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ON THE COVER: Retired Sgt. Maj. Raymond Moran, the Old Soldier, is still recruiting at age 80. Photo by Jonathan Agee, 1st Brigade





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RECRUITER Journal

U.S. Army Recruiting Command

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Feedback: We want to hear from you. Send your comments, ideas and story suggestions to the editor at julia.bobick@usarec.army.mil.

New Year, New Vision

appy New Year! What a fantastic time to be on the recruiting team. We are ahead of the glide for the Fiscal Year 10 mission and we continue to transform the way we recruit the strength for our Army.

can't impress upon you enough how proud I am of the entire USAREC team

■ – Soldiers, civilians and family members. Thank you for all your hard work, without which we would not continue to have an all-volunteer – all-recruited – force.

I want to also thank you for supporting the four pillars that make up my command philosophy: Teamwork, Quality of Life, Standards and Discipline.

Teamwork – We were successful this past year because of teamwork, and we must continue to row in unison to get this ship

where we need it to go for success in FY 10 and beyond.

Quality of Life – I believe we are making great strides to ensure our Soldiers and their families believe USAREC leaders have their personal and professional interests in mind. There is no better evidence than those 500-plus NCOs in this command who raised their right hands to stay on the Army team. But we can't let up and I know this continues to be a focus for us all.

Standards – We must continue to set high yet, realistic goals and rules of conduct as we serve as the Army's trusted ambassadors in America's civilian communities across the nation.

Discipline – Every one of us is held to conducting ourselves according to those standards.

It really is a simple philosophy, but I know

it requires an extraordinary amount of work to make it a reality. Each of you is integral in making it so.

Why are these pillars so important? Because "America's Army Starts Here" with us in USAREC. That is the first line of our command's new vision statement.

The vision continues: "An All-Volunteer

Team Sustaining an All-Volunteer Army – A Mutually Supporting Relationship with Families & Communities Enabled by a Network of Shared Knowledge using Leading Edge Technologies & Premier Recruiting Practices."

We worked on this vision as a team during the Annual Leaders Training Conference in November and further refined it this past month. This vision statement guides the command into the future and helps keep us focused on our ex-

tremely important role as gatekeepers for the Army. Read more about it on page 14.

This month we not only begin a new year with a new vision, we also celebrate the 10th Anniversary of the Army's premier high school sporting event.

The U.S. Army All-American Bowl Jan. 9 brings together 90 of the nation's top high school athletes and more than 90 marching musicians to San Antonio to showcase their talents on a national stage. These young men and women truly embody the characteristics of an Army Strong Soldier—demonstrating Strength through Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.

As I said opening this note, it's a great time to serve our Army and USAREC. Thanks for all you do to "Provide the Strength."

Hooah! Army Strong!



DID YOU KNOW?

'For Love of Liberty' Highlights African American Soldiers

U.S. Army Accessions Command

The Army is proud to support "For Love of Liberty," a four-hour, two-part documentary film that documents and acknowledges the role of African-American service men and women from before the first shots were fired in the Revolutionary War to current battles against global terrorism.

The goal of the film is to raise awareness and educate the public by telling relatively unexplored stories of the extraordinary contributions of African-American Soldiers in the battles for freedom throughout our nation's history.

The documentary is part of a multimedia initiative that includes the nationwide

broadcast presented by Maryland Public Television (MPT) to PBS affiliated stations, a DVD for general market release, an educational DVD with teaching guides for schools, an original soundtrack CD, audio book and the official For Love of Liberty Web site: forloveofliberty.com.

Through the sponsorship, the Army will have the opportunity to use the documentary as a tool for recruiting, retention and education. This would be a good time for recruiting stations/battalions to identify a local African American hero (not necessarily a recruiter) to have on stand by for African American History Month media opportunities. For more information, see the USAREC FLOL OPORD (not yet published at the time of publication).



346 - Richland County Sheriff's Dept

- Columbia Bn - Richland County is home to Columbia, the capital city, six universities and colleges, the nation's largest military training base and a pristine array of lakes, rivers, forests and parks. Richland County covers 756 square miles and has a population estimated at over 348,000, making it the second most populous county in South Carolina.

345 - Louisiana Department of Revenue

- **Baton Rouge Bn** - Louisiana Department of Revenue is comprised of eight management groups. They are interested in hiring military veterans in accounting, financial management and auditing positions.

344 - J.B. Hunt Transport Services Inc. - Oklahoma City Bn - J.B. Hunt is one of the largest transportation logistics companies in North America. It provides safe and reliable transportation services to a diverse group of customers throughout the United States, Canada and Mexico.

Families can greet, farewell troops at airline gate

"TSA permits the airlines to offer a gate pass to family members of arriving or departing U.S. servicemembers," said Transportation Security Administration Spokesman Greg Soule. "So, family members who want to accompany a ... servicemember being deployed to the boarding gate, or greet them [as they return] from deployment at the arrival gate may receive passes to enter the secure area of the airport."

Though TSA allows this practice, the final decision rests with the airlines, from which family members must request the passes. Each airline, and possibly even airport, has its own rules and procedures, Soule said. Families interested in obtaining a gate pass need to check with the airline before arriving at the airport to determine the exact rules and procedures.

"It's an airline procedure," Soule said. "It is something that TSA has permitted the airlines to do, though we have security regulations that we provide to the airlines."

TSA makes this allowance out of support for the armed forces, Soule said. The policy on gate passes is available on the TSA's Web site under the heading "Accommodations for U.S. Military Personnel." http://www.tsa.gov/travelers/airtravel/assistant/editorial_1880.shtm.

From an American Forces Press Service release

New 601-96 Posted

The new USAREC Regulation 601-96, Enlistment, Accessions, and Processing Procedures, is not just for guidance counselors any longer. It is now a comprehensive regulation that provides guidance for the entire enlistment and accessions process. The new version was also added to the list of regulations that are punitive.

Army Has iPhone App

The Army now has a free iPhone application for download through the Apple App Store. The realtime seamless application features Army news, video photos and fun facts, as well as a goarmy Web link and the "locate a recruiter" feature. Learn more about it in next month's issue.

Army All-American Bowl

The 10th annual U.S. Army All American Bowl will be played Jan. 9 at the Alamodome in San Antonio, Texas. Each of the 95 All-American Bowl players will be teamed with an Army Soldier Hero. The athletes will also be joined by the nation's top high school musicians who will perform as the third annual All-American Band during the half-time show at the game.

NBC will broadcast the classic East vs. West match-up beginning at 1 p.m. EST. Check local TV listings for the time and channel in your location.

Social Media dL Class

The Recruiting and Retention School has created a distributed learning class titled "Conduct Social Networking." All members of USAREC engaged in the use of social media such as Facebook and Twitter are encouraged to take the class. The class is accessible through the USAAC LMS and is listed under the "Newest Items of Interest" area.

Spouse Orientation Video

Stations should be now be in receipt of the New Spouse Orientation video designed to answer question of spouses of new Soldiers/prospects.

Additional copies can be ordered through the Accessions Distribution center.

Batteries Recharged — The New Year is Here

hope everyone had a great holiday season and had time to recharge their batteries. We have another holiday weekend coming up this month, but before we go anywhere, including myself, we must use the easy, online TRiPS tool. TRiPS, the Army's Travel Risk Planning System, is a very good tool to

help us mitigate risks during on- and off-duty travel in privately owned vehicles. For example, if you are planning to drive 12 hours in one day without a co-driver, it will tell you that you probably shouldn't be doing that without mitigating some of the risks.

The Travel Risk Planning System is an automated trip planning tool that incorporates the principles of Composite Risk Management and facilitates a dialogue between supervisor and subordinate prior to POV travel. Final products provide Soldiers with a full itinerary, map with directions and a completed DA Form 31 All Soldiers who intend to travel beyond a 200-mile radius of their place of duty must complete a POV Risk Assessment, which is available from the Army safety Web site https://safety.army.mil.

This month we experience inclement weather all across the country, and we are a command that stays constantly on the go on the nation's roadways. Station commanders need to make sound risk assessments before recruiters get behind the wheel. If the residual level is high, maybe we don't need to take that applicant to a test that day. We can wait. We must make a concerted effort at the individual unit level to say, "No matter what control measure we put in place, this residual risk is still too high. Is this worth doing today, or should we wait for another day?"

I continue to see a lot of recruiting stations that do not do conduct composite risk management assessments. We still have a way to go – every leader needs to be engaged in risk management practices.

I also want to reiterate the tragedy at Fort Hood. The incident shocked us into the realization that we must remain vigilant and never become complacent, even among our own. There are enemies from within, as well as outside, that we must always be aware of. I must stress safety for all our Soldiers - not only as in-

dividuals, but at every unit level in this command. We must protect each other and keep the Army Strong.

During my travels, I hear many NCOs say that being detailed as a recruiter has thrown them behind - that they're losing touch with their MOS skills. My message to those who feel that way is this: you're only a couple of mouse clicks away from downloading the latest field manual or technical manual. I highly encourage NCOs to do that. Download a manual or two every month to help keep your MOS knowledge and skills fresh. Staying proficient in your MOS requires you to go the extra mile.

On a final note, we currently have more than 30,000 Future Soldiers in the entry pool, making us secure for

our January through March requirements. In other words, we're staying ahead of the glide. If we can keep that up, it will make everything more predictable and we'll be better to support the ARFORGEN cycle by not only recruiting the right number of Soldiers, but also the right type. By maintaining precision recruiting, we will get the right Soldier into the right job. Through the great work of all of you, our quality of enlistees remains sky high. More than 99 percent of all our enlistments are now high school grads. Keep up the great work! Hooah!



Command Sgt. Maj. Stephan Frennier

THE WAY I SEE IT

Dear TWISI,

My question concerns Army Recall Soldiers on active duty. A recent ALARACT MSG 225/2009 stated that Recall Soldiers could remain on active duty for mission essential assignments, yet recruiting is not one of them. The Army has an increase of 22,000 Soldiers, and the active and Reserve components continue to have a push for volunteers because of perceived shortages occurring in USAREC. Yet, you have highly successful recruiters who have already been requested by their chain of command to remain in recruiting and are unable to do so.

Wouldn't it make more sense to leave these recruiters who have proven themselves and are already trained and in place to remain temporarily in recruiting as opposed to bringing Soldiers in who have no desire to be in recruiting and would better serve the needs of the Army by remaining in their MOS?

What better way to establish credibility with COIs, parents, and applicants than to have someone who has served, and served again to tell the Army story. Or it could be another story lost.

Respectfully, Sgt. 1st Class Roger Dray

If you have an issue you would like to have addressed through THE WAY I SEE IT, e-mail TWISI@usarec.army.mil.

Dear Sgt. 1st Class Dray:

Thank you for your input to the "The Way I See It" program. Army Retiree Recalls remaining temporarily on recruiting duty are allowed to stay on station until their two-year tour has expired. The Retiree Recall initiative was used to temporarily increase recruiter strength based on OPTEMPO during the period required.

Given the Army's decision as outlined in ALARACT MSG 225/2009, current and anticipated missions and the fact that HRC is meeting our recruiter requirements, we are unable to use the Retiree Recall program at this time.

Thank you again for responding to the TWISI Program. For further information contact Charles Kennedy at (800)223-3735, extension 6-0220; DSN 536-0220; COM (502) 626-0220; or e-mail charles.kennedy@usarec.army.mil.

Sincerely, Col. Hubert E. Bagley Chief of Staff

Developing

Emotional Control Part Two

Beware of the Turtle Effect

ne of my passions is baseball. My own organizational playing days ended in college and some years later I took up coaching in the military youth sports program. To this day I cherish those four seasons of working with 10 to 12 year-olds in Germany and Fort Bragg as some of the best times of my life.

Ask anyone who has ever done youth coaching what the most difficult aspect of that experience is, and you will always get the same response without fail: parents! More on that in a bit.

What drove my coaching philosophy was very simple — character development.

I was not looking for pitchers who would throw a perfect game every outing. Nor was I seeking .600 average hitters. Please understand that I wouldn't turn them down if they came my way! But everything I did as a coach focused on developing and encouraging proper attitude. Did the players understand the concept of team and teamwork? Were they on time and consistent for practice? Were they teachable? Did they hustle to and from the field? Did they obey and respect the coaching staff?

I took huge pride in being fair to all and working beyond the norm to create opportunities for these kids to excel and enjoy the game — and to personally mature through the process. And I should say that every year, by the end of the season, we developed into championship teams.

One of the realities that I acknowledged was that kids are a product of the families in which they are raised. Some require extra TLC and patience — qualities often deficient in their home environment. I labored diligently to accommodate every member of the team in providing a balance of forbearance and discipline.

One boy, I'll call Jimmy, played for me the first couple years. Jimmy had mediocre skills and came from a dysfunctional home. Mom and Dad both had serious issues, which were reflected in Jimmy's bad behavior patterns on the field. Whenever there was a fight, who was instigator? Jimmy. Whenever a cup of soda hurtled the length of the 15-passenger van and exploded its contents on the windshield and the driver — me — who was the perpetrator? Jimmy. Whenever a member of the team yelled "F-U" at the coach — me, of course — who was it? Jimmy.

I accepted Jimmy as a project. Over several weeks I worked with him, bending over backwards in giving him fourth and fifth chances, all the while holding him accountable and striving to inculcate in him positive character traits.

