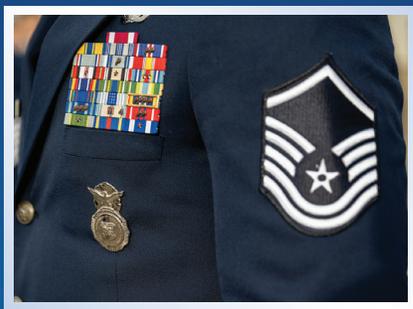




Create cohesive, high-performing teams that foster trust & connection through small group discussions.



UPHOLDING STANDARDS – OUR FOUNDATIONAL MISSION IMPERATIVE

Upholding military standards is vital for preserving the integrity and effectiveness of the armed forces – quite simply, it is our foundational mission imperative. This includes strict adherence to military instructions regarding conduct, fitness, dress and appearance, and the observance of customs and courtesies. These standards are essential to ensuring that all service members present themselves and act in a manner that reflects the disciplined and honorable nature of military service. Standards and their enforcement ensure that all service members uphold a professional demeanor in both behavior and appearance, which are foundational to military ethos. Over the course of the past 2 years following the Russian invasion of Ukraine, the global stage has witnessed firsthand when standards have not been upheld in Russian military. One scholar notes, “Russian indiscipline and ineptitude have certainly contributed to tactical failures.”

First impressions are significantly influenced by appearance; thus, adherence to dress and appearance standards and physical fitness requirements is essential. Proper wear of the uniform and adhering to appearance standards not only instill pride, but also reinforce the esprit de corps, underscoring a collective professional image vital to a disciplined and effective military force.

Similarly, observing established customs and courtesies fosters respect and reflects the structured hierarchy that is pivotal in military operations. Conduct that aligns with these standards, both on- and off-duty, enhances the reputation of the individual, the Air and Space Force, demonstrating a commitment to excellence and dedicated service. Enforcing these standards goes beyond simply maintaining order and discipline; it represents a continuous commitment to excellence, service, and the honorable execution of our duties.

Whether one is serving as uniformed military or as civil service, all have voluntarily raised their right hand to swear an oath to support and defend the Constitution. In doing so, each person has selflessly relinquished a measure of individualism in favor of the greater organization and mission. Leaders at all levels are charged with fostering a climate of inclusion, dignity and respect, while ensuring personnel adhere to standards. To frame the discussion regarding upholding standards, consider the following:

- What a leader permits, they promote
- What a leader allows, they encourage
- What a leader condones, they own
- What a leader tolerates, they deserve

Upholding military standards is our Department of the Air Force foundational mission imperative. As Airmen, we are proud of our high standards, adhere to them, and hold our fellow Airmen accountable.

WATCH...



¹The More Things Change ... Russia’s War in Ukraine Mirrors the Past as Much as It Shows the Future (Lt. Col. John Q. Bolton, U.S. Army;

<https://www.armyupress.army.mil/Journals/Military-Review/Online-Exclusive/2023-OLE/The-More-Things-Change/>

Excellence – <https://www.dvidshub.net/video/415884/heritage-today-video-series-excellence>

Selflessness – <https://www.dvidshub.net/video/415886/heritage-today-video-series-selflessness>

DISCUSS...



1. How does maintaining a professional image contribute to the overall effectiveness of operations and organizational goals?
2. What role does leadership play in promoting and enforcing professional imaging standards within organizations?
3. How do we handle situations where personal or cultural standards conflict with organizational standards?

Scenario: Capt Smith is a well-regarded member of the Air Force, known for his management skills and effective leadership. However, he has recently begun to neglect the Air Force’s strict dress and appearance standards, which require meticulous attention to uniform details, grooming standards, and overall presentation.

Would you address the situation? If yes, what steps would you take? If no, why? How could you relay the implications of appearing unprofessional and failing to meet standards?

“Our Air Force team has high standards. We must all strive to earn our position on the team every day by meeting those standards.”

– CMSgt David A. Flosi, CMSAF 20



Related Resources

▶ (DAFI) 36-2903, Dress and Personal Appearance of Air Force Personnel
https://static.e-publishing.af.mil/production/1/af_a1/publication/dafi36-2903/dafi36-2903.pdf

▶ AFH-1, Air Force Handbook 1
https://static.e-publishing.af.mil/production/1/af_a1/publication/afh1/afh1.pdf

“Leaders...above all, do not countenance selective enforcement of rules and standards. I know of no more ruinous path for commanders than selective enforcement of rules and standard. Excellent leaders have very high standards, and they enforce them without fear or favors.”

