



Poll shows 7 in 10 Americans support labor unions

By AFGE Leadership

An overwhelming majority of Americans across the political spectrum and age groups support the labor movement and think unions have a positive impact on our society.

That is according to a new poll conducted by the AFL-CIO.

- 7 in 10 or 71 percent approve of labor unions – that includes 91 percent of Democrats, 69 percent of independents, and 52 percent of Republicans

- 75 percent support workers going on strike to fight for better wages, benefits, and working conditions

- Unions' biggest fans are those under 30 with 88 percent support unions and 90 percent support going on strike

- More than three fourths believe unions have a positive impact on these important issues: workplace safety (82 percent), fair compensation and hours (78 percent), job security (77 percent), access to affordable health care (76 percent), retirement security (76 per-

cent), ability to support their families (76 percent)

- Two thirds of people report having experienced problems including discrimination in the workplace such as pay, work schedule, retirement benefits. Nearly all (90 percent) who have experienced problems say a union could help solve at least one problem.

“Unions are seen as more needed than before, and most believe having more workers in unions would be a boon for society,” said GBAO who conducted the survey. “Compared to the past, twice as many voters say labor unions are more needed (57 percent) today than less needed (30 percent).”

“Voters also believe more workers in unions would benefit society at large, with a majority (51 percent) saying society would be better off compared to just a third (34 percent) saying it would not be better off.”

The poll confirms a 2022 survey conducted by Gallup, which finds that 71 percent of Americans approve of unions, the highest since 1965.

Live out the ‘spirit’ and ‘intent of Air Force values

By HENRY BROWN
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Henry Brown

Considering everything being espoused in terms of the values being encouraged in the workplace how then can the best description of some of our mission partners best be described as “anachronism” of “by gone” days? There should be a reasonable expectation that an organization must encourage a positive work atmosphere where all employees are valued and are treated with dignity and respect. There should be no place for any leader who will not, or cannot, uphold these values.

Leadership is organic. Lao Tzu, the great Chinese philosopher of leaders, said, “The wise leader is like water, it cleanses and refreshes all without distinction and without judgment; water freely and fearlessly goes deep beneath the surface

of things; water is fluid and responsive; water follows the law freely.”

What is there to be learned from the leader who neither has nor wishes to be a “wise” leader? How do we learn from the bad leader?

Well, first and most important, you must figure out if they are doing wrong. There are those who would lead you to believe that it’s difficult to see

wrongdoing from someone in a position of authority. If you don’t know what good leadership looks like, you might not recognize the poor leader.

Given the dynamics of poor leadership and the drain on resources and personnel the question is why? Justification is the simple response to that question.

Unfortunately, the issue is much more complicated as the lazy supervisor is shielded and at times supported by the employees. “He doesn’t micro-manage us!” Now, the difficult

part can be finding that sweet spot, that border between good and bad.

The leader who guides you through the daily routine of mission dictates by facilitating your professional growth. He is that person who trusts you to perform at peak efficiency.

However, the forceful and deceitful leader has a place in the equation as well. Trust is big to the employee; he’s given latitude to accomplish his assignments and for the most part remains available to respond

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“The mother of all failures involving supervisors is knowing that they are doing terrible, and everyone either knows or is in the process of figuring it out.”

- AFGE Local 987 Executive Vice President Henry Brown

AFGE: Now is the time to ‘Check Your Status’

By DON MONCRIEF

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There’s a certain amount of peace knowing you’re registered to vote, voting and knowing you’re registered to vote ... rinse, repeat ... Then again, AFGE is of a mindset it doesn’t hurt to “Check Your Status”.

To that end, its leaders are encouraging all to visit the vote.org website. There you will find a variety of links:

- Check your registration, where you can do just that. Make sure you’re registered to vote and if not, further links will help you “register if you can”.

- Register to vote. “It takes less than two minutes” – per the link - so why not?

- Vote by mail. If you can’t or don’t want to vote in person on election day, this link will assist you in requesting an

absentee ballot.

- Get election reminders. Just that. This link will take you to a short fill-in-the-blank form – the basics: Name, Address, email, phone. Fill it out and submit it and you will receive “occasional” text messages – reminders of upcoming local, state and federal dates for example - from Vote.org at 22821.

- Pledge to register. If you’re too young to vote, through this link your information will be recorded for the purpose of sending you a reminder on your 18th birthday.

In addition, by clicking on your state link you can find a variety of information: Deadlines, rules, early voting, in person/absentee ID requirements, as well as some “off-site” links such as state or local election websites (with information to polling locations, ballot tracking tools, etc).



SPECIAL SERIES - PART III

Following is the third in our special series on workplace bullying. It is compiled from a couple of sources: The AFGE Women’s and Fair Practices Departments Workplace Bullying Training webinar series, which began in September and concludes in December, as well as the books written by Dr. Gary Namie (he is also leading the webinar training).

By DON MONCRIEF
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Workplace bullying. Why does it happen? The simplest explanation, said Dr. Gary Namie during AFGE Women’s and Fair Practices Departments Workplace Bullying training webinar series, is the individuals involved “can get away with it. Just because they can.”

To “eradicate it long-term,” he continued, is to first look at the systemic explanation. That required “only” three bullet points, he said, adding the union needed to attack them from the “bottom up. Not from the top down.”

The first is that within the establishing condition, there is a culture of providing the opportunity for others to aggress against one another.

“Anything that pits a worker against another worker,” he said. “Policies, habits, practices, management style. Just for cru-

elty’s sake.