Toward the latter part of the season we made the lengthy trip to a game in Baumholder. In the bottom of the first inning my team was in the field. On this occasion Jimmy had not started the game — due in part to some discipline problems during the previous week. A glance in the dugout revealed Jimmy to be missing. Where was Jimmy? I stepped outside the playing area near the stands to see Jimmy climbing a tree. I hollered at Jimmy to come down and get back into the dugout since he was part of the team.

As soon as the words left my mouth, Jimmy's mother was pointing her finger in my face stating that "the reason why Jimmy is the way he is, is you!"

My response was ugly and immediate. I exploded back at that mother so loudly

and forcefully that the umpire stopped the game and came over to tell me to cool it. Our exchange had become so heated that strangers must have thought that she and I were married!

Well, it didn't take long for me to realize that I had blown it big-time.

The game resumed, but my focus turned to the embarrassment that I caused myself and my team. After all, I was the coach who had consistently stressed the importance of attitude and proper deportment. Plus, I was the chaplain for our small community and this would be no small news that I would have to live down.

Two things, among others, came out of this. First, I realized that since my offense was very public, so must also be my apology. Immediately after the game I called all the parents together and expressed sorrow and regret for my outburst.

Second, I came to understand the danger of turtling. To turtle is to stuff abuses, offenses and pain that others inflict upon us under our shell over a period of time. Outwardly our demeanor may seem calm but if we don't deal with issues and allow them to accumulate over time, we may explode.

What should I have done? If I had it to do over, I would have periodically approached and conferred with Jimmy's parents — as difficult as that may have been. At least then, the issues would have been on the table and I would have had a constructive outlet for the frustration I continually experienced in working with

More to follow on this. See you next

Life-Long Careers for Army Spouses

Employment Partnership Program Helps Military Families Constantly on the Move

By Rob McIlvaine FMWRC Public Affairs

o date, 57,600 spouses of Soldiers have been hired for positions at one of the 31 Fortune 500 corporations who have joined forces with the Army Spouse Employment Partnership (ASEP). This includes the 15,647 spouses hired this year.

As of October, eight more corporations, including Wal-Mart Stores Inc., joined forces with ASEP, bringing the total number of corporate partners to 39.

ASEP enhances employment opportunities for spouses of military members while fulfilling America's demand for skilled workers.

Dr. Lillie Cannon, the program manager for ASEP, has been a tireless advocate for Army spouses.

"As an Army spouse myself, I see the sacrifices Army families undergo while their Soldier is deployed. I also see those Army spouses who give up their careers to keep their families together and support their service member," said Cannon, a retired Air Force officer.

"Now I am living the life of a military spouse. I have moved four times with my Soldier and each time I was able to move with one of the ASEP partners and continue my career," Cannon said.

The Army recognizes the importance of spouse satisfaction in family decisions. Many Soldiers make retention decisions based on their families' financial stability. Approximately 55 percent of Army spouses are in the labor force and contribute from 20 to 40 percent of their families' income. The perception of a spouse's quality of life — including financial well-being and the ability to realize personal and professional goals — is a major factor in the retention of high-quality military personnel. Frequent Soldier reassignments/

relocations make it difficult for spouses to sustain employment and develop long-term careers.

Cannon says the ASEP program is much-needed right now because the economy has long since forced us to move from a one-salary family. But for her, it's not just about helping someone find that extra income.

"My focus and passion for ensuring Army spouses have careers and meaningful employment is driven by my respect and admiration for their service to this country. Although they do not wear a uniform and physically go off to war, it's their dedication and love for our country that enables them to kiss their Soldier goodbye without knowing if he or she will return. It is our duty to make sure they too have every opportunity to a career they can enjoy while helping to sustain their family," she said.

The Army administers several other spouse employment programs through the Army Family Covenant.

Army Community Service (ACS) Employment Readiness Programs (ERP) provide relocating spouses of active duty military personnel information on employment, education and training opportunities, as well as educational and vocational counseling. With a wealth of resources, ERP's clients – Army spouses – are among the best prepared job candidates in the marketplace.

ACS helps Soldiers and Army civilians and their family members throughout the entire military life cycle: recruitment through retirement. Employment Readiness believes that every Army spouse should have a choice and be afforded the opportunity to develop a career and /or become employed.

The Army launched the Military Spouse Job Search (http://www.msjs.org) July 7, 2005, through the Department of Labor's America's Job Bank. This service provides free access to a résumé and joblisting database for spouses and militaryfriendly employers.

Of a total of more than 510,000 Army spouses, 340,000 are 32 years old or younger with 80 percent of them married to enlisted Soldiers. Besides their backgrounds in clerical, services, sales, child development and management and administration, Army spouses bring the benefits of ethnic diversity, and a variety of native cultures and second languages that are in great demand in the international business community.

However, military spouses, because of the unique circumstances of the military lifestyle, generally have a harder time achieving the kinds of educational and career goals that civilians can.

Although Congress and state legislators have begun to address the issue, many military spouses who move to a new state are not eligible to receive in-state tuition rates, making the cost of education unaffordable. One important solution already available for military spouses is online education.

With Congressional authorization in Public Law 110-417, the Department of Defense implemented and funded the Military Spouse Career Advancement Accounts (MyCAA) in April 2009. This program provides resources and assistance supporting the pursuit of a successful, long-term, portable career to spouses of active duty services members, Guard and Reserve on orders for one year or more.

The centralized, virtual program, accessed through Military OneSource, will provide counseling and funding, up to \$6,000, to assist with licensure, certification or education opportunities leading to portable employment opportunities.

Program specifics are available at

Facebook TTPs

Tactics,
Techniques &
Procedures
for Station,
Company &
Battalion Pages

By Mark J. Howell USAREC G7/9

In the December issue of the Recruiter Journal, we discussed how to set up your station's friend and fan pages, which many of you have completed. For those of you who haven't, please take the time to do so. All the tools needed to complete set up can be found on the Recruiter ProNet under the Social Media section. While there, take a look at the article by Arik Hanson, a consultant from a large communications group praising the Army's techniques and use of social media.

Using Facebook can also allow you to reach your local markets in a way that the other services cannot. The Army is leading the way on the use of social media, whereas the other services have limited and even banned social media use. With this in mind, this month we'll discuss ways to highlight and engage your local markets through your station "fan" page.

I'll start this month's discussion with a question. Stations, what is one thing (besides location) that you have in common with your local communities? If you answered your Future Soldiers, you would be right! Future Soldiers are a great resource to assist you with spreading your messages on Facebook.

Most Future Soldiers probably have a personal page and would be open to becoming a fan of your station's fan page. With their permission, you should highlight/Tag them whenever possible. One use of your fan page could be a "digital" Future Soldier board, where you can share a photo, enlistment details like MOS and bonuses, and which school they attended. If someone gets a promotion while in the program, you can also congratulate them publicly with a post on your page.

Two important things to keep in mind here. Before you post something about one of your Future Soldiers, make sure you have their permission. Some Future Soldiers may not want details of their enlistment made public, so make sure you check with them each time you want to post something about them.

Also, make sure you do not share any information that would endanger or potentially harm them. Ensure you don't release any personally identifiable information (PII), and don't post anything that would jeopardize operational security (OPSEC).

Another way to merge yourself into your markets is by highlighting interaction with your local schools. Inform centers of influence from your schools of your station's fan page, and if they would mind if you posted a link to their school on your Facebook. If the school administrators give permission, post photos of events you attend, and thank them for their hospitality.

Sharing good news stories with local schools can help you build stronger relationships with them. Here's an example of a good post: "Had a great time at the Henry County High School basketball game last night. 20-6 record with 2 games left! The Wildcats are looking Army Strong this year!" Add a photo of recruiters with the players, and you have a great community relations post.

Posts like these show the school that you are interested in what they're doing, and can generate positive responses from others in your community who see your page. It's a win-win for everybody.

Again, as mentioned before with the Future Soldier postings, be sure to ask permission before posting anything about your schools!

In next month's issue, we'll discuss ways to better promote your pages, to include instructions for getting a vanity URL.

If you have any questions about Facebook, or would like to share a best practice from your page, please e-mail me at: mark.howell@usarec.army.mil and we may use it in an upcoming issue.

What NOT

Personally Identifiable Information

Home addresses

Home/personal cell phone numbers

Personal e-mail addresses

Birth dates

Social Security numbers

Spouse and children's names



US ARMY RECRUITING STATION MANASSAS VA







SSG Salles

9 new photos





US ARMY RECRUITING STATION MANASSAS VA Army







Future Soldiers

5 new photos

To October 30 at 11:03am · Share



US ARMY RECRUITING STATION MANASSAS VA



Military :: Golden Corral

goldencorral.com

Golden Corral's 9th annual Military Appreciation Monday dinner will be held on Monday, November 16, 2009, from 5 to 9 pm in all Golden Corral restaurants nationwide. The free dinner meal is a special "thank you tribute" to any person who has ever served in the United States Military. . . .

● October 28 at 3:10pm · Share



US ARMY RECRUITING STATION MANASSAS VA Table Setup at Kettle Run High

School tomorrow, see you there!

October 27 at 5:42pm



US ARMY RECRUITING STATION MANASSAS VA Congratulations to Paul Robert Ward the newest member of the United States Army. He enlisted as an Explosive Ordnance Specialist 89D for 4 years with a \$14,000 bonus!! Hooah!



US ARMY RECRUITING STATION MANASSAS VA



Stonewall Jackson High School - Start Page

www.sjraiders.org

Stonewall Jackson High School: Website

facebook Home Profile Friends Inbox Julia Bobick Settings

Manassas Recruiting Station does

and school events, as well as

Future Soldiers. For more ideas

Manassas Recruiting Station's Photos - Future Soldiers

a great job of updating their page with

information on upcoming **community**

highlighting achievements of their

on posts, check out their page by searching

"Manassas Army Recruiting" on Facebook.

● October 26 at 11:50pm

Before posting

any Future Soldier

photos or news, be

sure to get their

Future Soldiers

permission. Some

Manassas Recruiting Station's Photos - Future Soldier Training

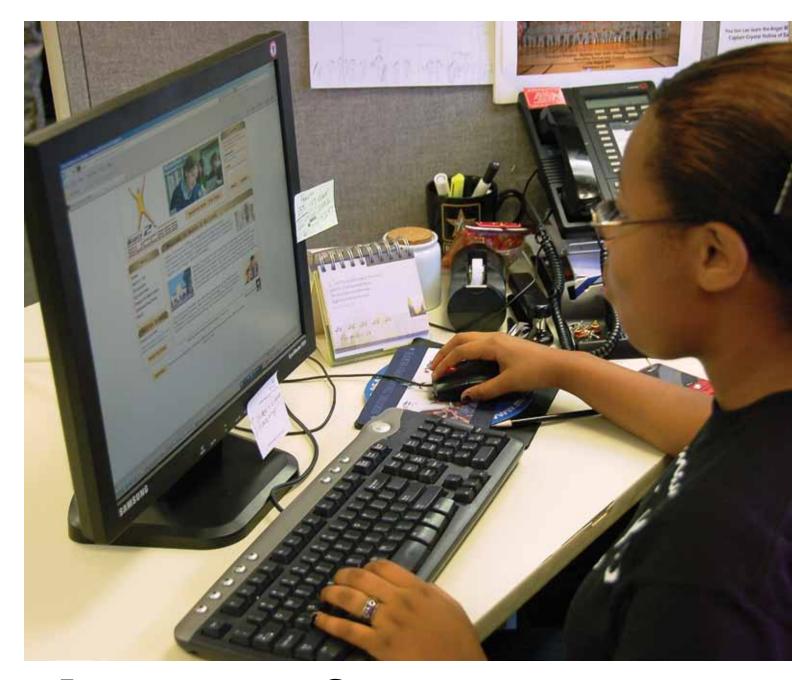
Photo 1 of 7 | Back to Album | Manassas's Photos | Manassas's Profile

ARMY STROY

may not want details of their enlistment made public.

Extend to your left....
In this photo: Aarron Jacob Mccaulley, Cristhian Medrano, Gary Allee

From the album: JANUARY 2010 | RECRUITER JOURNAL | 9
"Future Soldier Training" by
Manassas Recruiting Station



The Cost of Test Prepa

Story and photo by Carl Hilts Sacramento Battalion

ompeting successfully for a college prep high school or university requires every advantage one can get. The Army provides such an advantage with its free test preparation Web site – www.March2Success.com.

Keeping a competitive edge in education in today's economy is priceless. The nation is seeing the highest unemployment rates in decades. Schools are closing down. Class sizes are getting larger. Universities are cutting classes, reducing faculty and decreasing the number of students allowed to enroll. Across the board at every level of higher education and some college prep high schools,

potential students are seeing tougher admissions standards. An academic record and test scores normally high enough to get in may not be high enough this year. These standards are likely to get even tougher next year and beyond.

More often test preparation is important to meeting the standards of the best colleges. For students this can be the difference between a good education and a better one.

What is the value of going to a first choice school instead of a third or fourth choice? The difference can be life-changing. Lifestyle, experience, job options and personal connections are



March2Success is open to anyone age 13 and older who is looking for help in the subjects of language arts, math or science.

