedication to the country."

NORAD satellites, fighter pilots help track Santa

By Katie Lange
DOD News

Every December, millions of families around the world track Santa's Yuletide journey through the North American Aerospace Defense Command's Santa Tracker.

"NORAD Tracks Santa" is a holiday tradition that started from humble origins — and as a fluke — but has now grown into a massive volunteer operation.

Kids across the U.S. have grown accustomed to following Santa's journey by tracking his flight path online or by making a good, ol'-fashioned phone call to find out where he is. They're also able to play games and watch videos of his progress through the mobile "NORAD Tracks Santa" app.

They can do all this thanks to the hard-working folks at NORAD, who start the task of tracking Santa each November when NORADSanta.org starts getting inquiries from families. About 70 contributors help set up the site, apps and phone lines, while more than 500 uniformed personnel, Defense Department civilians, their families and supporters volunteer time on Christmas Eve to answer children's questions on Santa's whereabouts. While COVID-19 has reduced volunteers at traditional call centers, virtual call center capabilities will be able to pick up any slack.

RADAR, SATELLITES AND FIGHTER JETS

Since NORAD is the protector of the skies over North America during the rest of the year, it's specially equipped for this mission.

"Twenty-four hours a day, 365 days a year, NORAD defends North America by tracking airplanes, missiles, space launches and anything else that flies in or around the North

American continent," said Air Force Gen. Glen D. VanHerck, NORAD's commander. "As we have since 1955, this December 24th we are once again ready for our no-fail mission of tracking Santa."

NORAD's powerful radar system, called the North Warning System, has 47 installations across Alaska and northern Canada. As soon as that radar system picks up on Santa departing from the North Pole, NORAD tracks him via globally-integrated satellites using their infrared sensors. Normally, those sensors allow NORAD to see heat from launched rockets or missiles. As Santa flies around the world, satellites track his position by detecting Rudolph's nose, which gives off an infrared signature similar to that of a missile.

NORAD also tracks Santa using U.S. Air Force F-15, F-16, F-22 and Canadian Air Force CF-18 fighter jets. On Christmas Eve, fighter pilots rendezvous with Santa off the coast of Newfoundland to welcome him to North America. They escort him safely through North American airspace until he returns to the North Pole.

The operation has become a well-oiled machine over the years, but it wasn't always easy. In fact, the whole thing started by accident.

HOW THE TRADITION BEGAN

Back in 1955, the folks at the previously named Continental Air Defense Command Operations Center in Colorado were working a typical night shift when Air Force Col. Harry Shoup got a phone call from a child in Colorado Springs, Colorado. The boy had followed the directions in a department store's



DOD COURTESY PHOTO

newspaper advertisement that told children how to call Santa — except the number had been printed incorrectly and instead called the operations center.

Shoup could have been a Scrooge about the whole thing, but he wasn't. He entertained the boy's call as well as the rest of the calls that came through due to the misprinted number. Throughout the night, Shoup and his operators answered calls, kicking off a new tradition.

The role of tracking the big guy rolled over to NORAD when it was formed in 1958, and it's been getting more popular and more technologically-savvy ever since. Aside from calling in to talk, kids can now use social media and a mobile app to follow St. Nick. Virtual assistant Amazon Alexa and vehicle navigation service OnStar are also helping to track him, and the website [NORADSanta.org](https://www.noradsanta.org) offers a countdown clock, games and videos that are available in several languages.

The tracking of Santa is a holiday tradition around the world. In 2020, [NORADSanta.org](https://www.noradsanta.org) received more than 11 million visitors from 200+ countries and territories; call center volunteers answered more than 20,000 calls; Amazon Alexa was accessed more than 12.3 million times; and OnStar received about 12,400 requests to locate Santa. The @noradsanta Facebook page currently has 1.89 million followers, more than 206,000 follow along at @noradsanta on Twitter, and about 14,400 people follow @NoradTracksSanta_ Official on Instagram.

The call center opens at 6 a.m. EST on Dec. 24. Kids can call 1-877-Hi-NORAD (446-6723) to find out where Santa is or use the above website, mobile app or social media. But officials warned that Santa only comes if children are asleep, so make sure they get into bed early so he doesn't miss delivering to their house.

Happy tracking, everyone!

Building a respectful workplace

By Nancy B. Jankoski

Employee Assistance Program Coordinator

People have many differences: in style, personalities, interests and opinions, just to name a few.

