

*"Strength
Starts Here"*

U.S. Army Recruiting Command • December 2011

Recruiter Journal

HOME FOR THE HOLIDAYS

Recruiting Family Enjoys Benefits
of Government-Leased Housing
page 30



PHOTO CREDITS CLOCKWISE FROM LEFT: YENNY LUGO; FONDA BOCK, ASSOCIATE EDITOR; HEATHER HAGAN, PORTLAND BN



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ON THE COVER: Sgt. 1st Class Christopher Molina from Vancouver, Wash., embraces his daughter Victoria, 11, in their new government-leased home. Photo by Heather Hagan, Portland Bn.



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Taking the Next Step in Transformation: Small Unit Recruiting

To begin, Robyn and I want to wish the entire USAREC Family happy holidays and a prosperous New Year. I encourage everyone to make time to spend with family and friends, enjoying the warmth and fellowship the season brings. But I also urge you to keep your teammates in mind — the holidays can be a difficult time for some. We all have a responsibility to one another and the Army to ensure every member of our team knows we care and they are not alone. Please keep your Battle Buddy and ACE cards with you at all times, and make sure you know how to help your fellow teammates in need, whether Soldier or Family member, civilian or contractor. Every member of this team is important!

As we look toward the new calendar year, we continue our focus on transforming the command for the future. The next step in our transformation to the Pinnacle concept is Small Unit Recruiting.

Over the past several years, we've made many evolutionary improvements in the recruiting process. We've been adapting our procedures to more effectively engage and better meet the needs of our target population. We are continuing that momentum by also adapting our recruiting operations in response to changes in the environment.

Gone are the days of individual missions and recruiters solely focused on their own production — sometimes at the expense of the team or fellow team members. We will mirror the way every other unit in the Army operates — as a team of teams. Successful teams leverage the talents and abilities of each of its members and employ these attributes against the mission. That's precisely the way our recruiting teams will operate. All members of this command must work as a team in order to achieve our mission: Active, Reserve and special mission categories. It's also important to remember Small Unit Recruiting is a Commander's Program. I expect commanders at every echelon — from station to brigade — to implement the tenets of Small Unit Recruiting and provide feedback through the chain of command to USAREC headquarters.

We must continue to make our recruiting processes more effective and efficient ... a never-ending challenge because the world is forever changing around us.

Bottom line: We must adapt to remain relevant, responsive, and competitive.

Leading the effort is the station/center commander, who no doubt has the most important role in Small Unit Recruiting. He or she is not only responsible for the station mission, but also for their Soldiers' professional development and well-being, and that of their Families. Leaders must know their Soldiers' talents, strengths and weaknesses and assign them to the appropriate team role (such as Future Soldier leader or engagement team member) in order to effectively leverage their abilities. At the same time, leaders must ensure every team member — regardless of their individual role — is proficient in all aspects of recruiting and continually engages in self-development.

As mentioned above, Small Unit Recruiting is just one more step toward the ultimate goal of Pinnacle recruiting. I ask every team member to learn more about Small Unit Recruiting and to incorporate this topic into your professional development programs. Again, thank you for the many sacrifices and amazing accomplishments over the past year and most importantly, for keeping our Army strong and responsive to whatever our Nation requires ... a remarkable performance in every respect!

Army Strong !



Maj. Gen. David L. Mann

Accessions Command Inactivation Postponed

The U.S. Army Accessions Command Inactivation Ceremony and Retreat at the Lt. Gen. Timothy Maude Complex on Fort Knox, Ky., was postponed. Lieutenant Gen. Benjamin Freakley will remain

USAAC commanding general until approximately mid-January.

The U.S. Army Accessions Command Inactivation Task Force will continue implementation of the transition plan.

Ensure Government Vehicles Have Winter Safety Kits

In geographic locations where recruiters have the potential for driving in extreme or adverse weather conditions, leaders must ensure all vehicles are equipped with a winter vehicle safety kit. Tailor the items to the geographic location, potential hazards (such as below freezing temperatures and isolation) and their risk assessment.

Winter vehicle safety kit contents may include, but are not limited to: blankets, reflective vest, poncho, candles, 12-hour light stick, waterproof matches, a small shovel, flashlights/battery, booster cables, nylon rope, hand warmers, 72-hour ration bar (3,600 calories) and extra water. The winter vehicle safety kit must be stored in the back seat of your vehicle in the event the driver gets stuck inside during an emergency. Funds to purchase items for the kit will come from your unit mission funds; questions regarding funding should be directed to your brigade budget officer. Winter Safety Kits are a good idea for personal vehicles, as well (purchased by the individual not the government).

Army All-American Bowl Set for Jan. 7 in San Antonio

On Jan. 7, 2012, the U.S. Army All-American Bowl will once again kick off at San Antonio's Alamodome. Joining the players in being honored as All-Americans and performing in the Alamodome will be the U.S. Army All-American Marching Band, comprised of 125 of the nation's finest young musicians and color guard members who will perform at halftime of the Bowl.

Bowl Week activities include community engagement activities; player and Soldier Hero challenges, an awards dinner; a performance by the U.S. Army All-American Marching Band; U.S. Army Coaches Academy, featuring a seminar and on-field coaching clinic with NFL and NCAA coaches; and the U.S. Army National Combine, featuring 500 of the top underclassman athletes in the country. Open Jan. 5-7 at San Antonio's Sunset Station, the Army Strong Zone features Army displays,

information and family entertainment.

To learn more about the game, visit www.goarmy.com/events/all-american-bowl.html or www.usarmyallamericanbowl.com/.



Do You Have an Idea to Share With the Command?

Recruiting Command's Excellence in Innovation program continues to capture ideas, best practices and innovation from across the command. Your ideas will refine and improve specific areas in recruiting and be shared with the entire command as well as possibly effect change in doctrine and policy. Every month a new theme will be the topic for recruiters and station commanders to submit their thoughts and best practices

The October idea of the month (leadership) was from Sgt. 1st Class Jonus Ware of the Battlefield Recruiting Station. The November idea concerning Future Soldier Leadership was from Sgt. 1st Class Stephen Henderson from the Eagle Ridge Recruiting Station.

To view the innovation of the month or submit your own, visit <https://forums.army.mil/secure/communitybrowser.aspx?id=1234962&lang=en-US>.

Work Hour Policy

Although commanders have the ability to adjust work hours based on mission requirements associated with the local market and personnel availability, the standard duty day will end at 5 p.m. Monday through Friday. The battalion commander must approve Soldiers working after 8 p.m.

For the complete policy, reference CG Command Policy 54-11.

Station Commanders of 4th Quarter, FY 11

1st Bde - None

2nd Bde — Staff Sgt. Kenneth N.

Lanaux III, Covington RS, Baton Rouge

3rd Bde — Sgt. 1st Class Michael Berry,

Madison East RC, Milwaukee Bn

5th Bde — Staff Sgt. Ronald J. Boyd,

Batesville RS, Oklahoma City Bn

6th Bde — Sgt. 1st Class Peter Bracero,

Pearlridge RS, Portland Bn

MRB — Sgt. 1st Class Nelson Colon,

San Juan, 6th MRBn

Top Station Commander Essay of the Year

The top station commander essay of the year, from all the winning essays, is by Sgt. 1st Class Aaron Morris, from the Evansville, Ind., Recruiting Station.

Pocket Recruiter Guide

There is an October 2011 update to the 2011-12 Pocket Recruiter Guide online at <http://issuu.com/jbobick/docs/usarecpocketguide11-12update>.

Future Soldier Kits

Due to recent budget constraints, the RPI 200, Future Soldier Welcome Kit, has been modified to include only the following items:

- Guide for Future Soldiers
- Army Creed Poster
- RPI 921, Proud Parent Decal
- RPI 977, Army Bumper Sticker
- RPI 937, Pocket PRT Guide

Current NPS Future Soldiers who did not receive the RPI upon enlistment because of shortages is authorized to receive the modified kit. Reference USAREC Msg 12-033.

Today's Leaders Shaping Future of USAREC

First of all, Cara and I want to extend our best wishes to the entire USAREC Team for a wonderful holiday season and a happy new year. This is a special time of year for enjoying the company of loved ones and saying thanks for their love, friendship and sacrifices. While we should truly remember to say, "Thanks" every day, take this opportunity while you celebrate together to make sure they know how important they are to you, to our team and to the Army. We could not serve in this profession without their support.

As we move into a new year, this command moves further into its evolution toward Pinnacle. We've sustained the All-Volunteer Force with remarkable success, especially since 9-11. But as we move forward, perhaps into more challenging times, Small Unit Recruiting — ultimately culminating in Pinnacle — is the key to our continued success.

This is an extremely critical time for this command, not only in our transformation efforts, but also in the selection and development of the leaders who will guide us into full Pinnacle implementation in the years to come.

We need to take action — now. I'm not advocating a mad rush to convert as many NCOs as we can, however, simply to achieve a number and check a block. I cannot emphasize enough: We cannot and will not compromise our standards in the conversion process. As you know, the focal point of small unit recruiting and Pinnacle is the center/station commander, and the station commander is created through the conversion process. We need to be selective; we need to identify and keep only the right people to lead in USAREC. The right leaders will enhance this command's capabilities as we transition through Small Unit Recruiting to Pinnacle.

We must be developing those NCOs who have the capability to effectively lead small units and have the potential to be strong candidates for further promotion in this command. At the 12-15 month mark, leaders should counsel their NCOs about professional development and conversion, and ensure they truly understand the importance of this command to the Army and its ability to maintain an All-Volunteer Force.

I also want to emphasize that station/center commanders should be counseling and assessing their Soldiers from a leadership and whole-Soldier standpoint, as well as from a family standpoint. They've got to be strong physically, mentally and emotionally. Physical capabilities are as important in Comprehensive Soldier Fitness as are the mental abilities and emotional attributes. It's a total Soldier package. That total package includes the recruiting family. The family plays an important part of the team across the Army, but nowhere more than in USAREC where our units dispersed — many in remote locations on their own — across the nation. We must ensure we are taking care of our families and they are equally prepared for a future in USAREC.

While the chain of command is essential to the conversion process, we must be cautious that we are not holding conversions over people's heads to stimulate production. Production should not affect conversion and vice versa. Again, leaders should exercise the whole Soldier concept when considering NCOs for conversion.

You've heard me say it before: Our current leaders have such an important role in developing the leaders of tomorrow and the future of this command. As the Army shapes itself as a smaller, more lethal force for the future, we have to be out in front of this issue to ensure we are converting the right folks and getting them through their training before they come down on assignment orders. It is likely to become increasingly more difficult to get our detailed Soldiers off assignment in order to convert them as the Army continues its force reduction measures.

Leaders: Don't put it off. Begin the discussion today with those NCOs in whom you see the potential for success — whether in this command or their career field. We owe all our Soldiers good leader development and mentorship

Strength Starts Here.



Command Sgt. Maj. Todd Moore

Family

Best Holiday Gift Ever!

By Chaplain (Lt. Col.) Thomas W. Cox

Marjorie Tallcott was married and had one child during the Great Depression. The family managed to scrape their way through, but as Christmas approached one year Marjorie and her husband were disappointed they would not be able to buy any Christmas presents. A week before Christmas they explained to their 6-year-old son, Pete, there would be no store-bought presents this Christmas.

“But I’ll tell you what we can do,” said Pete’s father, “we can make pictures of the presents we’d like to give to each other.”

Marjorie and her husband set to work and it was a busy week. Christmas day arrived and the family rose to find their skimpy little tree made magnificent adorned by the picture presents. There was luxury beyond imagination in those pictures: a black limousine and red speedboat for Dad, a diamond bracelet and fur coat for Mom, and a camping tent and a swimming pool for Pete.

Then Pete pulled out his present, a crayon drawing of a man, a woman and a child with their arms around each other laughing. Under the picture was just one word: “Us.”

Years later Marjorie writes that it was the richest, most satisfying Christmas they ever had.

It took a presentless Christmas to remind Marjorie and her family that the greatest gift we can ever offer is ourselves, our presence. This too is the great gift that God offers us. Christmas reminds us that God intervened in human history so we could know Him.

The Jewish holiday observation of Hanukkah, the Festivals of Lights, also celebrates God’s intervention on behalf of his people.

The Bible tells about God and his nature. Isaiah 14.7 and Matthew 1.23 shares an important characteristic about God — the virgin will be with child and will give birth to a son, and they will call him Immanuel — which translated means, “God with us” (New International Version).

God is with us. How will you experience him this holiday season?

May you and your family have a most blessed holiday season.



MEPS

Orientation Program

Aids New Military Families

By Donna Miles
American Forces Press Service

A program launched at the Baltimore Military Entrance Processing Station has started the military on a path to welcoming family members into the fold before their loved ones ever ship off for entry-level training.

The Baltimore MEPS on Fort Meade, Md., one of the busiest of 65 MEPS dotting the country, is expanding the family orientation program it introduced in 2009 to reach more new military families, said the station's commander, Army Lt. Col. Christopher Beveridge.

The program began when the previous station commander — at his wife's suggestion — reached out to the neighboring Meade Community Readiness Center for a plan to engage families of men and women as they processed into the Army, Navy, Air Force, Marine Corps and Coast Guard, Beveridge explained.

The Baltimore MEPS is the last stop for recruits from Maryland, the District of Columbia and parts of Delaware, Virginia and West Virginia before they travel on to basic training or boot camp.

During a day that begins at "0-dark-30," recruits take their last flurry of tests to ensure they're physically, mentally and morally fit for duty. As the final step before moving out to buses or airports, they sign their military contracts, raise their right hands and take the oath of enlistment.

Thanks to the new orientation program, family members are no longer isolated from the process, Beveridge explained. They're formally invited to attend what amounts to an hour-long "Military 101" class, then to participate in their loved ones' swearing-in.

"The intent is to get at families right at the door and ensure they understand that as their loved ones are coming into the profession of arms, that we have programs in place for them as well as their families."

Last month Beveridge kicked off a session in the station's cafeteria welcoming families into the extended military family.

"This is a huge, huge day for your loved ones," he told them, noting that they are among less than 1 percent of all Americans who volunteer to serve in uniform.

"You can take pride in that," he added. "It speaks volumes about them and their character."

Beveridge emphasized the importance families play in their loved ones' success in initial military training and a military career. "Without family support, none of it is possible, and folks don't succeed to the level possible," he said.

Army Community Services employees Pia Morales and Melodie Menke, who came up with the program content, understand what it means to watch a loved one leave for military service.