The free Web site also aids in the development of test taking skills and study habits. The practice tests and exercises are based on high school placement exams, state standard assessment tests, SAT/ACT and other college admissions tests.

There are also college planning tools available, information on college selection and the application process.

Log on to www.march2success.com.

Fourteen-year-old Chynna Hollins of Folsom, Calif., wants to prepare for college. An eighth-grader, she looked to March2Success.com a year ago.

just a few of the things the difference will influence. Its true value: priceless.

Students and parents can easily pay lots of money for test preparation programs; however the Army offers the same quality services for free, through March2Success. Anyone age 13 and older with access to the Internet can access this site. There are no costs, no hidden fees, no books to buy, no upgrades to "premium" service. The only investment required is time. The program is self-paced, so even time spent is under the user's control.

March2Success has partnered with some of the best test preparation companies in the industry. The site content was originally developed with Kaplan (an international tutoring company established

in 1938) and Educational Options Inc. (Northwest Association of Accredited Schools accredited education provider). Peterson's (national test prep company which provides 45 percent of all Scholastic Assessment Test/American College Test prep books nationwide) was recently contracted to manage the SAT/ACT test preparation sections of the site, while Education Options Inc. continues to manage high school prep and individual state standardized test sections.

Is there a catch? Is this a recruiting tool? No, just ask Chynna Hollins of Folsom, Calif., about her experience with the site. Hollins signed up a year ago, used the site regularly for a few months and on and off since then.

Asked if anyone talked to her about joining the Army, Hollins said, "No, just my mom."

There are no pictures of tanks, helicopters or other glamorous Army gear on the site, no banner ads and no commercials while pages load. In short, March2Success is not a veiled way to recruit. It is just what it claims to be, a test preparation program for those who want to succeed in school.

Why would the Army spend so much on a test preparation site just to give it away?

"The Army firmly believes in education," said Sacramento education services specialist Tonja Ochonma. "The more educated Soldiers [are], the more adaptable they are and the more things they can do for the Army. The Army has education programs from 7th grade up to post doctorate work."

"The Army also turns away many applicants because they do not have the required education to meet the enlistment standards," said Ochonma. "The more educated the country as a whole is, the better the chance those who are willing to serve will have the education to do so."

March2Success is also an act of service by the Army. Selfless Service is one of the seven Army Values. By providing test preparation to everyone, the entire country benefits, not just the Army.

March2Success also allows parents and teachers the ability to monitor how a student is doing with the site content. Lisa Anthony saw the impact on her daughter, Jasmine, who signed up for March2Success this past summer.

"She initially was very skeptical about going through the program," said Anthony. "She thought it was going to be boring. Amazingly as she started to go through the modules she became more and more interested in the content."

The end result was just what Lisa was looking for.

"Today, Jasmine is in her first year of high school and is holding straight A's", said Anthony.

Hollins shared why she used March2Success.

"I wanted to start preparing myself for college. College is a very important part of becoming mature," she said. "The most useful part was the grammar. I want to be able to speak English correctly for the career I want to go into. I want to be a pediatrician or surgeon, some type of medical doctor."

Summing up March2Success, Hollins said, "I think it's a great thing to use while you are in high school. Starting early will make you more prepared than ever [to get into college]."

Former Soldier

now an Advocate for

Wounded Warriors

By Charles Glenn Portland Recruiting Battalion

he great American poet Ralph Waldo Emerson once said, "Great hearts send forth the secret forces that draw great events." Melissa Cramblett, an advertising and public affairs and education assistant for the Portland Battalion, is living proof that there is truth in that.

She's also the volunteer official spokesperson for StayStrongNation.org, a non-profit organization dedicated to helping service members recover from post-traumatic stress disorder (PTSD). In that role she's become an advocate and spokesperson for wounded warriors. Cramblett, an Iraq War veteran injured in the line of duty, was offered the position when she answered what she thought was a routine phone call at work. The person calling was Lewis Gresford, President of StayStrongNa-

tion.org. A short conversation led to a longer one, and eventually Gresford offered Cramblett the opportunity to be featured on their Web site, www.staystrongnation.org, and to become the volunteer spokesperson.

"Melissa is wonderful," said Gresford. "She really is the face of StayStrong, and we're proud to have her on board."

As the face of StayStrongNation.org, Cramblett has been interviewed numerous times by national media such as the New York Times, and has been featured in the Army Times, as well. Her father's tour in Vietnam combined with her own experiences in the Army and personal struggle with PTSD have given her a heart to help Soldiers, and StayStrongNation.org has been a way for her to focus that energy.

"I love Soldiers," she said. "I love working with them, I love being around them, and I love being one of them. If there is anything I can do with my life that will improve their lives somehow, then I'm all over that."

Cramblett joined the Army in 2001 as a 88M Motor Transport Operator. She was sent to Iraq in 2003. As a driver of the Army's 915 tractor-trailer as well as smaller vehicles, she was responsible for moving supplies all over Iraq. Before she returned home, she was involved in several insurgent improvised explosive



Melissa Cramblett

device (IED) attacks, including two direct hits that cost the lives of more than one close friend and earned her extended time in military hospitals for surgeries on the lower half of her body.

It was on a return trip home after one of the surgeries that she met Tim Wahlberg, the chief executive officer of the Portland-based Evergreen Aviation, one of the primary companies with which the Army currently contracts for their operations in Iraq and Afghanistan.

"I spent the whole flight talking to Tim."

After returning home from Iraq and the subsequent surgeries at military hospitals in Europe, Cramblett, still technically an E-6 in the Army under the temporary disability retire-

ment list, accepted the position at Portland Battation where she regularly meets with the battalion's centers of influence. Meeting Wahlberg turned out to be beneficial not just to her but also to the battalion.

"We were able to get Evergreen Aviation to join Partnership for Youth Success, and I was really happy to be a part of that," she said

Cramblett was able to organize a meeting between Evergreen and StayStrong, which led to another partnership. Her work with StayStrongNation.org to led to her receive an invitation to travel to Washington, D.C., as part of the Army Wounded Warrior AW2 Symposium.

"I was part of a group of people from all over the country who came up with several proposals for legislation that would help wounded warriors," she explained. "Our ideas were accepted and the legislation is being drafted up now."

Cramblett, the mother of two, has no plans to slow down any time soon. She was able to enlist the help of Oregon Governor Theodore Kulongoski in proclaiming Nov. 8 – 15, "Post-Traumatic Stress/Traumatic Brain Injury Awareness Week."

"I feel like it's just getting started," she said. "I feel so honored to get to be a part of this and to make a difference for Soldiers."

New Year, New Career for Prospects

By Lauren Colberg McCann Worldgroup

he New Year's holiday often brings resolutions of new hope and new careers. For this reason, online job search engines often see a spike in jobseeking activity in the month of January. This, combined with the unemployment rate soaring to more than 10 percent in 2009, has recruiters turning to Career-Builder to find highly-propensed and qualified applicants to make mission.

The CareerBuilder program, launched in August 2008, has yielded a staggering number of qualified leads.

One of the advantages of the job posting program is that it is "low maintenance" for recruiters; the job postings are managed through a CareerBuilder user account at the company level.

The selection of the postings is based on the commander's intent to focus on mission needs for his/her unit, and can be targeted by ZIP code to relevant areas with high unemployment rates. By simply working the Hot Leads daily in Recruiter Zone, recruiters are able to easily tap into this pool of job seekers.

Why CareerBuilder?

CareerBuilder.com is the largest online job site in the United States, with more than 23 million unique visitors each month and a 34 percent market share of help-wanted Web sites in the country. It brings together job seekers and employers seeking qualified applicants. Leveraged by USAREC, this program gives company commanders and recruiters the opportunity to:

- Develop qualified leads from prescreened applicants/prospects. In most cases applicants/prospects have requested additional information about specific Army career fields.
- Improve the interview process by equipping recruiters with valuable information about the prospects.
- Communicate tangible/intangible Army benefits to job seekers.
- Reinforce messaging through multiple touch points, including an auto-response letter and recruiter contact.

CareerBuilder Job Posting Program Qualified Leads by BDE

8/15/08-10/31/09

Is This Worth My Time? Prove It!

Since the program launched Aug. 15, 2008, postings have generated 135,409 and 16,925 qualified leads* for both active and Reserve, respectively; rendering a total of 152,334 qualified leads for the nonprior service mission.

Since the Band postings launched Feb. 9, 2009, Career-Builder has vielded a total of 243 qualified leads. Furthermore, with the June 23 expansion of the program to include OCS, postings have generated a total of 462 qualified leads for that mission.

Overall as of Oct. 31, CareerBuilder has generated a grand total 153,039 qualified leads for the U.S. Army and more than 831** contracts.

Despite the softening of the job market, CareerBuilder is still a great way to reach prospects as they continue to spend time

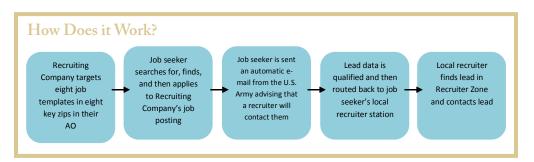
6th BDE 1st BDE 22,678 34,587 3rd BDE 15% 23% 26,651 1796 2nd BDE 5th BDE

45,264

29%

online. It provides access to a larger number of opportunities and is an excellent resource to reach job seekers who are not considering the Army as a career path.

For questions on the CareerBuilder program and how to maximize it in your area of responsibility, please contact your local field marketing representative.



23,859

16%

What Job Posting Templates are Available?

Active Army

Administrative Support / Customer Service Opportunities Arts, Media & Music Opportunities

Aviation

Bandsperson

Computers & Information Technology Opportunities Construction & Engineering Opportunities

Field Support Opportunities

Maintenance & Repair Opportunities

Mechanic

Medical & Health Care Opportunities

Paralegal Specialist / Legal Assistant Opportunities

Public Safety Truck Drivers

OCS

Army Reserve

Administrative Support / Customer Service Opportunities

Arts, Media & Music Opportunities

Civil Affairs

Communications & Translator Opportunities

Computers & Information Technology Opportunities

Construction & Engineering Opportunities

Field Support Opportunities

Maintenance & Repair Opportunities

Mechanic

Medical & Health Care Opportunities

Paralegal Specialist / Legal Assistant Opportunities

Truck Drivers

0CS

Lauren Colberg is a field marketing representative with McCann Worldgroup, the Army's advertising part-* A qualified lead is defined as having the following required items: name, complete mailing address, age ner on the Army Strong recruitment campaign.

qualifier (need education level or date of birth to be able to age qualify). Phone number and/or e-mail address are not required, but logically are preferred for recruiter to be able to contact.

^{**} Contract information provided by the Center for Accessions Research.



Lieutenant Gen. Benjamin C. Freakley shares with a laugh with Pat Bray, executive director for Association for Career and Technical Education, and ACTE President Ed Melott, during a partnership signing agreement between the Army and ACTE.

Army Partners with ACTE

Story and photo by Lee Elder Nashville Battalion

he general who heads up the U.S. Army Accessions Command recruiting efforts told a nationwide gathering of guidance counselors that educators and Soldiers had "a shared responsibility" when it came to educating America's youth.

Lieutenant Gen. Benjamin C. Freakley spoke to more than 300 members of the Association for Career and Technical Education at the Opryland Hotel in Nashville. He was in the Music City to sign a partnership memorandum with ACTE which has more than 30,000 members nationwide including more than 5,000 in attendance at the national convention.

"Educating our youth is our most important mission," Freak-

ley said. "Our work together matters because our nation's young people matter."

Freakley told the crowd that only 30 percent of young people between the ages of 17 and 24 qualify for military service. Many cannot enlist for three primary reasons: they cannot pass the entrance exams, they fail to meet moral standards due to a criminal history or they are obese. He said schools must reach out to the 70 percent who are not eligible for enlistment.

"They cannot be allowed to fall out," Freakley said. "They can't be left behind."

To that end, Freakley signed a memorandum of understanding with ACTE guaranteeing more future joint endeavors to form

"Educating our youth is our most important mission. Our work together matters because our nation's young people matter."

— Lt. Gen. Benjamin C. Freakley

what he called "a team of teams." Also signing was Jan Bray, ACTE's executive director.

Bray, who is based at ACTE's headquarters in Alexandria, Va., said the agreement had been put together in "record time." She said the two groups already had a close working relationship, but the agreement would bring the two even closer and would give them specific goals to meet while working in tandem.

After Freakley signed on behalf of the Army, Bray followed as the audience cheered. She jokingly reassured the audience that she was not signing an enlistment contract.

"I fired an M-16 [rifle] for the first time last week at Fort Jackson," she said. "I couldn't hit a thing!"

Among the highlights of the agreement were:

- Establishing a joint working group between the Army and ACTE to implement an integrated career pilot pilot program by the end of 2010;
- Establishing another joint working group to create professional development models for Career and Technical
 Education that allows them to assist high school students
 with academic and career planning;
- Creating a web-based that details Army educational opportunities in the 16 career clusters used by ACTE; and
- A study focused on establishing a vehicle giving CTE administrators an opportunity to recruit retiring soldiers to fill critical CTE teaching shortages.

"It's just a beginning," Freakley said after signing the agreement. "The partnerships will only be successful if it works locally.

"You make it alive and real at a local level; that's the challenge." Counselors should reach out to local recruiters, Freakley said. They can ensure the goals set by the memorandum are achieved to benefit young people nationwide.

