

RECRUITER

United States Army Recruiting Command May 2011

Journal

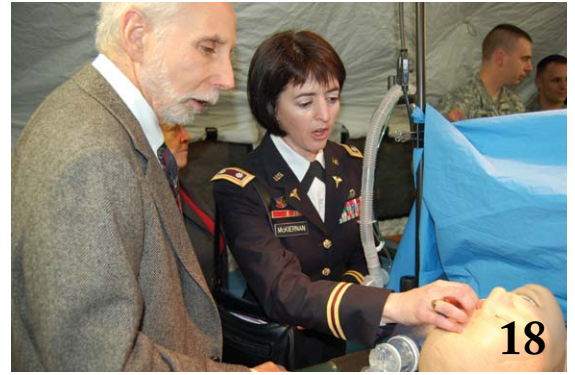


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**Leading & Training
Future Soldiers**



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ON THE COVER: Sergeant Brady Syphus of Delta Company, 1st Bn, 415th BCT, 95th Training Div, drill sergeants inspects a Las Vegas Future Soldier during training. Photo by Jeff Ross, Salt Lake City Bn. **BACK COVER:** Members of the 947th Field Surgical Team 2nd Lt. Vladislav Troshin, 1st Lt. Virgilio Sosa and Spc. Daniel Suzano talk with Dr. Kristaps Keggi, a professor of orthopedics and rehabilitation at Yale. **INSET:** Lt. Col. (Dr.) Sharon McKiernan Command Surgeon, U.S. Army Reserve Command, talks to Dr. Richard Belitsky, Yale School of Medicine deputy dean of education and an associate professor of psychiatry, inside the mobile FSH April 14 on the Yale campus. Photos by Fonda Bock, MRB.

RECRUITER Journal

U.S. Army Recruiting Command

Commanding General:
Maj. Gen. David L. Mann

Public Affairs Officer:

S. Douglas Smith

Editor:

Julia Bobick

The Recruiter Journal (ISSN 0747-573X) is authorized by Army Regulation 360-1 for members of the U.S. Army Recruiting Command. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command.

The Recruiter Journal is published monthly by the U.S. Army Recruiting Command Public Affairs Office.

Send submissions and correspondence to Editor, Recruiter Journal
ATTN: RCMEO-PA
Building 1307, Third Avenue
Fort Knox, KY 40121-2726.
Phone: (502) 626-0172, DSN 536.
E-mail: RJournal@usarec.army.mil.
www.usarec.army.mil/hq/apa/journal.htm

Deadline for submission of material is the first week of the month prior to publication.

Printed circulation: 9,500.

Periodicals postage paid at Fort Knox, Ky., and at additional mailing office.

POSTMASTER - Send address changes to:
Cdr, U.S. Army Recruiting Command
ATTN: RCMEO-PA (Recruiter Journal)
1307 Third Avenue
Fort Knox, KY 40121-2725

Feedback: We want to hear from you.
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Adapting to Change

As you know, our Army continues to evolve — to re-evaluate and adapt itself — given changes in the environment, as well as the demands placed on available resources. It's not always easy, but necessary in order to remain relevant and responsive to our Nations' requirements.

Our Army will gradually downsize over the next decade and will work to get itself back into balance. These efforts will obviously impact our recruiting mission as the senior leadership determines the right size and composition of our force.

In addition, our new Army Chief of Staff Gen. Martin Dempsey, along with the Secretary of the Army John McHugh, has established nine focus areas (the Nation, the Joint Fight, the Profession, the Army Family, Leader Development, Mission Command, the Squad, the Human Dimension and 21st-Century Training) along with a vision to chart our way ahead, the details of which will be unveiled in the near future.

In fact, we're witnessing some of these initiatives in our own command. As you know, the Army Accessions Command will inactivate by the end of Fiscal Year 2012, a move designed to streamline the Army's accessioning process, reduce redundancies and produce savings by de-layering the command structure. This decision, the result of a comprehensive Army efficiency study, is part of a coordinated effort across our Army, as well as the Department of Defense, to streamline and find efficiencies in our military processes.

In his memorandum to Secretary of Defense Robert Gates, the Secretary of the Army outlined five decisions, which include inactivating Army Accessions Command, realigning Recruiting Command and Cadet Command under the Army Training and Doctrine Command, and continuing to align

Human Resources Command under the deputy chief of staff, G-1.

The realignment also calls for USAREC to serve as the executive agent for U.S. Military Entrance Processing Command.

Over the next year to 18 months, this inactivation is expected to create economic savings through manpower reductions, including the elimination of 67 military and approximately 130 civilian positions, and 290 contractor man-years. In order to implement these decisions in a thoughtful and informed manner, the Army Accession Command, with input from Recruiting Command and Cadet Command, is working closely with

TRADOC and the Assistant Secretary of the Army for Manpower & Reserve Affairs (ASA M&RA) on recommendations for the senior leadership's consideration. Note: the ASA M&RA has until about mid-June (60 days from the April 19, 2011, directive) to present a phased implementation plan to the Secretary of the Army regarding this inactivation. It is my sincere commitment to communicate the way ahead once decisions have been finalized.

In conjunction with the Army-directed realignment process, we must also look closely at ourselves and identify areas where we can do things smarter and more efficiently. It's important to embrace this opportunity to improve the efficiency and effectiveness of our many systems and avoid resisting change because "it's the way it has always been done." We must relearn how to live within our resources while adapting to meet future mission requirements.

In conclusion, the Army truly recognizes the importance of recruiting operations and the role you play in providing the strength of our Army. Thank you for all you do, and for your continued flexibility and understanding as we shape our recruiting force for the future.

Army Strong.



Maj. Gen. David L. Mann

Check Out This Month's Excellence in Innovation Idea

Recruiting Command's new Excellence in Innovation program captures ideas, best practices and innovation from across the command.

Every month a new theme will be the topic for station commanders to submit their thoughts and best practices for review and selection as the winner of the Excellence in Innovation award. The station commander selected each month will have the opportunity to do a video of his or her innovative idea to be broadcast to the entire command.

To learn more about the program, submit an idea or view the innovation of the month, visit <https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=1234962>. This month's top ideas come from Staff Sgt. Max Pumfrey, Joplin Recruiting Station, and Sgt. 1st Class Jacob Brannan, Four Hills Recruiting Station.



New Partners

386 - Town of Yauco, Puerto Rico - Miami Bn

Yauco is one of the most densely populated areas on the south coast of Puerto Rico. The town has a rich military tradition and a desire to fill vacant positions with military personnel. These positions include, but are not limited to, police officers, administrative and IT professionals.

387 - MediaOne of Utah - Salt Lake City Bn

MediaOne of Utah's arsenal includes magazines, niche publications, Web sites, mobile applications, events, direct mail solutions, delivery, printing and creative services, and real estate. Its combined circulation reaches more than 1 million people in Utah every week.

388 - Stewart Enterprises Inc. - San Antonio Bn

Stewart Enterprises Inc. is a public utilities company in business since 1998. The company is expanding and needs to hire a minimum of 20 electricians every year.

389 - Zions First National Bank - Salt Lake City Bn

Zions First National Bank operates 105 full-service branches throughout Utah and 26 full-service branches in Idaho providing a wide range of traditional banking services. Zions also offers an array of investment and mortgage services and has a network of loan origination offices for small businesses nationwide.

For a complete partner list, visit www.armypays.com.

390 - Santa Fe Cattle Company - Baton Rouge Bn

Santa Fe Cattle Company has more than 40 restaurants in six states.

391 - City of Cleveland - Cleveland Bn

Cleveland is the 43rd largest city in the U.S. and the second largest city in Ohio.

392 - ManTech International Corporation - Baltimore Bn

ManTech International Corporation provides IT services to federal government intelligence agencies. Its national security offerings include intelligence, communications, computer forensics, and security systems development and support.

393 - Sherman Bros. Trucking - Portland Bn

Sherman Bros. Trucking was founded in 1969. The company is currently formed into several business units to best meet the customer demands of flatbed-linehaul, flatbed-heavy haul/multi-axle, lowboy and heavy haul, chemicals and logistics.

394 - Flextronics International Inc. - Portland Bn

Flextronics designs, builds and ships complete packaged products and provides after-market and field services to support customer end-to-end supply chain requirements.

395 - Town of Fishers, Ind. - Indy Bn

Fishers is interested in hiring Soldiers in its police department, which is responsible for patrolling over 300 miles of roads and protecting more than 68,000 people.

Recruit Travel Video

The Recruit Travel Video is now accessible from the USMEPCOM public Web site to support hometown/direct shipping initiatives.

The video can be accessed at www.mepcom.army.mil/travel-video.html or by clicking on the "USMEPCOM Videos" link on the USMEPCOM public site home page.

The Recruit Travel Video can also be downloaded for viewing when an internet connection is unavailable. This added feature will enhance recruiters' ability to conduct the Recruit Travel Brief for hometown/direct shippers.

4th of July Holiday

The 4th of July holiday dates have been changed to July 1-4. All shippers scheduled to ship July 6 have been moved to July 5. July 7 shippers were moved to July 6. Reference USAREC Msg 11-147.

New Recruit Card

Military One Source offers a New Recruit Card with an attached carabineer featuring Military One Source contact information.

The New Recruit Card is available for order and distribution to all Future Soldiers upon enlistment into the Army or Army Reserve.

At least one recruiter per station should register for a Military One Source account (as a service provider) in order to request the cards.

Reference USAREC Msg 11-154.

Station Commanders of 2nd Quarter, FY 11

1st Bde — Sgt. 1st Class Ulises Morel, Bronx RS, New York City Bn
 2nd Bde — Staff Sgt. Shawn Wilkerson, Gautier RS, Baton Rouge Bn
 3rd Bde — Sgt. 1st Class Jeremy Edwards, Downers Grove RS, Chicago Bn
 5th Bde — Sgt. 1st Class George Crimmins, Park RS, Phoenix Bn
 6th Bde — Staff Sgt. Matthew Francis, Springfield RS, Portland Bn
 MRB — Sgt. 1st Class Jorge Larez, San Antonio Medical RS, 5th MRBn

We Want to Hear from Station Commanders

The Year of the Station Commander Essay contest runs through October. Station commanders are encouraged to submit essays to the Journal to complement the monthly command information theme. The next essay topics and deadlines are below:

July - "What makes a successful outreach activity/engagement and why?" Deadline June 1.

August - "Share your effective local marketing TTPs." Deadline July 1.

Submit essays directly to julia.bobick@usarec.army.mil with a copy furnished to RCRO-PP via e-mail to G3ROAwards. Selected essay(s) will be published in the Journal with the station commander's photo. Read this month's top essays on pages 10-11.

Policing, Caring for Your Team

This month I want to spend some more time discussing the ongoing challenge we face with regard to NCOs looking out for one another — both in terms of recognizing and acting on indiscipline and violations of Army standards, and recognizing and acting when teammates need assistance. I have covered this topic before, but I think it merits revisiting.

We spend a lot of time and effort tackling this topic through leader to leader engagements, command and staff meetings, and quarterly health promotion/risk reduction/suicide prevention briefs. Every quarter the Brigade Commanders brief the Commanding General on overall unit wellness — to include suicide ideations/attempts in our formations — and acts of indiscipline, such as domestic abuse, sexual misconduct and serious crimes.

These briefs, which also compare us to “big” Army, suggest we are doing much better than the Army as a whole with lower frequency and fewer cases.

If that’s true, then why do we spend so much time on it? I will tell you. We carry the awesome responsibility of being the face of our Army across America in her cities, towns, and villages. We are the face of our Nation’s “Profession of Arms,” the “profession” made up of “professionals” our clients (the American people) trust — trust to do what is right, morally and ethically in any situation. This trust is not a given right just because we wear this uniform; it must be earned every day through our actions. When a Soldier acts in a manner that does not subscribe to those expectations, we lose some of that trust.

When I think of the negative impact acts of indiscipline/standards violations have on our profession, a profession rich in tradition and honor, I cringe. I cringe at the thought of how they reflect on the overwhelming majority of our Soldiers who always conduct themselves to the highest standard and exercise discretionary judgment while applying the military professional’s art. I also cringe at the thought of how they reflect on our nation’s veterans and, worse yet, on the families and the memories of those who have paid the ultimate sacrifice wearing this uniform.

OK, now that I have your attention, let’s spin the microscope around and look at this through the aperture marked POSITIVE. There is tangible evidence across the command that leaders are

getting after this challenge. Leaders are collaborating among their teams, and teammates are policing and caring about one another enough to do the right thing. As an example, several NCOs suspect one of their teammates is getting too close to an applicant of the opposite gender and collectively tell that NCO to stand down. The NCO doesn’t listen and continues engaging the applicant

in an inappropriate manner, so the team notifies the Station Commander who draws on the Army Value of personal courage and engages, taking the action through the Company Commander. As a result, this situation has a much more positive outcome for both the applicant and the Army in that community.

In another example, a Station Commander observes uncharacteristic behavior in one of her NCOs and confronts him. After a lengthy intervention she gets the NCO to a treatment facility for help. Then when she and another NCO go to his quarters to secure some of the NCO’s personal effects, they find his ASUs neatly laid out on the bed, his personal papers and other items that would help attend to his affairs neatly placed next to uniform! What do you think might have happened if this Station Commander did not know her Soldiers and was

not paying attention to realize one’s behavior was different than normal? Well guess what, that NCO is back to being a productive member of the team and has a renewed sense of belonging with his comrades in arms.

These are just a couple of examples of the success stories we hear that certify our formations are getting the message: indiscipline negatively impacts our Army, there is no stigma in seeking behavioral health, and every Soldier and family member is valued on our team.

I would encourage each of you to collaborate across unit lines those TTPs you believe can help improve the areas I’ve highlighted in this column. Your leadership IS making a difference, but we have to get there quicker and then we must sustain it. I am more confident than ever we are on the right trail. We are bound by oaths and creeds to live the Army Values, and do what is right morally and ethically, on and off duty each and every day of our lives. That is what makes us special; it is what defines us as professionals.

Army Strong



Command Sgt. Maj. Todd Moore

**Join the Recruiting ProNet
Profession of Arms Discussion:**

What Does it Mean to be a Professional Soldier in Recruiting Command?

<https://forums.army.mil/secure/communitybrowser.aspx?id=1380848>

APPROVED

MASTER RECRUITER BADGE

By Julia Bobick
Editor

The Master Recruiter Badge is one step closer to being awarded to NCOs and officers who are proven experts in the art and science of recruiting. Approved by the Army Chief of Staff in February and the Institute of Heraldry in March, the badge is in the final stages of development and will be available by the start of the new fiscal year.