"This is a life-changing experience they are departing on," Morales — an Army spouse herself — told the families. But just as it's a first day for recruits launching their military careers, "it's also a first day for their families," she said.

So the orientation program walks family members — many with no previous exposure to the military — through the basics, beginning with what's ahead for their loved ones.

Once the recruits arrive at their training site, families can expect one short phone call, Menke said, but shouldn't worry if they don't hear much more for a while. The trainees will be busy with classroom studies, physical conditioning, leadership training and team-building, she explained.

Short notes from home and care packages, once trainees notify their families that it's OK, she added, go a long way to boost the trainees' morale.

"Encourage, encourage, encourage, because they are going through a lot," Menke told the families.

The orientation program includes some nice-to-know military factoids: when servicemembers get paid, what basic benefits they're entitled to and a snapshot of the myriad programs to support them and their families.

When the session wraps up just in time for the swearing-in ceremony in an adjoining room, families take along information packets with addresses of websites they can go to for more information and direct points of contact for information or help.

Then the families look on as their loved ones, standing in formation, raise their right hands and take their oaths of enlistment.

"What we're doing here is an important step in introducing families to the military," Beveridge said. "We recognize that while we recruit the Soldier, sailor, airman, Marine and [Coast] Guardian, we retain families."

Feedback about the orientation has been so positive classes often are standing-room-only, and other MEPS are introducing similar programs.

SMALL UNIT RECRUITING

THE NEXT STEP TOWARD PINNACLE

USAREC G5

In support of the command's ongoing Pinnacle transformation initiatives, USAREC Commanding General Maj. Gen. David Mann has directed implementation of Small Unit Recruiting operations across the command.

"Small Unit Recruiting focuses on teamwork and leader development," Mann said during a video teleconference (VTC) with brigade commanders, "and continues the evolution of recruiting operations from a focus on individual achievement to command emphasis on what the Army is all about — teamwork."

The intent is for everyone in a recruiting station to work as a team to achieve common objectives. The previous practice of assigning monthly missions to individual recruiters has at times inhibited teamwork within a station.

"Small Unit Recruiting is about giving NCOs flexible roles and responsibilities within a station and empowering station commanders to lead their teams," Mann continued.

During the VTC, Col. George Sarabia, USAREC G5, noted that Small Unit Recruiting is an intermediate objective on the road to Pinnacle.

"We are not telling people the way they've done business in the past was wrong — that's simply not the case. Small Unit Recruiting is more of a philosophical change in the way we conduct daily operations ... working as a small unit vs. the way we've done it in the past."

*— Maj. Gen. David L. Mann
USAREC Commanding General*

"Under the original timeline, individual battalions would sequentially transform to Pinnacle at some point between FY 11 and FY 15," Sarabia briefed.

"The revised plan makes the transformation to Small Unit Recruiting operations the decisive effort in FY 12; all other activities supporting Pinnacle transformation efforts, such as

building new recruiting centers or fielding new technologies, are shaping operations that will continue beyond FY 12.

"We found that the original Pinnacle timeline inhibited change, as battalions awaited their turn to transform to Pinnacle. We do not want issues beyond our control, such as resource constraints, to prevent us from leveraging USAREC's greatest asset: its leaders. Pinnacle remains the end state; Small Unit Recruiting gets after how we conduct operations inside a recruiting station now."

During the VTC, Mann took time to emphasize USAREC's past accomplishments in maintaining the All-Volunteer Force for the nation, to include more than a decade of recruiting in support of ongoing combat operations.

"We are not telling people the way they've done business in the past was wrong — that's simply not the case," Mann said. "Small Unit Recruiting is more of a philosophical change in the way we conduct daily operations. Most important to me is the mindset change in how we get after the missions — working as a small unit vs. the way we've done it in the past. We must also ensure all the processes we have in place truly embrace this mindset change."

The USAREC Small Unit Recruiting Concept Paper encapsulates the commanding general's message: "We have already transformed our recognition program to reward team effort, but we have not achieved the desired end state: Recruiting is a team process. Soldiers will remain accountable for conducting themselves professionally and maintaining standards of conduct." The newly-revised USAREC Manuals 3-01: The Recruiter Handbook and 3-06: Recruiting Operations incorporate Small Unit Recruiting operations into doctrine.

During the VTC with brigade commanders, Mann said he views the transformation of recruiting operations as an evolutionary process and emphasized the importance of leaders communicating the need for change at every level of the command.

"This transformation is about continually refining and improving recruiting processes and working collaboratively to make the entire command more efficient," Mann said. "We are going to operate like the rest of the Army. We are going to operate as teams and leverage folks' skills — every member of

the team should have an appreciation for every aspect of the recruiting process.

“First-line leaders must be empowered to employ every member of the team according to their individual strengths and talents. All assigned Soldiers will be cross-trained in all recruiting functions to ensure the station commander has the flexibility to maneuver his or her Soldiers as required by the mission, the environment and the time available.”

USAREC Command Sgt. Maj. Todd Moore emphasizes the leadership aspects of Small Unit Recruiting when he talks with Soldiers.

“It is all about leadership,” Moore said. “Small Unit Recruiting harnesses practices used by our most successful commanders. Station commanders are in charge; they are responsible for employing their forces to optimize results. Station commanders must know their Soldiers’ strengths and weaknesses and their area of operations.”

Station commanders must also synchronize all available assets, to include those not residing in a recruiting station.

The best station commanders know and employ all available assets, such as centers of influence, Hometown Recruiter Assistance Program, and unit administrators at Troop Program Units, according to Moore. He also emphasized the need for leaders at every level to be agile and adaptive.

Leaders at higher echelons must train, coach, teach and mentor station commanders as the command implements Small Unit Recruiting.

“Small unit leadership is all about employing leaders at the lowest levels to develop their plans based on the next higher commander’s guidance/intent, and implement and execute with passion,” Moore said. “The smartest folks in our formations are the newest and youngest NCOs — senior leaders must empower them!”

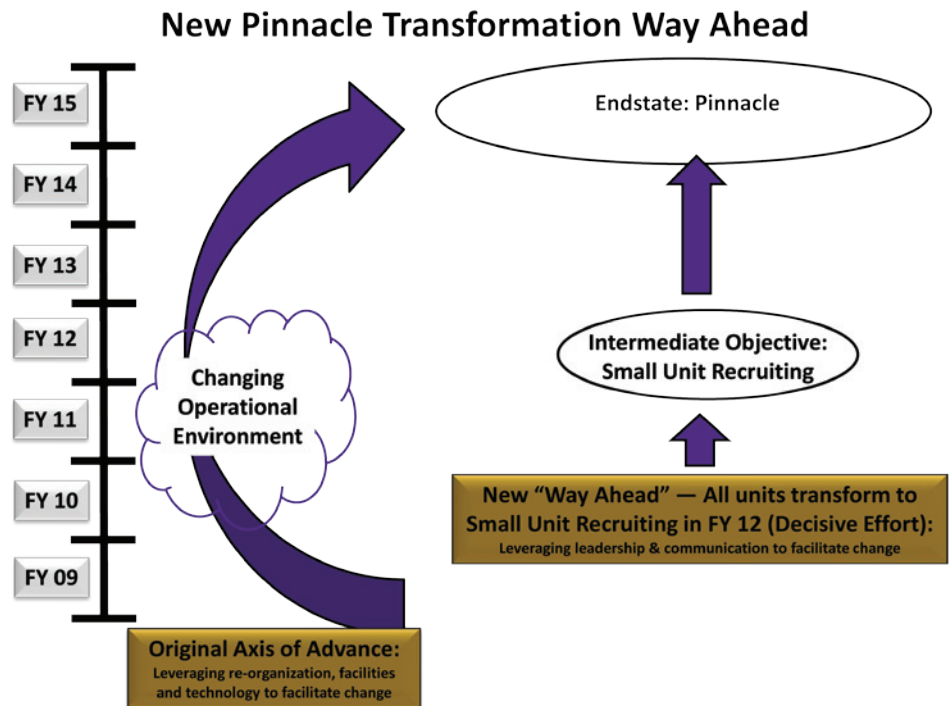
Mann also discussed the distinction between 3rd Brigade’s Team Recruiting operations and Small Unit Recruiting operations.

“Under 3rd Brigade’s team recruiting concept, station commanders employed ‘fire teams’ composed of prospectors and processors. Small Unit Recruiting captures 3rd Brigade’s best practices that emphasized teamwork throughout the station; it does not, however, replicate the fire team force structure. We do not want the mission to go below the station level; the station commander is in charge and will employ his or her assets to optimize results.”

Sarabia emphasized the pivotal role commanders at all levels will play as USAREC continues its march toward Pinnacle.

“First and foremost, leaders at all levels will drive the command’s transformation efforts,” Sarabia said. “Communicating the need for change at each echelon is vital if we are to achieve the buy-in required to truly transform the command. Recruiting operations are a team sport, just like any other Army operation.”

Sarabia also emphasized the need for input from the field.



The original Pinnacle timeline (depicted on the left) called for sequential transformation of Battalions between Fiscal Years 2011 and 2015. The endstate remains the same: Pinnacle. Small Unit Recruiting, the intermediate objective (depicted on the right), implements doctrinal changes in recruiting operations across the entire command in FY 12.

“We are working closely with brigade chiefs of staff to ensure we incorporate bottom-up refinement to the plan as we move forward. The first warning order initiated the parallel planning process with the brigades. We’ve already received tremendous feedback from the field and have already begun incorporating input from the brigades into Warning Order 2.”

Other roles leaders will play as the command continues its transformation efforts include:

- identifying policy, regulations and production management systems that do not support Small Unit Recruiting operations,
- developing Small Unit Recruiting evaluation measures, and
- sharing best practices, lessons learned and insights gained.

“We’ve gained valuable feedback from 3rd Brigade — which began team recruiting operations in 2007 — as well as the pilot Pinnacle companies that transformed in FY 09 and FY 10,” Sarabia added. “We are also learning from our two Pinnacle battalions (Los Angeles and Harrisburg), and we look forward to hearing from units throughout the command as we move forward.”

The headquarters staff will continue working closely with brigade staffs in developing the implementation plan through the 2nd quarter of FY 12. Warning Order 2 will be published this month; the operations order is due for release in April 2012. To learn more, share observations or post questions, go to the Pinnacle/Small Unit Recruiting ProNet site at: <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=796191>.

CSAT

IDENTIFYING INDIVIDUAL, COMMAND TRAINING NEEDS

By Julia Bobick, Editor

Last month recruiters began the second iteration of the Critical Skills Assessment Test (CSAT), implemented in 2010 as a litmus test to determine where the command and Soldiers stood overall in comprehension of basic recruiting knowledge.

The CSAT results were not necessarily an eye-opener for the command, according to Phil Tabor, the G3 Training Assessment Division chief who has the lead in designing and administering the CSAT.

“We did not do well last year — we knew that going in, but we wanted a base understanding of where we are so we know what and how to improve,” he said. “It’s a starting point for improvement.”

The CSAT was designed to provide self assessment and promote self development, according to USAREC Command Sgt. Maj. Todd Moore.

“Poor self development is the No. 1 hang-up in this command,” Moore said. “We do not place enough emphasis on our own or our team members’ individual self development.

“That’s where we’ve got to improve and it’s an individual and small unit leader responsibility.”

Quite a few changes have been made to the test during the past year. Tabor anticipates it will jumpstart the individuals’ self-development plans and small unit training programs, and also provide the command a means to better identify what changes might be required in its organizational/institutional training.

“We want to identify systemic training needs and — for the individual — identify strengths and weaknesses so they know in what areas to conduct self improvement.”

There is a study guide for the exam this year, which is also meant to serve as a forcing function for self-development, Tabor said. The study guide for each skill level is being distributed through battalion master trainers; it is also available online at <http://span2010.usaac.army.mil/pub/recrCentral/rcresource/Pages/CSAT.aspx>.

In addition, the number of questions has been reduced and a scrolling function was introduced so recruiters can answer the easiest questions first and go back to work on the hard ones — even look them up, since it is an open-book test. Tabor cautioned NCOs against looking up every answer, though.

“There is a danger in that — if someone researches every single question, they will run out of time,” said Tabor, adding that the testing system is programmed to cut the test-taker off at one hour.

“The CSAT is not meant to be a research test, but to identify an individual’s knowledge base. Recruiters should use it to really assess what they know, and what they need to improve upon.”

Recruiters, however, will not receive a pass or fail or numbered score at the end of the test. It will be the unit leadership who receives the test results identifying in which areas each individual — and the unit as a whole — need to improve.

“Scores are irrelevant for this test,” Tabor said. “We don’t want scores to be used as a means of competition or to judge anyone on a team. We are not tasking the field with the goal of achieving a certain score; we are tasking the field to gain an understanding of their knowledge and chart their own self-development.”

Critical Skills Assessment Test (CSAT) Changes	
FY 2011	FY 2012
Closed Book	Open Book
100 questions	70 questions
1 hour	1 hour (system will cut off)
Scored, pass or fail	No score, not pass or fail
No study guide	Study guide for each skill level
Each question must be answered to move onto the next question without going back	Test offers a scrolling capability so individuals can answer questions they know first, then go back to the others
Sergeants major did not take the test	Every NCO and officer actively recruiting is required to take the test

The Fiscal Year 2012 CSAT is being administered across the command through January. Each battalion has a scheduled test-taking window during that timeframe.

While the CSAT is in no way connected to earning the Master Recruiter Badge, it is a critical component of the Recruiter Development Program (RDP), which is still being refined. The RDP sustainment phase will change as the training team continues to synchronize recruiter training with the Army’s mandatory career-long Structured Self Development training, so there is no duplication of effort.

“We want to ensure our self development tasks take into account the Army’s self-development tasks,” said Tabor. He added that his team is working on identifying USAREC’s Mission Essential Task List (METL) so the individual and collective recruiting tasks can be linked to those, further synchronizing the command with the rest of the Army.

EARNING THE BADGE

By Julia Bobick
Editor

Motivated recruiters will soon have their first opportunity to compete for the Master Recruiter Badge. The first step, however, is determining individual desire and eligibility.

No one will be forced to compete for the badge, according to Victoria Sorensen, G3 Plans and Programs Division chief. Like with the Expert Field Medical Badge or Expert Infantryman Badge, Soldiers who meet the eligibility criteria will have to decide for themselves whether or not they want to earn the title identifying the mastery of their professional skills.