Freakley said that the technical training given by ACTE members is a perfect combination with leadership skills the Army develops in young people. Both can give the nation a young workforce that can compete globally in the ever-changing world

economy.

"We know how to raise leaders," Freakley said. "We want people to stand up and lead, not sit back and watch."

Those who join have an average \$63,000 worth of training by the time they complete their advanced individual training, Freakley said. The Army also spends up to \$4,500 per year on each Soldier who wishes to further his or her education.

A common theme of Freakley's speech was the nation's standing on the world education scene. He said the nation's climbing high school dropout rate was alarming along with declining interest in math and science especially when compared to the growing number of Chinese and Indian scholars.

If the nation cannot recruit quality young men and women for its armed forces, Freakley said it was "a national security issue." The Army needs Soldiers who can be trained to fill one of more than 150 jobs available in its workforce.

Freakley challenged counselors to view military service as "a respected choice." He said all too often young people considering enlisting will be discouraged those they look up to and respect.

"It's not an option of last resort," Freakley said.

Instead, Freakley said that 96 percent of the young men and women who joined the Army are high school graduates, a 13-year high. Most score much higher than the 50 average on the Armed Forces Vocational Aptitude Battery which the Army uses to test applicants.

"It is getting harder and harder to get into the military," Freakley said.

Many young people would benefit from being in the Army. Despite the physical and mental challenges that face a young person opting to serve his or her country, Freakley said many students are up to the task.

"They don't have to be a superman or a superwoman to join the Army," Freakley said. "We'll take care of that."



One of more than 5,000 Association for Career and Technical Education spins the wheel at the Army display set up at the Gaylord Opryland Hotel in Nashville, Tenn. The display was a popular attraction and was a creative way to distribute information and personal presentation items to educators from across the nation.

ut America's Army

Story and photo by Lee Elder Nashville Battalion

hose who think today's Army isn't high tech should think again.

One of the project leads for the U.S. Army's America's Army video game, Craig Eichelkraut, said the Army is using virtual technology in many training and operational capacities today. While it has developed one of the most popular online games, Eichelkraut said his office, America's Army Software Management, is helping lead the way in a number of practical applications.

Eichelkraut, who is based at Redstone Arsenal, Ala., was the keynote speaker at the Association for Career and Technical Education Celebration Luncheon at the Opryland Hotel during the ACTE's annual convention in Nashville.

"Our Soldiers are young men and women too," Eichelkraut said. "They love playing video games."

During his presentation, Eichelkraut unveiled a new game that will be part of the Junior ROTC curriculum next year. He showed a demonstration with a scenario where the player comes upon a car accident site. The player finds three casualties with various conditions has to access the extent of their injuries and prioritize the order they should be treated.

"They are learning while they are playing," Eichelkraut said. "We want them to make it a part of their long-term memory; we want it to be second nature."

Virtual technology has a myriad of uses, Eichelkraut said. It could be used to simulate a contaminated environment where soldiers could train on protection procedures or used to simulate host-nation mediation with native civilians on a virtual battlefield.

"We think it's an important tool to train people," Eichelkraut said. "More importantly, it has many uses in education."

The America's Army video game is still his office's most visible product. Eichelkraut said it ranks in the Top 10 most played games online.

"We use it as a way to show a better life," Eichelkraut said. "We make sure it's in the spirit of the Army."

The luncheon honored ACTE regional winners. It was sponsored by U.S. Army Recruiting Command.

"We've sponsored this luncheon for a number of years," said Terry Backstrom, an education services specialist at USAREC's headquarters at Fort Knox, Ky. "We work closely with [ACTE] at the national and grassroots levels."

ACTE bills itself as "the largest national education association dedicated to the advancement of education that prepares youth and adults for successful careers." It was founded in 1926 and is now a partner with the Army on a number of pursuits as a result of its recent Memorandum of Understanding with U.S. Army Accessions Command.

A New Year, A New Vision

By Maj. Chris Belcher Commanding General's Initiatives Group

he USAREC commanding general approved a new vision statement for the Command in December. Major Gen. Donald M. Campbell Jr., brigade commanders, and command sergeants major and the USAREC staff began developing the new vision statement during the USAREC Annual Leaders Training Conference in Tampa, Fla., in November. It was designed by Campbell as a team effort to create a shared vision for USAREC's future.

The team discussed and debated the critical elements our vision statement needs for us to successfully move the command into the future to become the world's premier recruiting force.

The result of this work is a vision statement that guides USAREC's Soldiers, families, civilians and contractors into the future.

The new vision starts with a simple, easy to remember statement, "America's Army Starts Here."

This statement serves as a constant reminder that USAREC personnel are the gatekeepers for our Army. Our team members are entrusted to maintain the health of the all-volunteer force. Without the efforts of our dedicated Soldiers, civilians and contractors, supported by their families, there would be no all-volunteer Army. Every day, the members of team USAREC work together to enable America's best and brightest to serve in America's Army.

The new vision continues, "An all-volunteer team sustaining an all-volunteer Army — a mutually supporting relationship with families and communities enabled by a network of shared knowledge using leading edge technologies and premier recruiting practices."

The new vision statement highlights our goal to make USAREC a place where Soldiers, families and civilians want to serve. We must take care of Soldiers, families and civilians to ensure the members of our team feel valued for their service. This new vision recognizes the important role our families play in the success of the USAREC team. Our families are the cornerstone of this organization.

The vision also acknowledges the need for USAREC team members to develop mutually supporting relationships with our local communities. Our recruiting stations are Army bases in the local communities across the nation, and our team members serve as the Army's trusted ambassadors to those communities. We must integrate into these communities and build relationships that will be mutually beneficial to the Army and the local community.

USAREC's new vision reinforces the value of teamwork, not only among our Soldiers, but everyone who has a stake in the future of our Army.

Campbell recently commented on teamwork and the command's vision at the USAREC Industry Day Dec. 2.

"In order to achieve our vision, the Soldier, the civilian, and the private sector representatives must work together to complement and advance each other," he said.

Only with teamwork from every member of our team; the Soldier, the family member, the civilian, and the contractor can we successfully achieve our vision. Achieving our vision will move us forward into the future and ensure we become the world's premier recruiting force.

USAREC Hosts Industry Day

By Maj. Chris Belcher Commanding General's Initiatives Group

Recruiting Command hosted an Industry Day at Fort Knox Dec. 2 with participants from 44 commercial organizations.

USAREC designed Industry Day as a forum where industry could present best business practices and proposals for advancing Army recruiting.

The USAREC staff started the day with a series of briefings to inform participants about current recruiting efforts, Pinnacle and the new USAREC Vision Statement. Representatives from 31 of the organizations presented proposals to five panels made up of a team from USAREC, U.S. Army Accessions Command and U.S. Army Cadet Command. The panel sessions were broken into five tracks; Process Improvement and Recruiting Analysis, Marketing and Strategic Communication, Knowledge Management and Information Technology, Training and Education, and an At Large track.

Panel members listened to the briefings and then asked questions to help determine what best business practices would benefit the command in the future. USAREC can use information from the panels to improve processes, benchmark our recruiting efforts and increase the efficiency of recruiting efforts at the station level.

Industry Day didn't just benefit USAREC; it also benefited the organizations in attendance. Organizational representatives asked questions of the USAREC briefers and other attendees to increase their knowledge of Army recruiting, current recruiting efforts, recruiting challenges, and the future of Army recruiting.

Industry Day was a success for both the Army commands represented and for the commercial organizations that attended. This partnership will ultimately benefit recruiters in the field as the command provides them the best practices and equipment to accomplish their mission.



Col. James Comish, Assistant Chief of Staff RRS-T, accepts two recruiting service arm bands from retired Sgt. Maj. Raymond Moran at Fort Jackson, S.C., in December 2008. The armbands were used in the 1950s as a way to identify recruiters working in the community. Moran donated the armbands for the Recruiting Museum, scheduled to be located at Fort Knox, Ky. On the same day, the Recruiting Hall of Fame was named after Moran.

80 Years Old, Still Recruiting

Positive attitude, love of the Army keep Old Soldier in the game

By Jonathan E. Agee 1st Brigade

e turned 80 years old in November and is having difficulty getting around — not because of any physical impairments, but rather because during his 59 years of recruiting, retired Sgt. Maj. Raymond Moran seems to know everyone, everywhere.

"I hate to take him shopping with me," said Barbara, Moran's wife. "He says he will push the basket, but then I have to look for him all over the store because he is talking to friends. And that does not just happen in the commissary. Every place we go he has enlisted someone, or someone

from their family, and they recognize him and they get into conversations."

Barbara says that an average trip to the store is increased by 30 minutes when Moran accompanies her, but she also knows how much it means to him to promote the benefits of the Army and speak to Soldiers who enlisted under his guidance.

Over the years many people have trusted the guidance of Moran. He has enlisted everyone he can including friends and family, who he is quick to mention "all still love me." However, when asked how many people he has recruited, he said he has lost track over time.

"I would have to say over 1,000. It is just something I never kept a list of ... I

just call them the Old Soldier's Brigade."

His friends and colleagues call him the Old Soldier, a moniker he earned in Vietnam nearly 40 years ago, and although his age may justify the title, his attitude is anything but old.

"He has a lot of enthusiasm and he is definitely passionate about the Army," said Lt. Col. Gary W. Sheftick, who joined the Army due to the efforts of Moran. "In 60 years he has never lost that passion. He is hard working and believes in what he does, and what he does is help young people become Soldiers. He helped me reach my potential and become an officer. I have never seen him in a bad mood. He is always jovial. He always seems enthused





Above: Retired Sgt. Maj. Raymond Moran has an office on Fort Meade, Md., well-marked as the "Office of the Old Soldier." Left: Moran's military decorations.

"The most important thing is establishing a reputation of being truthful. "When people trust you they will send friends and family to talk to you. Once people trust you they will follow your recommendations for the Army."

— Retired Sgt. Maj. Raymond Moran

about what he is doing.

"He cares about Soldiers, people, the Army, and America. He has a deep passion that drives him. He seems to genuinely care about the young men and women he is helping become Soldiers."

According to Moran, getting out and talking to people is one of the main tools of a recruiter, but not the most important one.

"The most important thing is establishing a reputation of being truthful," said Moran. "When people trust you they will send friends and family to talk to you. Once people trust you they will follow your recommendations for the Army."

"Sergeant Maj. Moran is the kind of person that you would want him to teach your kids," said Edwin MacDonald Director, Operations Sustainment at Camber Corporation. "His character, ethics, and morals are something that you only read about, but when you're with him you know in minutes this is who they wrote the book after."

So why after nearly 59 years does Moran continue to recruit? Because he said he "just never thought of retiring.

"It's just not something I think about. I enjoy what I am doing, and I enjoy who I work with. You will not find better people to work with. For me it is a great sense of pride."



Lt. Col. John J. Hicks (left) speaker at Wednesday's meeting of the Washington Lious shakes hands with Lion President C. H. Scott. Between Col. Hicks and Scott is County Detective Joseph Sobansky, Lion, and on the right is M/Sgt. Ray Moran, of the U. S. Army recruiting staff stationed in Washington.

In early 1952, about a year after Moran arrived on recruiting duty, he and his commander were invited to speak at the Lion's Club. The newspaper publicity during that time gained Moran many phone calls in support of the recruiting effort.

of Telephone
Prospec

Image: Specific and the specific an

By Rick Welling USAREC Doctrine Division Chief

nyone who has to call strangers and ask them to take action is at least a little bit anxious. The act of trying to persuade strangers over the phone, commonly known as cold-calling, can be stressful. But it can also be very lucrative. All you have to do is commit to making the calls. However, before this can happen you have to overcome your fears.

Overcoming cold-calling fears is more mental than anything else. The first step of overcoming any fear is recognizing why you're fearful. Fears associated with cold-calling stem from the fear of rejection. No one likes to be told no.

Soldiers — especially those who have held leadership positions and were always in control — find it difficult to be told no. To hear a fellow American say no to Army service is disturbing to a Soldier who has sacrificed much for the freedoms Americans enjoy. Other people just don't like to seem pushy or intrusive.

You need to separate yourself from what you're doing and realize the prob-

lem isn't you. You are providing a service to your country. Article 1 of the United States Constitution gives the Congress of the United States the right to raise and support armies and a navy. When you cold-call another citizen, you are acting on behalf of the Congress.

Of course, American citizens have the right to free speech and the right to choose whether to serve in the armed forces. You'll get your fair share of rejections and may even get yelled at once in a while. Those responses are not personally directed at you. The best way to deal with rejection is to just brush it off and move on. Remember you represent the U.S. Army. Remember the Army values — your values!

You can't control other people's reactions. But what will help is being confident enough to get an appointment without being annoying. Also, try different approaches and adopt the ones that work best for you.

A good way to discover new approaches or refine your current approach is by teaming up with a buddy. Take turns making calls. Do this often to hone your technique. Also, if there's a PaYS partner with a call center in your area, ask to listen to one of their experienced callers. You might be surprised at what you can learn.

Overcoming cold-calling fears can be difficult, but remember everyone has these fears to some degree. Freeing yourself from blame and approaching people the best way possible will help you deal with cold-calling fears.



