

# RECRUITER

United States Army Recruiting Command November 2010

# Journal



**2011**  
**YEAR OF THE**  
**STATION COMMANDER**





# November 2010 Volume 62, Issue 11

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**ON THE COVER:** Sergeant 1st Class Jessica LaPointe, Baltimore Battalion, is USAREC's Station Commander of the Year. Photo by Julia Bobick. Logo by Terry Wise

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# RECRUITER Journal

## U.S. Army Recruiting Command

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# Looking Toward FY 12, 13 & Beyond Imperative We Don't Lose Momentum

Congratulations to all the Soldiers, civilians, spouses and teams we recognized during the Annual Leaders Training Conference (ALTC) this past month, and to all those being recognized at your brigade and battalion training events through the end of the year. You are the best of the best and you are setting the bar high in this command.

Unfortunately the deputy commanding general, command sergeant major and I can't make it around to all your training events, but I want you to know how proud we are — of all of you — for the work you do every day to do the right thing, live the Army Values 24/7 and ensure our continued success. It's important to us, and it's important to our Army. Thank you for all you do!

We also owe a lot to our spouses and families for the sacrifices they make, day in and day out. During the ALTC, CSM Moore and I reaffirmed our commitment to taking care of families by re-signing the USAREC Family Covenant, and I want to reassure you that it's more than just words. The No. 1 priority in my life is my family and, if the mission is more important than your family, then I think you've got it wrong. When you take care of Soldiers and take care of families, the mission will take care of itself.

We had a successful year, and I'm proud of the entire team. But as we move forward and look to the future, it is imperative that we don't lose the momentum we've worked so hard to build during the past years. We've developed a good game plan for FY 11, so now we've got to look past this year to ensure success in FY 12, 13 and beyond. We have an opportunity this year to take some calculated risks. We are going to push hard on Pinnacle; it continues to evolve and expand because you are finding ways to make it work. We've got to continue to transform, to take a look at the

innovative ideas many of you have across this command to do things better. And we've got to continue to improve quality of life for Soldiers and Families. Predictability is key for our families: "1700 means 1700 — go home!" It's not about leaders checking up on their NCOs; it's about making time for families. When you leave this great Army I hope you will be proud of your service, but I hope you will be more proud of your family and that you lived and enjoyed the journey together.

We are also focusing heavily on leadership this year because it's our leaders — especially at the station commander level — who will get us to success in FY 12 and beyond. That is why we've designated this the Year of the Station Commander. I know those of you who've been in this command a while have heard that before — but this year is different. I'm excited about this opportunity to showcase the station commanders out there who do the heavy lift-

ing for us every day, as well as your troops, as we recognize Stations of Excellence. The investment we make now in leader development in this command will serve us well for the future. Making the time to train the people who will come behind us and take our place is really our legacy.

We've made a lot of progress improving the command climate during the past few years, but we must continue to create an environment where Soldiers want to come to recruiting, where they are confident in the personal and professional experience they will receive while they serve in this command and that they will go back to the operational Army as better noncommissioned officers. Those NCOs who do stay will also continually get better.

This truly is a great time to be in Recruiting Command; I'm proud of it and want you to be, too!

Hooah! Army Strong!



Maj. Gen. Donald M. Campbell Jr.





JULIA BOBICK

## CG Recognizes Year of Station Commander Logo Designer

Major Gen. Donald M. Campbell Jr., with Command Sgt. Maj. Todd Moore, presents a copy of the Year of the Station Commander logo to its designer, Terry Wise of the 3d Medical Recruiting Battalion, and his wife, Debbie, during the year of the Station Commander kick-off ceremony.

## New Manuals for USAREC 79Rs, Officers, Civilians

The Army has released revised manuals for Soldiers and civilians assigned to USAREC. The below manuals have publication dates of October 2010.

STP 12-79R35-SM-TG, Soldier's Manual and Trainer's Guide, MOS 79R, Skill Levels 3/4/5.