– General W.L. CreechCommand



Air Combat Command INTEGRATED RESILIENCE

SUPPORTING OUR TOTAL FORCE AIRMEN AND FAMILIES



PREVENTION TAKES ACTION

Learn new skills to improve your well-being such as self-care and resilience, healthy relationships, meaningful connections, effective communication. Act in ways to show your family and Airmen that you care and they matter. Proactive behaviors can be small things that create a positive culture in mitigating risks.

RECOGNIZE SIGNS OF DISTRESS

- Mood changes, such as depression or anxiety
- Irritability, agitation or anger
- Sleep difficulties
- Withdrawing from social activities, family, friends or others
- Lack of interest in activities that were previously enjoyed (hobbies, work, etc.)

ASK

Directly **ASK** the individual if they are having thoughts of death, self-harm, or suicide.

CARE

CARE about their answers. If they hesitate, or seem uncertain, ask follow-up questions to convey that you care about their well-being.

ESCORT

If the individual is having thoughts of suicide or needs help, **ESCORT** them to a qualified professional or leadership.

GO SLO

If someone demonstrates signs of distress, consider their access to **LETHAL** means including firearms, medications or other means of fatal methods. Airmen should remember **SLO** – use **SAFES**, **LOCKS** or store mean **OUTSIDE** of the home.

SMALL STEPS SAVE LIVES.
www.resilience.af.mil

HELPING RESOURCE	COMMANDER/ SUPERVISOR	MILITARY & FAMILY READINESS CENTER	MILITARY ONESOURCE/ MILITARY FAMILY LIFE COUNSELOR (MFLC)	CHAPLAIN	CIVILIAN EMPLOYEE ASSISTANCE PROGRAM	MENTAL HEALTH (MH) CLINIC	EMERGENCY ROOM
CONTACT:							
CAN ASSIST:	All	All	Military and Family Members	All (full confidentiality)	Civ/NAF	Military	All
Suicidal Thoughts	✓		✓	✓	✓	✓	✓
Relationship Problems	✓	✓	✓	✓	✓	✓	
Loneliness/Isolation	✓	✓	✓	✓	✓	✓	
Workplace Stress or Problems	✓	✓	✓	✓	✓	✓	
Alcohol/Drugs	Must report to ADAPT			✓	✓	✓	
Fatigue/Sleep	✓		✓	✓	✓	✓	
Anxiety/Panic Depression	✓			✓	✓	✓	
Grief and Loss	✓	✓	✓	✓	✓	✓	
Deployment	✓	✓	✓	✓	✓	✓	
Finances/Budget	✓	✓	✓ (One Source)	✓	✓		
Retirement/Separation	✓	✓	✓	✓	✓	✓	

ASK. CARE. ESCORT. QUESTIONS THAT CAN SAVE A LIFE

ANSWER QUESTIONS 1 AND 2	IN THE PAST MONTH	
	YES	NO
1. Have you wished you were dead or wished you could go to sleep and not wake up?		
2. Have you actually had any thoughts about killing yourself?		
IF YES TO #2, ANSWER QUESTIONS 3, 4, 5 AND 6. IF NO TO #2, GO DIRECTLY TO QUESTION 6		
3. Have you thought about how you might do this?		
4. Have you had any intention of acting on these thoughts of killing yourself, as opposed to you have the thoughts but you definitely would not act on them?		
5. Have you started to work out or worked out the details of how to kill yourself? Do you intend to carry out this plan?		
ALWAYS ASK QUESTION 6	IN THE PAST 3 MONTHS	
6. Have you done anything, started to do anything, or prepared to do anything to end your life? <i>Examples: Collected pills, obtained a gun, gave away valuables, wrote a will or suicide note, held a gun but changed your mind, cut yourself, tried to hang yourself, etc.</i>		

ANY YES MUST BE TAKEN SERIOUSLY. SEEK HELP FROM A FRIEND, CO-WORKER, CHAPLAIN AND INFORM YOUR SUPERVISOR/OTHER MEMBER IN YOUR CHAIN OF COMMAND AS SOON AS POSSIBLE

- If the answer to 4, 5 or 6 is **YES**, immediately **ESCORT** Wingman to the nearest Chaplain, Mental Health Provider, Unit Leader or Emergency Department.
- **DON'T LEAVE YOUR WINGMAN ALONE** even to go to the bathroom.
- **STAY ENGAGED** until you make a warm hand-off to someone who can help.

MILITARY CRISIS LINE 1 (800) 273-8255 24/7 - 365