Tips for Telephone Cold-Calling

Recruiters have always felt that cold-calling over the phone is one of the most difficult tasks they have had to perform. Many recruiters avoid this task for different reasons. Some say it is due to the constant rejection. Others suggest cold-calling is just a big waste of time and effort. Such claims are often just a cover for a fear of rejection.

There are some great tips for cold-calling over the telephone. These tips include researching or blueprinting the lead before you make the call, preparing your message and focusing on a specific goal.

One of the best of tips is to research or blueprint the lead first. Blueprinting gives the recruiter information about the lead he or she is calling. This information allows the recruiter to tailor the call to the lead's interests. The lead will be impressed that the recruiter knows a little about this person. Blueprinting techniques will be discussed in greater detail in another blog series.

Another great tip is to prepare a script for the call. Some cold-callers feel a script can make the recruiter sound fake. However, a script will ensure the caller says all the right things. A script can help relax the person making the call. A more relaxed recruiter will make more appointments than a recruiter who is stumbling over his or her words. This is a great technique for the inexperienced recruiter or the recruiter who discovers they are stale over the phone and find it hard to make an

appointment. A script is also very useful when calling a targeted market, such as all of the leads obtained during a national event or a college table day or career fair.

One more tip is to always keep the goal in mind. The goal isn't the cold-call or to just make a number — it's to make an appointment that will eventually turn into an enlistment or commission. Focusing on the goal makes the recruiter more relaxed and confident.

Dealing with Rejection

Rejection is the hardest part of being a recruiter, but rejection is part of the job. Every recruiter has faced rejection more often than anyone would like. Every recruiter just has to find his or her own way of dealing with rejection.

Three effective ways of dealing with rejection are to just move on, don't take it personally, and learn from it.

As a recruiter you will meet a lot of people and have a lot of opportunities to interview and attempt to make a positive impact on a person's life.

When someone says no, just accept the rejection and move on to another prospect. You could use tricky techniques to get someone to join, but eventually the person will become a loss or a drill sergeant problem. Tricking someone to do something for personal gain — in other words, mission success — is never a good practice. In the long run, your reputation in the community and in the Army family will suffer.

Another way of dealing with rejection is not to take it personally. Just as you won't consider yourself a raving success by enlisting one or two people, you shouldn't consider yourself a failure when you get rejected. Besides, the person isn't rejecting you — they're rejecting the Army. Always remember that. Their rejection, however, is probably due to a lack of knowledge or because they can only relate the Army to what they have seen on television or at the movies

Regardless of what anyone tells you, it is nothing personal.

Since you won't make any gains by being rejected, you might as well learn something from it. Take a few minutes to think why it might have happened and tweak your telephone technique accordingly.

Improving yourself is a great way of dealing with rejection.

Ask someone else to listen to your technique and give you an honest critique. You might learn something about yourself!

Getting Past the Gatekeepers

Let's face it: you're never going to recruit someone if you can't get past the gatekeeper. If a parent or spouse answers and doesn't let you speak to the person you need to speak with, you need to find ways to get past the gatekeeper.

Never lie about who you are and why you're calling. Sure, a lie may get you past the gatekeeper, but once the person finds out what you did, you'll have an enemy who will never trust you. You likely will never enlist that person. You will never win over the gatekeeper, and you will forfeit all potential referrals.

Instead of lying, try something more original.

Blueprinting will let you say something like, "Hi, this is Sgt. 1st Class Motivator calling. I just read how your son (or daughter) is doing such and such and I would like to speak with him (or her) about an opportunity that might assist with his (or her) future goals." Something like that often works.

Also, you could try to provide an Army interview to the gatekeeper before even speaking with the lead. If you can win him or her over first, getting past the keeper may be a breeze.

Finally, even if the gatekeeper doesn't let you through, don't give up. Send a letter to the gatekeeper explaining what the Army has to offer and attach another letter for the lead.

This will make the gatekeeper feel important and, at the very least, should get a letter delivered to the lead.

Getting past the gatekeeper can be difficult; you must succeed. Be creative and persistent, but never lie. Remember your Army and personal values and the recruiter code of ethics.

Recruiting Improprieties Regulation Changes

By Capt. Laura Loomis USAREC Administrative Law Attorney

n July 2009, USAREC Headquarters published a new version of USAREC Regulation 601-45, Recruiting Improprieties, Policies and Procedures.

This regulation "prescribes policies and responsibilities for reporting, processing, investigating, and disposing of allegations of recruiting improprieties within the U.S. Army Recruiting Command." This article does not provide legal advice, but serves as an overview to the field on the regulation's major relevant revisions.

The revisions outlined in this article include the changes within the Enlistment Standards Division (ESD), the authority to dispose of certain types of cases, the qualifications required to serve as an investigating officer (IO) or assistant IO, the requirement to flag any Soldier pending a recruiting impropriety (RI) investigation, and the elimination of a possible "recruiter error" finding by the IO and command

The ESD was recently renamed the Recruiting Standards Directorate (RSD). The RSD reports directly to the deputy commanding general (DCG), USAREC as opposed to G-3, USAREC. The DCG is briefed directly by the director, RSD on the status of RI investigations. Further, the regulation specifically states that the RSD will assist in locating witnesses if the IO is having trouble reaching potential witnesses.

While the RSD reports directly to the DCG, the new regulation states that only the commanding general (CG), USAREC, as opposed to the DCG under the old regulation, has authority to reinstate temporarily suspended personnel.

Further, the old regulation required brigade commanders to forward all RI cases involving accessed applicants to the CG for disposition. The new regulation provides that brigade commanders are authorized to substantiate or unsubstantiated an RI and to take disciplinary actions as they deem appropriate in all RI cases subject to AR 601-1 and the CG Command Policy 11-09.

Whether an applicant has or has not accessed is no longer determinative of whether the brigade commander is authorized to take action.

AR 601-1, however, mandates that the CG is the final disposition authority to relieve a recruiter from the command based on a substantiated RI. Further, the CG is the final disposition authority on any action involving a commissioned or warrant officer, a senior noncommissioned officer in the grade of E9, or a noncommissioned officer assigned as a first sergeant of a Recruiting Command as directed by CG Command Policy 11-09, SUB-JECT: Withholding of Military Justice Authority.

In the old regulation, an IO had to serve in USAREC for at least six months prior to their appointment. The new regulation eliminates this time requirement. Any commissioned officer in USAREC, regardless of their time spent in the command, may serve as an IO in a RI investigation.

Further, the old regulation limited who could serve as an assistant IO. The old regulation provided that noncommissioned officers (NCOs) in the rank of master sergeant and above or a civilian contract investigator assigned to HQ USAREC, G-3, Enlistment Standards Division, [could only] be appointed as assistant IOs in the conduct of RI investigations.

The new language reads: [NCOs] in the rank of master sergeant and above, civilian investigators, and senior NCOs, sergeant first class and above assigned to the [RSD], may be appointed as assistant IOs in the conduct of RI investigations.

Additionally, the regulation strongly recommends against appointing a company commander as an IO in an RI investigation involving a member of their command. The regulation specifically states that "investigations and commanders' inquiries usually should not be conducted by the company commander of recruiting personnel allegedly involved in the matter."

In the new regulation, a battalion commander must immediately flag any Soldier under investigation for a RI. This means every Soldier under a RI investigation must be flagged pending the case's investigation and final disposition regardless of any initial assessment as to whether an RI has occurred. A Soldier, however, is not required to be flagged during a commander's inquiry into a suspected impropriety, defined as a questionable situation in which a RI is possible based on circumstantial or documentary evidence.

Contact your brigade judge advocate (BJA) or RSD for any clarification or questions on whether a situation involves a RI or SI. As a reminder, when DA civilian personnel are under RI investigation, any action taken by the command must comply with the Office of Personnel Management regulations and requires BJA coordination.

One of the most significant revisions is the elimination of recruiter error as a finding by the IO and command. Per paragraph 3-6 (a)(11), the IO can only make a finding that a RI case is substantiated or unsubstantiated. A finding of recruiter error no longer exists.

This article attempted to highlight the major relevant revisions to USAREC Regulation 601-45, such as changes within ESD (now RSD), disposition authority, IO requirements, flagging, and recruiter error findings. Every USAREC Soldier and DA civilian should read the new regulation for their firsthand knowledge.

Safety = Mission Multiplier

Command Aggressively Pursuing Accident Reduction Objectives During FY 10

By Mickey Gattis USAREC Safety Officer

ever before in the history of the U.S. Army Recruiting Command has safe driving been more prudent than now. With increasing numbers of vehicles on America's highways and a more mobile society than ever before, a recruiter's chance of having an accident is greater than for any previous era of recruiters.

Every day, as recruiters respond to our nation's needs to provide the strength, we expose our recruiters to hazards in uncertain and complex environments, our nation's roadways. We do this with the full knowledge that there are inherent risks associated with any military operation, and recruiting is no exception. The nature of our profession will not allow for either complacency or a cavalier acceptance of risk.

During FY 09 the Army reduced its accidental fatalities to their lowest number since the terrorist attacks of Sept. 11, 2001. The Army reached a wartime high of 300 in FY 05. The Army's efforts resulted in a 41 percent decrease in losses for the recently ended FY 09. USAREC also contributed to this reduction of accidental fatalities experiencing three fatalities during FY 09, which is a 60 percent reduction from the previous year of five accidental fatalities.

FY 09 USAREC Accident Statistics

353 recordable accidents
(compared to 228 in FY 08) including:
4 Class A (permanent total disability and fatalities)
1 Class B (\$200K<\$1 million property, permanent partial disability)

39 Class C (\$20K<\$200K property, lost work day)
309 Class D (\$2K<\$20K property)

Command FY 09 Safety Performance Overview

Our accident experience in FY 09 showed an increase from the previous fiscal year, due to changes in the reporting requirements and better reporting from the field.

In FY 09, this command experienced a total of 353 recordable accidents compared to 228 in FY 08. FY 09 accidents included

- four Class A (permanent total disability and fatalities),
- one Class B accidents (\$200K <\$1 million property, Permanent Partial Disability),
- 39 Class C accidents (\$20K<\$200K property, Lost Work Day), and
- 309 Class D accidents (\$2K<\$20K property).

The above statistics show all commanders, leaders and recruiters must relate the potential for accidental loss and its impact on their mission success.

Personal injuries contribute to lost recruiting man-hours; vehicle shortages may be due to many GOV collisions; and damage costs can lead to increased budget constraints.

The accident summaries that cite speed, fatigue, and alcohol over and over again are vivid testaments to the fact that there are no new causes, just new victims — year after year. All that changes are the names

Safeguarding personnel and equipment from accidental loss is a leadership and management responsibility that exists 24/7 in both on and off-duty activities. Accidents are not an "acceptable cost of doing business." Excellence is the only acceptable safety standard and every accident, especially those resulting in loss of life, diminishes mission accomplishment.

This command will aggressively pursue accident reduction objectives during FY 10. Accident reduction, through saving lives, minimizing injuries and damage to vehicles and equipment, will contribute to a strong and ready recruiting force.

A safety culture can be a valuable mission multiplier because safety conserves critical mission resources (people/time/money). All units must continue to engage in an aggressive program to reduce preventable accidental loss.

Safety is leader business!

Safety is Leader Business!

Students Spend Day at Racetrack

By Sgt. 1st Class Kathleen Hall Concord Recruiting Station, N.H.

More than 150 New England high school students from New Hampshire attended the Army Motorsports Education Outreach (AMEO) program, held at the New Hampshire Motor Speedway on Sept. 18.

The AMEO program is a free seminar for high school, community college and vocational school students designed to stress

the importance of staying in school and furthering their education after they graduate.

Held in conjunction with the National Association for Stock Car Auto Racing (NASCAR) Sylvania 300 race, the students spent about four hours as special guests at the Speedway, meeting with U.S. Army NASCAR driver Ryan Newman as he prepared for the race.

The students enjoyed a brisk question and answer session with Newman and other key representatives from the motorsports industry.

Members of the local ROTC and PEO Soldier activity were

also available to answer questions and show off some the Army's latest combat gear and weapons.

Students were then challenged in a fitness competition run by Staff Sgt. Stephanie Rodriquez, a member of the U.S. Army's Mobile Exhibitor Drill Sergeant Program. In the challenge, students had to do push-ups, sit-ups and pull-ups.

They were also given access to the Army's Strength in Action Zone, a huge mutli-component exhibit geared towards showcasing the physical requirements of being a Soldier in today's Army.

Students were also given a chance to climb one of the Army's portable rock climbing walls, and to operate an Apache helicopter simulator which gave them the feeling of what it is like to fly a combat mission.

The SAZ's Defender module allowed the students a chance to experience what a real Soldier goes through on a daily basis in a combat environment, as well as have the chance to fire one of the Army's weapon systems with real feedback on the screen.

During their visit, the key point driven home to each student was the importance of education and the impact that education will have in their success as adults whether they choose the Army or not.

Newman stressed that being mentally, physically and emotionally tough was most important to his success as a race car driver.

Rodriquez echoed his comments by saying these factors were also important in being a Soldier.

New Hampshire Company recruiters were on hand to answer any questions the students had about the Army and Army Reserve.



Staff Sgt. Stephanie Rodriquez keeps a trained eye on one of the high school students participating in the fitness competition at an Army Motorsports Education Outreach event held at the N.H. Motor Speedway, Louden, N.H.