“It’s a huge step forward in changing our culture and legitimizing our profession,” said Command Sgt. Maj. Todd Moore, U.S. Army Recruiting Command. “It’s the right thing for the command.”

The change more aligns the command’s award program with the rest of the Army. Moore used the Parachutist Badge as an example. First, Soldiers complete the Army’s Basic Airborne Course to earn the Army Parachutist Badge. Through additional experience (required jumps), training and exams to demonstrate advanced proficiency, Soldiers can become a senior parachutist and then a master parachutist. There are similar badges for Army aviators, divers, explosive ordnance disposal specialists, combat medics and infantrymen.

Army and Army Reserve Soldiers in Recruiting Command will have to demonstrate expertise in recruiting skills through job performance and testing to earn the Master Recruiter Badge.

“That denotes us as being experts or masters in our field, versus just enlisting X number of people,” Moore said. Enlistment numbers were a dominant factor in awarding the command’s Gold Recruiter Badge, Recruiter Ring and Morrell Award, none of which is part of the command’s new incentive awards program implemented earlier this fiscal year.

The badge is not retroactive for Soldiers who already have the Gold Recruiter Badge; all recruiters will have to go through the same testing and live-fire process to earn the badge, which Moore emphatically said he will be doing.

All Soldiers who successfully complete the Army Recruiter

Master Recruiter Badge Eligibility Requirements

- NCOs or officers assigned as recruiters in USAREC for at least 24 months
- A score of at least 85% in Skill Levels 3 and 4 of the Stage 1 Critical Skills Assessment Test (written evaluation) and 100% on the Stage 2 Live-Fire Examination (hands-on). Master sergeants, first sergeants, sergeants major and officers must also score 85% on Skill Level 5 of the CSAT.
- No substantiated improprieties or pending investigations regarding suspected improprieties or commander’s inquiries
- Not currently flagged for any reason
- Meet the standards of AR 600-9, The Army Weight Control Program
- Final approval recommendation from brigade command sergeant major and approval by brigade commander



Course earn the silver Recruiter Badge.

“What we are doing is changing how you earn the next recruiting identification badge,” said Victoria Sorensen, G3 Plans and Programs Division chief.

“It is no longer a points-based system; it is based on the recruiter’s tactical and technical proficiency in recruiting.”

To earn the badge, noncommissioned officers and officers assigned as recruiters for at least 24 months must successfully pass both the Critical Skills Assessment Test (written) and the Live-Fire Examination (hands-on) and be recommended by their brigade leadership.

“No one will be forced to compete for the Master Recruiter Badge, recruiters will have to decide for themselves if it is something they want to shoot for or not,” said Phil Tabor, G3 Training Assessment Division chief, who is overseeing the development of the second stage of testing, the Live-Fire Examination, which will be available in June.

Details will be released in a USAREC Message. USAREC Regulation 672-10 and USAREC Supplement 1 to Army Regulation 600-8-22 are being updated to reflect the changes.

DCG Shares Leadership Philosophy

By Brig. Gen. Bryan Roberts

The hardest part about being a leader isn't what you have to do; it's getting others to do what you need them to do. As a leader, you must develop disciplined and dependable Soldiers, as well as a unit that is proficient in all assigned tasks. Your job is to establish the vision, objectives, goals, plans and the environment to ensure that happens. It is also extremely important you have a leadership philosophy your team is intimately familiar with and nested in.

In this article I will share the Seven "Be's" that form my leadership philosophy and style.

Be Positive: Your attitude has a powerful impact on your Soldiers. As a leader, it's your obligation to both have and develop a positive attitude. Your attitude must motivate and inspire your team to be the best. You must make them believe in themselves, the unit, and the mission. Instill a "can-do" attitude by your actions and positive approach. Focus on the positive and keep things in perspective. Lead by example from the front and show the passion, enthusiasm and pride you have as a professional Soldier. Passion breeds passion; it's infectious and leads to positive attitudes, a positive command climate and an organization that can and will accomplish every mission.

Be Competent: As a leader, you must be competent and ensure your subordinates are competent, too. Every member of your team must be an expert at the tasks associated with their profession of arms. In my opinion, training is the most important thing we do in the Army every day and everything we do is training. Instill the Warrior Ethos in your Soldiers through focused, realistic, and demanding training. Use the principles of FMs 7-0, 7-1, the Eight Step Training Model and the "Crawl, Walk, Run" methodology.

Continually assess the strengths and recognize the weaknesses of your team. Ensure your subordinates are physically fit and competent through well planned and resourced training; train to standard, not to time. NCOs teach, coach and mentor junior officers and subordinates; they are your legacy and the future of our profession.

Be a Team Player: Teamwork is what makes our Army Strong! Employ the 3C's: Coordination, Collaboration and Cooperation. Cooperate with each other and the higher headquarters; share good ideas, best practices, lessons learned and tactics, techniques and procedures. Compare yourself to the standard not your flanks. Healthy competition is good but shouldn't interfere with the mission. It's a team mission not an individual mission, and everyone has an important role to play. As a leader, you're responsible for building a disciplined, cohesive, elite, team they are proud of.

The team you build in training will be tested every day as we strive to accomplish our mission with integrity. Build a team in which the members police their ranks, have each other's back and instinctively pick up each other's slack. Make it the best team they've ever been a member of through teamwork.

Be Disciplined: Discipline is the foundation of the Army's professional identity. Leaders must establish and enforce high

standards and discipline — be tough but fair. This is leader business — not "officer business," not "NCO business," but "Leader business!" Discipline must be a habit that governs behavior despite the situation. Soldiers in units with high standards and discipline will do the harder right over the easier wrong. Units with high standards and discipline will accomplish the mission to their fullest potential. The Station of Excellence tasks are true indicators of your unit's standards and discipline.

Remember, it's important you always exhibit the highest standards of personal and professional conduct and maintain good order and discipline in your unit to sustain the faith and confidence of the American public.

Be Good to People: I say "people" because our Army, our team, consists of more than Soldiers. We are Soldiers, Civilians and Families. As a leader, know them, keep them informed, make their lives as predictable as possible, and be sensitive to their wants and needs. Focus on dignity and respect, quality of life, proper training and equipment, family readiness, and timely recognition. Don't pay "lip service" — keep your commitments. Submit evaluations and awards on time. Take care of your team and the mission will take care of itself. I also say "people" because we are Army's Ambassadors and represent our profession every day across the nation. Treat everyone with dignity and respect — they are who make this great nation worth fighting for.

Remember the golden rule — do unto others as you would have them do unto you.

Be of Good Character: Your character defines who you are as an individual and a leader. Ensure you and your Soldiers live the Army Values, the Soldier's Creed/Warrior Ethos, the Soldier Rules and NCO Creed every day (in and out of uniform).

Integrity is non-negotiable — do the right thing morally, ethically and professionally. Remember loyalty works both ways — be loyal to your unit and subordinates and they'll be loyal to you. Be trustworthy, dependable and responsible — always give 100 percent. Be courageous and have the guts to stand up for yourself, your people, and what you think is right.

Be a Risk Manager: As a leader, you are the safety officer in your unit however, everyone must be a risk manager. Set the highest safety standards and meticulously manage risk with the tools you have available. Make Composite Risk Management an essential part of planning and executing operations as well as day-to-day life. Never walk away from an unsafe act or deficiency; when you do so as a leader you create a new standard. Instill a "safety first" mindset in your Soldiers and insist there's no loss of life, limb or eyesight due to negligence and poor decisions.

Being a leader in the Army is the greatest honor and responsibility you can have if you've answered the call to duty.

These Seven B's are basic fundamentals of leadership and have served me very well for 27 years. They have led to disciplined, dependable units capable of accomplishing full-spectrum operations both in garrison and combat. Ensure you have a leadership philosophy and style that works for you and your team. Feel free to adopt the Seven B's.

Strength 8 out.

What's in Your Jar?

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

A philosophy professor stood before his class and had some items in front of him. Without a word he picked up a large empty mayonnaise jar and proceeded to fill it with rocks right to the top. He then asked the students if the jar was full? They agreed it was.

So the professor then picked up a box of pebbles and poured them into the jar. He shook the jar lightly. The pebbles, of course, rolled into the open areas between the rocks. The students laughed. He asked his students again if the jar was full? They agreed that yes, it was.

The professor then picked up a box of sand and poured it into the jar. Of course, the sand filled up everything else.

“Now,” said the professor, “I want you to recognize that this is your life. The rocks are the important things — your family, your partner, your health, your children, anything that is so important to you that if it were lost, you would be nearly destroyed. The pebbles are the other things in life that matter, but on a smaller scale, like your job, your house, your car. The sand is everything else. The small stuff.”

“If you put the sand or the pebbles into the jar first, there is no room for the rocks. The same goes for your life. If you spend all your energy and time on the small stuff — material things — you will never have room for the things that are truly most important. Pay attention to the things that are critical in your life. Plan and do activities with your spouse or partner. Play with your children. Take time for yourself. Work will always demand our time. Take care of the rocks first, the things that really matter. Set your priorities. The rest is just pebbles and sand.”

We all want to live our lives in such a way we can be happy and satisfied. So we read, play, purchase and dream trying to obtain knowledge, have some fun or buy something that will make life more enjoyable and give us peace, happiness and contentment. Complicating our endeavors to accomplish the best possible life is the bombardment of advertisements we see and hear daily. What are we to believe?

From a spiritual perspective there are many things that promise to provide happiness in life but in the end produce despair (such as ideas, advertisements and finances).

Think about all the things in your life. Are they adding to or complicating your experience of life?

God has a plan and purpose for each of our lives. The Bible expresses this spiritual truth in John 10:10, which reveals how God wants us to experience life. God's truth can determine the “rocks in our jar” that will greatly determine our experience of life.

What's in your jar?



Give Future Soldiers Leadership They Deserve

By Victoria Sorensen
G3 Plans and Programs Division Chief

Noncommissioned officers recruit thousands of civilians into the Army and Army Reserve each fiscal year. These men and women join our ranks and Army family based on what you have told them and shown them through your everyday efforts. They join to better themselves, their way of life, to be a part of something larger, to make a difference in others' lives while serving in the ranks of our Army.

As they begin their journey into a world they have only seen and heard about, don't we owe them something in return for their commitment? Are they truly ready to make the transformation from civilian to Soldier? Are they truly prepared for what comes next? Are they not entitled to outstanding leadership, training and being kept informed of what is going to happen on their journey?

Take a moment and remember when you made the commitment and what would have helped you better prepare for training and Army life.

Even as NCOs in recruiting, two basic responsibilities still should be uppermost in our minds: accomplishment of the mission and the welfare of our Soldiers and Future Soldiers. Leaders of Soldiers are charged with training and developing Soldiers.

This training and development also extends to our Future Soldiers — preparing them for what is to come and what their responsibilities are. This helps ensure our Army remains tactically and technically proficient, and a cohesive team. Training, development and communication are key elements when trying to retain our Future Soldiers; they look to us to help prepare them and need to see what leadership is all about so they can also become "The Backbone of the Army."

As our Future Soldiers spend more time in the FSTP, their development becomes even more important to ensure they are relevant and ready for what is to come in their new career. This article will help you to understand the changes to the program, their relevance and what areas are helpful to not only your Future Soldier but to the drill sergeants who will continue what you have started to make this person a great Soldier.

Over the past year, a review of the Future Soldier Training Program (FSTP) with TRADOC's Office of the Deputy Commanding General-Initial Military Training (DCG-IMT) and discussions with drill sergeants and leaders revealed Future Soldiers reporting for IMT were not prepared for the rigors of training and transformation to Army life. Numerous discussions and correspondence revealed Future Soldiers arriving to training were unable to pass the basic requirements of the physical fitness assessment, were not familiar with rank Structure, drill and ceremony, general orders and other areas contained on the Future Soldier Pre-Execution Checklist (UF 1137).

A review of the 2010 Army Health Promotion Risk Reduction Suicide Prevention Report (HPRRSP) prompted the addition of mandatory training for Future Soldiers to help educate them on the Army's focus areas since they also affect the civilian community. The Army Suicide Prevention, Sexual Harassment/Assault Response and Prevention training, resiliency training and the Global Assessment Tool (GAT) were added to familiarize Future Soldiers with the Army's policies, as well as help them learn resiliency, reduce risk-taking behaviors and impose good order and discipline. Educating Future Soldiers in these areas allows them to make changes in their current lifestyle while preparing for the rigors of IMT and life in the Army.

Use of the Army Physical Training Pocket Guide is designed to assist Future Soldiers with their physical readiness, as well as educate them on injury control, proper shoes and clothing, signs and symptoms of heat or cold weather injuries, adequate hydration and nutrition.

Future Soldiers need to understand these areas and why they are important to their overall fitness. Before you initiate physical fitness activities with your Future Soldiers, be sure to complete an Future Soldier Training Program Physical Fitness Program Statement (UF 922) for each Future Soldier and have them sign it prior to beginning to conducting the APFT or PFA. This form will be kept on file in the recruiting station for 30 days following the event. Prior to conducting physical training, a risk assessment will also be conducted using a Composite Risk Management Worksheet (DA Form 7566) in accordance with guidance provided in US-AREC Regulation 385-2, Safety Program. These forms will be kept on file in the station for 30 days following the event.

Use of the Future Soldier Decision Matrix published in Fragmentary Order 5 to Operations Order 11-0001, FY 11 Operations Order, will assist station commanders and recruiters alike in identifying potential issues. This matrix does not ask questions on every area that should be covered, however it is a tool for you to use to guide you through the process to identify a potential Future Soldier loss earlier and allow for immediate actions to mitigate the loss.

Current posture going into FY 12 will have Future Soldiers in the FSTP for approximately 170 days perhaps longer. Potential issues should be immediately addressed. Future Soldiers determined not to be qualified should be identified and processed for discharge from the FSTP.

Your mentorship, leadership, training and development are laying the foundation for your Future Soldiers' success in the Army. Future Soldiers need to understand the Army's policy and programs, learn basic military tasks, perform physical readiness training to help adjust to the military life style quickly, give them confidence to go the distance and excel during IMT.

“Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed.” — NCO Creed

WINNER

Developing Leaders: Start to Finish

By Sgt. 1st Class Michael R. Hartzell
Charlottesville, Va., Recruiting Station

There is no difference between my “Future Soldier Leadership Philosophy,” and my “Leadership Philosophy.” Leadership is leadership. Future Soldiers are Soldiers. As a command, the sooner we acknowledge this, the better off we will be. I remember reporting to my first recruiting station excited about the mission, but apprehensive about not getting leadership experience for the next three years. Boy was I ever wrong. My first station commander told me early in my tour, “You will gain more leadership experience in this three-year tour than you have since joining the Army.” Boy was he ever right!