“Just creating what’s called a zero subgame. Where there’s one winner and everyone else is a loser. Where all the benefits accrue to one person or one group and everyone else are losers. They’re deprived. They get nothing. This is a cutthroat, competitive culture.”

Namie continued that was an easy concept to understand. Not justifiable, he said, but easy to understand.

For example: “In a purely sales-driven organization. Let’s say real estate or financial services. Hedge funds. Investment firms. They’re cutthroat. Super competitive. But healthcare and education are the two fields most ripe with bullying. What gives there? I have an explanation. But I digress. It can be anywhere. A competitive culture anywhere if it’s the perception of or reality of scarcity. Scarcity of resources. Scarcity of recognition. Scarcity of status. Scarcity of praise. Scarcity of whatever it is you desire. Equipment. Tools. Information. If there’s hoarding going on and not everyone has what they need to succeed, it can become a very cutthroat organization. And that is established at the top. The tone is set at the top.”

So what kind of workplace culture is it, he asked. How do we operate here? He continued: “And of course that’s why you in government, they can claim, ‘Well, there’s not adequate funding.’ So departments and individuals have to compete for the meager budget. Slices of the budget. And that pits worker against worker and group against group.”

“They see an opportunity to exploit and they are more than willing to exploit for personal gain. They’re selfish. They’re going to do it for themselves. To get themselves ahead at the expense of someone else. That’s the Machiavellian.”

- Dr. Gary Namie

By DON MONCRIEF
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Who gets bullied?

That’s the question presented by Dr. Gary Namie in his – and his wife, Ruth’s – book *The Bully-Free Workplace: Stop Jerks, Weasels, and Snakes From Killing Your Organization*.

Specifically the types of “personalities,” he said, of the people “selected by bullies for torment. We call them targets, not victims.”

Namie went on to say three primary target traits have emerged from their nearly 15 years of “intimate” observation of thousands of bullied individuals.

First, he said, “Targets tend to abhor confrontation and remain cooperative even when the game switches to fierce competition. When the rules stipulate that in order to survive you have to be competitive, sometimes strictly competitive as in a zero-sum game, or that you have to be simply Machiavellian in order to survive, targets choose to cooperate, enduring great

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Second, in the “system if you will” of bullying, was that it needed the wrong mix of people. For the abusive conduct to happen, he said. “But here’s the point. You only need a few people to be willing to exploit other people for personal advantage. When someone uses someone else for personal gain. We call them Machiavellians (cunning, crafty). They’re just people willing to exploit other people.

“They see an opportunity to exploit and they are more than willing to exploit for personal gain. They’re selfish. They’re going to do it for themselves. To get themselves ahead at the expense of

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Mark your calendar

Adult Christmas party. Dec. 16, 6-11 p.m. at the Museum of Aviation. Great food! Great entertainment! Great prizes! Great fellowship!



Membership meeting

Local 987 will have a membership meeting **Oct. 19 at 5 p.m. (Doors open at 4 p.m., with refreshments/snacks available.) It will be held at Union Hall, which is located at 1764 Watson Blvd. (It will also be available on Zoom.) As always, membership will be verified before you are admitted into the meeting. You can make updates to your contact information - address, phone, email, et cetera - by calling Union Hall at 478-922-5758 or by emailing Linda Baxter at linda@afgelocal987.org or Jeanette McElhaney at jmac@afgelocal987.org.**



A team of maintenance workers with the 571st Commodities Maintenance Squadron Advanced Metal Finishing Facility, pause for a photo while packing a truck with Navy H-53 helicopter skins at Robins Air Force Base Aug. 20. The Warner Robins Air Logistic Complex AMFF team helped the United States Navy Fleet Readiness Center East meet their helicopter mission requirements this year. From left to right: Richard Christmas, 571st CMXS plater, Jamario Davis, 571st CMXS plater, Brad Smith, 571st CMXS plater, Spenser Nelson, 571st CMXS plater, Stephen Daniels, 571st CMXS plater, Sam Waterman, 571st CMXS planner, Decoda Davis, 571st CMXS plater. (U.S. Air Force photo by Danny Walters)

WR-ALC helps Navy meet helicopter mission requirement

By **JOSEPH MATHER**
78th Air Base Wing
Public Affairs

The 571st Commodities Maintenance Squadron Production Flight, Advanced Metal Finishing Facility with the Warner Robins Air Logistics Complex has helped the United States Navy Fleet Readiness Center East meet their helicopter mission requirements this year.

The AMFF applies coating for corrosion prevention, wear protection, etching, cleaning, and chemical milling in preparation for paint and other follow-on manufacturing processes.

The 571st CMXS directly supports to all of the 402nd Commodities Maintenance Group, performing Planned/Scheduled Depot Level Maintenance processes in support of the F-15, C-5, C-17, C-130 weapon systems and other aircraft.

Danny Walters, 571st CMXS director said, during the local manufacture of multiple aluminum skins for the H-53 rotary-wing aircraft platform at Fleet Readiness Center East, it was discovered that the proposed workaround for its insufficiently sized chemical milling tank was not possible.

"The FRC East requested the WR-ALC perform a one-time only chemical milling and anodizing processes required to manufacture the skins," he said. "This effort was coordinated via Memorandum of Agreement with the Commanding Officer of Fleet Readiness Center East."

Walters said the AMFF is a one-of-a-kind facility and their tank's capacity is not readily available in the DOD or commercial sector.

"The AMFF team was tasked to chemically mill and anodize 15 Navy helicopter skins," he said. "The metalizing team adhered to the defined technical execution requirements provided by FRC East and complied with technical and contractual requirements."