This is a good thing, but it can be a very bad thing, if the response to our differences leads to a respect problem.

Disrespect in any relationship will lead to problems. In the workplace, a respect problem can totally destroy unit cohesion and productivity, so it is important for leaders and staff alike to know how to recognize if there is a respect problem in the workplace and to take steps to correct it sooner rather than later.

How can you promote a respectful workplace? Start with yourself. Examine what

makes you “you.” We are a nation with many cultures within our society, and part of our strength comes from that diversity.

Our natural tendency is to favor or prefer those who are like us. We might not even be aware that how we are treating others may be making those around us uncomfortable, that we may be doing or saying things that are offensive to them, or that our words or actions may even be discriminatory. The way we treat people may be causing a problem, particularly if we are consciously or unconsciously being disrespectful to them. No one works well for long if they do not feel that they are being treated with dignity and respect, if they feel isolated and separate from

the team.

If you are in a leadership role, then it is important to model the behavior you want to see your employees or teams demonstrate. If you are in the employee role, it is important for you to be respectful of those in positions of authority and those with whom you work as equals. As an institution, the workplace needs to have respect for others ingrained in the mindset of the organization.

A few decades ago, a book came out that made the best seller list, “All I Really Need to Know I Learned in Kindergarten.” The author reminded his readers of some of life’s earliest lessons—really simple, but deeply profound concepts. Play fair. Say please and thank you. Take turns. Those early lessons of how to get along with playmates are life skills we still need as adults.

Here are a few suggestions of things you can do to promote a respectful workplace.

- * Greet employees and coworkers every day, and actually listen to what they are saying when you engage in small talk or in major conversations. Make eye contact. Stop and give them at least a moment of undivided attention.

- * Take an interest in them by learning what is important to them

- * Don’t excuse bad behavior. Left uncorrected, disrespectful attitudes and actions tend to continue. Like an infection left untreated, things won’t just go away, but will continue to grow in an unhealthy way, leading to job dissatisfaction, lower productivity, conflict and resentment that will ultimately undermine the mission.

- * Praise publicly, correct privately.



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.

DOWNLOAD DIGITAL GARRISON TODAY FROM THE APPLE APP STORE OR GOOGLE PLAY!



RESPECTFUL cont.

* Treat each other the way you would want to be treated if the situation were reversed.

* Set, respect and enforce boundaries. That is not just a one-way street, flowing from the top downwards. It is mutual, for all levels. Gossiping, rudeness, disrespectful behavior in any of its many forms should be dealt with immediately.

Many of our trainings on sexual assault prevention, anti-harassment, security, safety, and a host of other topics all include some element of on the spot intervention. "If you see something, say something" is not just a slogan. Standing up for yourself or others in a respectful and firm way help to create and maintain the kind of respectful workplace

that all of us deserve.

We are now into the holiday season, and part of our diversity is that people have different holidays they celebrate, and for some who have experienced a major change in life, holidays that normally might be times of joy and relaxation are now times of stress, sadness, loss and unwelcome change. Being aware of your own feelings, and aware of what your fellow work associates might be feeling can give you an opportunity to share a little humanity and help others get through a tough time.

Whatever your workplace mission is, that mission can be best accomplished when everyone at every level in the organization trusts that the job they are doing is import-

ant, and that they will be treated with dignity and respect as they show up for work and attempt to accomplish the tasks they are paid to do.

One of the best ways to create a respectful workplace is to take advantage of the holiday season to take a moment to just spend some quality time with each other in the workforce. Allow time for a little fun, for the chance to share with each other.

Respect includes taking time to listen, time to share of yourself, and to demonstrate integrity by speaking plainly and directly, giving facts when you can, being honest about what you don't know, and consistently demonstrating to those you work with that you are someone whose actions and words

are consistent and reliable.

Steven M.R. Covey wrote a book called "The Speed of Trust" several years ago that became a widely acclaimed work because he talked about how people in the workplace can change the entire culture of their organization by modeling consistent respect and behaviors that build up trust.

You have to honestly assess where you are and start from there, even if "there" is not a good place. You can change your workplace into one where every individual is performing their best because they feel respected and, therefore, they can trust themselves, their leadership and their teammates to work as one for the good of all, and for the completion of the mission.

ARMY FLIER

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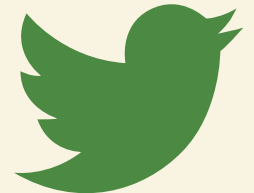
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