Leadership means to guide someone along a path, especially by going in advance. This is demonstrated by ensuring Soldiers are properly assigned a mission, resourced, trained and mentored, and that adequate and comprehensive planning has been completed. Leadership is not tossing Soldiers to the wolves, standing back and watching them struggle and then pounding them when they fail. That is abuse, not leadership. During the first couple years of my tour, I learned to adapt as a leader. I learned that every Future Soldier required a different leadership style. Using different styles while training and mentoring made me a more effective leader. It also made my Soldiers believe in me and want to accomplish any mission I charged them with.

Giving Future Soldiers a clear mission is crucial to the leadership process. An example of a clear mission would be one referral per week or, for a high school senior, successful graduation. Our job is not done once we have given them a mission; like we do for our Soldiers, we need to mentor and validate. We do this by using proper counseling and follow-up techniques. Coaching, counseling and mentoring show the individual Future Soldier we care. The minute our Soldiers realize their leader cares about them instant buy-in occurs. When creating a team, buy-in is necessary to make the team cohesive. Building a team is truly Leadership 101. True leaders understand the importance of team building and make this their No. 1 priority.

Good leadership is about transitioning between directive, participative and delegative leadership styles as conditions merit, in order to create and sustain an effective and efficient team. Quality leadership is about setting and enforcing standards, particularly on oneself. I will not have a Soldier do something I have not done myself or would not be willing to do. Leading by example sets a certain tone within an organization. Future Soldiers who see a station commander doing physical readiness training with them weekly will be more apt to follow that leader because he or she is leading by example. Assigning leadership positions to our Future Soldiers is necessary in developing them as potential Army leaders. Every quarter we delegate rotating leadership roles to our Future Soldiers affording them the opportunity to gain experience as a platoon sergeant or a squad leader. This not only gives our Future Soldiers leadership experience, but also provides my Soldiers the ability to develop future leaders.

Leadership is also about caring, compassion and understanding for both the Future Soldier and his or her family. These attributes are demonstrated by what leaders say and do, being an attentive listener when a Future Soldier needs to let off steam, recognizing changes in character that indicate emerging family or financial hardships, and the list goes on and on. If we simply live by the “golden rule,” treat people like you would like to be treated, we will be on track to do the right things for the right reasons. Doing things for the right reason will strengthen the bond of your team. Being a caring leader is to know your Soldiers and always place their needs above your own. Being a caring leader is also not being afraid to tell your Soldiers no, or make an on-the-spot correction. A leader who cares about his or her Soldiers will make an on-the-spot correction, a leader who doesn't care about his or her Soldiers will allow mistakes to go uncorrected.

Leadership is not something learned by reading text books and regulations. Leadership is something developed in you by other leaders through coaching, counseling and mentoring. Leadership is gained by real world experience and refined by individual self-development. Leadership is the foundation of our Army. Outstanding leadership is the reason we are the greatest Army the world has ever seen.



Leadership is Tremendous Responsibility

By Sgt. 1st Class Shawn W. Mace
Staunton, Va., Recruiting Station

Leadership is a privilege and an honor, but it is also a tremendous responsibility. My philosophy of leadership is one of collaboration and teamwork within which members of a team can utilize one another's strengths to counter individual weaknesses. The greatest leaders know their limitations and are adept at leveraging their strengths and the strengths of others to compensate.

To become a "competent" leader you must develop the necessary knowledge and skills to accomplish your mission. However, technical competence is not enough. To be an effective leader you must also have character — who you are, your values, your world view. Clearly, this component of leader development offers the most challenge, because who you are is very difficult to change.

A leader is someone who listens well, can effectively motivate and inspire and provides a team with thoughtful vision and strategic direction. A leader is one who leads by example and empowers his or her followers. Leaders deeply understand the needs of the people they lead and thoughtfully considers their actions and their impact on their followers.

Young people today enjoy more access to more information than any other time in recorded history. This means the majority of our prospects are extremely well informed about the programs, options and incentives the Army offers. When they agree to an appointment, the real "salesmanship" is inferred by the professional leadership we provide to them. Honesty and a genuine concern for their wants needs and desires begin at that crucial moment. An applicant (influencers included) can "sense" if you truly have their best interest in mind.

During the processing phase it is critical all time lines are met and the applicant and key influencers are kept well informed. Your applicant (influencers included) can and will scrutinize everything you do or fail to do. The genuine concern and care you display with their processing will be reciprocated tenfold once they become a Future Soldier. It will form such a strong bond between the applicant and the leader that if cultivated with care, can and will develop in the applicant a true sense of loyalty and respect for the NCO.

My station does not use a standardized Future Soldier counseling form. Because every Future Soldier is different, each recruiting NCO constructs an individual counseling form for each Future Soldier. This counseling session is not

rushed. It is a methodical process that further reinforces the fact the Future Soldier is an important member of the team. When my station has a new Future Soldier it is standard practice to welcome them to the fold. This is accomplished by introducing them to their fellow Future Soldiers at the next scheduled training event. This is another crucial moment, when this person officially becomes a member of a team.

We constantly reinforce to our Future Soldiers they are embarking on a career that most people do not possess the will or desire to perform. Our Future Soldiers realize and acknowledge the fact that given the small community they are from, word travels fast. The critical eye of the civilian public is always on them. Their actions not only reflect their character but also the public's perception of the United States Army.

The seven Army Values are the most valuable tools we have to assist us in providing a good moral compass for our Future Soldiers to follow. Again constant reinforcement of these values is key.

We must provide relevant, challenging training to our Future Soldiers. Physical training is the foundation. Following regulatory guidance each Future Soldier must be administered the Physical Fitness Assessment at least once per month. If you track your Future Soldiers' progress properly, they will see the improvements, which will build their self confidence. Utilizing the online training system is good, but this system is not a replacement for the personal touch of a professional noncommissioned

officer. During these training sessions it helps us to identify the different levels of competence and mannerisms of each Future Soldier. This also compels the individual to integrate themselves into the team by interaction.

As the result of a solid Future Soldier Training Program, most of my station's Future Soldiers earn the coveted advanced promotion to Private 2. Again, this is an accomplishment used to motivate the others, proving if you work hard and follow the guidance of your leaders, good things will happen.

In summary, your Future Soldiers are an extension of you, if given the proper guidance and leadership, they will prove to be force multipliers. My station has only three assigned NCOs to cover over 3,100 square miles of rural real estate. But in reality I have, as members of my team, 21 highly motivated young Americans who have answered a higher calling. These 21 are my conduits to the public. They are the face of the United States Army in my local high schools and malls, and on Facebook. If given the proper purpose, direction, and motivation, they will not fail, because Soldiers do not fail.



Keeping Future Soldiers Excited

KEY TO SUCCESS

By Capt. Chris Collins

Boise Company, Salt Lake City Battalion

The key to Boise Company's Future Soldier Training Program (FSTP) — as it should be for any other company — is keeping Future Soldiers excited about shipping to basic training. Individuals are enlisting now for a myriad of reasons and the recruiting noncommissioned officer must tailor his approach for each individual.

Once a Future Soldier enlists, however, the enlistment process is not over.

Boise Company's FSTP uses a two-pronged approach: follow-up and follow through with the Future Soldier.

Follow up is the daily communication with the NCO and Future Soldier to ensure the Future Soldier maintains an acceptable level of legal, educational and physical readiness.

Follow through is the training aspect of the FSTP that should also focus on preparing these individuals to be successful during initial military training.

A solid company FSTP starts at the individual recruiting NCO level and their follow-up with their Future Soldiers. A Future Soldier interacts with his or her NCO on a weekly basis and forms a trust with them through the connection they have made throughout the enlistment process. A good NCO's excitement and enthusiasm about the Army is passed on to the Future Soldier through their interaction and involvement, not only informally but also through their preparation of completing the Basic Training Task List (BTTL).

The BTTL generates excitement for the Future Soldier as it is an avenue they can take to get promoted. The Future Soldier's motivation to get promoted is amplified by a TTP (tactic, technique and procedure) developed by Meridian Recruiting Station Commander Sgt. 1st Class Jonus Ware.

Ware would purchase rank insignia (E-2/E-3) for the Army Combat Uniform and give them to Future Soldiers following their promotion from completion of the BTTL. This TTP was passed on to the company leadership and has since been used because it not only inspires the Future Soldier through a special promotion ceremony, but it also gives them something tangible to link to their promotion. This not only motivates the Future Soldiers for future self-development, but it is also indirectly responsible for Boise Company's low Future Soldier loss rate since its inception (from 7 percent in 2010 to 4.9 percent in 2011).

The company's current goal is to promote 100 percent of its seniors in the delayed entry program, and 50 percent of graduates.

The follow-through aspect of Boise's FSTP program is focused on the strategic level, whereas the follow-up is done at a tactical level.

The main vehicle for this initiative is a concise training plan done at the station level focusing on preparing Future Soldiers for basic training. The Boise Recruiting Station has a tremendous FSTP, which is the model the company uses. The station publishes to the Future Soldiers a quarterly training schedule (USAREC Form 496) encapsulating that quarter's training focus. The events vary based on the group's training needs and is used to supplement the individual's training program with his or her NCO.

Additionally, Boise Station has incorporated a very robust physical readiness program and conducts physical training (PT) sessions twice daily so individuals have a choice based on their schedule. They have also embodied a team identity, and conduct morning PT with Boise State University ROTC cadets, a mutually beneficial program that also helps train the cadets to lead Soldiers. Overall, their objective is to prepare individuals for the physical rigors of basic training.

The company FSTP couldn't truly be conducted at the strategic level unless the company supported the individual NCO and recruiting stations' FSTP. This support is spearheaded through a culminating Mega-Future Soldier Event (MSFE) conducted in conjunction with a Future Soldier Asset Inventory (FSAI).

Boise Company conducts all MFSEs and FSAIs simultaneously in a coordinated effort to bring the majority of the company's Future Soldier pool together in a centralized location. These events have been widely successful in the past as they strive to not only be challenging but also fun.

The success of these programs has hinged upon the company's relationship with the local Reserve (TPU) units, drill sergeant units, ROTCs and community influencers. An example of this success is highlighted in the most recent MFSE/FSAI, conducted in March 2011, focused on land navigation skills. The event was TPU-supported and was set up like one that they would encounter in advanced individual training. Future Soldiers were grouped in teams of four to five and assigned a squad leader (NCO). They then went out and conducted the course with the company leaders stationed at a point on the course to conduct the FSAI. Feedback on this event was extremely positive — it allowed the Future Soldiers to apply the skills they had been learning on the BTTL. The event also had a secondary objective of refresher training for the NCOs to work on their small unit level TLPs.

A Future Soldier Training Program must strive to keep Future Soldiers excited about shipping to training. Using this two-pronged approach, Boise Company's FSTP is one of the most successful in 6th Brigade.

Their success is not just measured by their low Future Soldier loss rate but, more importantly, by the preparedness of the Future Soldiers leaving the Future Soldier pool — the company's low basic training attrition rate is a battalion-leading 4 percent.

DREADING THE DRILL SERGEANT

By Capt. Damion Atchison
Las Vegas Company, Salt Lake City Battalion

The sun was bright with not a cloud in the sky. The temperature was around 75 degrees on a beautiful Las Vegas December day

8 a.m. and all was well — so far. As 1st Sgt. [Brian] Meadows and I sat in our government vehicle, waiting for the rest of the Future Soldiers to arrive at Sunset Park, I secretly began to hope for rain.

The idea of drill sergeants yelling at our Future Soldiers began to become less appealing to us both as the kick-off time grew closer. As we sat in the vehicle, the silence was just deafening; my mind began to wander, then the doubts of the successfulness of the event began to enter my mind. Were we doing the right thing or were we surely heading for disaster?

You see, in the beginning it seemed like such a great idea to have the drill sergeants from the 1st Battalion, 415th BCT, 95th Division (Institutional Training) come out and conduct a first day of basic training scenario, or “Shark Attack,” during our next Mega Future Soldier event. In addition, they would teach and re-teach them categories from the Basic Training Task List, including drill and ceremony, map reading, assembly and disassembly of an M-16, military time and rank structure. It just seemed so right.

8:30 a.m. and more and more Future Soldiers began to arrive for the event. At this time the first sergeant and I had already had several pre-determined excuses why Future Soldier John Doe who ships next week decided not to ship after all, after going through the event.

9 a.m. show time. Needless to say, the event was a hit. Not only did our Future Soldiers enjoy the training, during the AAR at the end of the event, the majority of them stated that they wanted more of this style of training.

Out of the 175 Future Soldiers who attended the event, we didn't have any “bug out” or just leave the training out of pure fright thinking, “What the heck did I get myself into,” or change their minds because of the sheer thought of not being able to handle this type of training for 10 weeks. In fact, three of the 20 referrals who attended the event turned into enlistments.

Following are some of the important tactics, techniques and procedures (TTPs) to take away from an event like this.

No. 1, ensure that the drill sergeants understand what you want to happen, not their interpretation of what they think should happen. Also, one thing we did to quell some of the anxiety building within our Future Soldier pool was to take the time explain to our Future Soldiers what the training was about and how the first day of basic training could easily be described as the worst day of one's life.



Sergeant Brady Syphus of Delta Company, 1st Bn, 415th BCT, 95th Training Div, drill sergeants inspects a Las Vegas Future Soldier

JEFF ROSS, SALT LAKE CITY BN

Ensure the synchronization of station breakdown is adequate enough so Future Soldiers can benefit from the training.

In addition, the most important of all is at the end of the training have the drill sergeants take off the most recognizable hats in military service to show their human side and to explain why they do what they do.

Using these TTPs along with careful planning, you as company leaders will be able to keep your jobs, as well.

Coming Soon to a Computer Near You

Windows 7

By Julia Bobick
Editor

By the end of 2011 all U.S. Army Accessions Command computer users will be operating in the Windows 7 environment. The change, mandated by the Department of the Army, will improve computer security and functionality, reduce vulnerabilities and standardize desktop operating systems across the Army.

Unbeknownst to the majority of users, the yearlong transition from Windows XP has already begun with baseline development and pilot testing at Fort Knox, Ky., to ensure recruiting applications function properly in the new operating system, according to Freddie Blakely, Accessions Command (USAAC) assistant chief of staff G6. End users are scheduled to begin switching to Windows 7 in late August, but before then, users will receive training on the new operating system to help make them proficient and minimize downtime following the switch.