A significant challenge was equipment downtime and skins



Daniel Honrath, 571st Commodities Maintenance Squadron metalizing equipment operator, uses an H-53 helicopter etching guide to cut the outline of various areas to be chemically milled on a piece of sheet metal at Robins Air Force Base June 21. The guide has specific measurements and milling instructions for the chemical milling process. (U.S. Air Force photo by Joseph Mather)



A team of maintenance workers with the 571st Commodities Maintenance Squadron Advanced Metal Finishing Facility, inspect a piece of sheet metal for defects at Robins Air Force Base Aug. 20. The United States Navy Fleet Readiness Center East requested the WR-ALC perform a one-time only chemical milling and anodizing process for 15 Navy H-53 helicopter skins. (U.S. Air Force photo by Danny Walters)

which, required multiple cuts.

"The AMFF team worked hand-in-hand with 402nd CMXG engineering and the 402nd Mission Support Group to aggressively attack infrastructure failures, reducing downtime from months to weeks," he said. "The AMFF team coordinated with FRC East engineers quickly and effectively to obtain clear guidance when multiple cuts were required to ensure precise requirements

were met."

Walters said the sister service had a requirement that only the AMFF team could meet.

"They executed their mission with technical excellence while maintaining a commitment to conformity, quality and product safety," he said. "Our ability to enable the Navy to meet their helicopter mission provides an avenue for future workload while meeting the nation's defense needs."

BBB tips on protecting older adults from scams

Like many of us, older adults are often targeted by con artists. Many older victims don't ask for help until it is too late! Help your friends, family, clients, or patients avoid fraud by knowing the signs of current or impending fraud.

Warning signs that fraud may occur:

- Frequent junk mail and spam calls. Offering junk mail (illegitimate sweepstakes offers, etc.) or receiving frequent calls from people offering valuable rewards or asking for charitable donations are signs that fraud could easily occur or may have already occurred.

- Unfamiliar payments are being made. Checks written or payments made to unfamiliar or out-of-state companies should be a red flag.

- Acting secretly about phone calls or messages. When someone hides or acts secretly about phone calls and messages, it could signify that they have engaged a scammer.

- Sudden problems paying bills or buying food and other necessities. A sudden lack of funds could mean an individual's money is being drained in some form of scam activity. The cause should be investigated to rule out fraud.

Tips for helping your loved one avoid fraud:

- Become familiar with common scams targeting older adults. Knowing the most common tactics used to target older adults can help you more quickly identify when scams occur.

- Emphasize the criminal nature of telemarketing and email fraud. Help your loved one learn how to identify it and help them understand that these tactics are illegal.

- In participating, it is possible they could be pulled into criminal activity unknowingly.

- Encourage the person to ignore phone calls and messages that appear suspicious. Don't reply to or click links within emails or text messages they are unfamiliar with.

- Have a calm discussion about securing



Kelvin Collins

accounts and monitoring finances. Helping older adults monitor their finances can be a great way to prevent scam activity and identify if it has occurred.

- Help the person change their phone number. If constant calls continue, changing the person's phone number may

be worth changing. Registering the number with the Do Not Call list is a great first step, although scammers won't necessarily follow the Do-Not-Call list laws.

If unsafe calls continue, it may be best to change the phone number.

The most common types of abuse are physical, emotional, financial, and verbal. The National Council on Aging says up to five million older Americans are abused yearly, and the annual loss by victims of financial abuse is estimated to be at least \$36.5 billion.

BBB recommends that family, friends, and caregivers learn the signs of abuse or neglect in older adults. Business owners dealing in the industry can share these signs with employees.

Signs of financial abuse or exploitation

- Lack of amenities the person could typically afford. A sudden problem with affording the basics, especially if the person was able to in the past (with no change in income), is a sign of financial abuse or exploitation.

- This could be from a family member, caregiver, or con artist.

- Giving excessive financial reimbursement or gifts for care and companionship. Care and companionship are necessary and can take a financial toll occasionally. But if care costs drain an individual's bank account, it's time

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Medal of Honor spotlight

Army Capt. Loren Hagen

By **KATIE LANGE**
DoD News

Army Capt. Loren Douglas Hagen joined the Green Berets during the Vietnam War so he could find a childhood friend who'd never returned from deployment.

Hagen didn't come home, either, but the extraordinary heroism he displayed while leading his men during a harrowing mission earned him a posthumous Medal of Honor.

Hagen was born on Feb. 25, 1946, to Loren and Eunice Hagen, and went by his middle name, Doug. For much of his childhood, he and his two younger brothers lived in Moorhead, Minnesota, on the border with Fargo, North Dakota, until their parents moved them to Decatur, Illinois. There, Hagen excelled at MacArthur High School, where he was an honor student and the president of the student council his senior year. He was also an Eagle Scout.

After high school, Hagen moved back to the Fargo area to attend North Dakota State University. He earned an engineering degree in 1968 before enlisting in the Army when the Vietnam War was still escalating.

"His goal was to find his best friend from high school, who had gone missing in action," said Sen. Bill Nelson in May 2015 during congressional testimony. That friend was Alan Boyer, who had disappeared during a mission in Vietnam on March 28, 1968.

Joining the special forces

Hagen was commissioned as an officer before training



Photo courtesy defense.gov

Army Capt. Loren Douglas Hagen

to join the Special Forces. He eventually served in the same unit Boyer had been in, according to a 2016 Decatur Herald and Review article. They were both part of the Military Assistance Command Vietnam Studies and Observations Group,

and nine indigenous soldiers called Montagnards. Known as Recon Team Kansas, they were sent to operate deep in enemy-held territory on the Laotian border.

