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PHOTO BY ELENA BALADELLI

Paratroopers assigned to Attack Company, 1st Battalion, 503rd Infantry Regiment, 173rd Airborne Brigade, conduct sling-load operations with a CH-47 Chinook from the 6-101st General Support Aviation Battalion, 101st Combat Aviation Brigade, out of Illesheim, Germany, during exercise Eagle Talon at Monte Romano, Italy, Jan. 20.

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BEST IN THE ARMY

Fort Rucker DPS earns inaugural Sgt. Maj. Wardell B. Turner Award

By Jim Hughes

Fort Rucker Public Affairs

Installation Management Command announced Jan. 28 that the Fort Rucker Directorate of Public Safety is the best organization of its type in the Army.

Col. Whitney B. Gardner, Fort Rucker garrison commander, broke the news to the community shortly after Lt. Gen. Douglas M. Gabram, IMCOM commanding general, issued his State of IMCOM address to garrison leadership across the Army where he announced the inaugural winner of the Sgt. Maj. Wardell B. Turner Award.

“This is tremendous news for an outstanding organization that is a critical part of our great Fort Rucker team,” Gardner said. “We see firsthand what this amazing team of law enforcement, security, and fire protection and emergency services personnel do for us every day at Fort Rucker, and it’s great to see the Army recognize them for what they truly are – the best in the business. We’re going to

win this award many times in the future, but we’ll always have the distinction of being the first to earn it.”

The colonel added that this award is something the entire Wiregrass community can take pride in.

“We have close relationships and work really well with all of the surrounding law enforcement, fire protection and emergency services in this area,” he said. “Without those relationships, constant coordination and working so well together, we couldn’t do what we do at Fort Rucker.”

The new IMCOM award was established to recognize the best directorate of emergency services program within the Army and also recognize excellence in support of the installation law enforcement, physical security, and fire and emergency services mission, according to Lt. Col. Phillip R. Lenz, director of Fort Rucker DPS. Fort Rucker uses the name

“We see firsthand what this amazing team of law enforcement, security, and fire protection and emergency services personnel do for us every day at Fort Rucker, and it’s great to see the Army recognize them for what they truly are – the best in the business.”

– Col. Whitney B. Gardner
Fort Rucker garrison commander



PHOTOS BY JIM HUGHES

Fort Rucker first responders respond to a simulated active-shooter situation during a force protection exercise in July at the former Fort Rucker Primary School.

directorate of public safety for its version of DES because the U.S. Army Aviation Center of Excellence has a directorate of evaluations and standardization.

“Winning this inaugural award is a testament to the dedication and professionalism of the entire (DPS) team here at Fort Rucker in support of the garrison and USAACE missions,” Lenz said. “Oftentimes, with award competitions like this, it is usually the larger installations that win, based on the higher level of operational tempo of all three critical DPS functions. So, having a smaller installation team like ours win is an incredible accomplishment. There is no doubt that we are ‘Above the Best.’”

Lenz offered up a number of reasons he feels Fort Rucker DPS is the best in the business.

“Our success comes down to every individual on our team doing their job to the highest standards and taking pride in their mission, and simple engaged leadership at every level,” he said. “Every leader in this organization is skilled in their craft, understands their personnel and knows how to take care of our greatest asset – our people.”

The unit’s support of the USAACE flight training mission is another keystone to DPS’ success, the director added.

“I think a key component of our success with this award was an excellent job of selling our role in support of the unique USAACE flight training mission, where it centers on the essential functions of physical security, law enforcement, airfield security and, of course, standard firefighting,” Lenz said. “What most people don’t realize is that

BEST cont.

Fort Rucker has the largest fire department in the Army – we support 21 separate and geographically dispersed airfields spread throughout lower Alabama with the critical aircraft rescue firefighting mission.”

Also, despite the challenges that arose with COVID-19, DPS focused its training on response to the threat of an active shooter on the installation. “DPS has been very aggressive in working with the various tenant organizations to conduct assessments and develop an intensive training program that ensures every first responder understands their role in response to an active shooter. At the same time, we ensure that we, as the organizational leadership team, understand the bigger picture and how to effectively coordinate a quick and efficient response,” he added.

Lenz also praised leadership within and above the directorate.

“I truly feel that it comes down to exceptional leadership and people being invested in the mission,” he said. “I have been truly blessed with all of my leaders, and like any good sports team, leadership and mastery of your position makes the difference between winning and losing.

“We are truly fortunate to have command teams at both the garrison and USAACE level who understand our mission, and have the utmost faith and confidence in us to execute that mission while always being there to support ways to improve the security and safety posture of the installation,” Lenz added. “In addition to this being a major accomplishment for the DPS, this is truly an installation accomplishment. We couldn’t accomplish our mission without all of the garrison directors and USAACE staff, and because of those positive relationships and support, it has made us and the installation safer and

more secure.”

Marcel J. Dumais, DPS chief of police, agreed with Lenz’ assessment of the outstanding leadership within and beyond the organization.