Small unit leaders should already be counseling their noncommissioned officers about their goals as Soldiers and as recruiters, said Phil Tabor, G3 Training Assessment Division chief. “Every eligible NCO who strives to be a master recruiter should have the opportunity to earn the badge — if they want to.”

But it won't be easy, according to USAREC Command Sgt. Maj. Todd Moore. “The process was never conceptually thought about nor designed for everyone to get the Master Recruiter Badge and not everyone's going to get it.”

The key to earning it? Individual initiative.

“The Soldiers who earn it will be those who have done the most self-study and self-development and demonstrated they have mastered their skills,” he said. “It will be clear.”

The Critical Skills Assessment Test (CSAT) study guides are a good resource to help prepare for the second step in becoming a master recruiter: the Master Recruiter Badge Competency Test.

“It behooves the Soldiers who want to compete to start studying now,” Tabor said. Soldiers who haven't already taken the CSAT or even began studying for it are urged to get the study guides and get started — especially if they are considering competing for the Master Recruiter Badge.

While completely separate from the CSAT, the MRBCT is a 70-question closed book test of skill level 3 tasks. Questions will be in a scrolling format so individuals will be able to first answer the questions they are sure of and then go back to work on the hard ones — up until they reach the one-hour time limit.

Recruiters must score an 85 percent or higher on the MRBCT to progress on to the final step: a rigorous live-fire evaluation. Recruiters will immediately learn their score at the end of the test.

“The live-fire evaluation will test an individual's ability to put his or her knowledge into practical application,” Tabor said. “Together, the basic competency test and live-fire will provide a holistic view on whether that individual is a ‘master recruiter.’”

The live-fire, to be administered by Recruiting and Retention School staff, will include nine practical exams graded by an evaluator. The schoolhouse and G3 staffs are still working out live-fire implementation details. Recruiters must achieve 100 percent — a first time go in each live-fire event — to earn the badge, according to Sorensen. Badges are scheduled to be presented at the completion of the live-fire evaluation.

The badge will not be retroactive for Soldiers who already have



Master Recruiter Badge Eligibility Criteria:

- Assigned to USAREC as a 79R, detailed recruiter or officer actively recruiting
 - Have at least 24 months in the command
 - Meet Army weight control standards (AR 600-9)
- No substantiated recruiting improprieties (RIs) within the past 24 months
- No pending investigations/commander's inquiries regarding suspected RIs
 - No current flags
- Possess a passing score on a valid APFT within 6 months of taking the MRBCT (Soldiers on profile must pass each event/alternate event with a passing score)
 - Brigade CSM recommendation and brigade commander approval

the Gold Recruiter Badge, Recruiter Ring and Morrell Award, none of which is part of the command's new incentive awards program implemented in FY 11. Every Soldier in this command who wants to wear it must go through the same process to earn it. Individuals will have only one attempt to compete during the fiscal year's scheduled test period. The MRBCT testing window is tentatively scheduled to open in February; the G3 will release complete details in a future memorandum of instruction. Soldiers will have to wait a minimum of 30 days following completion of the CSAT to take the MRBCT, so unit testing windows should align with that schedule, Tabor said.

“While there may be some small pockets of subjectivity in the process, I am very proud of the work the team has done in establishing the master recruiter badge program,” Moore said of the collaborative effort between the G3 training assessment division and plans and programs divisions and the schoolhouse. “Into the future, it's going to make a huge difference across this command with regard to measuring technical competence and mastery of skills.”

Centers of Influence

Become Medical Recruiting Ambassadors

Story and photos by Fonda Bock
Associate Editor

Touring the home of Army Medicine at Fort Sam Houston, Texas, was a life-changing experience for Dr. Kerri Rimmel, a neurologist and director of the University of Louisville Stroke Program. During the Army Medicine Experience there in September, she listened to inspiring stories of grievously wounded Soldiers determined to not just survive but triumph over their debilitating injuries, met healthcare professionals committed to helping them live full lives and saw the Army's cutting edge technology that pieces them back together.

"The experience stirred up feelings of pride in my country and in the Soldiers representing us," said Rimmel. "I had no idea about Army medical research, training and healthcare, nor did I realize the needs. If I were 20 years old, I'd sign up. Since that's not possible, I hope to help recruit great healthcare personnel for our military to serve the Soldiers and their families."

Influential voices to spread the word about opportunities in Army Medicine — that's what Medical Recruiting Brigade Commander Col. R. Scott Dingle was searching for when he came up with the idea for the Army Medicine Experience, an event geared toward "super" centers of influence.

Rimmel was one of almost 30 elite healthcare leaders from across the country to participate in the inaugural event.

As they walked through the San Antonio Military Medical Center and the Center for the Intrepid, Army physicians explained how — through the Army's cutting edge medicine, research and technology — Soldiers with extreme

burns, injuries and amputations are able to not only survive and heal, but also go on to live productive lives. The COIs heard firsthand from wounded warrior Staff Sgt. Shilo Harris who suffered third degree burns over 35 percent of his body about his treatment and recovery at the San Antonio Military Medical Center. They toured a mock deployable hospital fully equipped to save lives and learned about the Combat Casualty Care Course, an eight-day program designed to enhance the operational medical readiness skills of physicians, nurses and other healthcare professionals.

On the last day, some fell more than 13,000 feet out of the sky in tandem with a member of the Golden Knights U.S. Army Parachute Team.

Unlike previous educator tours conducted by the brigade, AME was designed to educate only the most influential "super" COIs — national level educators and peers who have broad influence over other COIs — about Army medical care and opportunities.

Members of the trade media who cover healthcare-related issues and specialties were also invited with the hope they'd spread the word about Army Medicine in their respective publications and websites. And there was a high level of support and involvement from Army Medical Command, which resulted in many AMEDD general officers acting as subject matter experts on many points of the tour.

Dingle considers the event a huge success.

"On the morning the COIs were leaving, one of them shook my hand, looked me square in the eye and said, 'You will never know the impact this event has had. Your people were phenomenal. We came here as COIs, but we leave as ambassadors.'"

"It was just a terrific experience," said Dean Wilkerson, executive director of the American College of Emergency Physicians. "I was so impressed with the dedication, commitment and the zeal all your Army medical personnel have to the mission of good medicine. I'm going to be an evangelist for the Army now, I really am."

"As a sports medicine physician myself, it's very interesting to see them getting the patients back out into canoeing, biking, playing basketball and rock climbing," said Dr. Steven Kane, chairman and director orthopedic surgery residency, Atlanta Medical Center. "It's very inspiring to see patients so motivated. I think we live in a society where many people tend to

not really put all their effort into getting better, and here we have individuals whose disabilities are far greater than what is for the most part seen in the civilian world, yet they're trying so hard and have every intention of getting back into full life."

Even though Dr. Howard Gamble, president of the Academy of General Dentistry has been in dentistry for more than 43 years, he was unaware of the vast opportunities the Army offers to dental and medical students.

"I think there is an untouched resource; ... if they were aware of the scholarship programs and other things that are available, many more would want to go into the military. And I will take any opportunity I can to impress upon them the opportunities available."

The brigade's new ambassadors are already getting the word out, according to Dingle.

"I've got reports some have already addressed their organizations about the opportunities in Army medicine and they're opening their doors and inviting us to speak and partner with them on events."

A Partnership for Youth Success partnership is now in the works with Samaritan Health Services in Oregon, whose company president and CEO Dr. Larry Mullins attended AME.

In connection with that, Army representatives from MRB, 6th MRBn and

the Seattle Medical Recruiting Company toured the hospital campus Nov. 4. Later that evening 6th MRB Commander Lt. Col. Erica Clarkson spoke at a hospital sponsored dinner to key community leaders about Army Medicine, humanitarian missions and medical research.

The newly formed Louisville, Ky., Grassroots Medical-Dental Advisory Board has invited Maj. Gen. David Rubenstein, commanding general of the

Army Medical Department Center and School and chief of the Army Medical Service Corps, to speak at their next meeting in February.

And several of the media representatives are in the process of writing stories for their respective journals and websites.

Going forward, Dingle plans to hold the AME every June in conjunction with the Army Medical Symposium in San Antonio.



An instructor briefs COIs about the Combat Casualty Care Course (C4) at Camp Bullis, Texas. The program is designed to enhance the operational and medical readiness skills of physicians, nurses and other healthcare professionals.

Success of MRB's Largest Outreach Event Result of Teamwork

By Fonda Bock
Associate Editor

The biggest event ever organized by the Medical Recruiting Brigade — the Army Medicine Experience — achieved its mission: impressing centers of influence with Army Medicine, then sending them back into their communities as passionate voices for medical recruiting.

A year in the making, the two-day tour had many moving parts that fit perfectly together to accommodate the busy schedules of healthcare professionals, awe them with every aspect of Army Medicine, treat them with respect and make their trip pleasurable.

As with any large scale operation, MRB experienced a few hurdles during the execution of this event. It wasn't flawless, but it appeared that way to participants, according to Col. Stephen Hall, MRB deputy commander.

"To overcome and correct the obstacles and make it look flawless speaks to a high level of excellence and professionalism. It reflects the value added of those attendees, so it's a level of respect. And through their capabilities and resources, we'll have the opportunity to bring the best qualified doctors, nurses and healthcare professionals into the U.S. Army."

Pulling this operation together required the involvement of all the battalions and the entire brigade headquarters staff juggling multiple tasks.

"It was a one team effort," said Hall. "No one gets to the Superbowl without every member on the team. It started with leadership and a very clear vision, a developed plan, coordination and then you have to war game it for the 'what ifs.' All of this takes time, an event of this magnitude can't be done on a short fuse. Just as soon as you get done with this tour, you start the planning for next year and you raise the bar. It's the pursuit of excellence."

What the COIs Said

“There are 140 orthopedic residencies in the country and the vast majority of those have not really given much consideration about going into the Armed Forces. I think if they were exposed to the outstanding medical care that’s offered, the training and the opportunity to give back and be of service to the country and serve these wonderful heroes of ours, I think a lot of them would change their minds.”

— Dr. Steven Kane
chairman and director orthopedic surgery residency,
Atlanta Medical Center



Thomas Crocker, copywriter for the True North Custom Media, walks across a sidewalk of river rocks in the Motion Analysis/Gait Lab in the Center for the Intrepid. In this facility wounded warriors get acclimated to walking on different types of surfaces wearing their prostheses.

“This was just a terrific experience, I’m going to be an evangelist for the Army now. I really am. I would encourage young people to consider it — not just for the financial part, but for the experience they get. You serve four years and you’ll get more responsibility than you would in a typical American hospital somewhere. And you get a chance to help Soldiers and help people survive. I think it hits all the right buttons, so I’m going to recommend [the Army] to young people.”

— Dean Wilkerson
executive director,
American College of Emergency Physicians

“I’ve spent 12 years in healthcare marketing, gone on literally dozens of hospital tours where you see the same technologies. I was really impressed with the level of technology here. In some of the rehab rooms at the Center for the Intrepid there were sensors all around the room where they measured every footstep these Soldiers were making through their rehab process. That’s certainly something I’ve not seen before.”

— Jason Provonsha
chief sales officer, True North Custom Media



An instructor in the mock forward deployable hospital at Camp Bullis gives COIs the details on the capabilities of the operating room.

“General Mann mentioned the Warriors Ethos, that the mission always comes first and never leaving behind a fallen comrade. And everything I’ve seen over the past two days has played into that. I’ve been around healthcare for 15 years, been to thousands of facilities and you don’t often see that kind of dedication in the civilian world, that kind of drive to have the best medicine for everyone who comes to the door — so very impressive.”

— Kevin Tugman
chief creative officer,
True North Custom Media

“I’ve been in dentistry for more than 43 years and I did not know the vast opportunities that are available to medical and dental students. I think there is an untouched resource that if they were aware of the scholarship programs and other things that are available, many more would want to go into the military. And I will take any opportunity I can to impress upon them the opportunities available.”

— Dr. Howard Gamble
president,
Academy of General Dentistry

“I interact with hundreds of medical students, residents, fellows and young attending physicians every year. And the nature of the Army Medicine program, what it offers — the scholarship and educational programs, the opportunity to give back to your country is something I’ll share with my colleagues and young physicians I help to train.”

— Dr. Andrew Sama
vice president,
American College of Emergency Physicians

Rising Up to the Challenge



By Fonda Bock
Associate Editor

As its mission rises, so does its rate of success. When USAREC's Medical Recruiting Brigade (MRB) was established in 2008, it achieved 43 of 72 medical specialty missions, called areas of concentration. In Fiscal Year 2011, the brigade closed 70 of 107 AOCs.

It's not just the number of MOSs that makes the mission challenging, it's the type. Not since its inception has the MRB been able to make its mission recruiting entomologists — until now. In FY 11, Army medical recruiters not only made mission in that AOC, they doubled it.

Other hard-to-recruit MOSs closed in FY 11 include dietitians, OB-GYNs, family nurse practitioners, diagnostic radiologists, and preventive medicine doctors in both the active Army and Army Reserve.

Brigade commander Col. R. Scott Dingle said they did it through "precision mission recruiting." Implemented last year, the process focuses on specific needs rather than just an overall number.

"In previous years, volume success was the focus — over-recruiting in some areas," said Dingle. "Then the Surgeon General said we needed to meet the Army's personnel requirements by filling precise shortages. Our teams had to establish recruiting operations plans targeting specific specialties. Whereas before, they may have just cast a wide net to get whatever they could get, now they had to be more precise using the right incentive for the right specialty to achieve those precision results."

The result — much more of the mission accomplished. Until last year, Army medical recruiters

consistently saw a small but steady increase in missions accomplished. But in FY 11, it took a giant leap, closing out an additional 24 AOCs from the previous year.

Even though this marks a historical success for Army medical recruiting, Dingle said, "We're still shooting for 107 out of 107, and I'm expecting ever greater results this year. We've already changed the recruiting mindset. We're starting the year with the entire

"The recruiters — guided by phenomenal leadership at all levels — made it happen. Even though they cover large footprints and had to deal with a shortage of resources, cutbacks and mission increases, they were tenacious and resilient and produced results."

— Col. R. Scott Dingle
MRB Commander

command on the same page knowing that precision mission is it — so our recruiters are coming out of the blocks quicker with specific and targeted precision mission recruiting operations plans for those missioned AOCs."

The chaplain branch and the recruiting battalion for special operations — both of which also fall under MRB — set recruiting records as well.

The Special Operations Recruiting Battalion closed 16 of 23 precision mission categories, nearly doubling all mission categories of the Special Operations Aviation Regiment. The warrant officer mission, which falls under SORB, closed 31 of 40 precision MOSs, and the chaplain team finished FY 11 with 100 percent in both the sacramental and non-sacramental chaplain missions.