:APT. CHRISTINE CHAMBERS, NEW HAMPSHIRE RECRUITING COMPANY

Indianapolis Man Advertises Way into OCS

By Steve Lawson Indianapolis Battalion

Indianapolis commuters saw an unusual sight last June. In the middle of a busy intersection was a man in a suit walking the median with a sandwich board asking for a job.

What some people saw as an eyesore, Indianapolis Battalion recruiter Staff Sgt. John Mayeu saw as an opportunity. He placed a phone call to the man, Drew Maci, and asked him if he would be interested in coming in to discuss the possibility of enlisting in the Army.

For the college graduate Maci, this wasn't on the top of his priority list.

"I accepted the call and was open to the idea, but I have to admit I wasn't enthusiastic," Maci said. "I even broke the first appointment because I was too busy doing other things."

But the members of the Indianapolis North Recruiting Station did not give up and on the second time around, Drew made it to the station. After taking the ASVAB, Maci learned he had scored high enough to qualify for Officer Candidate School.

"My first thought was to try to attend Warrant Officer School and fly helicopters but unfortunately I tested shy of the minimum score on the AFAST," Maci recounted. "So, I reset my sights on OCS."

For Maci, it was not the direction he had originally headed in life. The son of a construction project manager, his path had led him to a bachelor's degree in architecture from Bowling Green State University in Ohio in the summer of 2007.

After college, he landed a job with a local company in Indianapolis, but the position turned out not to be a good match. After a stint in power tool sales, which ended when he was laid off, Maci was ready to try something different.

That was when he got the inspiration to try wearing a sandwich board on one of Indianapolis' busy streets.

"I saw an article about a guy in Wisconsin who took out an entire billboard looking for a job and thought, I can do better than that," Maci said. So he donned the sandwich board and gave it a shot.

The Army call wasn't the only one Maci received while he advertised though. "My phone was so busy my battery died," he said. "Unfortunately, only a few calls turned out to be legit."

Even though he was leaning toward joining the Army, it wasn't until a chance encounter with a retiree that he became fully committed

"I was at a church festival and saw a guy wearing an Army retired shirt. I went up to him and said I was looking at joining the Army and asked his opinion," Maci remembered. "This veteran probably did more than anyone else to convince me to make the choice to join the Army. He talked about the teamwork he learned in the Army, the benefits but the biggest thing that he said was he wouldn't trade one day of his civilian life for his military time. It was that special to him."

Maci, who took the G.I. Bill option in hopes of either furthering his own education or transferring it to a future wife or kids, is just happy to be working towards a goal again. He wants to head into civil engineering following basic at Fort Jackson and OCS at Fort Benning but will keep his options open.

In one final show of gratitude to the recruiters who showed both patience and support for his quest, Maci donned the suit and a different sandwich board this time, walking the same stretch as before but this time taking calls and offering referrals to the recruiting office.

"It's just my way of helping others to understand there are opportunities out there and showing appreciation to the recruiters who took their time to call me. Without them, I would not be where I am today," Maci said.



Recruiting in Afghanistan

By Petty Officer 3rd Class Kirk Putnam CSTC-A Public Affairs

As a growing military force, the Afghan National Army recognizes real power comes from its people. With the help of mentors from the ANA Recruiting Assistance Team (ANARAT), Afghan recruiters are stationed throughout the provinces of Afghanistan to bring new recruits to National Army Volunteer Centers as their first step to becoming soldiers.

The mentors from the ANARAT each come with their own specialties and experiences in recruiting. Sgt. 1st Class Jim Mendelson is the non-commissioned officer and mentor for the ANA recruiting operations. The native of Watertown, N.Y., is the only full-time active duty recruiter and has worked with the Special Operations Recruiting Battalion as a Special Forces recruiter for the Army. Mendelson deployed to Afghanistan in April 2009 to assist the ANA by analyzing the recruit marketing data, mentoring the Military Entrance Processing Station and training the security forces.

"I've been doing conventional recruiting in the U.S. I came here and saw some of the things are the same, the basic principles are the same, but we also have to take the effect of culture into account. Our marketing strategy is different because of that. What the recruiters typically do is go to the tribal elders and the Mullahs. They'll talk to them and develop relationships. Then the recruiter takes [recruits] from there to [ANAREC HQ]. They

process, go through basic training and then go out to the Corps," said Mendelson.

Using their combined experiences, the mentor team helps develop and refine the recruiting methods of the ANA to try to encourage more young people to join and further enforce peace throughout the country. Mendelson went to Kabul and joined the ANA recruiting effort in April, but volunteering for the mission was a difficult choice

"I think it's a once in a lifetime opportunity for a recruiter to go help develop something basically from scratch and help it along. I'm very glad I took this. It was a tough decision."

In his 18 years with the Army, Mendelson has deployed to places like Haiti and Somalia as a younger Soldier, but this is the first time he has had to leave his children, Mason, 8, and Jamie, 10, for a long deployment.

"Since I had my kids I have only been gone a couple of weeks here and there. I've never deployed since I had them. I tell them it's so that [Afghan] kids are safe. I'm helping to make sure [Afghan] sons and daughters are not getting killed."

Since his arrival, Mendelson has helped recruit roughly 20,000 potential soldiers and continues in his effort to provide more troops for a safer Afghanistan. Recruiting new soldiers is invaluable to the expansion of the ANA, and ANARAT is planning to further develop the ANAREC infrastructure to include more recruiting stations and more training for recruiters.

The main goal of the ANAREC and ANARAT is to train the Afghan soldiers so they can train future generations of soldiers

without assistance. The importance of this mission and the value of the education from the mentor teams are not lost on the Afghan soldiers.

"This is very important because in my country there is no security. There are a lot of wars. We should finish them and develop our country. And to bring peace and security the ANA is very important," said ANAREC Command Sergeant Major Zamaniddin Waqar. "If we face any problem we tell the mentors on the spot and they find a solution for us. They brought big changes to ANAREC. We are very thankful for them. They're like our family."

Mendelson reflected on his experience as well.

"It was a difficult decision to volunteer to come here. I had never left my family for an extended amount of time. Despite personal sacrifices, it has been by far one of the most remarkable experiences I have had in 18 years of military service. It will be difficult to leave those friendships of my Afghan counterparts.



Sgt. 1st Class James Mendelson with the Afghan National Army Recruiting Command leadership in front of the famous Blue Mosque, Mazar-e-Sharif, Balkh Province, Northern Afghanistan.

Soldiers Part of Houston Success Story

By John L. Thompson III Houston Battalion

For the first time, Houston declared a week in November as Citizenship Week, celebrating the city's make-up of natural-born citizens and immigrants who earn citizenship; the U.S. Army was a part of that celebration.

During Citizenship Week (Nov.16-20), Houston sponsored 60 events and programs to celebrate 'What it means to be a Houstonian: Their pride and aspirations.' For two Soldiers of Houston Battalion, becoming a citizen through Army service helped them become part of the Citizenship Week festivities kick-off.

Staff Sgt. Dora Galdamez graduated from John H. Reagan High School in Houston. As a child, she and her parents immigrated to Texas from Mexico. To her, becoming a citizen and obtaining a career were two goals that led her to become a Soldier.

"I am an Army recruiter," Galdamez said, "and by being a recruiter, I feel like I am giving opportunities to people like me who came from another country. Those who want a good career like me; like the career the U.S. Army gave me.

It is an honor to be a U.S. citizen and to be a Houstonian. I am proud to be a Houstonian and I am proud to call Houston home."

Galdamez served three tours of duty in Iraq and was joined in the Houston Battalion by her husband, who also serves as a Houston area Army recruiter.

Sgt. McAnthony Tadle, a native of the Philippines who also earned his U.S. citizenship through Army service, participated in the event. Tadle, who serves as a recruiter in the Houston suburb of Humble, said American citizenship provides him the opportunity to be a better person and to be a contributing member of a community like Houston.

Houston area business owner Jim McIngvale has been a Houstonian for more than 25 years; his philanthropy as a champion for a plethora of charity events and causes in the Houston area is well known; his love for his hometown of Houston was evident to all those gathered.

"The defining output of the human race is culture," McIngvale said. "Culture to me is a conglomeration of religion, commerce, values and community. In Houston there is a wonderful culture. Multi-ethnic, multi-racial, multi-religions. A culture characterized by a Judeo-Christian work ethic. And I would like to invite everyone to become a citizen of Houston, a citizen of Texas, and most importantly, a citizen of the United States during the Citizenship Week here. And I think one of the most important things happening this week ... is the swearing in of new citizens."

For Soldiers like Galdamez and Tadle, their work to locate eligible men and women who are not yet citizens who desire a career and a path to earn citizenship continues. A way to a path which they themselves know quite well.

"The Greatest Generation" Honored in New Orleans

Story and photo by Jennifer Villaume Baton Rouge Battalion

"The Greatest Generation" was honored Nov. 6, during the National World War II Museum dedication and grand opening celebration in New Orleans, La.

"We sit among heroes this day — past and present. We sit with women who fought the war at home with victory gardens and worked in factories, children who endured the loss of their fathers and the men that fought a long war to come home and pass down their legacy. All of these men have a story and carry a spirit to future generations; they paved the way for us. And they should be remembered" said the Honorable George McGovern, former United States Senator, at the dedication ceremony.

Staff Sgt. Bryan Burton of the Covington, La., Recruiting Station had the honor of escorting a special World War II hero, Edsel Beaty.

"He was full of knowledge about the battles he was in and I learned a lot in the short time I spent with him," said Burton. "I would have liked to have more time to learn and absorb his history. Soldiers should take time with our veterans to learn from their experiences; it was a great benefit and honor for me."



Staff Sgt. Bryan Burton of Covington Station, La., and Edsel Beaty at The National World War II Museum in New Orleans Nov. 6.



Army Staff Sgt. Alfredo De Los Santos walks down a flight of steps showing off one of the latest X2 microprocessor knee prosthetics.

Walter Reed Tests Next-Generation Prosthesis

By Christen N. McCluney, Army News Service

Several wounded warriors at Walter Reed Army Medical Center are testing a new microprocessor-controlled prosthetic knee.

The X2 microprocessor knee, the result of a medical research project, is being used by some amputees at Walter Reed's Military Advanced Training Center.

"With the older C-Leg, many patients were dealing with knee and joint pain and once they began wearing the new X2, the patients saw relief almost immediately," said Adele Levine, a physical therapist at the center.

Marine Gunnery Sgt. Marcus Wilson, one of patients at Walter Reed testing the microprocessor knee, said, "Once I got the confidence to trust the leg, that it would do what it was supposed to do, I almost got immediate relief. No knee pain, hip pain, everything evened out."

He said that the leg has given him the ability to stand in any position and rest on the amputated side, relieving pressure on his intact leg.

The X2 has also given Wilson the ability to run again without having to switch to another leg.

The X2 microprocessor knee by Otto Bock HealthCare is the result of a project funded in support of the Military Amputee Research Program.

The project is administered by the Telemedicine and Advanced Technology Research Center, or TATRC.

The goal is to develop "an electronically controlled prosthetic knee joint that meets the specific demands of military staff in real-world activity," said Troy Turner, Advanced Technology Research program manager at TATRC.

In 2005, the TATRC staff recognized that even the cutting-edge prosthetic devices weren't good enough, Turner said.

"Otto Bock had the C-Leg, it was the best that was available, but not the best needed," Turner said. The company realized Soldiers needed a prosthetic knee with a longer battery life,

the ability to walk and run backward and forward and go up stairs foot over foot.

Otto Bock developed a proposal that was later funded and has developed a new knee that has more durability and functionality, extended battery life, remote control functions and can handle higher weight limits.

Staff Sgt. Alfredo De Los Santos has been using the new X2 microprocessor for a little more than two weeks.

"Ever since I got this leg it's been heaven. I went to Busch Gardens. I walked all day long. I only take it off when I go to sleep at night," he said.

De Los Santos, who works out two or three times a day and recently participated in the Army Ten-Miler and the Marine Corps Marathon using a hand-crank, said that before using the X2 he would occasionally use canes to alleviate some of the back pain he was having because he enjoys being so active.

"Now I can jump and mostly do everything," he said.

Levine said that with the X2 De Los Santos has alleviated a lot of his previous concerns about the pressure he was putting on his intact side and quality of life. "He is so much happier, he tells us this at least 20 times a day," Levine said. He's always concerned about the future and his condition in 20 years; this gives him a lot of hope."

The knees are currently being fitted on 30 wounded warriors at Walter Reed and Brooke Army Medical Centers and are expected to be widely available in 2011.

Health Promotion Regulations Updated

By Army Public Affairs

The Army has revised its regulations on health promotion and suicide prevention to provide an improved, comprehensive how to guide for commanders and Soldiers.

The updated Army Health Promotion Regulation (AR 600-63) and new Army Suicide Prevention Pamphlet (PAM 600-24) provide a holistic approach to health promotion, risk reduction and suicide prevention, said Brig. Gen. Colleen McGuire, director of the Army Suicide Prevention Task Force.

"We've made a lot of improvements in the past six months and our policies have to keep up with those changes," McGuire said. "The new versions of AR 600-63 and DA PAM 600-24 contain enhanced guidance and information to help Army leaders, suicide prevention professionals and other key personnel improve our programs at the installation and garrison level. That's where the impact of these changes need to be felt."