“It truly is what makes this organization tick,” Dumais said. “Our leaders have inculcated discipline and professionalism in all of our employees – they understand the mission and fully support our efforts to deliver premiere law enforcement and emergency dispatch services to the Fort Rucker community on a daily basis.”

The unit is also filled from top to bottom with dedicated professionals who care, according to Sgt. Maj. Jesus H. Goytia, DPS sergeant major.

“In each part of this team, our Soldiers and civilians come to work every day to bring their best to the community,” Goytia said. “As a team, we care about the safety, health and welfare of every Soldier, civilian and family member who works or resides on our installation. Also, with many retired or former Fort Rucker Soldiers working within the directorate, it shows how much of a family approach we bring to the mission, which only improves the bond of the team and the output to the Fort Rucker community.

“Additionally, DPS welcomes and appreciates the relationship with the 1st Aviation Brigade and the 1st Battalion, 13th Aviation Regiment who provide the Soldier power delivered by the 6th Military Police Detachment,” the sergeant major added.

Earning the Army-wide honors was welcome news to the men and women of Fort Rucker DPS, according to Lonny R. Keen, Fort Rucker fire chief, and John W. Tkac, chief of the physical security division.

“While this is truly a team DPS achievement, we could not have won this award



Fort Rucker first responders move a simulated casualty to the triage area during a force protection exercise in July at the former Fort Rucker Primary School.

without the dedicated team of security professionals I’m grateful to have working with me,” Tkac said of the Army security guards and physical security specialists in his division. “They are the ones who help make DPS shine, while also protecting the Fort Rucker community.”

Keen was complimentary of the fire and emergency services’ part in winning the award.

“I am extremely proud of the members of the Fort Rucker Fire Department and their everyday efforts to help protect Fort Rucker and the surrounding communities,” he said. “It is an honor to be recognized for this award as a part of the overall DPS Team.”

The deputy director of DPS, Marcus McDougald, said he’s known since he began working for the unit in 2003 that he’s a part of something special.

“I am truly blessed to know and work with our current Soldiers and civilians, along with the many others who have since left, and I am immensely proud of their accomplishments both past and present,” he said.

“While you’re relaxing at night, on the weekend or a holiday with your family and friends, think about those true professionals, both the Soldiers and Department of the Army Civilians in the Directorate of Public Safety – security officers and firefighters out there day and night, seven days a week, 365 days a year – who are dedicated to serving and protecting this installation and its critical assets, but most importantly, you and your family while they are away from theirs,” McDougald said.

When and how the award will be officially presented has yet to be determined.

Fort Rucker Tax Center opens Feb. 16 to offer free preparation services

By **Jim Hughes**
Fort Rucker Public Affairs

While taxes remain one of life's certainties, the necessity for military members to pay to figure out how much they will get back from or how much they owe Uncle Sam is not, thanks to a free service offered by the Fort Rucker Office of the Staff Judge Advocate.

The Fort Rucker Tax Center is set to open Feb. 16 in Bldg. 5700, Rm. 371F, with the goal of providing professional-level federal and state preparation and filing services for no fee to active-duty and retired military, said Tod Clayton, center coordinator.

People need to make an appointment to receive the service and can do so by visiting the center or calling 255-2937, Clayton said. The services are only available to active-duty military, retired military, medically retired military, members of the reserve components on active orders and family members within the Fort Rucker community.

"People can start calling to make an appointment Feb. 16," he said. "And when people call, they can ask for an appointment for whenever they want it – all the way until we close April 16. If we have an opening, we'll

give it to them.

"We tend to get a lot of appointment requests early on, so if you have trouble getting through, just keep trying," Clayton said, adding that people will need to keep to maintain social distancing and wear a mask at their appointments. Additionally, children are not allowed at tax preparation appointments.

The office will be open Mondays-Fridays from 9 a.m. to 4 p.m. People need to bring their military ID card, Social Security cards, previous year's return and all documentation they think they might need to get their taxes done, he said.

New for the 2020 tax season is that people need to know the amounts of what they received through the government's Economic Impact Payment, also known as stimulus checks. "We just need to know the amounts they received so we can enter that information when preparing their taxes," Clayton said.

But there are some things the folks at the tax center will not help with, such as businesses or more than one rental property – they will also only do a maximum of two

state tax returns per person, he said. "Any of those criteria, or if a person is a day trader, or trading a lot of stocks and dividends, we just don't have the resources to put in all the

data they generate. I'd have to send you to an outside source for assistance."

For more information on the center, call 255-2937.

THE FORT RUCKER TAX CENTER OPENS FEBRUARY 16!

All returns are prepared by certified IRS volunteers and it's **FREE** for military, family members and retirees!

By appointment only. Appointments are available
Monday – Friday, 9 a.m. – 4 p.m.
The Tax Center will begin making appointments **Feb. 16.**



FORT RUCKER TAX CENTER • SOLDIER SERVICE CENTER, BLDG. 5700, RM. 371-F



GRAPHIC BY DAVID AGAN

2 Fort Rucker Soldiers retire during quarterly ceremony

By Jim Hughes
Fort Rucker Public Affairs

Two Soldiers retired during the Fort Rucker Quarterly Retirement Ceremony Jan. 22 in the U.S. Army Aviation Museum.