"Our recruiters — guided by phenomenal leadership at all levels — made it happen," said Dingle. "Even though they cover large footprints and had to deal with a shortage of resources, cutbacks, and mission increases, they were tenacious and resilient and produced results."

Artist Turned Soldier Finds Niche

By Ron Horvath
Tampa Battalion

When growing up, Tampa Battalion recruiter Staff Sgt. Thomas Misner found his plans and goals in life evolving as the years went by. Recruiting Command's 2011 NCO of the Year first thought of himself as an artist, not a Soldier.

"If you'd asked me in high school if I could I see myself in the Army, I would have said, 'No,'" said the 1997 graduate of Goldsboro High School in North Carolina.

Then he entered college and decided computer technology was a better career choice than art, he said, eventually earning an associate degree in information technology. Over time though, his career choice evolved again.

"My Army story — like many — started with a need to do something different with my life," Misner said. "I wanted to make changes, to better myself, to travel and see the world and do something that I was proud of doing. Look at me today. That's how I know our mission in the Recruiting Command is impacting the younger generation. I was the guy who had a plan in place, but even then plans change. Our wants, desires and intentions change as we grow older."

Misner attended initial Army training at Fort Jackson, S.C., and completed training as a human resource information system specialist. His first duty station was with the 3rd Infantry Division at Fort Stewart, Ga., arriving just in time for deployment. Within three months he was in Baghdad, Iraq, in support of Operation Iraqi Freedom III.

"The work I did there was very meaningful to me and influenced me greatly. We redeployed in the beginning of 2006 and from there I PCS'd to Korea for another overseas assignment. I served in Korea for one year before returning stateside to Fort Irwin, Calif., home of the National Training Center," he said.

While in the High Desert, Misner received orders to attend recruiting school in South Carolina, and now recruits at the Kissimmee Station in the Orlando Company.

"In fact," he said, "I'm less than 10 minutes from Magic Kingdom Disney. I have recruited in this area nearly three years and have enjoyed the diverse culture and opportunities that it brings."

As with many highly successful recruiters, his success is supported by his wife, Jessica.

"She supports me and we make the magic happen, as Disney would say," Misner said, adding they have plans for children and a larger family one day.

As for hobbies, Misner finds time to fulfill his interests in the arts, particularly in mixed media and dance. He draws, sketches, paints and works in ink.

"I relay this to my prospects to inform them that Soldiers are just like them," he said. "We all have lives and interests prior to and after enlistment, and that doesn't change while we're serving in the Army. Prospects can relate to that."

Relating to young men and women is one key to his success.

"When I tell a prospect that I like to break-dance and I even compete at competitions from time to time, they never would have guessed that was a passion of mine," said Misner. "I say speak to a Soldier and you'd be surprised at what you learn. I usually listen to funk style music such as James Brown or Jimmy Castor Bunch, but I'm open to classic rock, old school hip hop and anything with a strong musicality for dancing. And for sure I enjoy being a Soldier and a goal of mine is to continue progressing in the United States Army while experiencing new things and traveling."

Honesty is another essential in Misner's success in recruiting.

"I feel when dealing with prospects and applicants it's good to share with them your story, the good and the bad. Let them know about your achievements and failures, to relate to them that Soldiers are human and not machines like the movies make us out to be. We come from all over the world and we enjoy the same things that they do. We have to be creative and think outside of the box when working with people from different backgrounds and cultures," he said.

With his intelligence and creative interests, the support of his wife, and his dedication to Army Values, Misner's future success in the Army and in recruiting are near certain. But he is smart enough to keep alert to the changing world around him.

"As the times change," he said, "so does the new generation, and we have to continue to communicate to them through emerging technology and methods that the Army is a viable option for life after school."



Staff Sgt. Thomas Misner

MRB Station Commander Finds Success 2nd Year at Board

By Gini Sinclair

Medical Recruiting Brigade

Sergeant 1st Class Jorge Larez was deeply honored, but not surprised, to be selected as the 2011 USAREC Station Commander of the Year. Larez just did at the board what he does every day — he did his best.

“I was honored to be asked to compete,” Larez said. “During the competition my goal was to do my best. If I won great, but as long as I know I did my best I would be happy with the outcome. Everyone in the competition was someone I would have no problem seeing them win.”

Larez is the station commander for the San Antonio Medical Recruiting Station, San Antonio, Texas, where he has worked for the past 27 months. Larez has served as station commander since he was assigned to the San Antonio MRS.

“It was a very tough competition,” said Command Sgt. Maj. Manuel Atencio, Medical Recruiting Brigade. “It started off at the battalion level; when they won that, they moved to the brigade board. That made them eligible to compete in the USAREC board. These are the best Soldiers in USAREC.”

Larez said he may have had an edge over his competitors since last year he was the MRB Station Commander of the Year and competed in the USAREC level competition. Although he didn’t win at the USAREC level last year, he said he finished the competition knowing he had done his best.

“I tell the six Soldiers and civilian that work at the station to keep focused on an honest day’s work,” Larez said. “If you do an honest day’s work you will make mission. Just focus on the little things we do daily. If you do those right, nine times out of ten you will be a success.”

Larez said his station statistics are over the mission phase line each quarter, and they are in a good position going into the next quarter.

Going out with the recruiters on their visits to schools and other events is one of his favorite parts of the job.

“I enjoy being out and seeing how they do things,” he said. “The training piece is a part I really enjoy.”

Larez, a native of Midland, Texas, has been in the Army for 13 years —11 of them as a recruiter. He joined the Army as a chemical operations specialist, then became a recruiter, and seven years ago he moved into medical recruiting.

“I want to stay with the medical recruiting stations,” Larez said, “I expect to leave here this summer, but hope to stay with medical recruiting. Right now I don’t have a follow-on assignment.”

As well as staying in medical recruiting, Larez’s future plans include staying in the Army and getting a degree in business. Right now he is working on a Master’s in Business Leadership from Liberty University in Virginia. Larez said some people might find his life pretty boring, but he fills it up with work, studying, church activities and time with his wife, Geneva, and their 27-month-old daughter, Annabella.

Boring? Anything but!



Sgt. 1st Class Jorge Larez

Recruiting Command Tour More Than NCO Expected

By Julia Bobick
Editor

Sergeant Sgt. 1st Class Tilton Washington admits he was in “a state of shock” when he first heard he was selected to become a recruiter, but he said it was a welcome challenge. Now in the final weeks of his USAREC tour, the Recruiter of the Year said recruiting duty was more than he ever expected. Though he said it sounds like something he’s supposed to say, the best memories he takes with him truly are of the young men and women whom he has helped to become Soldiers.



Sgt. 1st Class Tilton Washington

“There is no feeling greater than giving qualified applicants the opportunity of a lifetime: becoming a U.S. Army Soldier,” said Washington.

One recruit stand out among the others and Washington said seeing him graduate from initial entry training and become a Soldier was his “greatest accomplishment in recruiting.” Bouncing from place to place, the young man was considered a 10th grader at age 18 and his school had given up on him.

“His father brought him into the office and sincerely asked for help,” said Washington, so he and his fellow recruiters offered their guidance and motivation, and the young man actually graduated that year and moved on. The following year the young man came back into the station to see Washington, and “he looked me in the face and said, ‘I am ready.’”

Washington, who served 14 years in the ammunition supply field before becoming a recruiter, has earned many accolades during his three-year USAREC tour, including earning his Recruiter Ring in one year. In 2010 he was 2nd Brigade’s NCO of the Year and selected for the USAREC Sergeant Audie Murphy Club. Though he initially wanted to compete again for NCO of the Year in 2011, Washington knew he did not have enough time left in the command to continue the process, so he took on the challenge of competing for recruiter of the year.

“This was a tough challenge, because you really have to get into the regulations to understand recruiting,” he said. “I read UM 3-0 and UM 3-01 inside and out to be prepared for the board. My station commander played a major role in this process ... she ensured I was ready by asking me questions daily.”

He attributes all his success to his Myrtle Beach Recruiting Station team and the leaders who believed in him, especially station commander Sgt. 1st Class Syphonia Leggette and Columbia Battalion Command Sgt. Maj. Stephen Bowens.

“They have taught me not only recruiting tactics, but also how to have a genuine concern for taking care of Soldiers and their Families.” He added that his Family — wife, Berin, and daughter, Alicia — have been instrumental in his success. The family is headed to their next Army chapter at Fort Lewis, Wash., where he will be assigned to the 3rd Stryker Brigade Combat Team, 2nd Infantry Division.

“My time as a recruiter has been outstanding. What I take from this entire experience is the leadership attributes I have learned, the public speaking skills required to be an outstanding leader, and the ongoing friendships that will never end.”

He said one of the first things he thought about recruiting was, “Wow, these recruiters have a lot to remember.” That opinion hasn’t changed — recruiting is a challenging assignment. Washington’s advice to new recruiters is that it takes time and determination to become proficient in recruiting tasks and skills.

“Poor work ethic will make you a mediocre recruiter or — in some situations — a failure,” he advised. “Embrace everything experienced recruiters tell you, but develop your own work ethic.”

(Columbia Battalion public affairs intern Kim Elchlepp contributed to this story)

Perseverance Pays Off

By Alisa Feldman
Miami Battalion

Staff Sgt. Stephen Sibley closed Fiscal Year 2010 as 2nd Brigade's Army Reserve Recruiter of the Year. He went on to compete at the command level, but was disappointed with the outcome. He used that experience to become even more motivated for FY 11.

"Last year gave me a taste of success; this year gives me great satisfaction," said the FY 11 Reserve Recruiter of the Year. "Winning this board was one of the biggest goals I had set for myself since coming back into the Army and joining USAREC."

Sibley was an active duty Soldier from 1999 to 2003 and decided he would get out and work in the civilian sector. By 2008 — with a family to raise — he realized how much he had missed being a Soldier. Sibley knew the Army was where he needed to be.

He also knew he wanted to be a recruiter.

In 2008 Sibley returned to the Army as a Reserve recruiter at Vero Beach Station in the Miami Battalion. He transferred to Royal Palm Station in 2009 and later became the assistant station commander there.

"It is easy being a recruiter when you believe in the Army and what the Army does for Families and Soldiers," said Sibley, who's been a recruiter for three years.

Sibley tells his Army story to parents and applicants to show them how the Army has taken care of him and his family. This in turn gives the families he talks to a feeling of trust and credibility; they feel like they can talk to him about everything.

"Recruiting gives you a sense of accomplishment because you know for 100 percent of the applicants you are enlisting you are changing their lives."

Sibley doesn't just give them a pat on the back as they are leaving; he is still there for Soldiers and their families who have often followed up with him with questions, advice, requests or sometimes just to say thanks.

As a new recruiter, he said it used to be important for him to track how many applicants he personally enlisted. Now it is about being a team and working together to be a great station.

"As long as we as a station are filling the ranks with the best, it doesn't matter how many I enlist myself," said Sibley.

This is just one of the many things that rates Sibley as the top Reserve Recruiter of the Year. He is a firm believer that as a station they are a team, and by working as a team they are helping each other take care of important things in their lives, such as school, family and career progression.

Sibley doesn't just work in his community, he gives back to his community. In Sibley's off-time he runs an off-season training program that prepares the local youth for recreational sports programs. In addition, he doesn't just work out and tell his Future Soldiers how to keep in shape, he volunteers his time as a fitness instructor at his local gym.



Staff Sgt. Stephen Sibley

Setting the Example in Indianapolis

By Stacie Shain
Indianapolis Battalion

First Sgt. Brian Rennert doesn't remember his recruiter's name. But he's made a name for himself in Recruiting Command.

"I think I saw my recruiter a total of two times," said Rennert, the 2011 1st Sergeant of the Year.

His goal when he joined USAREC in 2000 as a recruiter in Dallas Battalion was to offer applicants and Future Soldiers a better experience than the one he had.

"I did not force contact, but I wanted to work with the Future Soldiers so that they'd want to come see me," Rennert said. "I hoped that the Future Soldiers would have a desire to come into the recruiting station."

Although he has earned one of the top USAREC awards after 11 years in the command, he still remembers being unhappy when he was involuntarily converted to recruiting from his Military Occupational Specialty (MOS) as an M-1 Armor Crewman.

"I thought I would do my time in recruiting and go back to the line," Rennert said. "But we had a stop-loss, and I incurred an extra year on my time. Then six months into that, I was involuntarily converted. It was a hard pill to swallow, but as a Soldier, you pick up the rucksack and carry it forward the best way you can."

Rennert was a station commander by 2004, running his first station in Weatherford, Texas.

In 2006, he began working at the Recruiting and Retention School at Fort Jackson, S.C., where he began earning the praise of his peers and superiors. He was inducted into the Audie Murphy Club, earned Noncommissioned Officer of the Year for the Fort Jackson Training Support Battalion in 2006, earned the Noncommissioned Officer of the Year for the Soldier Support Institute at Fort Jackson and Instructor of the Year awards in 2007, and garnered the Division Chief of the Year award in 2008.

Within six months of joining the Indianapolis Recruiting Battalion in 2009 as a station commander at the Indy North Recruiting Station, Rennert was tapped by then-Battalion Commander Lt. Col. Dwayne Harris and Command Sgt. Maj. Marcus Robinson to be the first sergeant of the Metro North Recruiting Company.

"I was fortunate that they entrusted me to be the first sergeant of this company," Rennert said.

While sitting on a promotion board in July, Robinson told Rennert he needed to be prepared for the First Sergeant of the Year board at the 3rd Brigade in August.

"I really didn't care to go to the board," Rennert said. "I don't really care about the accolades, plaques and trophies. But I live the Warrior Ethos, and I love competition."

Robinson said he selected Rennert because he had worked for him at the Recruiting and Retention School and knew he possessed all the traits necessary to be recognized as the best first sergeant in the command.

"I saw some very distinct traits in him when he worked for me as a Station Commander Course Instructor and Division Chief," Robinson said. "His commitment to leadership, training and physical fitness was paramount. He is not just a recruiting first sergeant, he is an Army first sergeant."

Rennert demonstrated his abilities throughout Fiscal Year 2011 by leading his company to exceed both the Regular Army and U.S. Army Reserve missions, by grossing the highest number of contracts in the battalion and by achieving the lowest Future Soldier loss rate in the battalion, according to Robinson.