The updated regulation and pamphlet are designed, in part, for local community health promotion councils and suicide prevention task forces, officials said.

AR 600-63 expands Army commanders' responsibilities to include ensuring Soldiers identified for suicide risk or related behaviors are managed in a consistent manner.

The revised regulation also promotes the battle buddy system, improves unit watch suicide intervention procedures and requires commanders to establish a policy that protects Soldiers from belittlement

Combatives Program Changes Curriculum

By Vince Little Fort Benning Bayonet

The U.S. Army Combatives School has adopted a new teaching plan.

The curriculum is being revamped by taking lessons learned from Iraq and Afghanistan to build more effective close-quarters fighters, said Matt Larsen, the school's director. The goal is to push advanced techniques down to the small-unit level, including basic

"We want Soldiers to be agile, adaptive and competent [so] they can adjust to the realities of the battlefield," said Larsen.

The modifications are based on feedback from across the Army. More than 900 interviews were conducted with Soldiers who saw hand-to-hand combat in the villages, houses and streets of Iraq or Afghanistan.

Soldiers most often enter small houses and rooms during combat operations, so the Army wants to take the ground-grappling principles taught in combatives and emphasize them from a standing position, Larsen said.

"In the field, the fight is always over weapons and how to maintain control of them. That will be taught all the way down to basic training."

Knee strikes, clinch drills, fighting with weapons and combat equipment, and pushing terror suspects against the wall are among the upper-echelon combatives techniques Soldiers will now be exposed to at lower unit levels.

The school will stick with the four pillars — instruction based on universal, foundational, motivational and tactical attributes — that allowed the program to thrive. But Soldiers often struggle to retain knowledge gained in unit combatives training so adjustments are needed according to Larsen.

Levels 1 and 2 are being changed to the basic and tactical combatives courses, while the basic and tactical combatives instructor courses replace Levels 3 and 4. Under the new construct, the number of training hours at each tier remains the same — 40 in basic, 80 for tactical and 160 each within both instructor phases.

"Combatives is an integral part of what we do as Soldiers", said Larsen. "You can't effectively train in close-quarters combat without combatives. You're going to need it any place you can be hands-on with potential enemies."

The school will begin implementing the new methods next month.

for seeking or receiving behavioral health assistance.

"The new regulations provide more detailed guidance for implementing health promotion and suicide prevention programs, and for using all the tools now available to save lives in our Army community," said Walter Morales, Army Suicide Prevention Program Manager.

"An organization as large as the Army relies on effective, clearly-written policies that empower Army leaders at the lowest level to act. That was our goal in updating these regulations."

The updated Army pamphlet on suicide prevention (PAM 600-24) now provides a blueprint for establishing Community Health Promotion Councils and Suicide Prevention Task forces at appropriate levels of command. It standardizes council and task force membership and more clearly identifies member roles and responsibilities so these programs can be executed uniformly across the Army.

This pamphlet is a major revision that reiterates the policy in AR 600-63 and provides further explanations for commanders to utilize as a handbook in implementing Health Promotion, Risk Reduction, and Suicide Prevention.

"These updated regulations reflect the Army's commitment to developing and implementing a multi-tiered holistic approach to health promotion, risk reduction and suicide prevention," said Karen Perkins, Installation Management Command (IMCOM) G-1.

"We believe this enhanced guidance will provide installation personnel with relevant information to most effectively deliver services designed to mitigate risk and reduce suicide in Soldiers, family members and DA civilians."

AR 600-63 and DA PAM 600-24 can be downloaded via Army Knowledge Online.

For the most current information about all Army suicide prevention programs, visit http://www.armyg1.army.mil/hr/suicide/ default.asp.



Captain. Keenan Ellison places a rear-naked chokehold on Capt. Chris Zagursky before beating him in one of the early bouts in the heavyweight division of a combatives tournament held at Fort Benning, Ga.



Brigadier Gen. Leslie A. Purser, the Army Reserve's deputy chief, records a Soldiers Radio and Television news segment about balancing the force and filling gaps by recruiting more prior-service Soldiers.

Reserve Balancing Force With Seasoned Soldiers

Story and photo by Kayla Munro, Army News Service

The Army Reserve has increased its ranks by 20,000 and continues to meet its recruiting goals, but there are some gaps that remain unfilled in mid-level ranks and different specialties.

Shortages exist particularly among mid-level commissioned and noncommissioned officers. The force is short on captains, majors and sergeants first class, but has a surplus of colonels and sergeants major, said Brig. Gen. Leslie A. Purser, the Army Reserve's deputy chief.

Purser said she is working to ensure the Army Reserve has the right force for the right missions.

"We want to make sure we have the right Soldier in the right place at the right time," she said. "We have to make sure we can balance it across the force."

In order to accomplish that balance, Purser said the Army Reserve must target prior-service Soldiers more than those without any service.

"We get seasoned Soldiers and their active-duty experience so that we can train our reservists who may not have had an opportunity to be on active duty," Purser said.

The Army Reserve is increasing its efforts at transition points where active-duty Soldiers leave the service in an attempt to reach out and provide them with the benefits of joining the Reserve so that they will continue to serve their country.

Efforts include attempting to reach prospects within six to nine months before the end of their service agreements so that they are aware of the opportunities available to them in the Reserve.

Reserve Soldiers can be considered on a case-by-case basis for deferred deployment in order to finish their bachelor or associate degree if they are enrolled in an accredited university, Purser said.

"We have some terrific incentives that would help give them a more positive quality of life than it would if they got off active duty and just hung it all up," she said. "We think that it's very valuable for them to continue their service in support of their country and we can help them do that."

In an effort to attract more active-duty Soldiers, the Army Reserve will guarantee that a Soldier who joins the Reserve will be deferred from deployment for two years.

Additionally, the Employer Partnership initiative links Army Reserve Soldiers with civilian job opportunities in their military career fields with nearly 800 employers throughout the United States who have acknowledged and support the obligation reservists must fulfill.

"We like to think of the Army Reserve as a positive investment for America," Purser said. "We are helping America accomplish its military objectives and strategic military objectives as well as helping small-town employers and large corporations hire the best qualified individuals."

For more information about a career in the Army Reserve, visit: www.goarmyreserve.com. Additional information about the Employer Partnership initiative can be found at: www.usar.army. mil

Obama Outlines Conditions for Afghanistan Transition

By Gerry J. Gilmore, American Forces Press Services

Changes in U.S. troop strength in Afghanistan, when security responsibility starts being transferred to the Afghans in July 2011, will be considered in light of the situation on the ground at that time, President Barack Obama told reporters last month in Norway where he accepted the Nobel Peace Prize. "It's very important to understand that we're not going to see some sharp cliff, some precipitous drawdown of U.S. forces from Afghanistan in July 2011."

Obama is sending an additional 30,000 troops to that country over the next several months, boosting troop strength there to 100,00, some of who will train additional Afghan soldiers and police. A surge of civilian experts in agriculture, infrastructure and governance will also be deployed.

The operation is designed to combat and neutralize Taliban insurgents who threaten to destabilize the Afghan government, giving Afghan authorities time to bolster their security forces,

improve the quality of government and gain added public support. If all goes as planned, the transfer of authority and security to the Afghan people can begin in July 2011.

"We believe we've got the right strategy, [and] we believe we can execute the strategy," said Obama. "We must enable Afghans to take responsibility for their own security."

However, Obama said the Afghan government will still require support years after U.S. and NATO troop strength is substantially reduced in the region. "We are still going to have an interest in partnering with Afghans and Pakistanis and others in dealing with the remnants of terrorist activity there."

An evaluation of the results of the surge will be conducted around this time next year.

The President also praised Norway as a close friend and ally of the United States. Norway has deployed nearly 600 troops to Afghanistan and increased its financial contribution to the country to 110 million dollars through 2014.

THE TEST

1. The New USAREC Regulation 601-96 establishes
policies, responsibilities and procedures for process-
ing applicants for enlistment and is applicable to

- a. Guidance counselors/operations staff
- b. Station commanders
- c. Recruiters
- d. All of the above

2. The new USAREC Regulation 601-96 is in nature.

- a. Punitive
- b. Administrative
- c. Informative
- d. None of the above

3. Workflow histories within the Army Recruiting Information Support System (ARISS) and the Guidance Counselor Resource Center (GCRC) are considered

- a. Confidential
- b. For official use only
- c. Unclassified
- d. Restricted

4. How many temporary reservations, using FSR2S, are recruiters authorized to make for an applicant?

- a. Three
- b. One
- c. Two
- d. As many as necessary to get the enlistment

5. Applicants projected for "other" processing

- a. Will be allowed to enlist on the day of their scheduled processing
- b. Will not be allowed to enlist on the day of their scheduled processing
- c. Will be allowed to enlist with a battalion exception to policy
- d. Will be allowed to enlist with a USAREC exception to policy

6.	REC	UES	iT is	C	lassi	fied	as	;			

- a. Public domain
- b. Confidential
- c. Highly sensitive
- d. FOUO

7. Who is allowed to log into REQUEST using another person's login ID and/or password?

- a. No one
- b. Station commander
- c. Senior guidance counselor
- d. The battalion application trainer (BAT)

8. QC72 has been replaced by ______.

- a. QC24
- b. The 48-hour packet rule
- c. Recruiting station scanning under FSR2S
- d. Battalion packet policy

9. If an applicant or parent requests a further explanation of the waiver process or disposition, they should be referred to the ______.

- a. Company or battalion commander
- b. Command Surgeon
- c. Executive or operations officer
- d. Station commander

10. Which of the following is not considered a system abuse?

- a. Early ship
- b. Duplicate reservation
- c. Swapping
- d. FSR2S temporary reservation

The answer key is on Recruiting ProNet. Look for the Recruiter Journal Test Answer link in the left column. If you want to see the answer key, you must be a member of Recruiting ProNet. If you're not already a member, you're missing out on a great way to learn from other recruiting professionals. To apply for membership, click "Become a member" on the Recruiting ProNet home page: https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=51486.