Col. George Ferido, 110th Aviation Brigade commander, officiated the retirement ceremony for Lt. Col. Adam Reynolds and CW4 Lamarius Failes that was held before a limited in-person audience and broadcast over Facebook Live.

The colonel said he was honored to officiate the ceremony and help celebrate the accomplishments of the two Soldiers, and to also honor the sacrifices they and their families have made during each of their 20-year careers.

"I can promise you that the (Soldiers) we honor today will be remembered by the people they trained, cared for and served with over their careers," Ferido said, adding that while their great accomplishments may not

be featured on the evening news, it doesn't diminish the importance of what they've done or the positive impact they've made on countless Soldiers, civilians and families.

"Each of their lives has been one of honor," the commander said. "Together, these (Soldiers) represent 40 years of military service, countless combat deployments and many PCS moves. To the families, there are no words of thanks that we can use to fully express our gratitude for all that you've given and the sacrifices you've made for your retiree and your country."

"It is our families that bear the burden of countless PCS moves: single parenting, changing schools, making friends, making new friends and day-to-day operations at home," Ferido continued. "It's our families (who experience) the emotional roller coaster of not knowing what is going on down-



PHOTOS BY JIM HUGHES

CW4 Lamarius Failes and his family during the ceremony.

range when our servicemembers deploy. It's our families waiting for us at the airport or the redeployment ceremony with big banners, flowers and balloons when we return home from a long deployment – they are my heroes.

"The strength of our military is not the high-tech gadgets and weapons systems that we have – the strength of our Army is the people who serve, both those in uniform and our civilians," he said. "My hat is off to both of these Soldiers for their many years of sacrifice being part of our team of professionals that make our military great."

LT. COL ADAM REYNOLDS

Reynolds, staff synchronization officer for the Manned Aerial Intelligence, Surveillance and Reconnaissance Portfolio, Intelligence Division, Directorate of Materiel, Force Development Directorate, Office of the Deputy Chief of Staff G-8, entered military service in 2000 as an aviation officer. He

served multiple combat tours in support of operations Enduring and Iraqi Freedom. He said the highlight of his career was being able to have his wife, children and extended family at his promotion to lieutenant colonel, the first time since his commissioning, to recognize their support and sacrifices. He and his wife, Laura, have three children. They plan to reside in Meadowbrook.

CW4 LAMARIUS FAILES

Failes, 110th Avn. Bde. academics standardization chief, entered military service in 2001 as an Apache mechanic. He was selected for Army Warrant Officer Flight Training in 2004. He served multiple combat tours in support of Operation Iraqi Freedom. He said the highlight of his career was being an aviation adviser in support of the Army Office of the Program Manager – Saudi Arabian National Guard. He and his wife, Capt. Rita Dannard, have four children and twins on the way. They plan to reside in Dothan.



Lt. Col. Adam Reynolds and his family during the quarterly retirement ceremony Jan. 22 in the U.S. Army Aviation Museum.

Team tests fire protection systems with no impact to flight training

By Jim Hughes

Fort Rucker Public Affairs

Almost a year's worth of hard work, planning, research and coordination paid off in December for a Fort Rucker team tasked with a mission that had never been done locally – testing the high-expansion foam fire suppression systems at two aircraft hangars.

Col. Whitney B. Gardner, Fort Rucker garrison commander, complimented the team on its success in carrying out the tests, and avoiding any disruptions to aircraft maintenance or flight training efforts.

“Fort Rucker was able to complete required fire foam testing and certification of aircraft maintenance hangars at both Hanchey and Knox airfields without any significant impact to flight training or contract aircraft maintenance on the AH-64E and CH-47F fleets,” Gardner said, adding that the success was the culmination of a detailed planning and coordination effort led by the Directorate of Public Works, the Directorate of Public Safety, the garrison safety office, the Aviation Center Logistics Command and its aircraft maintenance contractor, M1.

“Thank you to everyone involved in this operation that will help protect Army resources,” the colonel added. “The fact that you all made it seem so easy is a testament to the hard work, creativity, planning and coordination you put into it the last year.”

For more than five years, the required tests were waived because of the high chances they had of affecting aircraft maintenance schedules and, in turn, flight training, according to Patricia J. Durham, chief of the Aviation Center Logistics Command Logistics Division.

The two hangars, 50400 at Hanchey and 25165 at Knox, are the only ones at Fort Rucker equipped with the high-expansion



CH-47s lined up at Knox Army Heliport.

foam fire suppression systems and leadership assumed what it considered a low level of risk to equipment in not testing the systems, Durham said.

Leadership was comfortable with assuming the risk to equipment because of a number of factors: people always being in the hangars because of the 24-hour maintenance operations in them, fire departments close by at both heliports and the low amount of fuel that was used or stored in the hangars at any given time, Durham said.

“The fire marshal, in the past, had required a full drop of the foam for the test and that meant we would have to fill the building full of foam and then clean it out,” she said, adding that meant that everything had to come out of the hangar, along with a lot of other preparatory work that would take a lot of time and an estimated \$400,000-500,000.