According to Army documents, on the afternoon of Aug. 6, 1971, Recon Team Kansas was inserted into mountainous, rocky enemy territory to do some reconnaissance and potentially rescue prisoners of war. After they set up defensive perimeters around the few bunkers near the hilltop, the team hunkered down for the night, occasionally detected enemy movement that they fired upon as needed.

Around 6 a.m. the next day, they were fiercely attacked by a large enemy force that was

On several occasions, Hagen exposed himself to enemy fire as he moved around the perimeter to rally the team, direct their fire and resupply them with fresh ammo ...

which often conducted dangerous, classified missions in Vietnam, Laos and Cambodia.

According to a 1971 article in the Minneapolis Star Tribune, Hagen, then a first lieutenant, was severely wounded in June 1971 in Vietnam and was recommended for the Silver Star at that time. He spent a few weeks in recovery before returning to the field.

Two weeks into that return, Hagen was appointed as the leader of a team consisting of six other U.S. special operators

employing small-arms, automatic weapons and mortar and rocket fire against them.

Leading through peril

Hagen quickly started returning fire and successfully led his team to repel the first attempted onslaught. They then spread out to get into better defensive positions before the enemy tried a second time to take them out.

On several occasions, Hagen exposed

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4 ways you can observe National Veterans, Military Family Month

(StatePoint) When was the last time you thanked a military member or veteran for their service?

November is National Veterans and Military Family Appreciation Month and an excellent time to celebrate, support and honor service members.

That's why Points of Light, a global nonprofit organization dedicated to mobilizing people to take action that changes the world, is sharing ways you can get involved, along with the stories of former military members already doing so.

From volunteering to donating and beyond, these ideas are based on the Points of Light Civic Circle®, a framework that highlights nine pathways to boosting social impact.

1 Listen and learn. Being informed about an issue can help you think more critically, make better decisions and lend stronger support. Check out two podcasts created by Military OneSource.

Covering topics like deployment, casualty assistance, money management and parenting, they are designed to help military members and families thrive, and can help others understand the difficulties of military life.



Getty Images

2 Volunteer. Hands-on support is some of the most impactful work you can do in the nonprofit sector, and organizations rely heavily on volunteer power to carry out their missions.

The American Red Cross is currently recruiting caseworkers for military members, veterans and families. This volunteer role requires some training, but can be carried out from anywhere, and shifts are flexible.

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THE UNION ADVOCATE

Published by the American Federation of Government Employees Local 987, Warner Robins, Georgia.

Contents of The Union Advocate are not necessarily the official view of AFGE Local 987, or endorsed by the U.S. Government, the Department of the Air Force or The Document Company.

The appearance of advertising in this publication, including inserts, does not constitute endorsement by The Union Advocate, AFGE Local 987 or the Department of Defense.

Printer
Houston Home Journal
Editor/layout and design
Don Moncrief

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Editorial content is edited, prepared and provided by AFGE Local 987. Submitted news and editorial content/photographs are welcome - applicability to AFGE Local 987's mission to be determined by the discretion of the editor and/or president.

Please submit articles, photos, etc to don.moncrief@afge-local987.org. For questions about story content, to pass on story ideas or to request coverage, please contact the aforementioned.

VALUES

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to your questions while guiding you along the way. The one that will or has the requisite skill set to provide training or check on your work at all might simply be negligent in his duties.

Classic case: When an employee has demonstrated that he or she is "all in" and the supervisor is not engaged in the employee's upward mobility. The supervisor has yet to respond to the Air Force Virtual Education Center request for their signature to support his or her continued educational goals of the employee.

In describing the behavior, a leader of this ilk is that they have been promoted above their ability to perform in their current capacity as a minion and harbinger of poor performance, which in turn causes fear in the supervisor of being surpassed by the employee.

It has been said that the Breakfast of Champions "is feedback!" The inability to provide feedback further illustrates the inability of the place-holding member, that is: given one of the greatest opportunities and that is to serve employees.

The first step in addressing the issue is "self-reflection," perhaps one of the most difficult traits to develop, but a necessary and indispensable one,

especially for one who wishes to be a good leader.

People often assume that they're doing a great job and never stop to reflect on what they need to improve on. The mother of all failures involving supervisors is knowing that they are doing terrible, and everyone either knows or is in the process of figuring it out.

The real work begins, and that is to document the performance - or lack thereof - holding them accountable. It is an irrefutable fact that the number one reason for the continued toxic leader is the lack of documentation on the poor leader.

It is therefore reasonable to conclude

that the toxicity being moved from organization to organization continues to promote the culture and the poor leader.

Understanding why the toxic leaders are retained and promoted (something you can't hide from the employees) doesn't make it palatable. There is no reason for the existence of a toxic leader in the workplace other than relationships. Through the Post Interview Audit, I have not reviewed any documents supporting upward mobility consistent with one's genealogy (the next big thing) who you know or are related to.

Holding on to a toxic leader by continuing to provide them dominion over

the workforce, let alone promoting, the known toxic leaders is an injustice to the hardworking, well-educated team members who neither have family ties nor name recognition.

What must be done! Start by living up to the "spirit" and "intent" of Air Force guidance. Stop moving and promoting the toxic leader from organization to organization.

There should be no place for the toxic leader. Instructionally, the root cause must be addressed ... to that end hoping for and wishing for a better day where we have an organization which both respects the dignity and value of the everyday hard-working employees. Stop rewarding toxic leaders!

WHY

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someone else. That's the Machiavellian."