STP 12-79R-OCFS, Officer and Civilian Foundation Standards (OCFS) Manual.

Both manuals are available in the Accessions Command Learning Management System. Details are in the following post on the Station Commander Collaboration Site: New manuals for recruiting NCOs, officers, and civilians — online at <https://forums.bcks.army.mil/CommunityBrowser.aspx?id=1198428>

## Recruiter Development Program Implemented in October

The revised Recruiter Development program was implemented Oct. 1 for all recruiters who arrived in USAREC after that date.

Those who arrived before Oct. 1 will complete the programs outlined in USAREC Pamphlets 350-2 and 350-14.

Beginning this month and through the end of the calendar year, all USAREC Soldiers (grades E-4 through E-8) are required to take the Critical Skills Assessment Test (CSAT), which will become an annual requirement. Reference USAREC Msgs 10-208 and 11-022.

## Soldier Support Institute Develops Learning Resource Center

The Soldier Support Institute (SSI) has developed a Learning Resource Center (LRC) accessible from the SSI Web site's homepage.

The resource center allows students to gain access to SSI training resources to assist in self-development. The latest Adjutant General, Financial Management, and Recruiting and Retention training materials are available. Individuals must be Army Knowledge Online (AKO) account holders to access these SSI-related individual, collective and distributed learning training resources.

To see all the LRC has to offer, log on to [www.ssi.army.mil/](http://www.ssi.army.mil/) and click on the link to the SSI Learning Resource Center.

## Weapons Prohibited in Recruiting Stations

Soldiers, applicants and Future Soldiers are prohibited from carrying weapons while in government facilities, which includes recruiting stations, government operated vehicles and Military Entrance Processing Stations.

Reference USAREC Msg 11-025.

## Future Soldier ID Cards

The USAREC Form 1134 and 1134-1 are the primary ID card for Future Soldiers and should be safeguarded at all times. Leaders must ensure Future Soldiers are briefed that they must notify the chain of command in the event the ID card becomes lost, stolen or is no longer readable.

Reference USAREC Msg 11-013.

## New Future Soldier Pre-Execution Checklist

USAREC G3 has implemented a modified USAREC Form 1137, Future Soldier Pre-Execution Checklist.

The form is a tracking tool that will become part of the Future Soldier's training record and document the forward progression, as well as any complications, while participating in the FSTP. Part of the shipping packet beginning Nov. 13, the form will follow the Soldier to IMT and become part of the Soldier's Initial Training Record. Reference USAREC Msg 11-021.

## Reserve Hometown Shipping Commandwide

All Army Reserve Future Soldiers across the entire command ship directly to reception battalions from their hometowns, as of Oct. 18.

This new process minimizes the Future Soldier's transportation time and allows him or her additional time with friends and family members.

Reference USAREC Msg 11-007.

## Army Training Web Site

The Army Training Network is the Army's comprehensive online source for Army training management information, videos, manuals and other tools. Visit [www.atn.army.mil](http://www.atn.army.mil) to learn more.

# Focusing on Future of Recruiting

## New Recruiter Development, Team Recognition Programs Taking Shape Across Command

October was a banner month for the command! We celebrated another successful recruiting year with the largest entry pool since 1992 and launched not only the Year of the Station Commander, but also the new Stations of Excellence award, an enhanced Recruiter Development Program, a standardized Future Soldier Training Program and a new Recruiter Recognition Program. In addition, we completed one of the best Annual Leaders Training Conferences we've had since I've been in this command and the CG, DCG and I have begun attending your annual training conferences. That's a lot of activity, and it's all incredibly important. All of these have one very basic thing in common — they are focused on the future of USAREC and our Army.

We cannot lose this momentum. Now is the time to refocus on developing effective leaders and building cohesive teams for continued success.