“We want users to make sure they fully understand the process and requirements as we make the transition so they can prepare their computers for conversion.”

— Freddie Blakely
USAAC G6

“One of the main challenges we have is location, location, location. The dispersion of our workforce and the complexity of our systems — like the recruiter workstations — make it an enormous task,” said Blakely, who is overseeing the upgrade for some 20,000 end users in three primary groups: USAAC, Recruiting Command and Cadet Command staff elements, the recruiting field force and National Guard recruiters. “A major concern for us is how these upgrades impact our field recruiting force. We have been very cognizant of that impact as we thought through our upgrade implementation strategy.”

When the Army began switching from Windows XP to Vista, which Microsoft released as an interim operating system a couple of years ago, Accessions Command made a strategic decision to skip the upgrade and begin working instead toward an eventual Windows 7 upgrade.

“It was the right thing to do. We did not want the field to go through a six- to eight-month fielding cycle only to have it repeated a year to 18 months later.”

Accessions Command has already completed compatibility testing with the more than 80 large applications common across the command, with special focus on those applications on recruiter workstations — the largest group of end users. They test each application individually and then together in a baseline configuration to ensure programs work correctly.

“We never put anything in the field — especially not a major fielding — unless we have tested it in a laboratory setting.”

While he acknowledged that the fielding won't be 100 percent successful without bugs or glitches, Blakely said the rigorous planning and testing should give them about a 95 to 98 percent success rate, making it easier to handle the few unforeseen problems that might arise during installation.

The next step is training this summer — first for the IMOs who will complete the operating system updates for their units and then to the end users via a train-the-trainer process. The training plan is still being finalized and will be published in the Windows 7 implementation order.

“We want users to make sure they fully understand the process and requirements as we make the transition so they can prepare their computers for conversion,” said Blakely, emphasizing the need for users to save their data.

For the Windows 7 Project, Accessions Command is also changing the way it is deploying the software across USAREC and Cadet Command. Instead of pushing all of the software from a single point at the headquarters at Fort Knox, Ky., USAAC will be pushing it out from regional hubs to improve efficiency and decrease workstation downtime, according to Blakely. This new deployment system will also be used to push out all future software patches and updates to end users.

The Windows 7 upgrade, being completed by unit-level IMOs, will take about one day per workstation. Blakely said commanders will have a great deal of flexibility in determining the best timeframe within the September to December deployment window to complete the installations. End users will learn more throughout the summer as their IMOs complete their initial training. The implementation has not been affected by the AAC inactivation.

Army Advertising Showcasing Our Symbol of Strength

By Julia Bobick
Editor

Every Soldier has experienced it at least once in their career: being stopped in the airport, at an event or on the street by someone who wants to say, “Thank you,” just for wearing the uniform. Most of us not in uniform have likely witnessed the gesture. That uniform — viewed as a symbol of respect, core values, service and strength in America — is the focal point of the Army’s newest advertising campaign.

Launching first in movie theaters and goarmy.com May 20, then on television Memorial Day Weekend, the Army Strong “Symbol of Strength” campaign was created to help prospects see themselves in uniform and imagine who they can become while wearing it.

To ensure prospects can visualize the true strength and experiences they will gain by joining the team, everyone wearing the uniform in the television spots and the online content is an actual Soldier.

“The campaign is very inclusive, very real and very reflective of the Soldiers who have been part of our Army as a nation at war for the past 10 years,” said Bruce Jasurda, the Army’s chief marketing officer. Every Army division that is or has been deployed to Afghanistan or Iraq is depicted on the sleeves of the Soldiers throughout the television spots and digital content.

The campaign, built around the messaging platforms of education, opportunities and leadership, marks a few “firsts” for Army advertising, according to Jasurda.

This is the first time the Army has integrated a national cinema pre-launch advertising campaign in conjunction with a prominent movie release to capitalize on the summer blockbuster movie season. Two weeks before the June 3 premiere of “X-Men: First Class,” more than 6,500 screens in 710 theaters will begin showing a trailer that weaves Army images and messages together with X-Men movie clips, followed by a 30-second Army commercial. An estimated 31 million people will see the theater spots across the country during a five-week period beginning May 20, Jasurda said.

This is also the first time the Army has simultaneously developed the broad-reach/television campaign and the digital components from the onset. The three television spots are designed to drive traffic to goarmy.com, where individuals can further explore and connect with an actual Soldier in a digital environment through interactive walls, Soldier forums and question and answer videos.

“We did that in recognition of the fact that more and more of our target audience receives its information — wants to seek information — from digital and social media sources, so our marketing and communication efforts are reflective of those consumption habits.”

In addition, this was the first time Army Reserve Soldiers and unit patches were blended into the advertising content from the campaign’s inception, also a calculated effort to be reflective of the Soldiers who are serving on the front lines as a nation at war, Jasurda said.

Empirical research confirms the Army Strong tag line, launched in October 2006, continues to resonate with both the target audience (17- to 24-year-olds) and their influencers, according to Jasurda. In 2008 the added tagline, “Strength Like No Other,” built upon that theme of multi-dimensional strength, and for more than a year, Jasurda said, the Army has been working on where to go from there.

The new “Symbol of Strength” sub-campaign was selected from about 30 themes developed by the advertising agency, which the Army then narrowed down to three and rigorously tested through focus groups to ensure they reach the desired communication objectives.

“We looked for ways to freshen and revitalize the prospects’ perception of what [Army Strong] really means to them personally,” Jasurda said. “This uniform means different things to different people but, most importantly, when you put this on — it’s the jersey of the best team in the world — you become part of that team.”

For campaign launch details and the list of participating movie cinemas, visit the G7/9 Sharepoint page (<http://span.usaac.army.mil/pub/RC-G7g9/Pages/Default.aspx>) and click on the ‘Marketing’ tab to find the ‘Symbol of Strength’ folder.

U.S. ARMY

Leading Future Soldiers

By Lucas Hutton

Recruiting and Retention School - Forward Doctrine Division

Veteran recruiters know the longer a new recruit stays in the Future Soldier Training Program (FSTP), the greater the risk of losing that recruit. Today's Future Soldiers are spending more time in the FSTP than ever before. High school seniors can delay entry up to 14 months.

The average time in DEP (Delayed Entry Program) has steadily increased over recent years, from about 61 days in fiscal year 2008 to 132 days in FY 10. This year to date, the average is 147 days. Patricia Crowe, chief of the Enlistment Eligibility and Processing Division, Recruiting Command G3, said in mid-April, "We are placing new Soldiers for the Regular Army in November."

The good news is Army recruiting is going well. The downside is training seats fill quickly, and recruits stay in the FSTP for a long time. What can recruiters and recruiting leaders do to retain their Future Soldiers?

Future Soldier training and sustainment is the topic for May in the "Excellence in Innovation" collaboration site in Recruiting ProNet. The mini-essays have been rolling in. Station commanders and recruiters are saying what works is to combine modern technology with old-fashioned Army leadership and training.

Thumbs-up for Facebook

The technology star is Facebook. The Army and Recruiting Command have embraced social media in general and Facebook in particular. Recruiters feel the move has paid off when it comes to working with Future Soldiers.

Sergeant 1st Class Eugene Mustin says Facebook helps build a sense of family among Future Soldiers.

"Once a Future Soldier understands that the Army is one big family ... they will realize the benefits of befriending their fellow Future Soldiers," writes Mustin, now a master trainer for the Raleigh (N.C.) Recruiting Battalion.

As a station commander, Mustin says he started every Future Soldier training event by having recruits stand in front of their peers and say their name, the job they enlisted for, their recruiter's name and their ship date. Recruits learned who else was shipping at the same time and to the same training location.

When the session ended, "every Future Soldier logged into Facebook and 'liked' the station's page," says Mustin. "From there, they would be able to keep tabs on what was going on with each other prior to and after leaving for training."

"After almost two years of doing this, I still see them having open dialogue and encouraging each other."

Sergeant 1st Class Christopher Desper of Bolivar, Mo., likes Facebook for referrals.

"Sometimes our Future Soldiers' friends will send us a message on Facebook telling us they are interested in setting up an appointment," Desper writes.

Pittsburg, Kan., station commander Sgt. 1st Class David L. Cox writes, "I hate to admit it, but Facebook has enhanced our ability to communicate with Future Soldiers and their referrals."

Cox and his team use Facebook to announce their training schedule and other information.

Beeville, Texas, station commander Sgt. 1st Class Corey Tondre feels recruiters should use Facebook to contact their Future Soldiers.

"They [Future Soldiers] use it for everything," Tondre writes. "If there is something you want to know about a Future Soldier, they will probably post about it on Facebook."

Future Soldiers want leadership

No single tactic, technique, or procedure can promise to end Future Soldier losses. Even so, station commanders and recruiters agree that leadership and training are key components of any successful Future Soldier Training Program.

"There is no difference between training Future Soldiers and training Soldiers," writes Sgt. 1st Class Aaron Dohm, station commander, Springfield, Mo. "By treating your Future Soldiers like Soldiers, you can increase your sustainment rate."

Sergeant 1st Class Todd McVey of Springfield and other station commanders say they hold regular military formations.

"I run everything in my station just as if we are in a unit when it comes to Future Soldier functions," McVey says. "I have formations, and my recruiters are platoon sergeants. When I have a PT test, we do just as the reg states. Everything is just as they will do it when they are in the Army."

Future Soldiers "want to be in the Army now, not six months or a year from now," McVey adds. "I believe if you give them what they want, you will have fewer problems."

In Charlottesville, Va., recruiters develop leadership skills in their recruits by placing them in leadership roles for weekly training.

"We select a platoon sergeant and three squad leaders" from the Future Soldier pool, says Sgt. 1st Class Michael Hartzell, station commander. Before 3 p.m. Thursday, squad leaders call the platoon sergeant to let him or her know who will attend train-



HEATHER J. HAGAN, PORTLAND BATTALION

Future Soldiers stand in formation at the Mega Future Soldier Event at the Edge Gym April 16 in Beaverton, Ore.

ing. The Future Soldiers form up at 4 p.m. Training follows, then another formation where the Future Soldiers recite the Soldier's Creed.

"We have an 85 percent attendance rate," says Hartzell, "and for this FY we as a large station have taken zero losses. I directly attribute our success to giving our Future Soldiers ownership of their own program and putting them in leadership positions."

Helping recruits cope

Some leaders have found ways to help Future Soldiers cope while waiting to ship. In Metairie, La., Future Soldiers need income, so Sgt. 1st Class Jimmy Williams and his recruiters teamed up with their local department store. Five Future Soldiers hold temporary jobs there.

Williams makes sure these Future Soldiers understand their job at the store is temporary. He also reminds them their demeanor on the job reflects on the Army. He tells them to report to work on time, look their best and "keep a positive attitude."

Sgt 1st Class Natasha Holtgrewe, a Reserve recruiter in Kansas City, Mo., writes that last year her station lost so many recruits that by year's end they'd missed their year-to-date mission. Now the station has weekly PT and skills training for their Future Soldiers.

"We make them feel like a part of the team and hold them accountable for their actions," Holtgrewe says. "We have a great turn out each week and have not taken any losses this year."

More than one writer notes the value in getting to know the people who most affect a Future Soldier's behavior: mothers, fathers, girlfriends and boyfriends.

Former station commander Sgt. 1st Class Phil Gillespie — now a trainer in Kansas City Battalion — tells how he invited parents and significant others to training each month. One recruiter took charge of the Future Soldiers while Gillespie and the other recruiters met with influencers.

Gillespie told those influencers about Army benefits, how to set up and maintain a checking account and how to stay in touch

with their loved one in training.

"I got a lot of information about my Future Soldiers that I needed to prevent losses," Gillespie says. The meetings were so important and useful that Gillespie made a point to follow up in person with influencers who did not attend. That follow-up let Gillespie find out "which influencers supported the Soldier and which ones didn't."

"Experience shows the most effective method of training Future Soldiers is to integrate them into the team as you would a new Soldier in a line unit," writes Sgt. 1st Class Kenneth Mayes, Hope Mills, N.C. Mayes says integrating a new Future Soldier "begins with effective reception and integration counseling, identifying what the Future Soldier should expect from their leader and what's expected of them."

Mayes likes to train from the basic training task list (BTTL) on USAREC Form 1137. Mayes calls the BTTL "the centerpiece of the FSTP," but adds, "You have the autonomy to train Future Soldiers as you would train Soldiers in a traditional Army unit."

Mayes says, "It is perfectly legal to train your Future Soldiers in equal opportunity, prevention of sexual harassment, risk assessment and professional development."

Several stations hold Future Soldier of the month boards.

"They report in, and we ask questions off the pre-basic training task list," writes Sgt. 1st Class Richard Asta of Farmington, N.M. The winner gets a gift certificate, and his or her picture goes on display in the station.

"Future Soldiers like the competition and seeing their photo," says Asta. "It helps them learn what they need before BCT."

The many ideas posted in Recruiting ProNet show that indeed recruiters can do much to sustain their Future Soldier pool.

"We do not choose the Soldiers who come to work for us," says McVey, "but we do everything it takes to make sure they are a success." Future Soldiers need the same kind of leadership, McVey says. "Spending time with our Future Soldiers is the best possible thing we can do for them and the Army."

Army Rubs Elbows with Ivy

By Fonda Bock
Medical Brigade

The Army Medical Department made history April 14 and in the process cracked open a door that's been tightly closed to military recruiting for more than 40 years.

Yale students, faculty and staff took a tour of a mock forward surgical hospital on display on campus just a few feet from the Ivy League school's stately, prestigious School of Medicine.

Deployed to the front lines during war, the actual forward medical facility can be erected and functional in an hour, fully equipped with the tools and medical personnel necessary to save severely wounded service members during what is considered the "Golden Hour" of injury.

During that time, hemorrhaging is controlled and patients are prepared for medical evacuation to a higher level of care. Historically, 10 to 15 percent of Soldiers wounded in action require surgical intervention to control bleeding, which is the major cause of mortality following a combat injury.

Attendees mingled with officers and NCOs in dress uniforms and questioned 947th Forward Surgical Team members — scheduled to deploy to Iraq this month — about the capabilities of the roving hospital.

"There hasn't been this much brass on campus since World War II," said Dr. Kristaps Keggi, a professor of orthopedics and rehabilitation at Yale, who served in a MASH unit on the front lines during the Vietnam War."

Dubbed Operation Golden Odyssey, the event was not a recruiting effort, but rather a joint educational symposium between Army medicine and the university to showcase to the campus community the Army's expertise in medicine, life saving procedures and vast humanitarian outreach.