He added there needed to be a "pool" of people, however small, who were easily exploited. For example, if there was a group of 10, he said three out of the 10 - according to national statistics - had the propensity to be targets.

"There's always going to be someone who can be targeted because they can be bushwacked and snuck up on and surprised and shocked. Because they don't believe people like the exploiters exist. They don't believe they can't be that cruel. All kinds of stuff.

"In other words, a normal,

unregulated workplace, naive to workplace bullying with an employer who's got a laissez-faire attitude: 'I don't' give a damn. We'll take the people as they come.' You're going to have one or two exploiters and that's all it takes."

Third, and most important, he said - the one the union will target for change, he added, repeating his earlier statement it needed to be a "bottom up" approach, not the other way around - is: What's the employer's response to the aggression when they finally learn that it's happening.

"They learn the bullying's happening. What are they going to do? Are they going to ignore it? Again it comes down to 'condemn' or 'condone'. They can condone it. They can actually reward it in one of two ways.

(One) Explicitly. 'I really like his style.' 'Wow. His aggression is really cool.' And make them promotable. And give them their goodies and enhance their status.

"And that happens all the time in government, right? It happens everywhere. (However), I think the most frequent type of reward is the implicit, unspoken, passive reward. Kind of inadvertent. By neglect. But by indifference toward complaints.

"By staying in denial because, 'No. Bob. He's such a good guy. I just can't see him being cruel to anybody. He's not unkind. I get warm and fuzzy when I'm around this guy. I love this guy.'

"Of course you do. He's your boy. Or gal."

Their point, he continued, was that they were doing their bidding. "And that is the implicit

reward. It's looking the other way. Or having an effective HR that doesn't let the complaints come through. Finally recognizing what's going on in their lives. (But only) after months of torment. And then finally musters the courage to report it. And then HR says, 'Nope. Not going to hear it. Don't see it, don't feel it myself. I don't like you ... and I'm going to add to a support function and my backlog.' So, 'Bob's my boy and you're not.'"

That itself is reward enough, he continued. That, he said, is

what sustains bullying. Positive reinforcement. The system rewards it. "The thing is, it's backed by years and decades of historical reinforcement. This didn't just happen. And from those years of ignoring bullying or actively encouraging it you've got yourself the employer's response was fixed and that then encourages the exploiters in the workforce, which in turn, going up the ladder here, working up the list, creates, sustains and defines the zero-sum culture. A competitive, cutthroat

culture in which bullying is so prevalent.

"It's a bullying prone, toxic workplace. All because of the employer's response. That's what does it."

That, he concluded, was a more important predictor than who the players are, the individuals.

"We always focus in America, and it makes me so mad, on personality stuff. (But) personality is not the best predictor of bullying. This is. What is the organization's response?"

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personal sacrifice."

They do not respond to aggression with aggression, he continued. Unfortunately, he added, this inability to confront the bully at the first chance is a lost opportunity that rarely presents itself again.

"One needs to capitalize on the immediacy of that first attempt when the bully is testing the waters. So, to turn one's back to walk away to fight another day proves very costly for targets."

Second, he said, targets to be open and guileless. That is, they are more open about their history and give insight into their susceptibility. "We call this high self-disclosure. They see themselves as honest, forthright, and candid, with nothing to hide."

The exploiters on the other hand, he said, see them as "easy prey. By contrast, aggressive and intimidating people tend to keep private matters private. They play things 'close to the vest,' allowing others to fill the often painfully long void with revelations that they can later use against targets."

This, he continued, is how they identify the psychological-emotional buttons to push later, ensuring that the target loses control of situations when in the bully's presence.

"Thus, the target gets punished for being open and honest."

Finally, he said, the personality of targets is "defiantly optimistic". That is, they believe in a benevolent world. To them, he said, the world is just and fair. Payoffs, rewards, and outcomes are commensurate with input, effort, and skill.

"Of course, it's not a fair world, and that presents the problem for targets. The traumatologist Ronnie Janoff-Bulman, in her book Shattered Assumptions, summarized her research and identified the belief in a benevolent world. This belief is a deeply-rooted sense of fairness and justice."

An example of that type of thinking, he continued, was the thought of: "If I treat the world in a just and fair way, fairness will be reciprocated. According to Janoff-Bulman, people holding this belief have the strongest likelihood of being traumatized when the expectation is violated. That belief was the difference

between people who suffered posttraumatic stress disorder after exposure to potentially trauma-inducing events and people who did not develop PTSD.

"It seems to stem from a naivete and innocence shared by victims of abuse in families and at work." Personality doesn't explain everything, he exclaimed. "Naturally, the problem is that traits and characteristics, like we just discussed, are relatively permanent for bullies and targets alike. There is no change possible.

"As an employer, you are powerless to change them. To brand people with a personality disorder is to demonize them as unfixable. Mental health clinicians do not affix the label lightly. It can ruin a person's career or personal life.

"So, the problem when trying to stop workplace bullying is that if you get derailed down the personality track, you will pursue solutions that will get you absolutely nowhere. Here's our warning. Personality-obsessed solutions, such as anger management or dealing better with conflict by attitudinal change or anything that suggests changing an individual's personality, are doomed to fail."

Hagen ignored his own safety and crawled through enemy fire, returning volleys with his own gun until he was hit and killed.

Two other Americans died that day - Berg and fellow Green Beret SSgt. Oran L. Bingham - along with six of the Montagnard commandos. The remaining men on the team were all wounded. Luckily, they were able to stave off the attack until backup and evacuation helicopters came.