"First Sgt. Rennert also set the example for all leaders by consistently scoring 290 and above on his Army Physical Fitness Tests and by volunteering the community," Robinson said. "He has earned the respect and admiration of his Soldiers and peers alike."

Rennert said once he earned honors from 3rd Brigade, he really wanted

to bring home the First Sergeant of the Year award.

"I don't like to lose," Rennert said. "I was committed. I knew I was going to the board, and I wanted to prepare as much as I could. I was not going there to lose."

For Rennert, a board is a chance for Soldiers to set themselves apart.

"I believe in boards," he said. "As deployments slow down and promotions become harder to get, you must compete against your peers. I encourage my Soldiers to compete on boards. And I lead from the front. I tell them that I've been there, and I continue to compete on boards today."

Rennert said the board asked well-wrought and challenging questions.

"They were open-ended questions and situational," he said. "And answers needed to be supported by doctrine."

Rennert's favorite questions focused on which principals of leader development are important and why.



1st Sgt. Brian Rennert

"I told the board that leaders need to think critically and creatively," he said. "We operate at full speed, and there are quick transitions between operations. We have to think critically and creatively and not be narrow minded if the force is to conduct the most successful operations in a broad spectrum of conflict."

Rennert's selection as First Sergeant of the Year reaffirmed his belief that no matter what you are doing in the Army, you can still make a difference. Although, he said, this was not the way he had preferred to lead Soldiers and something he grappled with after 9-11.

"I had to do a serious self assessment when the Iraq war kicked off," Rennert said. "I had trained for nine years for combat, and the Soldiers I had led were going to war. It didn't sit well with me. I had a lot of sleepless nights."

Rennert said he came to terms with being a recruiter rather than a tanker during wartime when he visited with a Soldier he'd put in the Army.

"The young man came back to the area after finishing basic (combat training) and AIT (advanced individual training). He gave me a hug and thanked me profusely," Rennert said. "This was a guy who had no place to go. He had nothing, and now he owned a car. He was a high school graduate who didn't have the opportunity to live up to his potential, and the Army gave him that opportunity."

Rennert said the experience gave him a whole new outlook on life as a recruiter.

"I could still lead Soldiers. Leadership is leadership," he said. "It is not MOS specific. I figured out that I could still take care of Soldiers, and I could still accomplish a mission. I had the mindset that it was my mission as a recruiter to help my former battle buddies by putting in more tankers to help them in the fight."

Robinson said Rennert represents the future of USAREC as well as of the Army because he knows how to lead Soldiers.

"He does not need the accolades, the praise or a pat on the back," Robinson said. "He just wants the opportunity to lead and mentor Soldiers. He only wants his unit to be successful and continue to get better every day."

When he joined the Army, Rennert planned on a three-year stint and then a career in law enforcement. Although the three-year tour has long since passed, he still plans on a career as a state police officer.

"My plan is to return to Texas, retire and go to work for the Texas Department of Public Safety as a state police officer," he said. "When I joined the Army, I joined because all the advertisements for police officers said that to apply you needed a college degree, or that they'd waive the college requirement for military service. I couldn't afford to go to college, but I could join the military."

While Rennert is happy with his accomplishment, he said he is most proud of the support he received from his Soldiers.

"It's all because of the support I get from my Soldiers," he said. "I don't put anyone in the Army anymore. The Soldiers do. I've been fortunate to have 19 months as the company first sergeant with a great group of noncommissioned officers who are professional and proficient."

USAREC Announces Top Civilians of the Year

Congratulations to the winners and runners-up in the Fiscal Year 2011 USAREC Annual Civilian Awards Program.

Winners will also be recognized with the Soldiers of the Year during the command's Annual Leaders Training Conference in February.

Supervisory Employee of the Year

Winner: Peggy Clinton, Supervisory Human Resources Specialist, HQ USAREC G1

Runner-up: Frederick Breton, Supervisory LMS, Great Lakes Bn, 3rd Bde

Professional Employee of the Year

Winner: Susan Larson, Education Services Specialist, Minneapolis Bn, 3rd Bde

Runner-up: Eddie L. Kidd, Soldier and Family Support Specialist, Fresno Bn, 6th Bde

Technical Program Support Employee of the Year

Winner: Timothy Martin, Human Resources Specialist, Great Lakes Bn, 3rd Bde

Runner-up: Mark Cho, Supply Technician, New York City Bn, 1st Bde

Program Specialist of the Year

Winner: Richard Dunklee, IT Specialist, Albany Bn, 1st Bde

Runner-up: Charone Monday, Public Affairs Specialist, Columbus Bn, 3rd Bde

Administrative Support Employee of the Year

Winner: Jody Peeler, Secretary, HQ 6th Bde

Runner-up: Janie Moore, Secretary, Columbus Bn, 3rd Bde

Congratulations to the winners from the headquarters staff and all the brigade winners who competed for commandwide honors. Check back next month for articles on the top civilian of the year award winners.

Successfully Pitching *the* Army Story

Story and photo by Heather J. Hagan
Portland Battalion

How do you get the media interested in your organization? Do you have to publish shocking information to get the media to notice?

Getting the attention of positive media coverage can be challenging, but not impossible. It takes just a little effort to pitch a story. First, you need a plan. The Portland, Ore., metropolitan area is a tough media market, usually publishing stories that do not favor the Army like in 1995 about Portland School District's ban on military personnel recruiting on school campuses. Recruiters were inundated by printed news related to the battle for school access. More than a decade later, negative media coverage continued in 2006 with the enlistment of an autistic 18-year-old-high school student.

In developing and cultivating journalists for media exposure, you should look for trends and decide what is newsworthy. This is the key to any successful publication. Think like a journalist and decide what your audience is interested in reading. Human interest stories about our Soldiers that follow traditional civilian trends — to include Soldiers' hobbies, volunteer work, overcoming struggles and quality of life — make good stories for print, radio, television or blogs.

While this article focuses on publicity efforts at the battalion level, the same tactics could be used at the company and station level with smaller community news media.

Portland Battalion created a media plan based on lessons learned to change perceptions and generate media interest about Future Soldiers. As a result, two Future Soldier stories; one about Future Soldier Kaity Hanson that aired Sept. 14 during prime-time on KGW Oregon Channel 8 news, and the other a front-page spread in "The Columbian" newspaper Sept. 28 about Pvt. 1st Class Lee Kershaw's weight-loss solution. Before pitching either story, the battalion confirmed both Future Soldiers had sought the advice of their health care professionals before beginning their fitness and weight-loss program.

The Portland Battalion's publicity goal is to connect the Army to the citizens of Portland and Southern Washington to educate members of the local communities on Army service opportunities and benefits; foster positive perceptions and relationships between

these communities and the Army; and create an environment favorable to, and supportive of Army service.

Second, start creating media exposure by facilitating and delivering positive Army stories by writing a news release or short email story pitch. Be sure to provide relevant details, including the who, what, where, when and why. Through outreach and facilitating media interviews with Future Soldiers, eventually you will develop high visibility in public print, radio and broadcast news.



Future Soldier Kaity Hanson interviews with Photojournalist Kristen Henderson from Portland's KGW News Channel 8 Sept. 14 about her weight loss in order to achieve her goal of following in her grandfather's footsteps to serve her country at the Vancouver East Army Recruiting Center

Soldiers are reminded they should refer applicants to their family physician for professional guidance before starting any weight-loss or physical training program.

The battalion's primary media outreach goal is to raise awareness about the battalion and educate citizens about fitness, college money and opportunity in the Army.

So ask yourself what is newsworthy? Traditional civilian trends are what the public is interested in and how it relates to a Soldier.

Who is your intended audience? Include your Future Soldiers, stakeholders, the influencers and the media market.

Primary research included a direct contact strategy approach with representative members of the battalion's target audience. For example, this could include journalists, consumers and experts. This is done to gain insight and knowledge about their awareness, perceptions, and beliefs about the Army. The plan, focused on quantitative primary research and the tactics used to gain insight of the Portland metropolitan area and Southern Wash. media market, began with a deskside brief.

A deskside brief is when you invite a journalist to meet your commander, similar to a brief meeting with a journalist and CEO of a commercial business. You don't pitch a story during the meeting; it is just an opportunity to find out about the journalist's deadlines and story interests.

This meeting proved to be successful with an area newspaper journalist. He left the commander's office sharing that he would be interested in writing a column about our battalion. A company or station commander could do the same at his or her level — talk to your battalion public affairs staff if you need assistance.

My secondary research included developing and testing the

results of the media plan, as this usually involves reviewing or mining of pre-existing information. Portland Battalion story mining involved seizing the news cycle trend — such as weight loss — and messaging involved tying back to the main points of fitness, college money and opportunity. I researched my Future Soldiers' backgrounds and discovered they both consulted a professional and lost their weight over a long period of time.

In addition, I research the background and interests of the area journalists, reporters and news anchors before inviting them to a deskside brief. You need to know who you are dealing with. For example, the Future Soldier story that made it to the front page of the newspaper was written by a journalist who typically writes stories about quality of life. I learned that from viewing her online stories in the Live Well section of the newspaper and knew she would be an excellent journalist to write a story about one of our Future Soldiers. The results turned into a positive news story that talked about fitness, college money, and opportunity. Look for the journalists in your area writing about the human interest stories: cancer survival, life-changing experiences, leadership, local heroes or community outreach. Chances are they will write about your Army stories, because they are already writing about human interest that captivates an audience.

But it is after the deskside brief that I pitch my story ideas.

Coordination of interviews for the media visit is just as important as knowing who you are inviting to a deskside brief. Be sure to provide assistance before, during and follow-up after the interview.

Before the interview, use common courtesy when pitching a story, asking if this is a good time to talk. Realize that if the media does not pick up your story for publication, then either they are planning a different approach or you did not communicate it well.

Have your colleagues look at your story pitches to be sure you are conveying the message you want your media to hear. During the interview, be sure to answer your journalist's questions and follow up in a timely manner, meeting their deadline.

Follow up is important because reporters will rely on you as a reliable news source, just like KATU Channel 2 News Reporter Emily Sinovic did when she returned to the battalion for an interview with the commander about Portland Public School District's decision to offer equal access to students to both the military and counter-recruiters/anti-war activists.

The battalion first met Sinovic Sept. 20 when she was looking for a sound bite about the Don't Ask, Don't Tell repeal. It was the responsiveness of the battalion commander and staff that earned her trust and credibility when the next story presented itself. The key to successful media engagements is in the relationships you develop — before there's news to tell.

(Editor's note: Heather J. Hagan is a public affairs specialist at the Portland Battalion and a former journalist for the Sun Newspaper in Seal Beach, Calif., specializing in human interest stories. Currently she is enrolled at George Washington University working on a master's degree in strategic public relations).



Veterans Inspire Longest-Serving Recruiter

By Donna Miles
American Forces Press Service

In early November, retired Army Sgt. Maj. Ray Moran visited the Baltimore Military Entrance Processing Station here to bid goodbye and good luck to young men and women, many whom he recruited himself, as they headed off to basic military training.

Moran's frequent visits to the station are reminiscent of his boyhood days in Latrobe, Pa. He fondly remembers when he and his brother, Sam, ran to the railroad station to wave goodbye to U.S. troops bound for combat during World War II.

Veterans inspired Moran's life-long love of the military and the men and women who serve in uniform. He joined their ranks as soon as he was old enough, in 1948. It was the start of a 30-year career that included duty in post-World War II Japan, in Korea during the Korean Conflict, in Vietnam, and after volunteering to return to active duty after his retirement, during Operation Desert Storm.

Moran, who celebrated his 82nd birthday Nov. 8, continues to make his mark on the military as its oldest and longest-serving recruiter. Over the past 60 years, he figures he has enlisted more than 1,000 Soldiers, and he continues to sign on more every day.

Talking with Moran, still widely known by the moniker he picked up in Vietnam, "Old Soldier," is like reading chapters out of a history book.

He remembers being too young to enlist during World War II, but making a point with his brother to give a proper send-off to combat-bound troops marching down his street to the local train station every Tuesday. "We were always there," he said.

Looking at his long list of duties after he enlisted in the Army, it's clear that Moran was, in fact, always where the action was. Shortly after his basic training at Camp Breckenridge, Ky., he found himself helping keep the peace in post-World War II Tokyo. When war broke out in Korea, he deployed there July 17, 1950, with the 1st Cavalry Division.

Moran recalls moving with his unit into North Korea, all thinking the war was almost over when news broke that China had entered the conflict.

Moran was among the troops charged with retrieving the bodies of more than 800 fellow Soldiers killed during an attack near North Korea's Yalu River. Some, their hands tied behind their backs with barbed wire, had been shot in the head.

The experience was a far cry from the triumphant Armistice Day parade Moran had expected to be a part of in Japan.

Army Gen. Douglas MacArthur had personally selected his unit to return from Korea to parade through downtown Tokyo. "The problem was, there were so many mines in the bay in Korea that the Navy couldn't come in to get us," Moran said.

Instead, he remained in Korea, where, time and time again, he enjoyed chance encounters with his brother. Both Moran boys returned home from the war hours apart July 10, 1951.

Members of the local VFW and American Legion — many of them the same World War II troops they had bid farewell to at the railroad station — descended on their home to make them honorary members.

"They kind of motivated us," he said.

Moran was so motivated, in fact, he decided to reenlist and continue his military service that ultimately lasted three decades.

It was the start of his recruiting career that included some of the toughest assignments ever: recruiting for other recruiters in Vietnam, and recruiting the first members of the all-volunteer force.

Looking back, Moran said he's proud of what he helped create. "We built a volunteer Army that really proved itself in Desert Storm," he said. "They were just a marvelous bunch of Soldiers, and they have done it right through to Iraq and Afghanistan today. We are very proud of the all-volunteer Army."

Even after hanging up his uniform in 1978, Moran has remained an integral part of that force as a civilian Army Reserve recruiter in 1st Brigade.

He had only one brief hiatus from that duty when, after three phone calls to the Army retired branch in St. Louis, Mo., he convinced the right person to recall him to active duty during Desert Storm.

Moran, 60 years old at the time, served casualty escort duty at the mortuary at Dover Air Force Base, Del. "It was what the Army needed me to do, so that's what I did," he said.

When terrorists struck the United States on 9/11, 70-year-old Moran again volunteered to return to military duty, but the Army drew the line.

"I got really upset when the Army said no," he said. "They told me that at my age, they were only accepting doctors [from the retirement rolls]."

The consolation, he said, was knowing he could continue to serve the military he loves by recruiting good-quality, dedicated forces to fill its ranks.