In initiating this venture, Maj. Michael

Filipowicz, officer in charge of the medical recruiting station in Wallingford, Conn., wanted to dispel the myth perceived to be held by Yale — which hasn't embraced the military since the Vietnam War — that the Army is just about fighting wars.

"We're doing humanitarian missions across the globe and that's something Yale is very interested in," said Filipowicz. "We shined a bright light on a dark subject and successfully illuminated the great things the Army and Army medicine does for local and international communities.

In addition to the mock forward surgical hospital, keynote speaker retired Gen. Stanley McChrystal, who's now a fellow at the Jackson Institute for Global Affairs at Yale, spoke about the impact of U.S. health care on disaster relief, humanitarian operations, global policy and foreign relations. Colonel Fred Lough, an Army Reserve surgeon and director of cardiac surgery at the George Washington University Hospital in Washington, D.C., talked about foreign policy, medical ethics and his personal experiences as senior surgeon in Afghanistan, from where he just returned.

Never before has Army medicine been allowed to display such a robust presence at Yale, and it's been difficult for military recruiters to reach out to students since ROTC was removed from campus in 1969.

Dean of the Yale School of Medicine Dr. Robert Alpern said the event was a success and Yale is committed to doing what it can to support the U.S. armed forces and their students.

"As a medical school committed to health care around the world, Yale ap-

plauds the Army for taking on a humanitarian role and hope our students will come to understand this role our armed forces play. I was impressed, but not surprised, by the level of sophistication of the medicine practiced. We wish to provide information to our students so they can best make decisions regarding their career choice [and believe] our students would benefit from knowing more about educational and career opportunities in the Army.

"This is long overdue," was the quote Medical Recruiting Brigade Commander Col. R. Scott Dingle kept hearing from medical school deans, administrators, faculty and staff.

"They were blown away and impressed with Army medicine," said Dingle.

"It was great to hear folks who've never served before saying, 'We support the U.S. Army,' and 'Military service is honorable,' and after seeing the [mock forward hospital] and listening to retired Gen. McChrystal and Col. Lough speak, say they were going to go out and tell the Army story of what they saw. We probably gained 50 advocates that day who are going to be COIs."

Kristin McJunkins, director of Health Professions Advising on the undergraduate level at Yale was impressed with how quickly a forward surgical team is able to set up. She meets with hundreds of students a year and is looking forward to spreading the word about Army opportunities.

"The technology available to treat wounded Soldiers and allowing them to remain functional members of society after serious injury is an astounding advancement that we need to hear more about in the general public. Being part of the Army is certainly not for everyone, but for those students who can thrive in a military environment, there are great opportunities to practice medicine in a wide variety of arenas — domestic, international, war zones — that they may not have in another medical training program."

"I think the opportunity for medical students and residents to spend time in the military and learn about the culture and understand the importance of what

League

you do is critical to creating well-rounded physicians who will be better able to contribute and give back to their country,” said Dr. David Leffell, deputy dean for clinical affairs and a professor of dermatology and surgery at Yale.

Since this wasn't a recruiting event, no lead cards were generated, but Filipowicz estimates about 80 students attended who he said were extremely impressed by the scope of humanitarian missions across the globe and the mobility of Army surgical care.

Filipowicz and 1st MRBn Commander Lt. Col. Pablito Gahol believe the credibility of this newly formed partnership will have a ripple effect and in the long run generate leads and interest not just from Yale, but other universities as well.

“The immediate return on investment is simply the promotion of the Army medical department, the acknowledgment that we exist and that we're not just about the war fight,” said Filipowicz. “We were beating the medical drum, but playing the Army song.”

“It was all about developing a long term partnership, and that we achieved,” said Gahol.

Filipowicz said he is already scheduling follow-up presentations at Yale for those who expressed an interest in gathering more information.

Maj. Michael Filipowicz's Tips for Opening Up a Tough Market

- First, don't ever let anybody tell you a school or organization is off limits, it's not. All you need is the vision, tenacity and courage to attack those hard targets and make the connections. Anybody can do this. The Yale event took hundreds of hours of talking to the right people and building relationships.
- Believe if you're successful at whatever job you do, you will be successful in life.
- Before you embark on putting something big like this together, do your homework and make sure your communications skills are up to par. You've got one shot to make a first impression. Once you hit that home run, you're good to go, but if you blow it, say the wrong things your integrity is not there, or you make promises you can't keep, you'll lose your credibility forever. You have to be very careful when approaching an organization for the first time, because once you walk into the room and start speaking, you alone represent the U.S. Army.
- And last, calculate your moves very carefully; you don't want to set yourself up for failure, because if you make the wrong move early on, the chess board is ruined.

Recruiter's Approach to Yale: Small, Deliberate Moves

By Fonda Bock
Medical Brigade

In the game of chess, players make very small, planned and deliberate moves to shape the landscape of the board — set their pieces in play — in an effort obtain a goal. This is the strategy Maj. Michael Filipowicz, a frequent chess player, used in devising an approach to present to the Yale School of Medicine administration about doing an event at the Ivy League college to promote Army medicine.

Filipowicz was assigned as officer in charge of the Wallingford, Conn., medical recruiting station a year ago and, in all that time, he couldn't talk to students at Yale about career opportunities in Army medicine.

“Yale represents half our [recruiting] market in Connecticut, and because historically the university's been very passive to a military presence, it's been a tough market to penetrate,” said Filipowicz, who enlisted in 1998 and was commissioned in 2000.

He envisioned if he could enlighten university administrators about the Army's state of the art medical training and global humanitarian missions — facts he believed few people are aware of — he could get them to agree to do a joint education symposium on Army medicine.

A few months ago a highly publicized announcement opened a window of opportunity giving Filipowicz hope that such a warming of relations would be possible. Surprisingly, it wasn't the repeal of “Don't Ask Don't Tell,” but the appointment of retired Gen. Stanley McChrystal to be a senior fellow at the Jackson Institute for Global Affairs at Yale.

He believed getting McChrystal to speak at the symposium about Army medicine would be the anchor.

“He's a four star general, very highly respected in the Army community and has somewhat of a rock star status right now. I told McChrystal, the symposium wouldn't be about recruiting, but would teach about Army medicine. We want to broaden their horizons by dispelling the perception that the Army is all about beans and bullets. We want to showcase the humanitarian missions and work we do around the globe and promote the Army values and our compassion for life, liberty and human dignity.”

After the former general agreed, Filipowicz put the finishing touches on an event that would be a win-win for both organizations.

The symposium would feature an equipped mock forward surgical hospital and team, speakers and senior Army Medical Department leadership and it would be open to everyone in the Yale community, not just students. There would be no recruiting, just an educational forum about Army medicine.

In doing research on Yale, Filipowicz found the university and Army have a common interest — doing humanitarian missions around the world. Before meeting with the Yale committee, to whom he was to pitch his idea, he looked up the bios and accomplishments of committee members looking for a theme that Yale could relate to and one that would highlight Army medicine. The goal was to build a rapport through common interests.

After agreeing on how to proceed, Yale and the Wallingford team worked diligently over the next few months to make the event an educational success — in the process of taking steps toward developing a lasting mutually beneficial relationship.

Filipowicz has no experience in medicine but a passionate belief in Army medicine and an unwavering commitment to succeed.

Challenging Future Soldiers

Story and photo by Heather J. Hagan
Portland Battalion

More than 100 Portland Battalion Future Soldiers pushed their physical and mental abilities through an extreme challenge that tested limits April 16 at a local gym in Beaverton, Ore.

Future Soldiers flipped tires to include pulling a sled with weights, carrying a pipe through a muddy pond and stepping through tires at the Edge Gym. Owner Bob Briede said he wanted to help serve his country by serving the Future Soldiers and Army personnel by providing a facility for training. First Sgt. Jody Colvin said every Future Soldier was physically challenged. “It prepares them mentally,” said Colvin. “They see what team work is all about with a group of Soldiers standing behind them.”

Sergeant 1st Class Barbara Brackeen from the Beaverton Army Career Center said the event was about team building. “The Future Soldiers competed in five acres of circuit training,” said Brackeen.

Future Soldier Mignon Parson, 17, who is a student at Washougal High School in Washougal, Wash., stopped to help her team members. “I don’t leave anyone behind,” said Parson. “They’re my family.”

One Future Soldier didn’t think she was going to be able to do the course. “I feel accomplished,” said Dannie Finn, 18, Future Soldier from Evergreen High School in Vancouver, Wash. “As long as I don’t tell myself that I can’t, I can do anything.”

The Mega Future Soldier event included the entire Vancouver Company that has eight career centers in Washington and Oregon. Future Soldiers like Scott Arnold, 21, from the Beaverton Army Career Center said the event made him push himself.

“It’s a motivational tool and team work,” said Future Soldier Michael Brady, 28, a former Marine who decided to join the Army to explore new career possibilities.

The circuit training course was a timed event as Future Soldier Ross Rockwood took the lead at 4 minutes, 2 seconds. Pfc. Zane Bahren earned second place at 4 minutes, 26 seconds; and Future Soldier Tim Sanders took third place at 4 minutes, 34 seconds.

Future Soldier Zachary Stockwell, 22, from the Vancouver Main, Wash., Army Career Center said the course looked pretty easy at first. “It’s a lot harder than it looks,” said Stockwell.

Several of the Future Soldiers wanted to do the circuit training again. Tyler Ward, 18, from the Longview, Wash., Army Career Center said he wanted to see if he could push himself to achieve more. “This was the first thing in quite a while that challenged me physically and mentally,” said Ward. “The hardest was tossing the [weighted] ball after I already used those muscles.”

The event, which was featured on the local new station, included a barbecue lunch and as Future Soldiers tiredly staggered in line for a bite to eat, the event ended with marching in the parking lot sounding off to cadence from Sgt. 1st Class Eric Hielscher from Rose City Army Career Center.



Future Soldier Dannie Finn, 18, steps in tires during the circuit training at the Mega Future Soldier Event in the parking lot of a local gym April 16.

Putting HRAPs to Work For You

By Thomas Rossiter
Portland Battalion

The command has several effective Future Soldier retention tools, such as the Future Soldier Chat Room, Future Soldier Training System and new phone Apps like the Army Values, Soldiers Creed and Soldier's Blue Book. Probably one of the most valuable tools is having a Hometown Recruiter Assistance Program (HRAP) Soldier come back from his or her initial active duty training to give current training information to Future Soldiers to prepare them for basic training and keep them motivated while in the Future Soldier Training Program.

Honolulu Recruiting Company's Maui Army Career Center did just that in April with a high-speed returning HRAP Soldier, who, as an added bonus, had the chance to meet and personally speak with USAREC Deputy Commanding General Brig. Gen. Bryan Roberts while he was visiting the Maui Center.

"I met Brig. Gen. Roberts and I was so nervous talking to him ... but he made me feel at ease because he was really down to earth," said Pvt. Maryheta Aunese. "I got my first Army coin from a general!"

While back for HRAP duty, Aunese has shared her basic training experiences and the do's and don'ts that come along with it.

"I am helping motivate them to study on their Future Soldier tasks and encourage them to do physical training on a daily basis; which I have attended several and assisted with," said Aunese. She also assisted her station by visiting her high school, speaking with teachers and also students about her Army experience, and answering their many questions during a classroom presentation.

"I joined the Army to make my life and the life of my family better," said Aunese, a native of Maui. "Throughout my years of being raised in Hawaii, my parents have always struggled to keep up trying to make ends meet, so I vowed that I will help



USAREC Deputy Commanding General Brig. Gen. Bryan Roberts shows Pvt. Maryheta Aunese the current cell phone Apps for Future Soldiers while she was home in April for Hometown Recruiter Assistance Program duty in Maui, Hawaii.

them out one day to share their burdens."

That desire to help her family was a factor in her decision to join the Army as a Chemical, Biological, Radiological, Nuclear Specialist (74D).

"Not all HRAPs that come back are comfortable enough to go straight into teaching mode, with that kind of take charge attitude," said Sgt. 1st Class Lagat, Maui Army Career Center Commander. "I knew from the beginning, before she even shipped to basic training she would be perfect for HRAP because of her take charge type attitude and positive influence to others."

This is one great example of many on how stations can proficiently use HRAPs to further educate and assist with the Future Soldier Training Program.

"I use my HRAPs to teach the Army's new Physical Readiness Training exercises with my PT program that is conducted

weekly," said Sgt. 1st Class Richard Basl from Kauai. "Having a HRAP available is great because they are the field subject matter experts straight from training with the current knowledge fresh from basic training."

Basl will designate his HRAPs to be the squad leader for the Future Soldiers to help develop their leadership skills and help them prepare for the future. Others use HRAPs to assist teaching Future Soldiers map reading, drill and ceremonies, and the many other tasks on the Basic Training Pre-Execution Tasks list.

"All-in-all, you have to be creative on how you utilize your HRAPs," said Capt. Logan Kerschner, Honolulu Company commander. "They've just come back from training and are a wealth of knowledge and excitement that's a great addition to any station's Future Soldier Training Program."

Synergy = Contracts With ROTC

By Christine June
Harrisburg Battalion

Contracts can be found at Army Reserve Officers' Training Corps programs at universities and colleges throughout the Harrisburg Battalion's footprint.

Recruiters can follow the example set by the Pittsburgh Recruiting Company, specifically the Washington Recruiting Station, where Staff Sgt. Zenon Kelly has been volunteering during his off-duty hours as an ROTC instructor at Washington and Jefferson College, in Washington, Pa.

"From his efforts, a total of eight contracts have been written this fiscal year," said Sgt. 1st Class Theodore Hewitt, who has been Kelly's station commander for the past five months.

Kelly teaches every Monday evening for about two to three hours — "depends on the topic" — and conducts Army physical fitness training in the mornings three times a week. He teaches classes on Army leadership, customs and traditions, and military operations and tactics, and even goal setting and time management.

"I have always liked teaching and shaping Soldiers, helping them know more than they knew when they walked in the door — that's my whole goal," said Kelly, who stressed that his cadets are Future Soldiers and Army leaders of tomorrow.

Kelly's battle buddy, Sgt. 1st Class Anthony Worsely, an active-duty recruiter also out of the Washington Station, has assisted him with teaching a class and conducting Army physical fitness training and tests and going to meetings and functions at the campus.

"This in turn grants visibility for the active duty Army on the campus and has already resulted in one Regular Army contract," said Hewitt, who added it was a referral from an ROTC cadet. "A simple chain of reaction from enlisting one, who referred another, who referred another ..."

Kelly said that any recruiter can do what he is doing — synergizing with ROTC.