Honor after death

One of Hagen's teammates, Sgt. Tony Anderson, discussed the ordeal in the book "SOG: The Secret Wars of America's Commandos in Vietnam," by retired Army Maj. John L. Plaster. Anderson attributed their survival to Hagen.

"It's amazing that any of us came through it with the amount of incoming that we were getting," Andersen said. " epitomized what a Special Forces officer should be - attentive to detail, a lot of rehearsals, followed through on

things. ... We were ready. I think that was probably the only thing that kept us from being totally overrun. Everybody was alert and knew what was happening."

According to Plaster's book, the Air Force said Hagen's team ended up killing 185 North Vietnamese soldiers during the fight and likely wounded twice as many.

A week after Hagen's death, he was posthumously promoted to captain. He is buried in Arlington National Cemetery.

The Medal of Honor was presented to Hagen's family by Vice President Gerald R. Ford on Aug. 8, 1974, the day before Ford was inaugurated as president. Five other fallen Vietnam War soldiers received the medal that day: Maj. William Adams, Staff Sgt. Glenn English Jr., Staff Sgt. Robert Murray, Cpl. Frank Fratellenico and Spc. 4 Larry G. Dahl.

Hagen's two hometowns have not forgotten him. In 2015, American Legion

Post 308 in West Fargo was named in his honor. At his former high school in Decatur, a Doug Hagen Scholarship for students was created in his name.

Coming full circle

While he was alive, Hagen never did find out what happened to Boyer, his high school friend. It took another 45 years for those details to finally be uncovered.

In 2016, Boyer's sister, Judi Boyer-Bouchard, told the Decatur Herald and Review that she'd gotten a phone call from the Army saying that her brother's remains had been identified. The article said Boyer's body had been in the possession of remains traders in Laos before ending up with a peace activist. That activist turned them over to the U.S. government, which subsequently did DNA testing to confirm that they were Boyer.

Boyer now rests in Arlington National Cemetery, five rows in front of Hagen, the friend who went to Vietnam to find him so long ago.

TIPS

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to investigate and re-assess.

■ The caregiver controls the person's money but fails to provide for their needs. A sure sign of exploitation is when a caregiver fails to provide an older person with adequate food, clothing, or other necessities.

■ The caregiver is overly concerned about the person spending money. Caregivers should be concerned with an individual's spending habits if it is damaging to their health or well-being. Still, average daily spending should not be of concern to a caregiver.

■ Unexpected or unexplainable property transfers such as a power of attorney or a new will. These can be especially concerning when the person in care cannot comprehend the transaction or what it means. When in doubt, family and friends should look into these transactions carefully.

HONOR

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himself to enemy fire as he moved around the perimeter to rally the team, direct their fire and resupply them with fresh ammo, all while using his own gun and hand grenades to help push the enemy back. His Medal of Honor citation said that those courageous actions and leadership abilities were a great source of inspiration for his small team to continue the fight.

About an hour after the second wave of fighting started, Hagen saw an enemy rocket directly hit one of the team's bunkers, which Sgt. Bruce A. Berg was known to be in. Hagen knew that the enemy had totally overrun the area where that bunker was, but he didn't care. He directed his assistant team leader to assume command before moving toward the bunker anyway, hoping to find Berg and anyone else who may have been inside.

OBSERVE

From page 2

Whether you're looking for remote or in-person volunteer opportunities, search Points of Light Engage, the world's most comprehensive database of volunteer opportunities around the globe.

You can also get inspired by such dedicated volunteers as Navy servicewoman and Daily Point of Light Honoree Michaela White. For the past two years, she's advocated for mental health in the military, volunteering her time with Patrol Base Abbate, a nonprofit that fosters community and purpose among service members and veterans.

3. Donate. Nonprofits and NGOs are dependent on donations to pay their staff, recruit volunteers and execute their high-impact work.

This year marks Wounded Warrior Project's 20th anniversary. You can support its mission of providing career and VA benefits counseling, mental health support, adaptive sports initiatives

and more, by making a donation for National Veterans and Military Family Appreciation Month.

4. Celebrate, thank and honor veterans. Veterans and their family members are everywhere - from working alongside you to doing everyday things like grocery shopping, eating at a restaurant and more.

Consider ways you can celebrate and honor military members or veterans in your community. It might be as simple as thanking a coworker for their service, writing a thank you note and dropping it off at your local VA or sending one virtually through Soldiers' Angels.

You might also attend a Veterans Day parade or event in your community or simply ask a veteran about their service. These gestures can go a long way in helping veterans and service members feel seen and appreciated.

From volunteering your time and talent, to contributing your resources, there are many ways to honor former and current military members and their families this month.

UNION MEMBERSHIP is like a gym membership. Dues are paid to be part of a group with similar interests and goals. But, just like a gym, if we don't show up, invest our time - or participate, we do not get STRONGER.



Photos courtesy of Getty Images

CAREER READY

3 strategies to prepare teens for life after school

FAMILY FEATURES

For some time, heading to college or joining the workforce have been the standard choices for teens upon high school graduation. Today, in part due to technology and social media, students have access to myriad career paths that are all but traditional.

With an increasingly dynamic career landscape creating an awareness of jobs that didn't exist even 10 years ago and a shortage in the workforce, there's a willingness for both potential employees and employers to look at careers and young talent from a whole new perspective.

"There isn't a 'typical' career anymore," said Dr. Lorna Bryant, Gen Z career expert and head of career education for Pearson Virtual Schools. "With the perfect storm in the workforce of boomers retiring, many people still not returning to work in the wake of the pandemic and a population that has declined for the last 50 years, this generation (ages 11-26) is positioned extremely well. Employers want and need them. In short, the scales have flipped to the supply side and demand is causing many employers to remove barriers to work entry. Whether high school grads go to college or work, developing in-demand skills early will help them secure and succeed in the jobs of the future."