As I visited the first station commander course of Fiscal Year 2011 at the RRS last month, I must say I was impressed by their motivation, professionalism and sense of teamwork. They truly are the future of this command, and I am excited by what they represent. We had a great dialogue about teamwork, standards and discipline, and the role of the station commander to not only know how to do something, but also able to roll up their sleeves and actually do it, following the motto, "Don't Tell Me, Show Me." They understand where we are going in this command and they are ready to lead to way.

Our station commanders will be absolutely critical in everything we do this year to position us for future success. As we said during the ALTC, the station commander is the most important leader in the USAREC chain of command. The command has a great role model and example in Sgt. 1st Class Jessica LaPointe, our FY 10 Station Commander of the Year from Baltimore Battalion. She demonstrates a total dedication to excellence; she has set the bar high.

In fact, I want to extend my congratulations to all the NCOs, civilians and teams we recognized during the ALTC. They repre-

sent the best of this command and it was an honor to recognize them for their efforts.

We will soon begin recognizing our outstanding station-level teams through the new Stations of Excellence program. This team award is not just about making the mission. We will be evaluating station teams in several areas, including physical fitness test averages, teamwork, Soldier readiness, recruiter innovations, station appearance, community engagement and social networking, individual professional development, Future Soldier retention and family programs. Substantiated recruiter improprieties, indiscipline and laptop losses will be immediate disqualifiers. The standards are set high for a reason. Our high standards and high level of discipline not only define us as individual NCOs and as small teams, but they also define our command.

You can find the complete set of criteria in USAREC OPOD FY110001.

Begin asking yourself, "Is my station a Station of Excellence?" If not, what can you do about it? It should be an entire team effort. As one of the CG's Four Pillars clearly states, we "succeed or fail as a team."

Finally, if you are not yet a member of Recruiting ProNet, taking advantage of the great TTPs (tactics, techniques and procedures) and comments being posted and posting your own comments — especially from my unit visits — I highly encourage you to do so. This is a powerful tool for us to share with and learn from each other across the command. For it to be effective, though, every one of us needs to be actively engaged in the discussions. Communication across all levels is one of the best ways we can make the entire team better. Feedback from all of you in the field helps make our systems and processes more effective. Share what you know — both good and bad. You can make a difference.

Army Strong!



Command Sgt. Maj. Todd Moore

### CSM's ProNet Site

Command Sgt. Maj. Moore has a ProNet site for feedback from Soldiers, families and civilian employees following his visits across the command. Unit leaders will capture highlights and key points for dialogue. The site will serve as a central warehouse for sharing TTPs.

ProNet home page: <https://forums.bcks.army.mil/CommunityBrowser.aspx?id=51486&lang=en-US>

# Building

# *a* Strong Foundation in Your Life

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

**F**red Craddock, a renowned preacher, tells the story of a dinner with his wife at a restaurant in Tennessee.

While they were waiting for their meal, they noticed a distinguished looking white-haired man moving from table to table, visiting guests.

Craddock, who didn't want the man to intrude on their privacy, whispered to his wife, "I hope he doesn't come over here."

The man did come by their table and started talking. When the old man asked Fred what he did for a living, Fred saw the chance to get rid of him and stated, "I'm a preacher."

The old man replied, "A preacher? That's great. Let me tell you a story about a preacher." He pulled up a chair. The old man explained he was an illegitimate child. He never knew his father — a source of great shame in a small town in the early 20th century. He continued his story, much to the chagrin of Craddock.

A new preacher came to the local church. As a youngster, the old man had never gone to church, but one Sunday he wanted to hear the new pastor preach. The preacher was so good the boy started attending every week, and his shame went with him.

This poor little boy would avoid talking to anyone, slipping out before the aisles filled. But one Sunday he got so caught up in the sermon that before he knew it the aisles were filling.

He rushed to get out, but felt a heavy hand land upon his shoulder. The preacher, a big man, was looking down at him asking, "What's your name, boy? Whose son are you?"

The little boy died inside, as he swelled up in shame. The preacher intuitively sensed the boy's discomfort and before he could say anything, the preacher said, "I know who you are. I know your family. There's a distinct family resemblance. Why, you're the son, you're a son of God!"