"Most ROTC professors of military science prefer to have Soldiers' assistance and help in classes, and especially, for them to share their Army experience and knowledge," Kelly said.

Success in this synergy, said Kelly and witnessed by his example, strongly depends on the team of reserve and active-duty recruiters, professors of military science, and battalion, company



Staff Sgt. Zenon Kelly works with ROTC students at Washington and Jefferson College, in Washington, Pa., where he volunteers off-duty as an ROTC instructor.

and recruiting station leadership.

"He was smart because he realized it's all about teamwork in getting the best future leaders in the U.S. Army," said Harrisburg Battalion Commander Lt. Col. Stephen Lockridge, a 1989 W&J graduate who earned a two-year ROTC scholarship.

"Synergize with the ROTC — that's what [USAREC] is trying to get all recruiters to do — to help each other with our missions for the good of the Army."

Lockridge stressed that the days are long gone when the Army, Army Reserve, ROTC and even National Guard units each met their individual recruiting

missions without sharing resources or strategies.

"At one time, the W&J Army ROTC was a strong program with about 50 cadets on their campus," said the California University of Pennsylvania (Cal-U) Professor of Military Science Lt. Col. Ronald Bonomo, who Lockridge described as an integral part of the synergy happening with Kelly at W&J right now.

In the early 1990s, explained Bonomo, Army ROTC programs were cut across the nation, and the program at W&J turned into a satellite of Cal-U.

"From that point on," he said, "any W&J student interested in Army ROTC had to travel three to five times a week to Cal-U or the University of Pittsburgh."

Travel time — which Bonomo cited as an obstacle for many cadets — from the W&J campus to Cal-U can take up to an hour and about 35 minutes to Pitt University.

Seeing interest from students, Bonomo rebuilt the ROTC at the W&J campus in the 2009 fall semester with three cadets.

The W&J program doubled in size to six cadets by the 2010 spring semester. Kelly reported to Washington Recruiting Station in April 2010 and began teaching classes at the campus in September. Cadets now number 18 at the program on the W&J campus.

"Having Staff Sergeant Kelly join my team at the W&J Army ROTC program has made a tremendous difference to our program, college and especially, to the cadets who he interacts with everyday," said Bonomo, who travels between W&J, Cal U and Penn State University's Fayette campus. "He is always meeting interested students, and we are constantly increasing awareness of our program on that campus."

Bonomo added that Kelly's example "shows why supporting Army ROTC is beneficial to all."

Assisting Students With

ROTC Scholarships

U.S. Army Cadet Command

As another selection season wraps up, high school students hoping to land coveted Army Reserve Officers' Training Corps scholarships can begin preparing their packets for consideration.

For the U.S. Army Cadet Command, recruiters in the field are a pivotal link in getting prospects information they need to compete. After all, ROTC scholarships are considerably lucrative, affording students a chance to learn at some of the top colleges in the country and helping Cadet Command develop the Army's future leaders.

Cadet Command expects to award nearly \$40 million in scholarships through three rounds of selection boards held during the 2010-11 school year, the last of which was in March.

While the next round of boards — held each October, January and March — doesn't begin for several months, the window for current high school juniors to vie is open now. Students can apply from February of their junior year until Jan. 10 of their senior year.

However, no student ever appears before a board. Instead, extensive packets they submit to the command serve as their representative. So it's imperative students include as much information as possible — and the right information, said Joe O'Donnell, Cadet Command's chief of incentives.

For starters, students must complete the Army ROTC application. It can be obtained through www.goarmy.com/rotc. Once the student registers, he or she can access the document.

The form, to be filled out online and saved through the Web site, is relatively simple. Students will be asked to supply details such as their Social Security number, address, grade point average and SAT/ACT scores. They also will need to include information about activities they have participated in during their high school careers, such as sports teams and student activity groups.

Applicants must include a copy of their high school transcripts, proof of their SAT/ACT scores and a cadet physical fitness assessment that can be administered by their high school physical education teacher or coach. They also must interview with a professor of military science at an ROTC battalion near them.

Once all four parts are complete and have been received by Cadet Command, the packet is forwarded to the selection board, which is comprised of eight professors of military science from around the country.

While an average of 12,000 students fill out applications each

year, only about 8,000 appear before the board, O'Donnell said. Of those who don't, some students either receive other scholarships, fail to complete all the requirements or simply lose interest.

Students fitting the SAL model — scholar, athlete, leader — stand the best chance of earning a scholarship, O'Donnell said.

"The board is looking at the whole person," he said. "They also are looking to see if [the applicants] have demonstrated that they have what the board considers the academic credentials to be successful in college with ROTC."

Of course, there are other considerations, too. Along with the

“ The board is looking at the whole person. They also are looking to see if [the applicants] have demonstrated that they have what the board considers the academic credentials to be successful in college with ROTC. ”

— Joe O'Donnell
Cadet Command

application, students must complete an essay answering two key questions: "Why do you want to join Army ROTC?" and "What does a career obligation mean to you?"

Filling out the application itself can take upward of 45 minutes. The time needed to complete the essay will depend on the student's level of elaboration.

Application packets appear before the board just once. However, a non-selection doesn't mean a student won't be offered a scholarship, O'Donnell said.

Packets are assigned points based on each piece of the submission. This year, for instance, packets could receive up to 1,000 points — 250 for standardized test scores, 200 for extracurricular activities, 200 from the ROTC interview and 350 from the board.

Students then are ranked in an order of merit list, according to their scores. The board during each round of selections will make offers from the top score — 1,000 this year — down to a certain score. Those students not in the zone remain on the list for future consideration.

Recipients receive offer letters two to three weeks after a board concludes. Those not selected for a scholarship receive notifications after the March board concludes.

Recruiters or students needing more information about the application or the process can contact their local Army ROTC battalion.

Getting a handle on Army Marketing Efforts

By Julia Bobick
Editor

To better get a handle on all its marketing efforts and track associated dollars from the headquarters down to the station level, the Army is transitioning to a new marketing system using industry-leading out-of-the-box Web-based software to manage everything from marketing events and asset requests, to e-mail campaigns, print and promotional materials, vendor proposals and commitments, and generated leads.

The Enterprise Marketing Management (EMM) system, which is completely online through the portal, requires no special software installed on computers and not only replaces the Army Event Management Command Post (AEMCP), but also consolidates a variety of independent stovepipe processes, such as Media Advertising Placement System (MAPS) advertising buys, Accessions Support Brigade branding support catalog orders, Accessions Targeting Board (ATB) requests and unsolicited advertising and marketing proposals.

“It’s designed to be one-stop shopping,” said Susan Padgett, Chief, Advertising & Marketing Division, Army Accessions Command (USAAC) G4/8. “All our marketing needs can be met through this one system. One of the primary benefits is that users will not have to know all these different systems, processes and software; they can just use one interface to accomplish a variety of marketing actions.”

In addition, all of the command’s marketing assets (including rock walls and H3s) can also be managed within the stand-alone system.

“Today I doubt any one person could tell you all the assets we have across the command, where they are and how they are being used at a given point in time,” Padgett said.

That should all change through the use of the EMM; however, the tool is only as good as the data people put into it, said Padgett. She emphasized the importance of putting accurate information into the system, whether submitting a print product proposal, radio or booth space purchase, ATB event, asset request, after-action report or associated marketing costs.

“There will be great impact at the local battalion level in terms of tracking ROI (return on investment) and validating future resource requirements,” said Tim Blair USAREC G7/9 deputy director. “It will also provide local commanders a clear site picture of assets, events and resources being leveraged to support their priorities.”

“All our marketing needs can be met through this one system. One of the primary benefits is that users will not have to know all these different systems, processes and software; they can just use one interface to accomplish a variety of marketing actions.”

— Susan Padgett, USAAC G4/8

The feedback recruiters provide — either through their commanders or directly into the EMM — will help determine whether or not a specific event/project/asset is effective and should be repeated.

The EMM tool has the ability to track assets and spending so commanders at all levels can better analyze return on investment across all marketing efforts, according to Deb Fogle, Integration Program Manager, AAC G7. Representatives from Recruiting Command and Cadet Command operations, market analysis and marketing were all involved in building the framework for the tool to help ensure it meets the needs of users at each level in each command. This translates into more effective marketing efforts across all commands because headquarters staffs now have the ability to roll up activities that can be attributed to leads activation, prospect engagement and awareness which can provide directional insights that enable the organization to assess and to adjust marketing plans, if necessary, according to Fogle. This tool will assist all levels of the organization, as well as help determine what efforts can be leveraged on a larger scale across commands within the same footprint.

The tool enables users to develop workflows for events and projects being coordinated by multiple people, allowing seamless project management and leader visibility on their events from start to end, according to Fogle. This functionality helps ensure tasks don’t get inadvertently dropped or milestones missed.

Several functions of EMM are already in operation, such as the event and asset management, print on demand capabilities, ASB brand support management and marketing metrics reporting. The EMM tool to replace MAPS for local media buys is scheduled to be functional for Fiscal Year 2012.

Battalion advertising and public affairs staffs have already received training on the new system, and additional training is and will be available online through the Learning Management System for appropriate end-users as new sections of the system go live. LMS is accessible to users from their portal home page. Once in LMS, users should click on Enterprise Marketing Management System (EMM). For more information, reference USAAC OPORD 11-049 (Enterprise Marketing Management).

Developing Future Leaders

Shared Values, Goals Key to Army, Kiwanis Partnership

Story and photo by Julia Bobick
Editor

While it was formally launched with three signatures, a few words and a couple of handshakes, the Army's partnership with Kiwanis International is more than a signed memorandum of understanding — it is about collaboration and positive action for the future of the nation.

It's a great opportunity because all three organizations are invested in the same thing: developing leaders for America, said Maj. Gen. Mark McDonald, commanding general of U.S. Army Cadet Command. McDonald, along with Maj. Gen. David L. Mann, commanding general of the U.S. Army Recruiting Command, signed the partnership agreement with Kiwanis International April 20 at USAREC's Fort Knox, Ky., headquarters.

"It's an unbelievable fit that we put these organizations together, gathering the synergy from them so that we can help develop the leaders as best we can to help take care of this country, because there's no doubt about it — this country is worth taking care of," McDonald said.

Like the Kiwanis, Mann said the Army feels a deep commitment in giving back to America.

"We're looking forward to partnering with [Kiwanis] as we develop the future leaders of not only the nation, but also the Army, to achieve the right skills and develop the necessary leadership attributes we all need as we look into the future," Mann said.

Kiwanis International Executive Director Stan D. Soderstrom said as he was preparing that morning for the signing ceremony, he felt very humbled that "those of you who wear this uniform and represent all that uniform stands for think highly enough of us to be our partners. We appreciate that."

Over the past several months, Recruiting Command has been taking a look at its education engagement strategy and identifying the key areas that will allow the Army to establish and sustain connectivity in the community and schools, according to Ward Wood, USAREC director of marketing, education and outreach.

Soderstrom called the partnership "a natural fit," and all three leaders echoed comments on the organizations' common core values, shared sense of purpose and strong desire to improve the strength and future of the nation.

This partnership is just one more illustration of how "we [the Army] take education very seriously. Through our partnership we can expand our reach to a group of students who are steeped in the same values we hold dear and are already on a positive leadership path," said USAREC Deputy Commanding General Brig. Gen. Bryan Roberts, who met with Kiwanis leaders both here and at their headquarters in Indianapolis during the partnership planning process. "At the same time, our Soldiers can teach the leadership skills they gained from the Army and mentor future leaders in their communities — whether they choose to serve as Soldiers or citizens, we can help make them stronger leaders."

Kiwanis International, a global community service organization, has been involved in development of youth leaders since 1925, according to John Shertzer, senior director of programs.

The organization operates several hands-on service leadership programs for youth, including Key Club and Key Leader programs for high school students and Circle K at the university level. All the programs are sponsored by the local Kiwanis organization, which helps the Army further establish community ties.

"I think we all recognize that identifying, enabling, equipping and engaging the next generation of

leaders is essential for this nation's future, and the future of the entire planet," Soderstrom said. After all the talk about what the organizations can do working hand-in-hand, Soderstrom said the only thing left to do is to "get to work."

Mann said the task now is to ensure Army leaders know and learn about the Kiwanis organizations and leadership programs in their footprints so they can find mutually beneficial ways to get involved at the local level. The command has already identified several opportunities for Soldiers to get involved in Key Leader weekend leadership camps held across the country beginning this month.



Stan D. Soderstrom, Kiwanis International executive director, speaks with Maj. Gen. David L. Mann, USAREC CG, following the partnership signing April 20.

Milwaukee Recruiters Promoting Fitness in Schools

Fond du Lac High School teacher Tom Stokes has students who have never participated in his physical education class, but on April 15 he saw them doing as many push-ups as they could muster before drill sergeants.

Stokes and his students visited the Milwaukee Battalion's Pathway to Success, an interactive tour to promote health and fitness at Stevens Point Area Senior High and Fond du Lac High School April 13 and 15 respectively.

The tour was designed to produce an experience that motivates students to make healthy choices and garner the strength to overcome hardships, said Lt. Col. Robert L. Cody II, battalion commander.

"Our intent was to promote health, fitness and strength among high school students to set them on a pathway to success," Cody said. "Whatever their future endeavors, students need to develop a lifestyle that embraces these three core principles. We as Soldiers wanted to place ourselves as positive role models among students."

Pathway to Success hosted a series of stations that challenged students physically and mentally. Presentations by drill sergeants, military working dog handlers and self-defense experts demonstrated that health, fitness and strength are the foundation for everything they do. A local Partnership for Youth Success agency

also supported the event.

Joe Sagen, a Fond du Lac physical education teacher, said the Soldiers achieved the same learning goals he aims for — only better — because Soldiers bring credibility.

"This event hits on cognitive, physical and social learning aspects that we try to do with students," Sagen said.

"It's a good thing because it affirms what we are doing as teachers," he said.

Jan Omernik, a teacher from Stevens Point Area Senior High, said she was impressed with the event's emphasis on education.

"Some students get the idea that if they don't study hard they can go into the Army, but the Army is interested in education," Omernik said. "This event is more informational, not recruitment. I'm thrilled to see how education is stressed."

Pathway to Success hosted a March2Success station where students could register for free online access to SAT/ACT preparation.

Mitchell Fischer, a SPASH guidance counselor, said the March2Success program is an invaluable tool.

"If you make a mistake [on the program] you get immediate feedback and best of all it's free," Fischer said.

As a counselor, he said he was pleased to see the educational aspects of the overall event but he also liked the Army exposure this brought to the students where there is no military presence.