Consider these tips from Bryant to help students explore the many options in front of them and prepare for the possibilities that await after high school.

Help Kids Cultivate Durable Skills

While technology has transformed the world of work, an increasing number of careers prioritize durable skills over technical or hard skills. Durable skills (also known as "soft" or "human" skills) include collaboration, leadership, communication and attention to detail, along with traits like empathy, grit and resilience. According to Pearson's Power Skills report, these are some of the most in-demand skills for employers. In addition, research from America Succeeds found employers seek durable skills 3.8 times more frequently than the top five technical or hard skills in every location, industry sector and educational attainment level. Possessing these skills is not only attractive to employers but colleges and universities, too. One of the best ways to prepare for the jobs of tomorrow, which don't exist today, is to focus on timeless durable skills.

Many students already possess or are actively developing these skills in high school. The key is to raise awareness of their importance, seek ways to boost them and showcase them on college and job applications or resumes. For example, teens can display their leadership skills by captaining sports teams or starting a club at school. They can showcase collaboration and communication abilities by holding and thriving in student government positions, volunteering or working part-time jobs.

Bridge Passions and Hobbies to Careers

Beginning conversations with children as early as middle school that expose students to job roles, responsibilities and salaries connected to areas of interest is important for setting them up for long-term success. Nurturing interests – rather than dismissing them as flights of fancy – and finding paths to explore that align with those hobbies or interests in real-world applications can open doors to potential careers that may not have previously been considered.

For example, Lake Liao, a 2023 Lighthouse Connections Academy grad, is attending Princeton University on a pre-law track. The flexibility of online school enabled him to dig into his passions for political and community organizing and activism in high school, including activism around climate and environmental policy. It was through joining local nurses in their fight for a fair contract he realized he wanted to be a lawyer and make a difference in the labor rights cause.



To help students align their values and interests with potential careers, ask questions such as:

- What is it, specifically, you enjoy about your interests? What jobs rely on related skills (working with your hands, serving others, being creative, etc.)?
- Do you have the skills to do those jobs? If not, what research and training do you need to acquire the necessary skillset?
- Are there related jobs available in the geographic location you want to live?
- Can you make enough money to live the lifestyle you want doing this job?
- Can you envision enjoying this type of work for 8 (or more) hours per day?

Get a Head Start on Credentials or College Credit

As earning college credits, career-ready credentials and specialized training for future careers is becoming more accessible for high school and middle school students, it's important to research available options. From online resources, workshops, career counselors and accelerated career readiness programs that allow students to enter college or the workforce "job-ready," there are more options available now than ever before.

One example, Connections Academy, a K-12 online school program, has expanded its slate of college and career readiness initiatives for middle and high school

students to offer an innovative tri-credit approach where courses can deliver high school credit; industry-recognized micro-credentials (to help qualify for careers in data analytics, UX design, software development, cybersecurity and more); and eligibility for college credit toward more than 150 bachelor's degree programs at partner universities in the United States. In addition, the Career Pathways program delivers curated learning experiences in fields such as IT, business and health care, allowing students to connect with employers, internships and clubs, and take advantage of specialized classes that transition seamlessly to higher education or nationally recognized, industry certifications.

Taking advantage of program offerings, aspiring paramedic Maeson Frymire, a 2022 Inspire Connections Academy graduate, became certified as an EMT before graduating high school. After graduation, he became a firefighter and is now working toward becoming an advanced certified EMT, carving out a career path toward flight paramedicine.

Or consider Abigail Sanders, also a 2022 graduate, who completed her bachelor's degree by the time she graduated high school. Now in the second year of her doctorate program in medical school, she aspires to be a doctor by the age of 22 and uses her love of learning and passion for science to advance her career while seeking to become an oncologist.

For more information on online schools and career readiness programs for teens, visit ConnectionsAcademy.com.

YOUNG

Young Organizing Unionists for the Next Generation

The AFGE Young Organizing Unionists for the Next Generation program seeks to mobilize young union members to become leaders and activists for social change within AFGE and the Labor Movement.

AFGE members who are under the age of 40 and those mentors that are over 40 will work together to include younger workers into the union structure and keep them engaged in what's at stake for working class Americans.

AFGE YOUNG intends to provide young members with networking opportunities and resources

to engage in mobilizing other young workers into AFGE, union training to promote leadership skills, innovative social gatherings, AFGE conference meetings, and other engaging events. In doing so, AFGE YOUNG participants work to build lasting labor solidarity, advance issues of social and economic justice, and find more inclusive ways to engage the current and future generations in the Labor Movement.

For more information, or to get involved at the Local 987 level, contact Brandon Respress at brandon.respress@afgelocal987.org.

Quick, Easy Recipes to Add to Your Dinner Rotation



Poached Egg Tostadas with Avocado-Tomatillo Salsa

Simple, nutritious meals to make more time for family

FAMILY FEATURES

Making time for meals together can have a positive impact on the well-being of families, including children and adolescents. In fact, regular meals at home can help reduce stress and boost self-esteem, according to research published in “Canadian Family Physician.”

Mealtime conversations are also a perfect opportunity to connect with your loved ones. A study published in “New Directions for Child and Adolescent Development” showed these conversations help improve children’s vocabularies more than being read aloud to.

Making time for meals together shouldn’t require spending all night in the kitchen, however. A simple-to-prepare

ingredient like eggs can help you spend less time cooking and more time with family.