The old man said, "You know, mister, those words changed my life," and he got up and left.

A waitress made her way to the Craddocks' table. "Do you know who that was?" she said. "No," they replied. "That was Ben Hooper, the two-term governor of Tennessee."

Seeing yourself as God sees you can make a big difference in your self-concept and your experience of life.

When the foundation of our self-concept is based upon a person, status or our circumstances, then sooner or later our foundation is going to be damaged.

No one is perfect, status is temporary and our circumstances change consistently in this life. So, there is great wisdom in establishing the foundation of our self-concept upon something that's reliable, firm and unshakeable.

I commend you to strengthen your spiritual resiliency and seek to grow in your knowledge of God.

Then you can know and experience what was expressed in the Sermon on the Mount, "Therefore everyone who hears these words of mine and puts them into practice is like a wise man who built his house on the rock. The rain came down, the streams rose, and the winds blew and beat against that house; yet it did not fall, because it had its foundation on the rock." (Matthew 7:24-25) (NIV).



# Passing the Flag

## Small Gesture Instills Pride in Decision By Lisa Soule Associate Editor

*Each time it's different. But in a poignant move, every Future Soldier who enlists in Portland Battalion's Wilsonville Company will have a tangible reminder of his or her decision to join the Army.*

When 1st Sgt. TN Scholfield comes face-to-face with a brand new enlistee, he strikes up a conversation in a private ceremony. Scholfield asks each Future Soldier about the decisions that led to this point.

"They start talking and they give many reasons," he said. "They talk about wanting to do something with their life, about their family ... there are many reasons."

Because they are fresh out of the MEPS, he asks each Future Soldier how it felt to raise their right hand. Some say they were happy, others say they were nervous. Most say they were proud. If they don't, Scholfield helps them get there. Then he talks about his own feelings.

"We have a proud tradition, serving the Army to uphold the constitution that defends our freedom. We have a lot of reasons to be proud," Scholfield lets them know.

"Now look at me," he says, squaring himself up to the Future Soldier. "Look at this uniform I wear and that you will soon be wearing. What part of this uniform do you think I'm most proud of?"

When Future Soldiers look him up and down, many guess that it's his rank. Some say it's his U.S. Army tag. But they eventually get around to the flag on his shoulder.

"For 18 and a half years I've been wearing this flag. Not this particular flag, it would be a little dirty," he tells them. "But this is what I and my fellow Soldiers are most proud of."

Then he explains the Army's tradition that has a newly promoted Soldier passing on his or her rank to the next deserving Soldier.

Scholfield grabs his rank on his uniform but catches himself. "Now I can't give you this," he explains to the Future Soldier. "But what I can do," he says as he rips the flag from his right shoulder, "I can give you this."

In a right hand to right hand shake, Scholfield transfers the flag. He thanks the Future Soldiers for their decision and boasts his confidence that they have what it takes to serve their country.

"You can see their demeanor change immediately," Scholfield said. "They stand up a little straighter. Sometimes they get teary eyed. Sometimes I get teary eyed. This is a heartfelt ceremony letting them know we appreciate what they are doing. This is a person who is about to change their whole life and they are doing a great deal for their country."

Scholfield said the gesture helps emotionally solidify the Future Soldier's decision and helps them realize they are doing something that is greater than themselves.

"If this is done correctly, it's very powerful," Scholfield said. "I stress to my NCOs, who have all done this, that I don't want them to trivialize this. They've got to put their hearts into it."

The ceremony idea came about after Portland Battalion Command Sgt. Maj. Kenneth Crow passed on an idea from USAREC's former Command Sgt. Maj. Stephen Frennier.

"CSM Frennier had mentioned that if he was a recruiter again, he would present the flag to Future Soldiers and explain what it meant for him – that he would pass the torch and make it meaningful," Crow recalled. Crow said he shared the idea with his first sergeant, who took the idea and ran with it. Now it's something that's spreading throughout the battalion.