But the Fort Rucker Directorate of Public Works, in conjunction with the Fort Rucker Fire Department, is required to test and inspect all facility fire suppression systems in accordance with Unified Facilities Criteria 3-601-02, according to Johnathon D. Cole, chief of DPW’s Business Operation and Integration Division and acting director.

“The UFC provides requirements for inspection, testing and maintenance of engineered fire protection features in DOD facilities,” Cole said. “The criteria and tasks identified in the UFC represent the minimum required to achieve a 99-percent overall system reliability in response to an actual fire. It is important to test our systems to stay in compliance with requirements and regulations, as well as to obtain a sense of security knowing the facility and its contents will be protected should an actual fire occur.”

Leadership decided the tests should go forward and the team was formed in early 2020 to plan for and carry them out, Durham said, adding that the two facilities and all of the equipment they house is worth an estimated \$1.5 billion.

“This was just something that command, at this point, said, ‘We’ve assumed the risk for too long of a period of time, so we’d like to go ahead and get it tested,’” she said. “We started early enough to where we were able to come up with a doable plan. It was really good for the team to do it and research everything to try to come up with alternate means to do this, and the fire department was willing to work with us to come up with a way to conduct the test without having to dump 100% of the foam. We were able to return to work the next day – it went really well and really quickly.”

PHOTOS BY HOLLY STERLING

TEST cont.

The plan included scheduling the test for the holiday exodus; rescheduling phase maintenance, which is conducted in the hangars, to end just prior to the testing; and pushing water through the system instead of a mass drop of the high-expansion foam to help reduce the extensive clean-up job and lower the moving bill to a more reasonable \$30,000-45,000, according to Durham.

The tests were performed Dec. 21-22 at Hanchey and Dec. 28-29 at Knox by the DPW facility maintenance contractor, Pride, via a subcontract to Industrial Commercial Fire Protection, Cole said.

“For this type of system, there are tasks that must be inspected and tested annually, and there are tasks that must be inspected and tested once every two years. These biennial tasks include a test to verify full operability of the foam generators within the system,” Cole said. “We learned just prior to the

testing that the UFC allows for water-powered generators to be tested with water flow instead of full foam flow, which made for a drastic change in the clean-up operation we were expecting. Only small amounts of residual foam had to be cleaned up and disposed of – not the large-scale amount we planned for.”

Both systems passed with only minor deficiencies that will be corrected by contract personnel, he said.

“Everyone involved worked diligently to make sure we were prepared. We are thrilled to get these systems certified and ensure the systems will function on demand in the event of an actual fire,” Cole added. “We also gained some valuable information going forward that will allow us to apply some efficiencies and lessons learned for the recertification of these systems two years from now.”



A contract maintainer works on AH-64 Apache at Hanchey Army Helipoint in this 2018 file photo.

The logo for the Digital Garrison app is displayed on a yellow background. It features a large, stylized white star with a yellow outline. Below the star, the letters "D G" are written in a large, white, sans-serif font. The background of the logo is a dark, textured shape.

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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Employment readiness manager reveals path to successful job campaign

By Mike Kozlowski

Army Community Service Employment Readiness Program Manager

Happy New Year, job campaigners!

Yes, I did say campaigners.

For those of you who have attended one of my workshops – private sector or federal, available for registration on www.eventbrite.com – you know that I’ve a certain disdain for the terms, “job seekers” or “job searching.” And the reason is quite evident.

Nobody really enjoys searching for that needle-in-the-haystack-type of career. Having that mindset implies that you’re merely reacting to jobs that happen to appear on your job radar screen, hoping for a hit or a tug on your line, asking you to come in for an interview.

But campaigning for a career, now that’s a completely different kind of approach. It’s the approach I want you to adopt in 2021.

Conducting a job campaign is a proactive discipline, much like political candidates do while on the trail for their respective elected offices. It’s an activity that devotes a certain amount of time every day doing the right things – preparing a targeted résumé, practicing a customized elevator pitch, getting your interview wardrobe in order, etc. – to land that career in which you can thrive!

I’m going to cover a couple of those activities in this article to give you a leg up on your competition: the résumé and the interview.

THE TARGETED RÉSUMÉ: A MARKETING PIECE

The majority of folks I see on a weekly basis balk at the thought of creating a dynamic résumé for a position. They don’t look forward to composing a document that highlights all the things that they’ve ever done in every job they’ve ever worked.

For them, the résumé represents a giant

they need to slay. The problem: no ammunition to bring the giant down. The typical excuses: “I don’t like talking about myself, Mike.” or “I just don’t have enough work experience to include in my résumé, Mike.” or “I’ve never written a résumé before and I don’t know how to get started, Mike.”

Typical excuses, but not insurmountable. Let’s begin by dissecting this beast called the résumé, and let’s do it in a few easy steps to get started.

*** It’s a marketing piece.** The first step is to stop calling these documents “résumés.” Yep. You heard me correctly. The very word strikes fear into the hearts of the average person. Rather, reframe your thinking and call these documents marketing pieces.

Just like a television or magazine ad trying to sell you a needed product or service, you’re trying to sell yourself to the prospective employer, right?