For example, these heart-healthy recipes for Poached Egg Tostadas with Avocado-Tomatillo Salsa, Sweet Potato Hash with Eggs and Poblano Frittata from the Healthy for Good Eat Smart initiative, nationally supported by Egghand’s Best, are ready in 15 minutes or less. They include a wide variety of vegetables, fruit, whole grains and healthy protein sources, which are recommended by the American Heart Association to help prevent heart disease and stroke.

To find more tips for family mealtimes and recipe inspiration, visit heart.org/eatsmart.

Poblano Frittata

Servings: 4 (2 wedges per serving)

- 4 large eggs
- 1/4 cup fat-free milk
- 2 tablespoons chopped fresh cilantro
- 1 teaspoon olive oil
- 2 medium poblano peppers, seeds and ribs discarded, chopped
- 2 cups frozen whole-kernel corn, thawed
- 2 medium green onions, chopped

- 1/4 cup finely shredded Cotija cheese or crumbled queso fresco
- 1 medium tomato, chopped
- 1/4 cup fat-free sour cream

In medium bowl, whisk eggs, milk and cilantro.

In medium skillet over medium heat, heat oil, swirling to coat bottom of skillet. Cook poblano peppers 3 minutes, or until browning on edges, stirring frequently.

Stir in corn and green onion. Reduce heat to medium-low and

carefully pour in egg mixture. Cook, covered, 10 minutes, or until mixture is just set on edges and still soft in center. Avoid overcooking. Remove from heat.

Sprinkle with cheese. Cut into eight wedges. Place two wedges on each plate. Top with tomatoes and sour cream.

Nutritional information per serving: 244 calories; 8.5 g total fat; 2.5 g saturated fat; 1.5 g polyunsaturated fat; 3 g monounsaturated fat; 192 mg cholesterol; 177 mg sodium; 27 g carbohydrates; 4 g fiber; 8 g total sugars; 13 g protein.



Poblano Frittata

Sweet Potato Hash with Eggs

Servings: 4 (1 cup per serving)

- 2 teaspoons canola or corn oil
- 1/2 medium onion, chopped
- 4 medium sweet potatoes, peeled and cut into 1/2-inch cubes
- 1/2 medium red or green bell pepper, chopped
- 2/3 cup fat-free, low-sodium vegetable broth
- 2 teaspoons minced garlic
- 2 teaspoons smoked paprika
- 1 teaspoon ground cumin
- 1/2 teaspoon dried thyme, crumbled

- 1/2 teaspoon coarsely ground pepper
- 1/8 teaspoon salt
- 4 large eggs
- hot pepper sauce (optional)

In pressure cooker set on saute, heat oil. Cook onion 3 minutes, or until soft, stirring frequently. Turn off pressure cooker.

Stir in potatoes, bell pepper, broth, garlic, paprika, cumin, thyme, pepper and salt. Secure lid. Cook on high pressure 3 minutes. Quickly release pressure. Turn off pressure cooker.

Remove pressure cooker lid. Crack one egg into small bowl. Using back of

spoon, make small well in potatoes. Slip egg into well. Repeat with remaining eggs, making separate well for each egg. Secure lid with pressure vent open. Saute 2 minutes. Let stand on “keep warm” setting 2 minutes, or until eggs are cooked to desired consistency.

Serve hash sprinkled with dash of hot pepper sauce, if desired.

Nutritional information per serving: 258 calories; 7.5 g total fat; 2 g saturated fat; 1.5 g polyunsaturated fat; 3 g monounsaturated fat; 186 mg cholesterol; 244 mg sodium; 39 g carbohydrates; 6 g fiber; 9 g total sugars; 10 g protein.

Poached Egg Tostadas with Avocado-Tomatillo Salsa

Servings: 4 (1 egg and 1/2 cup salsa per serving)

- Nonstick cooking spray
- 4 corn tortillas (6 inches each)
- 4 cups water
- 1 tablespoon white vinegar
- 4 large eggs

Salsa:

- 1 medium avocado, diced
- 1 medium Anaheim or poblano pepper, seeds and ribs discarded, diced
- 1 medium tomatillo, papery husk discarded, washed and diced
- 1/2 medium tomato, diced
- 1/4 cup diced red onion
- 1/4 cup chopped fresh cilantro
- 2 tablespoons fresh lime juice
- 1 medium garlic clove, minced
- 1/8 teaspoon salt

Preheat oven to 400 F. Line baking sheet with aluminum foil. Lightly spray foil with nonstick cooking spray.

Arrange tortillas in single layer on foil. Lightly spray tortillas with nonstick cooking spray. Using fork, pierce tortillas to prevent from filling with air. Bake 5-6 minutes on each side, or until golden brown. Transfer to serving plates.

In large skillet over high heat, bring water and vinegar to boil.

Once water is boiling, reduce heat and simmer. Break egg into cup then carefully slip egg into simmering water. Repeat with remaining eggs, avoiding eggs touching in water. Simmer 3-5 minutes, or until egg whites are completely set and yolks are beginning to set but aren’t hard. Using slotted spoon, drain eggs. Place each egg on tostada.

To make salsa: In medium bowl, gently stir together avocado, pepper, tomatillo, tomato, red onion, cilantro, lime juice, garlic and salt. Serve with tostadas.

Nutritional information per serving: 185 calories; 11 g total fat; 2.5 g saturated fat; 3 g polyunsaturated fat; 5 g monounsaturated fat; 186 mg cholesterol; 169 mg sodium; 15 g carbohydrates; 3 g fiber; 2 g total sugars; 9 g protein.



Sweet Potato Hash with Eggs