Moran easily bonds with potential recruits, with his big, easy smile and encouraging manner. He makes friends with people of all ages nearly everywhere he goes.

He's become a fixture in and around Fort Meade and within the recruiting community. A Fort Meade street bears his name, and he was honored in late 2008 as one of the first two inductees into the Army's Recruiting and Retention Hall of Fame at Fort Jackson, S.C. Even the name of that honor recognizes Moran's legendary status; it's known as the Sgt. Maj. Ray Moran "Old Soldier" Hall of Fame.

Moran marvels that he now finds himself recruiting children, and even the grandchildren, of the veterans he enlisted — including his own grandson.

"Recruiting is easy when you love something, and I happen to love the military. So talking about it is an easy task for me. Everyone in the service is red, white and blue to me."

Today's recruits are smart, he said, and know what they are signing on for and what they want to do in the military. "So I am sort of a locomotive, to take them where they want to go. It's pretty wonderful."

Despite the vast changes he's witnessed, Moran finds that the same values continue to attract people to the armed services. "I just think it's personal pride, and I really think it is patriotism and love of country," he said. "I see that in their faces every day."

Moran recognizes that cuts in budgets and recruiting billets are likely to force him into a second retirement, probably early next year. "It wasn't my time to retire, in my book, but Uncle Sam needs it to happen, so we are going to salute and say, 'We'll do it,'" he said.

His perpetual ear-to-ear smile faded only slightly as he acknowledged what seems to be inevitable.

TELLING THE ARMY STORY THROUGH HER *Music*

By Julia Bobick
Editor

Recruiting Command's Entertainment Team has a new face and a new name. During a November Hanover University event in Indiana, Army Recruiting Entertainment presented Sgt. Corrin Campbell — Soldier, musician, singer, songwriter and Army storyteller.

The Army has helped 30-year-old Campbell from Duluth., Minn., achieve her goals and she said that's a message she's genuinely passionate about sharing.

"Soldiers are all real people who achieve real goals — while they are serving. I wouldn't be the person I am today ... I wouldn't be the musician I am today if it weren't for the Army," she said, adding that music is a unique way to connect with people and a great way to show Soldiers as real people.

She is excited about continuing to do what she loves in the Army, but in an entirely new way.

Campbell said she started playing piano by ear at the age of 4 or 5, picked up the cello at 10, and learned the bass guitar as a high school senior so she could enlist as an Army musician, since there are very limited positions for string instruments. She served five years and deployed with the 1st Cavalry Division at Fort Hood, Texas, where she met a drummer — now her husband Sgt. Tony Corbett. Campbell then served part time in the Maryland National Guard before deciding she missed being in an Army band and enlisted again in 2009. When she saw the announcement Recruiting Command was looking for musicians to audition for the program, she said she was stunned.

"I was like, 'Get out!'" she said. "My first sergeant was just asking me what my dream job would be. I said, 'My dream job would be to play my own music and talk to people about the Army.' Here I am, getting to do what I love — my dream job IN the Army."

While her own music fits into the rock category — she and her husband have a band — the commercially trained vocalist said she can sing pop, rock, R&B and some popular country to fit the audience and venue. Having been in the music industry for several years, she said she can also assist units with audience demographic analysis to determine the best genre of music and select appropriate songs for an event.

"I'm flexible. That's what's great about being in an Army band, you have to be proficient in all types of music."

Sergeant 1st Class Jamie Buckley, the country singer who's been touring the country telling his Army story since 2007, completed his tour at the headquarters and is waiting to find out where his next USAREC assignment will take him and his family.

With Buckley's departure, it was time to change the strategy of the program, according to Steve Lambert, USAREC G7/9 marketing division chief.

"We are shifting from a single artist centric brand to more like a label with a brand — Army Recruiting Entertainment — separate from the artist's identity and brand," he said. This concept better allows the potential for future growth with additional artists. As with any marketing program, however, the bottom line is leads, he said. To keep the music playing, the entertainment program must continue to demonstrate return on investment through effective lead generation.

To request Campbell for a music festival, community or school event, contact the Army Recruiting Entertainment operations NCO Staff Sgt. John Folco at (502) 626-0249 or email john.folco@usarec.army.mil.



Success Quicker, Easier Through Teamwork

Recruiting & Retention School – Forward Doctrine Division

Recruiting centers and stations require strong and effective leadership to build a solid team. The best leaders understand success comes more quickly and easily when team members work together toward a common goal.

The leader — the center or station commander — is in the best position to develop the team. The commander's ability to plan, lead, motivate, adapt and communicate greatly affect team development.

In his book "How to Be Prepared to Think on Your Feet," author Stephen C. Rafe says planning is more than simply preparing a calendar. Mini-essays posted in Recruiting ProNet in recent weeks underscore many of the author's points. (Visit the "Excellence in Innovation — Teamwork" topic for December.)

Planning

Planning, Rafe says, means helping team members "anticipate their future, set goals and objectives, and develop a plan that will

get them there." The leader must also "help each of the team's specialists perform effectively and integrate their ... skills with those of other members."

Today's recruiting leaders back up Rafe's message.

"I am the leader," writes Sgt. 1st Class Joseph Mason, station commander in Columbia, Mo. "I am responsible for the direction in which the station goes mentally, spiritually, and physically. I promote teamwork through counseling and developing leaders."

Teamwork

Members of any team must work to support each other. Each member must bear a share of the workload that fits their skills, knowledge, and ability. The leader's role is to fully assess the mission and to know which parts of the mission to give each member of the team.

Rafe adds that leaders must think of themselves as "not just team leader, but team member."

Sergeant 1st Class Keith Williams, (Kansas City Battalion, South County Recruiting Station) says he has found several ways



With football in flight, Houston Battalion's Baybrook and South Companies scramble to determine who will take home bragging rights. The two companies border each other. South Company and their Baybrook neighbors are used to the friendly competition as Soldiers in each company seek personal and professional improvement while they 'tackle' the recruiting mission.

JOHN THOMPSON, HOUSTON BN



SSG JAMES HENDERSON

Recruiters and family members from the Montrose, Colo., Recruiting Station climb Mount Garfield during a team building event.

to build his team. Building morale heads the list.

“I try to minimize stress on recruiters by providing predictability,” Williams writes in Recruiting ProNet. Williams said he tries to involve team members in “decisions that will directly affect them. I push them to find activities and events that we, as a station, will participate in for face to face prospecting. I also try to establish teamwork with station PT (physical training) as well as monthly team events with the Future Soldiers against the recruiters.”

Sergeant 1st Class Christopher Narvaez, a station commander in St. Louis, Mo., has never forgotten the example of his first station commander.

“When I first came out to recruiting as a detailed recruiter, the station commander developed an environment of trust that made the station bond together as a team,” Narvaez wrote. “This bond helped keep us together on both a professional level as well as a personal level.”

Motivating

Bookstore shelves are full of titles by writers who try to explain how to motivate people and teams. Some people thrive on public praise; others shy away from the spotlight. Rafe says leaders must know their people well — their “personalities and individual drives. Different people’s needs are satisfied at different levels, and in different ways.”

If, say, your motivator were verbal praise, perhaps Sgt. Johnson might be embarrassed at being “singled out” in front of the group. She might react by saying, “I’m just doing my job.” Staff Sgt. Wills, on the other hand, might be highly pleased to hear the leader praise him before his colleagues. In fact, this Soldier might use the moment to share the good feelings with the others by saying how they also contributed.

Team members, especially noncommissioned officers, welcome opportunities to share leadership. These leaders respond well to free-form, rotating leadership exercises. They also like to achieve.

And they like to be recognized as confident, competent and intelligent. Thus, leaders have a sure-fire way to motivate their junior NCOs by offering ample opportunities to practice their leadership skills.

Adapting One’s Style

Every center or station commander is unique — each has his or her own leadership style and ways of doing things. Rafe feels a leader can succeed as long as their approach fits their organization’s needs and the needs of its members. A leader can change, when the situation demands, if they:

- Desire to change.
- Acquire new skills and abilities or tools to help get the job done.
- Have opportunity to use those tools.

Communicating

Someone once noted that we have two ears and one mouth, so we should listen twice as much as we talk.

Rafe says leaders who communicate well spend at least half their time listening, 30 percent helping others express their views, and “only 10 percent telling others what they think, what to do, or how to do it.” The final 10 percent? That is the time, Rafe says, spent “wondering how to do it better next time.”

“Good leaders listen care-fully,” meaning “with care and fully,” says Rafe. “Once you signal through your words, voice tones, body language, and facial expression that you are ready to listen, show patience as the speaker expresses himself or herself. Do this no matter how long it takes the other person, and regardless of the importance or priority you may assign to the subject.”

Recruiting ProNet has a growing collection of short essays on the value of teamwork.

“Teamwork is essential to all operations that occur within our station,” writes Staff Sgt. Christopher Hirt, a Brooksville, Fla., recruiter. Recruiters who know about each other’s daily operations avoid the frustration that come with poor communication.

“Constant communications has made our station’s teamwork effective,” Hirt adds. Good communication and teamwork combined to make Brooksville the Tampa Battalion’s top medium station for Fiscal Year 2011.

Teamwork promotes mission success, according to Sgt. 1st Class Nathan Cohen, a recruiter in Boulder, Colo.

“We prospect in buddy teams,” Cohen writes in Recruiting ProNet. The teams also canvass their area and approach potential prospects together.

Many recruiters and leaders have found value in spending time together after duty hours. Sergeant 1st Class James Lee (station commander, North Richland Hills, Texas) and his team share a meal at least once a month.

“Our station does a cookout every mission day, whether we make the mission or not,” Lee writes. Lee’s team mixes business with pleasure.

“We will normally figure out what went right or wrong,” Lee says, “how to keep the right and correct the wrong, or come up with other ideas in order to make ourselves more successful.”

Lee’s example supports another Rafe point. Good teams, says Rafe, “work together interdependently to lighten one another’s load and to make work more pleasurable.”

DCG Returns to Alma Mater for Homecoming Weekend

Story and photo by Lee Elder
Nashville Battalion

There was a lot to celebrate during Kentucky State University's homecoming weekend in October. The university marked 125 years since its 1886 founding, staged a come-from-behind win and honored some of its most distinguished alumni. Joining in the celebration was Brig. Gen. Henry L. Huntley, USAREC deputy commanding general.

A 1983 graduate, Huntley returned to the KSU campus with his wife and fellow KSU alum, Rhonda. They saw many of their old classmates and got to see how the campus has changed over the years.

During the Oct. 7 Founder's Day celebration, Huntley was given the John Henry Jackson Service Award. Named for KSU's first president, the award "honors recipients who exemplify the dedication to the ideals of service to their communities," according to KSU officials.

Dr. Mary Evans Sias, KSU's president, presented Huntley with the award. She said Huntley's service in the Army typified the spirit of the award and its namesake.

For his part, Huntley said he was "very humbled" to accept the award. He told the audience that if they forgot their past, they would be unclear about where they were headed in the future.

Sias said Huntley was well deserving of his award. She said his story typifies that of many current and past KSU students.

"He came to our campus to learn and then went out to serve," she said. "He is very well deserving of this award."

USAREC Deputy Commanding General Brig. Gen. Henry L.

Huntley shows KSU team captain Keith Massey his coin, which was used for the pre-game coin toss to determine which team would receive the opening kickoff.

After receiving his award, Huntley visited friends and fellow graduates. Many clutched his hand and told him how proud they were of him. Young children asked for his autograph while others posed for pictures.

Huntley then watched the homecoming parade the following morning in downtown Frankfort, where many veterans came up to him and shared their stories of service.

One of these veterans was Robert Miller. The 1968 KSU grad served in the Army during the early 1970s and saw extensive action in Vietnam.

"We're proud of you," Miller said. "It's an honor to meet you."

Young soldiers also came up and asked to have their pictures taken with Huntley. He shared stories of his own college days when he played in the band and marched as a cadet.

That afternoon, Huntley used one of his coins to do the pre-game coin toss. He spoke with many of the players and managers on the sidelines and offered them encouragement in their quest to graduate.

Sias said the entire KSU community was excited to have the Huntleys back on campus. His status as one of the Army's

senior leaders reflects well on KSU and its contributions to the community and the nation as a whole.

"We're honored to have General Huntley here to help us celebrate our 125-year anniversary," Sias said. "He's someone who really stands out, and he's somebody we want both our students and the community to see."

Huntley said he hoped others would feel the call to military service. KSU and other Historically Black Colleges and Universities should help pick up the slack when it comes to the nation's defense.

"The HBCUs have a long history of being contributing members of our military," Huntley said. "The Army also has a long history of opening its doors first to new opportunities for African-Americans."

Huntley said he hopes ROTC could return to the KSU campus at some point. It would benefit HBCUs like KSU, but would also benefit the Army.

While he appreciated the accolades, Huntley said he was just as proud of KSU as the university was of him.

"I am very proud of this institution. KSU was a perfect fit for me. It was a place that gave me a chance to grow up."



Chicago Recruiters Educate Teachers, Empower Students in Indiana Schools

By Michael Scheck
Chicago Battalion

There's an epidemic in America's schools that accounts for over 160,000 absent students nationwide every day, according to the National Education Association. What is surprising is that none of these students is missing school because of an illness. The condition keeping these students away is the fear of attack or intimidation brought on by bullying.

The Chicago Battalion's South Bend Company is working with area schools to educate teachers and empower students through the Army Strong Student Anti-Bullying Pledge.

South Bend Company Commander Capt. Wesley Lewis said social media sites have extended bullying beyond the school day.

"Students with access to personal computers or cell phones can be victimized by several people 24 hours a day," Lewis said. "That's why an effective anti-bullying program is so important to students."


The Army's anti-bullying program incorporates the Army Values of respect and personal courage as a basis for the pledge.

"It takes a genuine effort to respect people that are different and we as Army representatives are seen as defenders of this value," Lewis said. "Students demonstrate personal courage by wearing the Army wrist band we give them for signing the pledge and thereby agreeing to stop bullying in their school."

Lewis says the South Bend Company plans to reach out to over 30,000 students through the campaign.


"We started by giving our presentation to the superintendents, principals and vice principals under the assumption that they in turn would be our advocates in the schools," Lewis said. "This campaign is win-win for all involved and a true partnership between the Army, and the 79 schools in my area through the message we bring to the students."

The response has been incredible according to Lewis. "The schools have rolled out the red carpet because they



ARMY STRONG

STUDENT ANTI-BULLYING PLEDGE



I, _____ AGREE TO HELP STOP BULLYING AT MY SCHOOL.