Selena Oliver, a SPASH student, said she was initially intimidated by the Soldiers. "I realized that the Soldiers can be serious but they can also be fun," she said. "And I had no idea that military police did that with dogs."

Two military working dog handlers from Fort Lee, Va., demonstrated how a trained dog can help law enforcement operations.

Lexy Eergman was impressed with the ability of the working dog to switch from aggressive to friendly.

"The Soldiers are really down to earth. They're intimidating at first but they turn out to be genuine guys and not macho people like you see on TV," Eergman said.

Becca Biddick said she noticed how passionate the Soldiers are about what they do.

"You can tell they love what they do and it makes me want to do something I love," Biddick said.

She currently does not plan on making the Army a future career but having a similar passion as the Soldiers will now be a factor in her career decision.

James Snyder Jr., a Fond du Lac student, said the event showed him



Staff Sgt. Aaron Green and Sgt. Adam Streblov, Milwaukee Battalion, demonstrate self-defense techniques during the April 13 Pathway to Success event at Stevens Point Area Senior High School in Stevens Point, Wis.



Story and photos by Jorge Gomez
Milwaukee Battalion

LEFT: Maj. Clydea Prichard-Brown, Milwaukee Battalion executive officer, encourages a student to keep up with her during a physical fitness challenge. The goal is to do as many push-ups as possible within 60 seconds.

BELOW: Untangling ropes without releasing them is the challenge to this team building exercise. Fond du Lac High School students learn to communicate and work together to undo these knots during Pathway to Success April 15 in Fond du Lac, Wis. BELOW LEFT: Sergeant 1st Class Philip Jones, Milwaukee Battalion, explains the features of March2Success, a free online exam preparation program, to students at Fond du Lac High School.



how challenging it is to be a Soldier.

“You got to be an overall smart person. It takes mental toughness to be in the Army,” Snyder said.

Mental activities and physical fitness were two of the most engaging activities throughout the event. They were designed to motivate students to embrace a mindset and lifestyle anchored in health and fitness.

Sagen said there was a time when physical education was much more regimented. Now with today’s sedentary lifestyles, physical education has fallen to the wayside. But this Army event rejuvenated interest in physical fitness.

“The students really need to see someone [besides teachers] doing these activities,” he said.

As a result of the positive responses from faculty, administrators and students, the battalion intends to take Pathway to Success to more schools in the fall.

“Now that we have experimented with this concept and seen the impact we can make, it makes sense to do this again at the beginning of the school year,” Cody said.

Chicago Battalion Honors Public School Teacher

By Mike Scheck
Chicago Battalion

Chicago Public School teacher Richard Navarro already had some interesting stories to tell the class on what he's done during his summer vacations. In the summer of 2008, the English teacher at Chicago's John F. Kennedy High School spent his vacation at Army Basic Training at Fort Leonard Wood, Mo. During his summer break in 2009, he attended Army Advanced Individual Training at Gulfport, Miss., to train as a Carpentry and Masonry Specialist (12W).



Capt. Joe Martinez and Richard Navarro

The Army seems like a good fit for Navarro, who served as the platoon leader and was the honor graduate for his basic training company. He was also the class leader and the honor graduate for his AIT class. Navarro was recruited out of the Chicago Company's Pulaski Recruiting Station.

But it was Navarro's most recent adventure that garnered him special recognition from JFK faculty members, students, local community leaders and recruiters from the Chicago Recruiting Company during a surprise assembly at the school. Navarro was recognized for completing a 12-month deployment to Tallil, Iraq, with his Army Reserve Unit, the 485th Engineering Company.

Chicago 23rd Ward Alderman Michael Zalewski was on hand and presented Navarro a copy of a proclamation that he will introduce to the Chicago City Council to honor Navarro for his service in Iraq.

Chicago 23rd Ward Alderman Michael Zalewski was on hand and presented Navarro a copy of a proclamation that he will introduce to the Chicago City Council to honor Navarro for his service in Iraq.

Navarro graduated from the University of Illinois with a bachelor's degree in English and received his teaching certificate from North Park University. Navarro, who's taught English at JFK since 2005, is also the varsity swimming coach at the school.



CMW2 ADAM STERNGLASS

Recruiters Assist School With Care Packages for Troops

Staff Sgt. Robert Lanier of the Somerville, N.J., Recruiting Station poses with mascot 'Patriots' of Somerset County. Somerville Station Soldiers assisted about 300 Mount Horeb Elementary School parents, volunteers and students in Warren with 300 care packages for U.S. troops March 30. The event was under 'Operation Shoebox' of New Jersey, which sends packages to Iraq and Afghanistan. "This is a great opportunity to make the community aware of projects the U.S. Army is involved in outside of typical military life," said Sgt. 1st Class Matthew Frey, Somerville Station commander.



Staff Sgt. Ronnie Baffield judges a New York SkillsUSA event.

New York Recruiters Support SkillsUSA

By Mark Burns
Syracuse Battalion

Syracuse Battalion Soldiers assisted the New York State SkillsUSA Competition by cutting the opening ribbon and then stole the show with the assistance of an explosive ordnance disposal (EOD) robot team from the 10th Mountain Division at Fort Drum, N.Y. The one-day event was held at the New York State Fairgrounds in Syracuse April 15 with more than 1,300 competitors from across the state.

Cortland Recruiting Station Sgt. 1st Class Daniel Gonci engaged the high school students with a pair of robots throughout the day and Syracuse recruiter Staff Sgt. Ronnie Baffield was called on to judge an event. The Syracuse Police Department, an Army Partnership for Youth Success partner, was also on hand to check out the latest Army technology.

Students were amazed by the technology and the dexterity of the robots, they also took turns wearing the EOD blast suit.

CAPT. JAMES KEHOE

Nashville Battalion Hosts 1st Female Future Soldier Forum

Story and photo by Lee Elder
Nashville Battalion

What happens when you put a lawyer, an optometrist, a medical administrator and two of the NFL's Tennessee Titans cheerleaders in the same room with 40 Future Soldiers?

It was the Nashville Battalion's first-ever Female Future Soldier Forum, an event designed especially for young women in middle Tennessee who are about embark on their military careers. The forum featured professional women from both the military and civilian ranks, and was held March 26 in Nashville, Tenn.

In his introductory remarks, Nashville Battalion Commander Lt. Col. Adolphus Weems III told the female Future Soldiers he wanted to plan an event solely with them in mind held in March when the Army marks Women's History Month.

Weems gave a presentation that marked some of the highlights of women's history in the Army. He said he especially appreciated the fact that - unlike the private sector where women still lag below men in earnings - women in the Army made the same wages as their male counterparts.

"My wife is also an active-duty officer," Weems said. "Believe me, I appreciate it that she makes the same pay as I do."

The six-member, all-female panel consisted of three Regular Army officers, a former Army drill sergeant and two members of the Titans' cheerleading squad, including the squad's captain, Natalie Broadway. Both cheerleaders also work civilian careers.

Besides cheering on the Titans' sideline, Broadway works as a victim's rights advocate for the local district attorney and is active in youth and church groups. Describing herself as "a woman of many hats," she also holds a graduate degree in criminal justice from Middle Tennessee State University.

"It's very demanding, but it also very rewarding," Broadway said of her dual careers. "I have to stay focused, be attentive and manage time.

"I'm determined if you see it, claim it and believe it, it will happen."

Also busy is Maj. Kathleen Chung. Besides serving as chief of human resources for Fort Campbell's Blanchfield Army Community Hospital, the West Point graduate said she and her fellow Soldier husband are the parents of two young boys.

Major Jeannine Hamby, who grew up in a military family, has served as a JAG officer for 19 years and is now in her second posting at Fort Campbell, Ky.

"I'm a Soldier and I'm a lawyer," Hamby said. "I'm proud of what I do every day."

Hamby, who is also married to a fellow military officer, is BACH's Command Judge. She said women in the Army should stand tall in a seemingly male dominated profession.

"Have respect for yourself," she said. "Show respect, give respect and you will get it back."

Like many Americans, Capt. Cara Cave joined the Army in the aftermath of the September 2001 attacks. She is the only military audiologist at BACH and supervises a 33-person staff.

Cave counted her experiences developing the Army's new earplugs as one of the highlights of her career. She rated it only second to her recent combat tour.

"It was the best 11 months of my life," Cave said.

One of the more compelling presentations was given by Sgt. 1st Class Sherise Stephens. She now serves as a military police Soldier on Fort Campbell, but was a drill sergeant for three years at Fort Leonard Wood, Mo., from 2006-2009.

The Philadelphia native has served in the Army 10 years. She said it's been a great career choice.

"I truly believe it's a privilege and an honor to be a U.S. Soldier," she said. "You are going to have that same feeling."

Stephens recalled an event from her days as a new Soldier in basic training. The wiry NCO told the audience how she struggled to lift her duffle bag over her head and first

thought she couldn't do it.

"I got that bag over my head," she recalled. "You have to push yourself and dig down deep and find your heart."

Her Army career has given her many opportunities. Besides overseas travel and action-filled job assignments, Stephens said she has earned 133 college credits without paying any tuition.

Stephens reminded the Future Soldiers the drill sergeants they would soon face were there to help them. Once they completed their training, they would have the confidence to face any obstacle before them.

"It's up to you to stand up for yourself," Stephens said. "I don't think there's any male Soldier who is capable of doing what I do."

Jodie Morgan hopes to work alongside Stephens in the military police. The 2010 Davies County High School graduate was one of the Future Soldiers who attended the forum. She hails from Owensboro, Ky.

"I thought it was really good," Morgan said of the forum. "I liked hearing their stories and the way they answered questions."

Also from Owensboro, Michelle Sanders has enlisted as a truck driver. She said she enjoyed Weems' presentation particularly when he discussed the career progress of the Army's first four-star general officer, Gen. Ann E. Dunwoody.

"I had no idea the Army had a four-star general," Sanders said. "I didn't even think it was possible. This has been very helpful and it answered a lot of my questions."



Sergeant 1st Class Sherise L. Stephens speaks to participants at the first-ever Nashville Battalion Female Future Soldier Forum.

Battalion Facebook “Ask a Drill Sergeant” Town Hall Meeting a Success

By Ron Horvath
Tampa Battalion

Judging by the range and quantity of questions asked, Tampa Battalion Future Soldiers have a strong interest in the details of their upcoming basic training. An April Facebook “Ask a Drill Sergeant” Town Hall meeting, a joint effort of Fort Benning, Ga., and the battalion, generated nearly 800 questions, comments and answers. Participants included Future Soldiers about to depart for training, their family members, and local recruiters, and questions ranged from the serious to the lighthearted, mainstream to the offbeat, reflecting a wide span of military awareness and knowledge.

The initial suggestion for the session came from Lt. Col. Rob Boone, who drew from his experience not only as deputy commanding officer of the 198th Infantry Brigade and his awareness of the growing success Fort Benning has had with social networking tools such as Facebook and Twitter, but also from his time as Orlando Recruiting Company commander from 2004 to 2006. He knew firsthand the widespread use of Facebook as a communications tool among young people, and saw the potential of the medium to provide direct connections between Future Soldiers and hands-on experts such as drill sergeants.

Tampa Battalion Commander Lt. Col. Cedrick Farris strongly endorsed the initiative.

“Our recruiters can answer most questions on basic training, but the fact that our Future Soldiers will now be able to talk directly with their drill sergeants provides an added degree of believability and authenticity,” he said. “For many young people, Facebook is as natural a means of communicating as the cell phone or texting.”

Attitudinal surveys indicate young people today have a growing sophistication about information sources, and are knowledgeable enough about the networking tools at their disposal to go directly to primary sources to validate their concerns.

Fort Benning has been engaged in social networking outreach to Soldiers and families for some time. After a very successful Facebook Town Hall meeting in January, the Fort Benning Public Affairs Office Web Team started a process called Featured Conversations, which included “Ask a Ranger” and “Ask a Black Hat” sessions. This led Boone to the idea of an “Ask a Drill Sergeant”

session with Future Soldiers, and he turned to the Tampa Battalion to test the idea.

The intent was to “dispel all of the tribalism and folklore, ease the minds of Future Soldiers and get them in the right mindset,” Boone said.

The event was scheduled for 6-8:30 p.m. on a Thursday evening. The battalion used recruiting station Facebook pages to help publicize the event, and Fort Benning also posted numerous updates, including an invitation from the Maneuver Center Command

Sgt. Maj. Chris Hardy, and an article in the Fort Benning Bayonet newspaper. All Future Soldiers in the Tampa Battalion (and others invited through the national office) scheduled to go to Benning for training, and their family members, were encouraged to log in to the fortbenningfans Facebook site and ask any questions they had. Many recruiters scheduled Future Soldier events in the recruiting stations and logged in as a group.

Among those participating at Fort Benning was a panel of drill sergeants from the two basic training brigades — the 198th and 192nd Infantry Brigades, and numerous support cadre. They worked through a bank of 12 laptops (with five back-ups), with a moderator directing questions to specific individuals.


Following the opening “welcome” post, any concern there would be hesitation to step forward and ask questions was quickly dispelled. Comments came quickly and steadily, generating a real-time thread

of questions and answers that extended a half an hour past the originally scheduled two hours.

According to George Silva, USAREC G3 Virtual Recruiting and Social Media Center chief at Fort Knox, Ky., the command is increasing the use of social media as a communication tool for Future Soldiers, and will be evaluating the results of the Fort Benning/Tampa Battalion session.

“We are in the initial stages of working a concept with multiple commands as partners using various platforms of social media at various training bases and schools,” he said, explaining that the intent is to link them to the Future Soldier Center and U.S. Army Future Soldier Family Facebook pages.

Recruiters were highly pleased with the results of the most recent Tampa Battalion “Ask a Drill Sergeant” session. Many praised the opportunity for Future Soldiers to interact directly with training personnel and requested a follow up session.



“Ask a Drill SGT”
Have questions about basic training? Log on to Fort Benning’s Facebook page for “Ask a Drill SGT” Thursday April 21st 6-8:30 p.m. (EST)
www.facebook.com/fortbenningfans

Example of Questions Received

Q: Has training at Benning shifted out of the MOUT environment back into non-urban battle drills since the war in Iraq has slowed down and Afghanistan is where most new soldiers will be deployed?

Q: I am a singer, and I know how damaging shouting can be on your vocal cords. How do you do all that shouting, without going hoarse or damaging your vocal cords? **(A:** *As far as shouting goes in relation to your vocal cords, there has been no documented study or finding that has stated any of the things you are required to say or say louder depending on your motivation, is detrimental to your voice or vocal cords)*

Q: Would 11B airborne and Ranger training be the smoothest and most beneficial way (as far as experience and pay) to get into Special Forces?