*** Focus on the job announcement.** The second step involves focusing on the job announcement and rounding up your skill-sets that are directly or indirectly relevant to the announcement. I can’t emphasize this enough.

For example, you don’t want to be talking about your skills in flipping burgers when you want that great information technology job.

So, list your IT-related knowledge, skills and abilities, and triage them from most important to least important. This goes for any job or any specialized or general vocational field.

If you need an in-depth look at what these are, consult www.onetonline.org for the proper verbiage to use when describing your skill sets.

***Push ‘em to the top.** Third, push these skill sets to the top of your document. Research has proven if you don’t capture the attention of the hiring manager in the first three seconds of the résumé read, they will skim your document at the clip of 6.7 seconds. They’re not even reading what you have to say about yourself.

Your mission is to excite and engage the reader in those critical three seconds by citing job relevant deliverables – things you excel at doing. Job-relevant skills that channel readers’ attention away from their pre-formed agendas and into your story.

To illustrate, here’s an example.

DIANA PRINCE

(334) 123-4567 diana.wonderwoman.k@gmail.com

- Study Associate and Analytical Chemist
- 8+ years professional and academic laboratory experience
- Specialized in environmental and pre-clinical testing
- Singular expertise with molecular,

microbiological, and bioinformatics tools

- Well-versed in fundamental bacterial research methodologies
- World-class mentoring and collaborative abilities in team or individual settings
- Demonstrated aptitude for supervising and instructing student lab workers
- Laboratory analysis expertise (data evaluation with GLP preservation)
- Bilingual (Polish, English)

*** Talking about your work.** Now, for the meat of your document. Work experience. There are no hard-and-fast rules governing how you cite your varied experiences.

However, here’s some basic guidance. After you list your applicable position, when you worked – private sector résumés require only the years, not months and years – organization, city and state you can provide a brief two or three line paragraph that cites your job duties in the active voice, followed by some accomplishments.

Do not use trite terms like, duties in-

EMPLOYMENT cont.

cluded, or responsible for – tell the employer what you actually did on the job.

For a comprehensive list of these active voice verbs, dial in <https://ocs.fas.harvard.edu/files/ocs/files/hes-resume-cover-letter-guide.pdf>.

Follow the same pattern when talking about your on-the-job accomplishments. Two lines per accomplishment are more than adequate here. Employers want to know not only what you did, they also want to know how well you did your job. These stories separate you from the rest of the applicant pool, giving prospective employers an idea on your success potential with their organizations.

To illustrate, here's an example.

Deputy of Operations 2000–2004
SPECIAL OPERATIONS COMMAND,
Tampa, FL (USSOCOM)

Senior Operations Analyst providing common operational picture and database configuration management for Headquarters, USSOCOM at the Joint Operations Center Force Tracking Position.

Accomplishment:

Increased the mission support rate from 77% to 95%, saving the command \$1.5M while coordinating and tracking scheduled training provided by the HQ Special Operations Command Internal Training Branch.

Or, you could give singular focus to your accomplishments, confining your job duties to one line. How can this be done? Let me show you in the following example.

Senior Ground Accident Investigator
2014–Present

UNITED STATES ARMY, Fort
Bungfungbadung, New York
Critical safety investigations
Direct reports to senior leadership
Risk management
Significant Accomplishments:

Deployed on short notice worldwide and served as Board President and Senior Investigator on 19 Army-level catastrophic mishaps.

Identified, published, and briefed root mishap causes, generating immediate lifesaving changes to systems world-wide.

Tested and fielded new mishap classification system for Army-wide accident reporting.

Introduced and incorporated new automated and collaborative technologies into the Army mishap investigative process.

Edited and published 2 Army regulations covering mishap investigations and all supporting instructional publications.

*** Your education and training are not boring add-ons.** That's right, you heard me. So why are you treating them that way? By all means cite your education and job-relevant training on your résumé, but don't forget to add in an accomplishment story or two. For example, if you were inducted into an honor society, or a fraternity or sorority, list it under your education as a significant accomplishment, like this: "Inducted into Phi Beta Kappa for outstanding academic achievements," or, "Graduated Magna Cum Laude, GPA: 3.98/4.0." Don't ever assume readers will understand what these academic achievements mean – spell it out for them.

Following these simple steps will help you create a dynamic marketing piece that will catch the eye of potential employers, motivating them to call you in for an interview.

THE INTERVIEW: A GRILLING SESSION OR OPPORTUNITY?

Many tell me that a job interview is perhaps one of the most stressful events they have ever experienced. Running a close second is public speaking.

While there have been many technolog-

ical strides made in personnel recruiting, there is one item that cannot be upgraded: the job interview.

Oh, sure, some employers resort to creative means by which they interview candidates for positions. Skype and FaceTime interviews are becoming increasingly more popular because there's still that element of being seen —they see you and you see them. However, many human resources departments and hiring managers still prefer the in-office interview.

What are some things you can do to prepare for that much-anticipated job interview?

Try the following on for size.

*** Know what's on your résumé.** I'm not trying to be Captain Obvious by mentioning this, but folks who struggle to answer questions posed by a manager are the very same folks who cannot recall their résumé's specifics.