GOLD BADGES

November 2009

ALBANY

SFC Scott Butts

SSG Nathanael Avridor

SSG Johnny Caldwell

SSG Francis Collazo

SSG Ronald Dunwoody

SSG Jason Gordon

SSG Richard Maloney

SSG Leon Swaby

SGT Alen Chery

SGT Salvador Landa

SGT Shanieka Madden

SGT Edgar Rodriguez

SGT Anthony Tricarico

SGT Danell Willis Jr

COLUMBUS

SSG Jesse Holt

SGT Andrew Anderson

SGT Clinton Pauley

SGT Robert Whyte

DENVER

SFC Joseph Klinzing

SFC Michael Manchur

SFC Christopher Owen

SSG John Deneen

SSG Larry Dennis

SSG Donald Joerger

SSG James Madden

SSG German Ochoaanzaldo

SSG Robert Young

SGT Terry Bullard

SGT Paul Frye

SGT Christopher Grooms

SGT Salvador Loera

SGT Jennifer Pattee

CPL Tyler Stafford

FRESNO

SSG Flynn Butts

SSG Robert Durham

SSG Blandon Green

SSG Lam Ho

SSG Jonathan Lockett

SSG Christopher Riggins

SSG Marcos Rodriguez

SSG Nestor Serrano

SSG Jeremy Taylor

SGT Leroy Bell

SGT Jeffrey Page

SGT Debra Perkins

SGT Curtis Brown SGT Michael Oliver

GREAT LAKES

SSG Andy Sandoval

SGT Christopher Balvan

SGT Larry Keckler

SGT Gyasi Moore

HARRISBURG

SFC John Bailey

SFC Donald Gallagher

SSG Ormond Wilson

SGT Adam Bayuso

SGT Thomas Newman

HOUSTON

SSG Stephen Christmas

CPL Christopher Harris

JACKSONVILLE

SGT William Duvall

SGT Kennie Grav

SGT Gabriel Osirus

KANSAS CITY

SSG Daniel Benson

SSG Daniel Clark

SSG Donald Ramsev

SSG Carlos Turner

SSG Antonio Walker

SGT Craig Carroll

SGT David Horton

MINNEAPOLIS

SSG Nicholas Bratton

SSG Devin Harvey

SSG Lawson Lawson

SSG Ryan Schweitzer

MONTGOMERY

SSG Eric Brady

SSG Reginald Davis

SSG Ervin Davis

SSG David Fant

SSG Casandra Hodges

SSG Branden Hughes

SSG Kelvin Jackson

SSG Krystal Killian

SSG Chad Perry

SSG Clifton Robinson

SSG Herman Robinson

SSG Jermaine Roscoe

SGT Donald Brock

SGT Derrick Brown

SGT Matt Fuller

SGT Clayton Parrish

NEW YORK CITY

SSG Brian Darden SGT Jeremy Dekay

SGT Alberto Pena

PORTLAND

SFC Marieta Lagat

SSG Thomas Aipa

SSG Walter Asher

SGT Samuel Kotey

SGT Krish Wells

SGT Jason William

SGT Kurtis Workman

RALEIGH

SSG Ahmad Brunson

SSG Adrian Ducker

SSG Allen Sconiers

SSG Michael Sell

SGT Michael Bone

SGT Patrick Fults

SGT Eric Pillath

SGT Briget Turner

SGT Jonathan Welch

SALT LAKE CITY

SSG James Adolfson

SSG Eric Bolich

SSG Lashun Harris

SSG Michael Meeks

SSG Robert Sherwin

SSG Shane Weigel

SGT Nubia Cardona

SGT Joshua Frazier

SGT James Mougeot

SGT Justin Vail

SAN ANTONIO SFC Cory Birdsong

SFC David Perez

SSG Richard Briggs

SSG Soren Fries

SSG Alejandro Garcia

SSG Christopher Johnson

SSG Barry Page SSG Christian Rippstine

SSG Curtis St. Pierre

SSG Antrone Vaughn

SSG Jeffrey Waldrop

SGT Jessi Edall

SGT John Mejia

SGT Guadalupe Munguia

SEATTLE

SSG Christopher Minnick

SGT Nathanael Lewis

TAMPA

SSG Craig Udelhoven CPL Sarah Abreu

RINGS

November 2009

1ST MEDICAL BATTALION

CPT William Briley

CPT Phillip Duff

CPT Patrick Macdowell

SFC Guyanna Ackison

SSG Patricia Ledford SSG Brian Merceri

3D MEDICAL BATTALION

SFC Yuri Johnson

SFC Milton Shelly

6TH MEDICAL BATTALION MAJ John Burr

SFC Clinton Lochabay

ATLANTA

SFC Emmett Davis

SFC Charlie Pippins

SSG Meagan Jones

BALTIMORE

SFC Paul Aroh

SFC Lizandro Campos

SFC Deon Nalley-Stoddard

SFC Elisha Watkins

SFC Robert Wright

SSG Joshua Adams

SSG Jessica Begay

SSG Erin Borisevic

SSG Carlos Caceres

SSG James Nelson

SSG John Oglesby

SSG Lizeth Roman

SSG Donald Tingle

SSG Pernell Woodford SGT Beatriz Flores-Torres

SGT Adam Hamilton

SGT Robert Langer

SGT Kevin Wright **BATON ROUGE** SSG Brian Carter

SGT Maurice Wingfield

BECKLEY SGT Romond Graham

CHICAGO

SGT Markus Pryor

CLEVELAND

SFC Randy Ballew



COLUMBIA

SFC Larry Echelburger SFC Shareika Yates SSG Keith Aiken SSG Xerxses Bailey SSG Jessy Fisher SSG Stephanie Jones SSG Romonica Oneal SSG David Parsons SGT Amanda Colon SGT Freddie Jones SGT Jesse Ogundu SGT Shannon Smith

COLUMBUS

SFC Chrisetta Olsen SFC William Smith SSG Joshua Silver

DALLAS

SFC Luis Rivera SSG Lavander Talley SGT Stephen Gross

DENVER

SGT Cody Owens

SFC Andrea Jeffers

FRESNO

SSG Kimber Baker SSG Ismael Colonmarrero SSG David Grimm SSG George Heath SSG Bao Le SSG Rath Ouk SSG Sheldon Rivers SSG Mark Stephens SSG Richard Teunis SSG Vashti Torres

SGT Gerald Stallings **GREAT LAKES**

SGT Raymond Lyon

SGT Adam Smallwood

SGT Neptaly Ramirezmedina

SFC Kory Mcdaniel SSG Chad Post SSG John Zdral SGT Richard Mcgowen SGT Travis Saxton SGT James Ward

HARRISBURG

SFC Aubrey Russell SFC Grey Wettstein SFC Richard Williams SFC Nathaniel Yohe SSG Kevin Donnelly SSG Patrick Hayden SSG David Mccray SSG Jeffery Miller SSG Edward Smeck SSG Sandra Tillman SGT Jacob Potter **INDIANAPOLIS**

SSG Daniel Parsons SSG John Wanczowski

JACKSONVILLE

SSG Clavton Adams SSG James Beeman SSG Russell Gotshall SSG Latisha Howard SSG Adriene Jessee SSG Stalarius Jones SSG Shandra Roberts SGT Gabriel Lord SGT Alfred Pfaff **KANSAS CITY**

SFC Jeffrey Brewer SSG Westley Kilpatrick SSG Victor Piel SSG Steven Puckett SSG Dwight Reece SSG Randy Swarringin SSG Joseph Taylor SGT David Allen

MIAMI SFC Enrique Cruzfeliciano SFC Johnny Romanseda SSG Matthew Wilson SGT Ross Davis SPC Luis Delanuez **MID-ATLANTIC** SSG Kelly Johnson SSG Morreas Leftwich SSG Jiwook Rvu

SSG Jeremy Wallis

SACRAMENTO

SSG Shane Nunes SGT Ian Wagemann

SALT LAKE CITY

SFC Francisco Gonzalez SFC James Mcphearson

SFC Aaron Taylor SSG Christopher Brodsky SSG Sonny Delgado SSG Anthony Parks SSG David Randall SSG Daniel Reinhardt SSG Luis Riveracolon SSG Marietta Ward SGT Brandon Parret

SAN ANTONIO

SGT Jonathan Quarry

SFC Vincent Iwuchukwu SFC Vincent Tolliver SSG Ricardo Montalvo SSG Billy Rigmaiden SSG Justin Stevenson SSG Teddy Sumners SGT Ceacle Dimsdle SGT Jorge Fernandez SGT Roberto Munoz

SFATTI F

SFC Carol Balderas SFC Jacqueline Habaluyas SFC Gerald Nave SFC James Odea

SFC Mark Reid SSG Davy Chick

SSG Christopher Clemenza SSG Gregory Corbett SSG Nathaniel Cossano SSG Stephen Dewitt SSG David George SSG Saphal Heng SSG William Jones SSG Chad Sadlier SSG Eric Yeager SGT Joshua King

SGT Zachary Vertefeuille

SFC Jerry Stewart

SGT Scott Sowards

TAMPA

SSG Michael Barze SSG Eduardo Colongonzalez SSG Manuel Morales SSG Stanley Ringer SSG Idi Whittick SSG Mario Youngblood

SSG Vontae Edwards RALEIGH

PORTLAND

MILWAUKEE

SFC David Baker

SSG David Eder

SEC Steven Wilson

SSG Angel Joel Pachecho

SSG Craig Schlichenmeyer

SSG Joshua Schenck

SSG Jesse Thompson

SSG Thomas Tucker

SSG Jason Dingbaum

SSG Wanda Martin

SSG Justin Randall

SSG James Stogin

MONTGOMERY

SFC Carolyn Kelley

SSG James Davis

SSG Jessie Freeman

SSG Joshua Hawkey

SSG Keith Pinkowski

SSG Yerlonda Tapia

SGT Morris Davis

NEW ORLEANS

PHOENIX

SGT Shawn Wilkerson

SFC Tracye Coursey

SFC Jeffery Gaines

SSG Kenneth Gray

SSG Sara Jacobson

SSG Thor Jaramillo

SSG Virgil Tucker

SGT Tara Begley

SGT Rickev Hunter

SGT Ryan George

SSG Clifford Mascarenas

SSG Charles Bozeman

SSG Christopher Douglas

SFC Eric Price

SSG Aaron Bittlebrun

SSG Axel Roldanpolanco

SGT Andrew Clements

MINNEAPOLIS

SFC Ryan Good

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November 2009

1ST MEDICAL BATTALION

MAJ Leon Hooten SFC James Jones SFC Clinton Winder

5TH MEDICAL BATTALION

SFC Jimmy Riojas

6TH MEDICAL BATTALION

SFC Gregory Kraft SSG Kelly Duke

BALTIMORE

SFC Michael Ball
SFC Anthony Eames
SFC Carl Harris
SFC Joseph Jackson
SSG Arwen Arana
SSG Patrick Derr
SSG Luis Figueroa-Rivera
SSG Anquineta Gunn
SSG Jae Karnes
SSG Binh Ly

BATON ROUGE

MSG David Wilson SSG Ivan Garrett

COLUMBIA

SFC Jonathan Cole SFC Andrew Davis SFC Kacey Logan SFC Angelina Mcfadden SFC Sharif Naeemmusiddiq SSG Patrick Cunningham

COLUMBUS

SSG William Hudson

DALLAS

SFC Cedrick Webb SSG Travis Mcgillivray SSG Scott Schecht

FRESNO

SFC Aaron White SSG Alvin Eliptico SSG Matthew Roberts SSG Daniel Rodrigues SSG Robert Thompson SSG Joseph Williams

GREAT LAKES

SFC Johnny Moses

HARRISBURG

SFC Scott Cassidy SFC Charles Harman SSG William Foy

HOUSTON

SFC Veronica Canalda SSG Mark Guevara

INDIANAPOLIS

SFC Brent Koenig SSG Joshua Jacobs SSG Michael Martin SSG Corey May SSG Twana Willis SGT Ian Cross

JACKSONVILLE

SFC Krishna Adams SFC Lakisha Cooper SFC Saul Garner SSG Elvin Laureanopagan

KANSAS CITY

SFC Priscilla Davis SSG Jimmy Troy

LOS ANGELES

SSG Joshua Cannon SSG Jesus Cantu

MID-ATLANTIC

SFC Milton Tucker

MILWAUKEE

SFC Kelly Bennett
SFC Chambala Cuney
SFC Kurt Lemke
SFC Randy Miller
SFC Eric Tremblay
SSG Shawn Kline
SSG Eric Owens
SSG Aaron Patrick
SSG Justin Perry
SSG Darren Trimner

MINNEAPOLIS

SFC Matthew Hartfield SFC Benjamin Stockwell SFC Corey Watts

MONTGOMERY

SFC Bernice Beegle SFC Andrew Maxwell SSG Carl Blackmon SSG Jamall Hendricks

NEW ENGLAND

SSG Anthony Jensen SSG Justin Schmidt SSG Michael Seery

PHOENIX

SFC Clarence Brown
SFC Dwain Lacey
SFC Rebecca Navarrette
SSG Daniel Bonilla
SSG James Clark
SSG Warren Davies
SSG Mark May
SSG Shawn Nichols

PORTLAND

SSG Darwin Trotter

SACRAMENTO

SFC Jose Gomez

SALT LAKE CITY

SSG David Biehl SSG Michael Gordon SSG Joshua Lindt SSG Gregory Woolsey

SAN ANTONIO

SFC Darin Sholas SSG Roberto Cates SSG Paul Parker Jr. SSG Corey Tondre

SEATTLE

SSG Ernesto Escobar SSG Cory Geesey SSG Raymond Howard SSG Daniel Wilson

SORB

SFC Jessy Bailey

TAMPA

SFC Jose Acosta-Quinones SFC Omar Andino-Olivo SGT Tommy Ricks

PHASE LINE SUCCESS



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Brigade

November Fiscal Year 2009

Top Large Station

Bay Ridge New York City Aguadilla Miami Appleton Milwaukee Boulder Denver Albany Portland Seattle MRS 6th MRB

Top Small Station

Bedford Harrisburg St. Thomas Miami Osceola Minneapolis UT El Paso Phoenix

Moses Lake Seattle Providence MRS

1st MRB

Top Company

Richmond Beckley Aguadilla Miami Radcliff Nashville Omaha Denver Ogden Salt Lake Orlando MRC

2d MRB

Top Battalion

None

Columbia

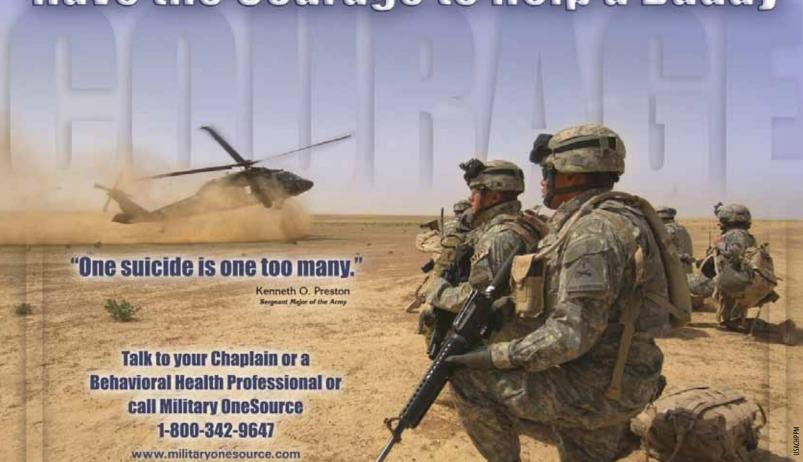
Chicago

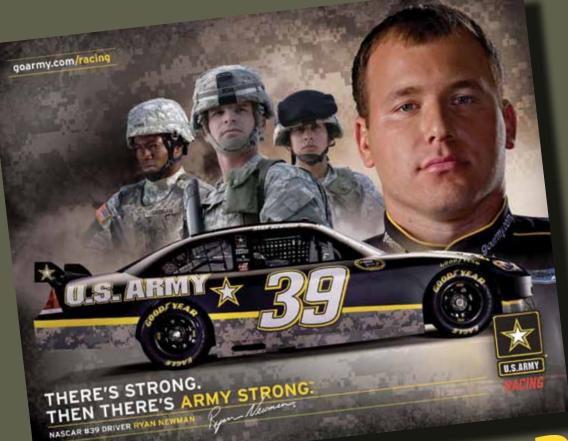
None

Los Angeles

6th Medical MRB







for Army Racing