BULLYING IS DEFINED AS INTENTIONALLY AGGRESSIVE BEHAVIOR THAT CAN TAKE MANY FORMS (VERBAL, PHYSICAL, SOCIAL/RELATIONAL/EMOTIONAL, OR CYBER BULLYING— OR ANY COMBINATION OF THESE). THIS BEHAVIOR IS OFTEN REPEATED OVER A PERIOD OF TIME. BULLYING CAN CONSIST OF ONE STUDENT BULLYING ANOTHER, A GROUP OF STUDENTS GANGING UP AGAINST ONE LONE STUDENT, OR ONE GROUP OF STUDENTS TARGETING ANOTHER GROUP.

COMMON BEHAVIORS ATTRIBUTED TO BULLYING INCLUDE PUT-DOWNS, NAME CALLING, RUMORS, GOSSIP, VERBAL THREATS, MENACING, HARASSMENT, INTIMIDATION, SOCIAL ISOLATION OR EXCLUSION, AND PHYSICAL ASSAULTS.

NO STUDENT DESERVES TO BE BULLIED AND EVERY STUDENT REGARDLESS OF RACE, COLOR, RELIGION, NATIONALITY, SIZE, GENDER, POPULARITY, ATHLETIC, ACADEMIC, OR SOCIAL ABILITY, OR INTELLIGENCE HAS THE RIGHT TO FEEL SAFE, SECURE, AND RESPECTED.

I AGREE TO BE ARMY STRONG BY:

1. DEMONSTRATING LEADERSHIP QUALITIES BY NOT PARTICIPATING IN BULLYING ACTIVITIES.
2. SHOWING RESPECT TO ALL MY PEERS REGARDLESS OF THEIR RACE, RELIGION, OR POPULARITY.
3. NOT ENGAGING IN VERBAL, PHYSICAL OR CYBER BULLYING.

NAME _____ **GRADE** _____ **AGE** _____ **PHONE NUMBER** _____

(FIRST NAME, LAST NAME)

ADDRESS _____ **SIGNATURE** _____

_____ **DATE:** _____

understand that we were talking about a subject that they too are passionate about halting," Lewis said.

Two recruiters from each of the five South Bend stations have been trained to present the anti-bullying training, which discusses the four types of bullying: verbal, psychological/social, cyber and physical. Students are given various scenarios and asked to distinguish between the various forms of bullying in an attempt to identify actions they might have done that could be construed as bullying. The instructor then talks about the Army Values of respect and personal courage and how they counteract the effects of bullying.

The training concludes with students signing the Army Anti-Bullying Pledge where they agree to demonstrate leadership by not participating in bullying activities, show respect to all their peers and refuse to engage in verbal, physical and cyber bullying.

"This campaign shows the schools, administrators and the community that the U.S. Army cares about our kids and that we are committed to winning the battle on this widespread epidemic of bullying in our schools." Lewis said.

New Home a Blessing for Army Family

Story and photo by Heather J. Hagan
Portland Battalion

Sergeant 1st Class Christopher Molina, his wife Laura, daughter, Victoria, and two sons, Isaiah and Donavin, stand on the porch of their new Army-leased home in Vancouver, Wash.

One Portland Battalion family is celebrating the good things in life during this year's holidays in their new government-leased home.

Sergeant 1st Class Christopher Molina and his family moved into their new Vancouver, Wash., home in August. Molina said the leased home is a tremendous help for the family of five in these tough economic times, especially because of the extra care required for 11-year-old Victoria, who has cerebral palsy.

"The cost of living is the biggest and sometimes the cost doesn't reflect the BAH," said Molina, a recruiter at the Rose City Recruiting Center in Oregon. "Everyday expenses like ballerina school for my daughter can add up. My wife, Laura, and I try to make this an experience for my children."

Molina said he wanted to be sure his wife, daughter and two sons, Isaiah, 9, and Donavin, 7, were in a good home.

The Molina family's two-story home is complete with a garden. Victoria climbed the staircase to show off her new room and said she really wanted the big room her brothers shared.

The Leased Housing Program is available to Soldiers assigned to the Recruiting Command to improve the quality of life where housing costs are not fully covered by the Soldier's BAH (Basic Allowance for Housing). When they are attending the Army Recruiter Course, Soldiers are offered either the Leased Housing Program or BAH before they arrive at their recruiting duty location.

"The U.S. Government Housing pays rent in advance," said U.S. Army Corps of Engineers Seattle District Program Manager Billie Carlton. "So if rent is due in September, the program will pay rent in August."

The Leased Housing Program also includes utilities.

For more information about the command's leased housing program, visit www.usarec.army.mil/fhp/ or email usarechousingoffice@usarec.army.mil.



Following Fathers' Footsteps Sons Enlist

By Mark Brown

Special Operations Recruiting Battalion

Continuing a tradition of service to the nation, three sons of Special Operations Recruiting Battalion personnel have enlisted in the military.

Zachary Bryan, the son of SORB Battalion Commander Lt. Col. Jeffrey Bryan, entered the Army as an 18X, the program that takes men directly from civilian life into the Special Forces Assessment and Selection (SFAS) course. He's currently at Fort Benning, Ga., in basic training, after which he'll go to airborne training and then to Fort Bragg, N. C., for the first phase of Special Forces training.

Bryan said his son was enrolled at the University of Oregon when, like a lot of kids, he realized he didn't know what he was going to do with the rest of his life after graduating college.

"You have to make choices in life," said Bryan. "I enlisted when I originally joined, and I am proud of his choice to join the Army."

Tyler Eller, son of EOD recruiter Sgt. 1st Class Willie Eller, entered the Future Soldier training program as a 35M, Human Intelligence Collector.

In February, he'll go to Fort Sill, Okla., for basic training and then to Fort Huachuca, Ariz., for advanced individual training.

Sergeant 1st Class Eller said Tyler is following the path of both his parents and his older brother Justin, who enlisted as an 88M and is now at Fort Campbell, Ky., working as a truck driver.

"We're a pretty patriotic family, so that's why he chose to join the military. He's looking forward to it."

Jordan Kyle, son of Sgt. 1st Class Aaron Kyle, joined the Marine Corps. Currently enrolled in the delayed entry program, he will go to boot camp at Camp Lejeune, N. C., in July.

He signed up for the elite Marine Corps Force Recon, similar to the Army Rangers. Kyle originally planned to go to college but changed his mind and decided to do "something hard that not a lot of guys are doing." His father said he had mixed emotions when he first learned of his son's decision.

"I have to admit I was a little bit apprehensive at first, but I am glad he chose to do something that he really wants to do rather than simply following his friends to college. He is very patriotic and I am proud to see that in my son."



Tyler Eller, son of Sgt. 1st Class Willie Eller, takes the oath of enlistment from Chief Warrant Officer 2 Marcus Read at the Raleigh MEPS.



Jordan Kyle, son of Sgt. 1st Class Aaron Kyle, takes the oath of enlistment at Raleigh MEPS.

COURTESY PHOTOS

Survey Says ...

Future Soldiers Help Shape Army Marketing

Story and photo by J. Paul Bruton
Sacramento Battalion

With all of the high-tech tracking techniques, computer polls and surveys available these days, what's one of the best ways to find out what your target market thinks of your product?

Ask them.

With a nonstop mission to hire an all-volunteer force, the Army uses a vast array of advertising techniques and products to reach out to those eligible to serve. From television commercials to magazine ads, freebies to Facebook, the list of advertising materials and methods is extensive.

But how do you really know which techniques are working and making an impression on your specific audience? This was the question pondered by a group of senior leadership Soldiers and Department of Defense civilians during a Market Handbook Training course at 6th Brigade in Las Vegas during the summer of 2009.

While many ideas and opinions surfaced on the topic, the short answer proposed by Sacramento Battalion's mission and market analyst Lisa Anthony was simply, "Let's ask them."

Anthony put forth the idea to hold an open forum event called a Future Soldier Panel in order to ask the battalion's target audience for their honest feedback on a variety of advertising-related topics. Brigade Advertising and Public Affairs chief Al Villa agreed it was a good idea. Former battalion executive officer, Maj. Scott Nelson, also gave the greenlight to move ahead with the event, and the first-ever Future Soldier Panel was held in Rancho Cordova, Calif., Feb. 6, 2010.

The goal was to bring a cross-section of Future Soldiers — males, females, senior grads, active duty Army and Army Reserve — and encourage open discussion on all things Army in order to come away with valuable information that could help the battalion become more effective in reaching its target market.

"The main intent of the Future Soldier Panel was to find out what was working for marketing so we could more precisely



A Future Soldier takes a moment to write down her opinion pertaining to a wide variety of Army products during a Hispanic-themed Sacramento Battalion Future Soldier Panel in 2010.

target our QMA (Qualified Military Available) demographics," said Anthony. "We wanted to find out why they joined, what advertising they saw and where, what they thought of the advertising they did see, and how much of an impact did influencers — family and friends — have on their decision to join. We also wanted to find out what stereotypes and stigmas they had heard regarding the Army."

Before the first Future Soldier Panel there was some concern that perhaps the participants wouldn't give their honest opinions, or they might hold back a bit. What happened was just the opposite.

"We weren't quite sure what to expect the first time around," said Sacramento Battalion Advertising and Public Affairs chief Rod Kise. "But what we found was that they were brutally honest — especially when it came to PPIs and tactical marketing segments."

PPIs, or Personal Presentation Items, are the wide variety of free items the Army gives out to prospective applicants ranging from T-shirts, baseball caps and beanies, to pens, stickers and skateboards. In order to allow the panel participants to judge the items without the influence of peer pressure, it was decided to have them independently rate the PPIs on a numeri-

cal scale with 10 the highest rating and one the lowest.

While the ratings of the panel members has had a direct influence on the PPIs Sacramento Battalion orders to offer to prospective applicants, the information gleaned in the area of advertising was even more revealing.

"The biggest thing we got from the Future Soldier Panels was the honest feedback about the marketing — the tactical segments — and how 'off' they were in that they did not appeal to the target market," said Anthony. "Our battalion A&PA chief Rod Kise then sent the information we had gathered on up to higher levels to help shape the marketing campaigns. But just as importantly, the information has allowed us to shape our own marketing efforts locally."

Since the first Future Soldier Panel was so successful, other panels have been held since, including a Hispanic-themed panel, a seniors-only panel, and an Army Reserve panel including high school graduates, college graduates and prior service members.

"By continuing to hold the panels on a regular basis, we are able to maintain awareness of the ever-changing market," said Anthony.

Future Soldier Leader Lessons Learned

By Maj. Robert Jordan
Wilsonville Company, Portland Battalion

In both the interim Small Unit Recruiting and eventual Pinnacle endstate, Future Soldier management is no longer an additional duty for recruiters. In Wilsonville Company's planning for transition to Pinnacle, we have already changed to the team approach. Below I will discuss our Tactics, Techniques and Procedures (TTPs) lessons learned and best practices. Having a Future Soldier leader does not mean losing a recruiter. By adjusting the priorities of one NCO, fellow recruiters will have more time to prospect and process.

The Future Soldier leader's primary job is to manage Future Soldiers' paperwork and lead those Futures Soldiers through their pre-Basic Training Task List (BTTL) — lead while prospecting simultaneously. With four to six months of delayed entry time and additional basic training task list requirements, what was once a temporary management piece is now a full-time job.

Though a Future Soldier leader's primary job is to train, develop and access Future Soldiers, it is not an excuse not to prospect. The Future Soldier leader should focus efforts on getting referrals from Future Soldiers. Using promotion as an incentive as well as a duty to the U.S. Army have been the two biggest motivators in my unit.

A Future Soldier leader should be able to lead approximately 40 Future Soldiers. By setting up squads based on Future Soldiers' progress in the training program, span of control can be reduced from 40 individuals to three to five squads.

This squad approach allows the option to run multiple smaller and more focused Future Soldier training events throughout the week. In addition, these smaller classes give Future Soldiers more flexibility and allow station commanders the opportunity to plan execute team building events.

With a Future Soldier leader there are some pitfalls that must be avoided. "Enlist and forget" does not work. The job of the recruiter who established the initial relationship and commitment to enlist does not end at enlistment. Though the recruiter is not responsible for the training, there must be regular follow-ups as this is necessary to maintain the Future Soldier's commitment.

A Future Soldier leader must have strong leadership capabilities. The recruiter is the initial face of the Army, but the Future Soldier leader has four to six months of interaction to improve or degrade that image.

The Future Soldier leader must be professional, a solid leader, an excellent instructor, and diligent in doing their paperwork. This will be the station commander's main point of contact for everything with regard to the Future Soldier — to include ship packets, promotion and discovering issues that arise while in the Future Soldier Training Program. Choose wisely. Lastly, like any other job, designate an alternate.

Results will vary with each station but as a whole, we have seen a drastic decrease in moral, legal and fail-to-grads, as well as earlier identification of Future Soldier losses.



Maj. Robert Jordan

USAREC, USACC Join Forces at Maryland University

Story and photo by Mark Rickert
Baltimore Battalion

In the early-morning hours at Bowie State University, nearly 20 cadets gathered outside in the rain for morning physical readiness training. They did their sit-ups and push-ups in the wet grass and called cadence so loud their voices echoed across the dark campus. The cadets know the routine; they do it three times a week.

For the two Future Soldiers in their ranks — the ones wearing sweats and T-shirts instead of the official Army PT uniform — the exercises posed some harsh challenges. The upside is that when they arrive at Basic Training in the coming weeks, they'll have a better sense of what to expect. Without even knowing it, those two Future Soldiers are reaping the benefits of a close partnership at Bowie State University between the U.S. Army Cadet Command Reserve Officers Training Corps (ROTC) and USAREC.

For three years now, Baltimore-area recruiter Staff Sgt. Shawn Atkinson has worked closely with the Bowie State University ROTC and its Recruiting Operations Officer (ROO), Lt. Col. Montrose Robinson. Assigned to Baltimore Battalion's Laurel Recruiting Station, he first introduced himself to the department when he enlisted into the Army Reserve a Soldier who simultaneously enrolled into the ROTC program. He earned the trust of the department when he volunteered two weeks of his time to substitute teach for a second-year military science course. Since then, Atkinson has become a valued resource to Bowie's ROTC cadre.

"I consider [Atkinson] as a part of Bowie State," said Robinson. "[He's] embedded with us. I don't do any events without bringing [him] in. I look at us not as a team but as a family."