So, review your past! Know the basics on that document, such as where and when you

FORT RUCKER RIDING STABLES

RIDING LESSONS

The Fort Rucker Riding Stables is offering horseback riding lessons. All ages and disciplines. Lesson horses provided. Trail riding offered up to 4 persons. For more information please call (334) 255-0021.

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Bldg. 20150, Hatch Road (334) 255-0021

Fort Rucker MWR
f t i rucker.armymwr.com

EMPLOYMENT cont.

worked a certain job, how long you worked there, what you did in that position and what stands out as credible achievements in that position.

* **Use your accomplishment stories.** If you've followed my guidance on writing a powerful marketing piece – résumé – you've probably cited some significant achievements under each work experience.

My mentor, award-winning author Jay Block, has this to say about accomplishment stories in résumés, "A résumé without achievements is like a report card without grades."

So, when the interviewer – or interview panel – asks you a situational question, such as, "Describe a time when..." or "How you would handle this if..." your answer should make potent use of an accomplishment story.

For example, you can say this, "I'm glad you asked that question. As you can see on my résumé, I have had a lot of experience handling x, y and z. As a matter of fact, I faced a similar challenge in my work at ABC Company..."

At that point, you should follow the C-A-R technique in your answer.

- **Challenge:** What was the challenge you faced on-the-job that stretched your abilities?

- **Action:** What did you do about it?

Use active voice verbiage in describing your actions.

- **Results:** What were the results you achieved by addressing the challenge by your actions? Did you improve a process, increase sales, decrease costs or enhance a system? Be sure to use meaningful quantitative measures – dollar amounts, percentages, numbers, stats – when you describe these results to the employer.

* **Practice, practice, practice!** No collegiate or professional athlete arrives on the playing field without having devoted

countless hours to practicing their skills during drills and scrimmages. Likewise, you should never venture into any interview environment without going over expected interview questions.

I could devote several more pages to this topic! For the sake of limited space, I'm pointing you to a couple of trusted job interview tips.

- **Smile!** As a part-time voice talent, I understand the value of a smile when communicating a certain message with enthusiasm. Try it and you'll find your energy levels increase and your message's positivity comes through with greater effectiveness.

Now, I'm not saying you should smile for smile's sake. No. You need to smile with sincerity at the appropriate times during the conversation. Remember this: the interviewer or interview panel really wants to like you. A sincere smile delivered at the right moment makes your like-ability quotient skyrocket!

- **Relax!** It's normal to be nervous during interviews. But there's a difference between being nervous and being nerve-wracked. The latter implies that your system is out of control with an adrenaline overdose.

Look at it another way. The proper infusion of adrenaline helps to keep us situationally aware and in control. Helen Hayes, the famed actress of Broadway and the big screen, was once asked if she still got nervous during performances. Her response was priceless! "Of course I get nervous. Of course I get butterflies in my stomach. I've just learned to train them to fly in formation!"

So, how can you relax and be interview-ready at the same time?

Identify your nervous ticks – and control them. Habits like bouncing your knee, over-gesturing, increasing the pace of your speech, using useless filler words – all of these are typical nervous habits you can control.

Perform some simple isometric exercises. You don't have to be a yoga expert to know that some flexibility exercises – isometrics – actually tone down nervousness. Focus on those that relieve stress on the torso and practice them before your interview session.

- **Maintain good eye contact.** So many folks are comfortable with looking away from the interviewer when answering questions. The English proverb is so true, "The eyes are the window of the soul." When you look away during an answer, you're communicating the negative messages of discomfort,

uncertainty and even skirting the truth. If you're in a panel interview, make certain you address your answer to the person who originally asked the question, and then make brief glances to the rest of the panel's members.

So, there you have it – the basics of résumés and interviews all wrapped up in one read! For more career-related information or assistance, call employment readiness at 334-245-3368.

Now, go out there and experience success in your 2021 job campaign!

The story of the 4 chaplains

By John Brinsfield
Army News Service

WASHINGTON – It was Feb. 3, 1943, and the U.S. Army Transport *Dorchester* was one of three ships in a convoy, moving across the Atlantic from Newfoundland to an American base in Greenland. A converted luxury liner, the *Dorchester* was crowded to capacity, carrying 902 servicemen, merchant seamen and civilian workers.

It was only 150 miles from its destination when shortly after midnight, an officer aboard the German submarine U2 spotted it. After identifying and targeting the ship, he gave orders to fire. The hit was decisive, striking the ship, far below the water line. The initial blast killed scores of men and seriously wounded many more.

Others, stunned by the explosion were groping in the darkness. Panic and chaos quickly set in! Men were screaming, others crying or frantically trying to get lifeboats off the ship.

Through the pandemonium, four men spread out among the Soldiers, calming the frightened, tending the wounded and

guiding the disoriented toward safety. They were four Army chaplains, Lt. George Fox, a Methodist; Lt. Alexander Goode, a Jewish Rabbi; Lt. John Washington, a Roman Catholic Priest; and Lt. Clark Poling, a Dutch Reformed minister.