Medical Recruiting Station Implements Future Soldier of Year Competition, Increases Referrals from 17 to 70

By Capt. Joseph L. Burks
Kansas City Medical Recruiting Company

In an effort to motivate and train Future Soldiers and encourage referrals, the Kansas City Medical Recruiting Company implemented a Future Soldier of the Year program this past year.

The competition and winner recognition event yielded outstanding public relations opportunities and increased the training and readiness of those Future Soldiers who participated.

To recognize their Future Soldier of the Year, Des Moines University's 2nd Lt. Lynniece Wilson, the battalion invited her to the Oct. 3 Price Chopper 400 NASCAR Race at the Kansas Speedway as a guest of the commander. She received a pit tour, had lunch with Ryan Newman and was introduced to a number of VIPs from around the Midwest region by then Commanding General of Recruiting Command, Maj. Gen. Donald M. Campbell Jr.

Even with the general presenting her his coin, Wilson's highlight of the day was the surprise visit she received from her father. We secretly invited him as a guest of the Army and coordinated the heartfelt reunion.

We were very proud of her accomplishment and challenged each Future Soldier to dig in this year in an attempt to win the 2011 Future Soldier of the Year.

The Future Soldier of the Year program is a year-long competition that has Future Soldiers competing against others in many categories.

Future Soldiers were given study guides covering many topics they would see later on at their officer basic course and the early stages of their military career. They were then tested on the topics, such as proper wear of the ACU, phonetic alphabet, rank recognition and unit crest identification.

The goal of knowing these topics is to give them an advantage at future leadership courses and permanent party assignments.

Also part of the competition was the standard Army physical fitness test and drill and ceremony precision. The PT test was proctored by station NCOs and scored according to the regulation based on age and gender, while the drill and ceremony was graded and assigned a score based on correct performance.

In an effort to raise awareness, we added a referral competition and assigned certain points for the number of referrals a Future Soldier provided. They received bonus merit points based on how far the referral made it through the accession process. For example, if we received a referral who ultimately commissioned, the Future Soldier received more points than for a referral who simply agreed to process. All events and referrals were given a certain weight criteria and added together to receive a final score identifying a winner at each station.

We attribute this competition, in part, to the company increase in Future Soldier referrals — from 17 in Fiscal Year 2009 to nearly 70 in Fiscal Year 2010.



STAFF SGT BRUCE DORSEY

The San Mateo Spartans' Future Soldiers warm-up for training Feb. 3.

San Mateo Recruiting Station FSTP Prepares Army Strong Future Leaders

By Deborah Marie Smith
Phoenix Battalion

The Phoenix Battalion San Mateo Spartans, the San Mateo Recruiting Station in Albuquerque, N.M., is preparing today's Future Soldiers to become tomorrow's Army Strong leaders. Their Future Soldier Training Program serves as a hands-on Army indoctrination and prepares Future Soldiers for basic training.

"We have a unique training program that mirrors the Army's organizational structure and allows the Future Soldiers to develop leadership skills," said Sgt. 1st Class Edgar Zavala, San Mateo Recruiting Station commander.

Zavala oversees the station's seven Future Soldier platoons. Each recruiter has his or her own platoon - each with a motto, call sign and a guidon bearer. The platoons are broken down into squads, and a Future Soldier is selected to obtain the responsibilities of squad leader.

"Squad leaders are the platoon leader assistants and are selected due to leadership potential," said Staff Sgt. Natalion Seymour. "They also instill accountability to other Future Soldiers by means of positive peer pressure."

The station holds Future Soldier events monthly. Platoon leaders (recruiters) rotate through planning and conducting the training. All operation orders are approved by Zavala, then a training schedule and recall are distributed to the Future Soldiers.

Future Soldier physical training is every Thursday with the recruiters. In addition, remedial PT is conducted by the Future Soldier NCOIC every Tuesday. All recruiters are required to give platoon leadership and mentorship training to Future Soldiers bi-weekly, based off the needs of the platoon and the station commander's guidance.

"The Future Soldier program here is pretty exciting," said Future Soldier Thomas Alvarez. "Each week we do something new that challenges us and I have a better understanding about the Army's organizational structure."

"One week we go running up a mountain and the next week we learn about Army equipment or go rock climbing. I feel prepared physically and mentally for basic training thanks to the San Mateo Future Soldier program."

Denton Recruiter Pulls Motorist From Burning Car,

Story and photo by Len Butler
Dallas Battalion

When Staff Sgt. Marcus A. Stone saw cars braking and swerving suddenly ahead of him on Interstate 35 East, he knew something bad had just happened on the freeway he was driving on. In the minutes that followed, Stone prevented what would have surely been a deadly accident, when he pulled a victim from a burning vehicle.

Those actions that December day prompted Stone's commanding officer to nominate Stone for the Noncommissioned Officers Association Military Vanguard award.

The NCOA Military Vanguard award is presented annually to recognize one non-commissioned officer or petty officer from each of the uniformed services for acts of heroism. This recognition is made to honor those individuals who have performed a particularly heroic act that resulted in the saving of a life or the prevention of serious injury. The NCOA Military Vanguard Award is named in memory and honor of a noncommissioned or petty officer recipient of the Medal of Honor of the selectee's respective service.

Stone, 28, was driving an applicant through the Dallas suburb of Farmers Branch to the Denton Recruiting Station when he saw the commotion of the accident.

Moving to the high-occupancy vehicle lane, he got around the stopped cars and was able to see what had just happened — several vehicles were involved in an accident with one of them emitting flames and leaking gasoline.

"I was in the HOV lane and I saw the [burning] car facing oncoming traffic," Stone said. "I got out of my [government-owned vehicle] to go see if everyone was all right, and that's when I noticed the flames underneath the car. Then I noticed the dripping fluid, and I realized that sooner or later, that car was going to blow up."

Stone said the first thing he wanted to do was get all the motorists involved away from the immediate area.

Some of the motorists refused, preferring to stay with their cars or not wanting

to move their cars to safety until police arrived.

"I told them, 'Look, this is what's going on over there,' pointing to the burning car," he said. Once they realized there could be more damage to their cars if the flames got out of control, in addition to their own personal safety, they started moving."

Stone said that's when he noticed that there was still a passenger in the burning car. The driver had just gotten out, but he could see that the passenger wasn't moving.

"The first thing I thought of was why this guy was not making an effort to get out of the car," he said. "I ran back to my GOV to get the fire extinguisher, and when I turned around to go back I heard a loud 'Whoosh!' and the fire had spread to engulf the front of the car as well as underneath it."

Stone ran back to the burning car and the helpless man inside. Flames kept him from going around to the passenger side of the car, so he had to reach into the car and grab the man from the driver's side. In spite of the danger, Stone said all he wanted to do was help the victim.

"The passenger was somewhat conscious, but it was obvious he was traumatized from the accident and had a possible head injury," Stone said. "I knew he needed to get out of that car, whether he was going to help me or not. I certainly couldn't just allow him to burn in there."

With flames all around the car, Stone grabbed the man by his arm and pulled him out. Another motorist came to Stone's aid and helped pull the victim to safety. Almost immediately after Stone pulled the victim out of the burning vehicle, the car was completely engulfed in the flames. Moments later, the fire department and

police arrived.

Stone learned later from the investigating police officer on the scene that the victim was in good condition at a hospital and was expected to recover. Stone never met the man he pulled from the wreck-



Staff Sgt. Marcus Stone stands near the section of Interstate 35 East where the vehicle accident occurred in December. Stone is credited with saving the life of a man trapped in a burning car that was involved in the accident. The black burn mark on the pavement from the accident can still be seen over Stone's shoulder.

age, but the officer told Stone he probably saved the man's life.

Officer Susan Sharp of the Farmers Branch Police Department was the investigating officer that day. She said once fire, police and paramedics arrived, Stone gave her his recruiter business card and left the scene.

It was only after she compiled the various statements from witnesses and drivers involved in the accident, who referred to Stone as "that Army guy," did she realize how crucial a role Stone played.

"The smoke column could be seen for miles and [the wreckage] looked like a

Saves Life

huge fireball when I arrived,” Sharp said. “Other bystanders at the scene had told officers that the ‘Army dude’ kept trying to keep people back and direct traffic with the help of the other person.

“Had Sergeant Stone not extricated [the victim] he would have burned to death within a minute or two,” Sharp added.

“Sergeant Stone didn’t just save a life; he was the difference between a group of bystanders seeing a man rescued by one of America’s heroic Soldiers versus seeing the man die a horrific death, burning right before their eyes.”

Stone, an Iraq combat veteran, said his Army training played a crucial role in his actions in saving the man that day. The Iraq experience, he explained, helped in that he was much calmer because he had already had enough pressure-packed situations in Iraq.

“I noticed that the people there on the scene, there was just so much panic, a lot of indecision. As Soldiers, we constantly train to a point where we just react naturally. There was no time. I just had to act.”

Stone said while it would be nice to be recognized for his deeds that day, the main thing to him was helping someone who desperately needed help and he just happened to be there.

“It just comes down to being at the right place at the right time,” he said. “I’m just glad that somebody was able to continue their life and I’m thankful that I was able to help someone in that capacity.”

Sharp was impressed with Stone’s modesty. As Stone saw it, he was just helping his fellow man. As Sharp saw it, it was something much more.

“The thing that impressed me the most is that Sergeant Stone was not seeking any recognition or gratitude for his heroic actions,” Sharp said.

“He just did it and left as it was no more significant that changing a flat tire for someone. The fact is, it was significant to those people he helped, and those who observed what a true hero is.”

Arkansas Recruiter Motivates Future Soldier to Stick With 200-Pound Weight Loss Goal to Enlist

By Constance Bryson
Oklahoma City Battalion

Arkansas recruiter Sgt. 1st Class Edward J. Moore was at a Camden area unemployment office looking for applicants when he saw a lady there looking for a job.

“Like I do with everybody I come in contact with I asked her if she would like to join the Army,” said the El Dorado Station recruiter.

Katherine Beckham eyed Moore and said, “I’m too fat to join the Army.”

Moore asked her how much she weighed. She told him she weighed 370 pounds. Moore then told her, “If you really want to do something in your life never let anyone tell you that you can’t do it because of your weight.”

Moore gave Beckham his card and told her if she needed someone to help her lose the weight to give him a call.

Late on a Friday before he was leaving the station, Beckham unexpectedly called him and asked if he could help her lose the weight so she could join the Army.

“I told her that we meet up for physical fitness in the morning and that she should come out and join in,” said Moore.

Beckham came the next morning for physical training. The PT was difficult at first and Moore pushed Beckham hard.

“I thought to myself that this isn’t the same person I met at the unemployment office, he’s mean,” said Beckham.

But she kept coming back. With her family being very supportive, Beckham attended every physical training event.

“[Moore] is an awesome motivator and he has helped me understand that I can do anything I set my mind to do,” said Beckham.

Moore further helped Beckham by advising her to keep coming to PT. She also sought out information from her family physician.

It took her two years, but she lost 200 pounds. She did her daily exercises, watched her portion sizes of food and made good choices on what to eat. When asked why she decided to stick with the program and join the Army Beckham said, “I wanted a career with the opportunity to travel, go to school and grow as a person.

“You have to stay focused on your goal every day and make the best choices for that day. It’s a process. Every day you exercise and make the right choices and that gets you one step closer to your goal.”

Beckham left for training this month to become an OH-58D/ARH Helicopter Repairer (MOS 15S).

Editor’s Note: Recruiters are reminded they should refer applicants to their family physicians before beginning any weight loss/physical training programs.



Arkansas recruiter Sgt. 1st Class Edward J. Moore poses with Future Soldier Katherine Beckham (pictured below before her weight loss), who lost 200 pounds in two years to enlist.



1. Which of the following Future Soldier losses could have been avoided through regular follow-up?

- a. Injury
- b. Apathy
- c. Law violation
- d. Pregnancy

2. Applicants become Future Soldiers when they _____.

- a. pass their diagnostic PT test
- b. receive their FSTP orientation
- c. take the Oath of Enlistment
- d. provide a qualified referral

3. Applicants who take the oath of enlistment are officially recognized by USMEPCOM as _____.

- a. Future Soldiers
- b. enlistees
- c. augmentees
- d. members of the DEP or DTP

4. While the company commander is responsible for all his or her stations' and recruiters' decisive operations, the two requiring their direct attention are prospecting and _____.

- a. FSTP
- b. processing
- c. school program
- d. Army interview

5. Future Soldiers at the tactical level can play a key role in the prospecting portion of the ROP by _____.

- a. asking schools for student directories
- b. providing referrals
- c. conducting face-to-face prospecting
- d. passing out flyers at the mall

6. Future Soldier leadership is the _____ duty and responsibility.

- a. recruiter's
- b. company commander's
- c. battalion commander's
- d. All the above

7. What role do station commanders play in the Future Soldier Training Program?

- a. Platoon guide
- b. Squad leader
- c. Platoon sergeant
- d. Team leader

8. Identifying trends in losses, providing training, and leaders' involvement in counseling Future Soldiers can have a positive impact on the program and _____.

- a. the Future Soldier
- b. the target market
- c. the mission
- d. the recruiting force

9. The FSTP prepares Future Soldiers for the rigors _____ and _____.

- a. of initial entry training, life as a Soldier
- b. of basic training, advanced individual training
- c. of Army life, combat
- d. of physical exercise, drill and ceremonies

10. Future Soldiers, in addition to providing valuable intelligence and blueprint information and promoting Army awareness in the community, are _____.

- a. used to conduct telephone prospecting activities
- b. used to keep the station clean
- c. used to transport applicants to the MEPS
- d. centers of influence (COIs) who refer prospects

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>.

Did you know there's a Future Soldier Leader collaboration site on Recruiting ProNet?
Check it out at <https://forums.army.mil/communitybrowser.aspx?id=1352704&lang=en-US>

SOLDIERS LEADERS CIVILIANS FAMILIES

Take 5
before starting the car!

Use the Belt

- Always wear your seat belt and ensure your passengers do the same*
- Ensure children are in the proper sized child or booster seat and are properly restrained*
- Never unbuckle and let children 'loose' in the vehicle on a road trip*



*What Have You Done
to Save a Life Today?*



ARMY STRONG



U.S. ARMY CENTER OF EXCELLENCE SAFETY CENTER
<https://safety.army.mil>

ARMY SAFE IS ARMY STRONG



Medical Recruiters Make History at Yale