On many university campuses, it's not uncommon for friendly opposition to emerge between the ROO and the USAREC recruiters. This is because both types of recruiter, though prospecting for the same team, have specific missions: one is looking to enroll students into the ROTC program; the other is looking to enlist Soldiers into the active Army and Army Reserve. While this has all the

makings of a competitive environment, the two recruiting components at Bowie State University have learned that working together yields a greater reward for both parties.

"There's no longer this wall between us," said Atkinson. "[The ROTC department] doesn't say, 'Hey, you can't be on my campus.' Now, they say, 'This is the mission — coming down from USAREC or Cadet Command — how do we get this done?' We look at each other as a resource. We're speaking the same language. It's a win-win situation for both of us."

On a weekly basis, Atkinson and Robinson find new ways to help each other by pooling resources, sharing ideas and synchronizing calendars. While the ROTC draws on Atkinson for quick access to local Army assets, from rock walls to H3s and career kiosks, the department reciprocates by providing Atkinson with opportunities to speak with students about the active Army and the Reserve. Atkinson also has an open invitation to university sponsored events, from sports games, field and training exercises, and most recently, the ROTC Ranger Challenge, where he served as a primary cadre. Ultimately, both parties make equal contributions to the collective mission.

"People from the outside might look at us and say, 'You're supposed to be competing with each other because you're competing for the same prospects,'" said Lt. Col. Timothy Gerard Blackwell, professor of military science and chair of the department. "But in reality, we are not. When

you have that relationship and you're not competing with each other, it makes [this work] much easier."

So how do they avoid stepping on each other's toes? The answer is simple: they put the needs of the individual first.

If an applicant approaches Atkinson with a portfolio of academic achievements, stellar ASVAB scores, and a desire to continue earning an advanced college education, Atkinson suggests the student talk with the ROTC. Likewise, if Robinson sees stronger enlisted Soldier qualities in an applicant or meets a student who wants to join the Army rather than continue his or her college career, then she sends the applicant over to talk with Atkinson. The bottom line is that the Soldiers work in the interest of the individual, and when both teams work together, everyone benefits.

"The recruiting process is seamless here at Bowie State," said Atkinson. "Students get the full service here — it's a one stop resource. If you want to go ROTC, we've got someone to talk to you. If you want to join the Army or Army Reserves, we've got someone to talk about that, too."

"Synergy means bringing all parts of the Army together, working together," said Command Sgt. Maj. Hershel L. Turner, United States Army Cadet Command, who visited Bowie State last year to talk about, among other things, synergy. "Synergy can help us all make the total mission for Cadet Command and the Army Recruiting Command. When you do things together, you get more. It gets easier."



On the Bowie State campus, Baltimore-area recruiter Staff Sgt. Shawn Atkinson teaches combat maneuvers to ROTC students.

Recruiting Family Volunteers to Preserve Arizona Roadside

By Deborah Marie Smith
Phoenix Battalion

While most people see no benefit in sacrificing their personal time to pick up someone else's trash, Sgt. 1st Class Kenneth Lugo and his wife, Yenny, perceive it differently. For more than a year, they have been teaching their two boys, Kevin and Bryan, that while it takes no effort to litter, it requires great effort to pick it up.

"Kids need to see how littering hurts the environment and how cleaning it up requires work," said Lugo, of the Black Canyon Recruiting Station. "It's a great way to teach our kids responsibility and they take pride in how great the two mile stretch looks after we are done removing the trash. We also try and make it a fun family event and even include our dog, Doogie."

On Saturday mornings once or twice a month, the Lugo family spends two hours picking up debris along a two-mile stretch of Galvin Peak Road near their residence in Anthem, northwest of Phoenix. They are shadowing a USAREC legacy by participating in the Adopt-a-Highway Program which allows people or organizations to help preserve and maintain sections of roadside.

In addition, the Lugo Family is maintaining an Army Strong public image by exemplifying to the community the Army Values: Selfless Service — volunteering their time; Respect — by means of preserving the environment; and Integrity — by fulfilling their commitment to pick up debris along the two-mile section of roadway.

To participate in the Arizona Department of Transportation (ADOT) Adopt-a-Highway Program, individuals or organizations must complete a two year permit application and perform roadside cleanups three to four times each year. ADOT provides safety training, trash bags and two posted signs at each end of the adopted section.

Forty-eight states have adopt-a-highway programs and many also use adopt-a-stream, adopt-a-beach and others to help beautify the areas around them.

To receive a list of state adopt-a-highway coordinators, contact the Oklahoma Beautification Office at beauty@odot.org or (405) 521-4037. Many state departments of transportation have information about their programs on the Internet.



Sergeant 1st Class Kenneth Lugo, his sons, Kevin and Bryan, and their dog, Doogie, pick up debris along a two-mile stretch of Galvin Peak Road near their residence in Anthem, northwest of Phoenix Oct. 8.

Army Changes Motorcycle Training Program

By Art Powell

U.S. Army Combat Readiness/Safety Center

New training requirements for Army motorcyclists went into effect in fiscal year 2012, and failure to comply could lead to the loss of on-post riding privileges.

The Progressive Training Model is now mandatory for all Soldiers who ride motorcycles on- or off-post. The new requirements include completion of the Military Sport Bike Rider Course or Experienced Rider Course within 12 months of graduation from the Basic Rider Course, followed by sustainment training every three years and refresher training after every 180 days or greater deployed.

“Getting into training like this gives me the opportunity to learn more about safe riding, and how to get out of various situations I might find on the road,” said Maj. Henry Washington, accident investigator, U.S. Army Combat Readiness/Safety Center, Fort Rucker, Ala. “We need to complete motorcycle training to get our state drivers license, as well as complete the military training requirements.

“Working at the Safety Center, we see too many reports of deadly motorcycle accidents, and it’s the job of all Leaders to make sure our Soldiers get this motorcycle training and understand how important it is,” he added.

Army safety officials urged leaders to ensure Soldiers are aware of updated requirements in Army Regulation 385-10 and enforce the new standard with their riders.

In addition to the progressive motorcycle training, the Army also has instituted a new Remedial Driver Training program that takes the best in the civilian community and utilizes it to try and change Soldier behavior before it results in an accident or worse.

“I began riding when I was young, then stopped for riding for about 20 years,” said Bruce Dinoff, lead instructor, Cape Fox Government Services, which provides the Army traffic safety training program. “When I started riding again, I learned I needed training.”

Dinoff, a certified instructor, provides various motorcycle training courses to Soldiers at Fort Rucker.

“I want these riders to get comfortable on their bikes,” he said, adding, “Improper braking and improper cornering are the two biggest problems I find experienced riders face.”

While cornering and braking may seem like basic skills, Dinoff knows complacency has a vote, too.

“You have to practice your emergency skills, because if you don’t use it, you lose it,” he explained.

Master Sgt. John Collins, operations noncommissioned officer in charge, USACR/Safety Center, has 25-30 years of riding experience.

Progressive Motorcycle Training. Leaders must identify all Soldiers who ride motorcycles and track their required training. All Soldiers must complete the Motorcycle Safety Foundation Basic Rider Course — regardless of the type of motorcycle ridden-before riding a motorcycle on- or off-post. Within 12 months of completing the Basic Rider Course, every Soldier who rides a motorcycle must complete either the Experienced Rider Course or Military Sport Bike Rider Course, depending on the primary type of motorcycle ridden. Commanders must ensure that all Soldier riders complete this advanced training within the prescribed timeline, beginning 1 October 2011.

Motorcycle Refresher Training. Commanders must ensure that all Soldiers who ride motorcycles and are deployed for more than 180 days complete Motorcycle Refresher Training before riding their motorcycle.

Training may be provided through contract instructors or established locally by unit members.

Course details are available at <https://safety.army.mil>

“I’m comfortable I know what I’m doing when I’m riding a bike, but I also know I need refresher training,” he said. “I started out riding sport bikes, now I’m on an Ultra-Classic Harley, so, every time I switch bikes, and don’t ride that much, my skill level drops.”

Collins felt when he completed the on-the-course training following a safety check of his bike and a briefing on what he and other riders would accomplish on the course, he would feel ‘a lot more comfortable.’

For one member of the Driving Task Force at the USACR/Safety Center, ‘getting rusty’ can happen to both a bike and the rider.

“Being more confident comes with re-exercising what we know, but we have let it get rusty. Riders must understand to ensure that regardless of being a rider or rider coach we all develop bad habits over time,” said Earnest Eakins, off-duty safety manager, Driving Task Force.

“The goal of progressive training is to keep that in mind. None of us like a test, but progressive training will force us to take another course, including a test to keep riding.”

Progressive Motorcycle Training is similar to the Army physical training test, he added.

“If we keep our skills fresh rather than fire once and forget, the butterflies will be fewer, we will think about our training more often, and as a result, be safer.”

On or Off Duty, Safety Rule of Thumb Applies

By Chief Warrant Officer 3 Tim Curran
Alaska RFC, Elmendorf Air Force Base, Alaska

A colonel at my last duty station always included the safety rule of thumb message in his briefings prior to every long weekend. Although put into different words, the message was also something I heard several times while attending the aviation safety officer course (ASOC).

The safety rule of thumb states that there is no difference to you, your Family or the unit if you cut off your thumb while at work or when off duty. If you lose a thumb, your Family has to take care of an injured Soldier, and the unit suffers by losing your expertise. This ideology applies to every injury, and the safety message should reverberate throughout our ranks. We need to take care of ourselves and look out for others on and off duty.

As a kid, I ice-skated a little bit. When I arrived to my duty station in Alaska, I became fascinated with the speed and grace of hockey players. I signed up for skating lessons at the physical fitness center and on the first day of lessons watched a Soldier's wife lose her footing, fall backward and bang her head on the ice. As the blood pooled on the ice

and she was carried away on a stretcher by the medics, I thought, "I'd better get a helmet."

But I didn't ... at the risk of looking uncool. I was lucky enough to complete all of my lessons without hurting myself. Coincidentally, that same winter, a Soldier in my company was not wearing a helmet and suffered a fatal injury while snowmobiling.

After learning to skate, I was ready for recreational hockey. Can you imagine a 29-year-old about to play his first hockey game? I asked the fitness center front desk attendant what equipment was required to play. He told me all I'd need was a helmet and stick. So, I bought a nice helmet, some shin pads, a cheap stick and showed up for the next recreational hockey session. Since this was "no-check" league, I figured I had all the equipment I would need. I was wrong.

During my second game, I smashed my pinky finger between my stick and the glass. Four years later, it's still crooked. Fortunately, over the next couple of years, my hockey game improved. During that time, I watched as the "newbies" came in to give the sport a shot. Just like I had a few years earlier, they came in partially protected and most left limping.

During the ASOC, I was curious about winter sport-related accidents, so I cruised through the U.S. Army Combat Readiness/Safety Center's accident database. I found several skiing accidents, most of which resulted in injury to the head, wrists and knees. I strongly encourage everyone to consider a comprehensive PPE plan before hitting the ice or slopes. Last year, a Soldier suffered a spiral fracture because a ski binding was too tight and failed to release in a fall. The majority of knee ligament sprains resulting from skiing are due to binding failures. Numerous skiing websites emphasize the importance of a properly fitting, properly functioning binding.

Most of us will participate in some hazardous activity this winter. We need to evaluate our experience level and put away our egos. All of the accidents and injuries I've mentioned most likely could have been prevented with the proper use of protective gear. Before you participate in any off-duty activity, evaluate the event as you would while on duty. Don't choose to accept greater risk because you're not on duty.

On or off duty, the safety rule of thumb still applies.



1. Recruiters and leaders should gather, synthesize, and use information to solve problems, target the market, and _____.

- a. execute operations
- b. make decisions
- c. consider viable COAs
- d. exploit opportunities

2. Establishing, executing, and maintaining the SRP is ultimately the responsibility of the station commander and recruiter and is ongoing throughout the school year. What two things are essential for its success?

- a. Teamwork and coordination
- b. Networking and collaboration
- c. Follow-up and COI development
- d. Planning and execution

3. Which of the following is the recruiter's center of gravity?

- a. Prospecting
- b. The recruiting station
- c. Communication
- d. Recruiting market

4. One of the best places to actively engage with other recruiters is _____.

- a. The annual training conference
- b. Recruiting ProNet Forum
- c. Facebook
- d. Company training

5. Working with COIs involves a great deal of detailed planning and lots of followup. What must you establish to get community influencers' cooperation?

- a. an understanding of the Solomon Act
- b. recruiting ground rules
- c. rapport
- d. a working relationship

6. What is the fastest and easiest way to gain exposure to your market and provide you with an excellent source of leads.

- a. Area canvassing
- b. Social media
- c. Newspaper ads
- d. Public service announcements

7. When you are understanding and sensitive to the experiences, feelings, and thoughts of your prospect, to the degree that you can almost experience or feel them yourself, you are demonstrating which of the following?

- a. Self awareness
- b. Sympathy
- c. Empathy
- d. Apathy

8. Which of the following IS NOT a counseling skill?

- a. Active listening
- b. Meaningful questioning
- c. Paraphrasing
- d. Reflective listening

9. Which of the following is improved using network-centric operations?

- a. It updates recruiting information systems
- b. It improves information sharing
- c. It enhances external network opportunities
- d. It replaces traditional information gathering

10. You volunteer to coach soccer at the middle school. Which of the following community influencers will coaching give you the opportunity to meet?

- a. Local newspaper staff
- b. Local law enforcement officials
- c. Community government officials
- d. School superintendent and principal

The answer key is on Recruiting ProNet (you must be a member). Look for the Recruiter Journal Test Answer link in the left column. Start from the Recruiting ProNet home page: <https://forums.army.mil/secure/communitybrowser.aspx?id=51486>.

Have you visited Recruiting ProNet lately? Members need to log in from time to time, if only to keep their membership active. If a member lets a year or more go by without visiting ProNet, the techies will likely purge that member from the roster. If you are not a member, go to the ProNet home page: <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=51486> Click "Become a Member" and build your member profile. Some fields demand a response (your AKO email address and name, for example), but most are optional. Be especially careful when keying in your AKO email address! Make sure it's letter-perfect! Some members can't get the monthly newsletters because their email addresses contains errors.



Don't deal with a problem alone. Reach out to a helping hand!

- ▶ Talk to your Battle Buddy and chain of command
- ▶ Call the National Suicide Prevention Lifeline at 1-800-273-TALK [8255]

It takes COURAGE to ask for help when needed

IT'S MORE THAN
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SUCCESS STORY.**



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