Quickly and quietly the four chaplains worked to bring calm to the men. As soldiers began to find their way to the deck of the ship, many were still in their underwear, where they were confronted by the cold winds blowing down from the arctic.

Petty Officer John J. Mahoney, reeling from the cold, headed back towards his cabin. "Where are you going?" a voice of calm in the sea of distressed asked "To get my gloves," Mahoney replied. "Here, take these," said Rabbi Goode as he handed a pair of gloves to the young officer. "I can't take those gloves," Mahoney replied. "Never mind," the Rabbi responded. "I have two pairs." It was only long after that Mahoney realized that the chaplain never intended to leave the ship.

Once topside, the chaplains opened a storage locker and began distributing life jackets. It was then that Engineer Grady Clark witnessed an astonishing sight. When there were no more lifejackets in the storage room, the chaplains simultaneously removed theirs and gave them to four frightened young men. When giving their life jackets, Rabbi Goode did not call out for



ARMY GRAPHICS

a Jew; Father Washington did not call out for a Catholic; nor did Fox or Poling call out for a Protestant. They simply gave their life jackets to the next man in line. One survivor would later call it "It was the finest thing I have seen or hope to see this side of heaven."

As the ship went down, survivors in nearby rafts could see the four chaplains – arms linked and braced against the slanting deck. Their voices could also be heard offering prayers and singing hymns.

Of the 902 men aboard the U.S.A.T. *Dorchester*, only 230 survived. Before boarding the *Dorchester* back in January, Chaplain Poling had asked his father to pray for him, "Not for my safe return, that

wouldn't be fair. Just pray that I shall do my duty...never be a coward...and have the strength, courage and understanding of men. Just pray that I shall be adequate."

Although the Distinguished Service Cross and Purple Heart were later awarded posthumously Congress wished to confer the Medal of Honor but was blocked by the stringent requirements which required heroism performed under fire. So a posthumous Special Medal for Heroism, The Four Chaplains' Medal, was authorized by Congress and awarded by the President on January 18, 1961.

It was never given before and will never be given again.



Army announces new grooming, appearance standards

By Devon Suits
Army News Service

WASHINGTON – New changes to grooming and appearance standards are slated to take effect next month, as part of the Army's commitment to improve the wellbeing of all Soldiers.

Army senior leaders approved several upcoming grooming and appearance modifications, said Sgt. Maj. Brian Sanders, senior enlisted leader of Army G-1's uniform policy branch.

The announcement will be followed by an all-Army activities message that will take effect late February and will supersede the standards outlined in the grooming and appearance chapter of Army Regulation 670-1 until the next scheduled revision.

"This is one of the many facets of putting our people first and recognizing who they are as human beings," he said. "Their identity and diverse backgrounds are what makes the Army an ultimate fighting force."

The changes originated from a panel of 17 Soldiers – 15 women and two men – who assessed a list of proposed grooming and appearance modifications connected to the professional appearance, health and wellness, diversity, and inclusion of Soldiers.

The panel included Soldiers from all components, representing a cross-section of ranks, units, ages, cultural backgrounds, career fields and races. The process also included two Army dermatologists, an Army psychologist, and an Army equal opportunity advisor as subject-matter experts, who provided medical or EO knowledge to back the panel's findings.

The push to change the Army's grooming standards proves that the force is evolving and making a concerted effort to make everyone feel included, said Master Sgt. Quintana

Mitchell, the uniform policy NCO for G-1.

"I use the analogy, 'If you look good, you feel good – and if you feel good, you perform [well]," Sanders said. "If I am in the Army long enough, it would be nice to see how these changes have improved productivity ... and make Soldiers perform better."

MINIMUM HAIR LENGTH

One of the updates will authorize no minimum hair length for all personnel, to include making it an optional style for female Soldiers. Under the current policy, a Soldier's hair length can be no shorter than 1/4 inch from the scalp unless otherwise exempt due to a medical condition or injury.

Panel findings determined that females attending Ranger, Special Forces, or Sapper training were often encouraged to cut their hair to abide by health and hygiene recommendations while training in an austere environment, Sanders said.

If the Soldier were to washout or graduate from training, their hair was often below the 1/4 inch minimum length requirement and outside Army regulations.

MULTIPLE HAIRSTYLES

Soldiers will also be authorized to wear multiple hairstyles as long as it maintains a neat and professional appearance, and if the hairstyle doesn't impede the use of headgear or other equipment, Sanders said.

Under the current standard, Soldiers are allowed to braid, twist, lock, or cornrow their hair if they are uniform and no greater than 1/2 inch in width. Individuals must also have appropriate size and spacing between each braid, cornrow, twist, or lock, and are authorized one distinct type of hairstyle at one time. The updated standard removes the constraints of di-



ARMY PHOTOS

A female Soldier poses for an example photo with medium-length hair secured into a ponytail to support an upcoming change to Army grooming and appearance standards. Medium-length ponytails are only authorized for wear on the back of the scalp and cannot exceed the head's width or interfere with a Soldier's headgear.

mension requirements.

By eliminating some of the restrictions, Soldiers will now have more flexibility, all while keeping it within the confines of professionalism, Mitchell said. Further, having a choice to wear multiple hairstyles will allow female Soldiers more ways to secure their hair so that it can fit appropriately under their headgear.

PONYTAILS

Female Soldiers with medium-length hair will have the option to wear a ponytail if the individual's hair length or texture prevents them from securing it into a tight bun, Sanders said. A medium-length hairstyle must extend more than 1 inch from the scalp and cannot exceed the lower edge of the collar in all uniforms.

Under the new policy, medium-length ponytails are only authorized for wear on the back of the scalp and cannot exceed the head's width or interfere with the proper wear of a Soldier's headgear.

The updated standard will also allow females with long hair the option to wear a ponytail while wearing an Army Combat Uniform during physical training, or while wearing tactical headgear during tactical training or combat operations. The Army defines long hair as a length that extends beyond the collar. Army standards require this hairstyle to be neatly and inconspicuously fastened above the collar's lower edge.

"We can't tell a Soldier to cut their hair so their helmet can fit," Sanders said. "We can still allow a female Soldier with longer hair to put into a long ponytail and tuck it in their ACU top so they can still conduct their mission."

Dermatologists involved in the review process provided critical input tied to the updated ponytail policy, Sanders said. The authorized wear of a medium-length ponytail could lower an individual's risk of hair loss, reduce scarring, or decrease the likelihood of migraine headaches caused by repeatedly pulling hair into a tight bun.

The lack of hairstyle options as a result of a Soldier's hair length or texture can often stress an individual as they try various techniques and devices to secure their hair to maintain a neat appearance, Mitchell said.

HAIR HIGHLIGHTS, ROOT GROWTH

The Army plans to authorize the wear of highlights if it presents a natural appearance and is not a prohibited color, Sanders said. Further, if a Soldier decides to color or highlight their hair, root growth of a different color should not exceed 1.5 inches of the original color.

"Some Soldiers develop natural highlights," Sanders said. "We cannot assume that a

GROOMING cont.

Soldier's hair should be a specific color" based on their complexion.

Under the current regulation, Soldiers are only authorized to dye, tint, or bleach their hair. The color of their hair must also be uniform and not detract from their professional appearance. Unauthorized pigments include, but are not limited to, purple, blue, pink, green, orange, bright red, and fluorescent or neon colors.

"The emphasis is on natural hair colors," Mitchell said. "It doesn't necessarily have to be a color that is typically seen on a certain ethnic group. It just has to be a natural hair color" that presents a neat and professional image.

OPTIONAL WEAR OF EARRINGS WITH ACU

Female Soldiers will soon be authorized to wear earrings with their ACU. Earrings can either be screw-on, clip-on, or post-type earrings in gold, silver, or diamond and must be unadorned and spherical without exceeding 6 mm or 1/4 inch in diameter.

Pearl earrings are not authorized with the ACU, Sanders said. Females are currently authorized to wear earrings when wearing their service, dress, mess, and evening mess uniforms.

Individuals will not be allowed to wear earrings in a field environment or during a combat-related deployment, or in locations where access to regular hygiene is limited.

"Our identity is important," Sanders said. "If we care about people first and the Soldier as a whole, we have to care about the many aspects to who they are as well. This is a small, but significant change that positively impacts a considerable size of our force."

ADDITIONAL COLORS OF LIPSTICK, NAIL POLISH

Along with supporting a Soldier's identity, the Army approved the use of additional colors of lipstick and nail polish, including the wear of clear nail polish by male Soldiers. Females also have the option to wear an American manicure,

a two-tone nail style that maintains a natural appearance.

"Some male Soldiers in certain occupation specialties rely on their hands, which are under constant bombardment while working with tools or harsh chemicals," Sanders said. "A male Soldier would take this opportunity to keep their nails protected."

According to the updated policy, extreme colors and nail shapes, such as a coffin, ballerina, and stiletto nails, are prohibited while in uniform or on duty in civilian clothes. Unauthorized pigments include, but are not limited to, purple, blue, pink, green, orange, bright red, and fluorescent or neon colors.

OFFENSIVE WORDING CHANGE, UPDATED IMAGERY

Another update will remove and replace potentially offensive and weaponized words and phrases, such as "Mohawk, Fu Manchu, dreadlock, eccentric and faddish," Sanders said.

Army officials are currently replacing phrases of concern with alternative verbiage to provide increased clarity and guidance about

a Soldier's professional appearance based on safety, good order, and military bearing – instead of relying on the phrase at the discretion of the commander.

"This is how we shift the culture and embrace forward thinking," Sanders added. "It is time to dig deeper and use our lexicon and vocabulary to describe what is authorized and what does not conform to a professional military appearance, good order and discipline."

The updated standard will also include a link to imagery and videos to provide Soldiers with specific examples of proper grooming and appearance standards, Sanders said.

"Pictures speak 1,000 words," he said. "We won't be able to capture every grooming and appearance standard, but we will be able to categorize them to equip Soldiers at all levels" with the information needed to ensure regulatory standards are being realized in a fair and inclusive way that is easily understood across the force.

ARMY FLIER

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