"When you keep these Future Soldiers for longer periods of time, you've got to have something else besides the training to keep up the retention rate. This helps solidify what it means to be a Soldier."



First Sgt. TN Scholfield removes the American flag patch from his right shoulder before presenting it to Future Soldier Shane Stapleton.





Staff Sgt. Corinna Rudolph, Recruiting Support Team member Tyree Williams and Sgt. Christopher Hagan gather in the ultra-modern chairs at the Elizabethtown, Ky., Recruiting Center. The pilot Pinnacle station boasts an open and interactive design concept.

Story and photos by Lisa Soule  
Associate Editor

# P*i*n*n*d*a*c*e* C*l*e

**If** you've been on the outside of the Pinnacle transition, get ready to step in. While the Pinnacle concept and pilot program have been central to the command since it was unveiled in 2009, there are still some legacy recruiters and those who haven't been close to the program who have been able to remain on the sidelines. Until now.

"Pinnacle is the way ahead and the entire command is involved," said Lt. Col. Thomas Artis, Plans and Concepts Officer, USAREC G-5.

USAREC will roll out Pinnacle in stages. First on the list are five battalions — one in each brigade — that have hosted a recruiting company through the Pinnacle pilot program. This means Soldiers in Nashville, Los Angeles, Montgomery, Houston and Harrisburg battalions will soon see a transition to Pinnacles in their recruiting stations by the end of FY 11. The next 10 battalions will begin the transition as early as April 2011.

The command's vision is to have Pinnacle fully implemented by 2015. But even battalions that are last on the list will need to begin preliminary Pinnacle planning.

The Pinnacle approach is one that originated in the field and makes recruiting look like the rest of the Army.

"It's a team concept that has worked in the Army for the last 237 years," Artis said. "Tankers, Infantry, Special Forces — none of them work as individuals."

The team approach frees the recruiter

from single-handedly working the prospect-to-process recruiting stages. It's a concept that seems natural to most Soldiers, but has somehow always been side-stepped in recruiting, said Radcliff, Ky., Recruiting Company 1st Sgt. Jason Stewart.

"Soldiers are brought up from privates to work together — except when it comes to recruiting," Stewart said. "It used to be that a brand new recruiter walked through the door and was given a computer and a GOV [vehicle], then told to go find someone to join the Army."

Stewart's company has been at center stage since it opened a pilot Pinnacle station more than a year ago.

With Pinnacle, Stewart said Soldiers can call on their Army training that instills the idea of battle buddies and team support. For Stewart, the concept translates well to Pinnacle recruiting where there is a division of labor and Soldiers specialize in a particular area to work as a recruiting team. "It's about letting Soldiers do what they do best," he said.

The Radcliff Company with its Pinnacle Recruiting Station in nearby Elizabethtown is a stone's throw from USAREC head-

quarters at Fort Knox, Ky. The proximity to headquarters has had the station under the watchful eye of Army leadership and a stopping point for anyone interested in watching the Pinnacle concept at work.

While stations coming on board won't have similar scrutiny, Stewart's best advice for the transition is leadership buy-in at the company and battalion levels.

"We see changes all the time and it's easy to revert to old ways," he said. "But I would say, 'don't.' The numbers with Pinnacle don't happen immediately, but they happen eventually — and they happen in a way that's better."

"Getting back into a team organization boosts camaraderie and competition. It brings a spark back into this command that's well-needed."



The modern design of the Elizabethtown, Ky., Pinnacle station includes computers for applicants to use while they explore their enlistment options as well as video games.



# Mid-Atlantic Battalion

## Makes Bold Changes, Makes Mission After More Than a Decade

By Fonda Bock  
Associate Editor

For the first time in 12 years, Mid-Atlantic Battalion has made mission.

"It's like winning the Super Bowl or going to the World Series; it's that high," said Battalion Commander Lt. Col. Harry Woodmansee.

After coming in near the bottom of the pack in making mission since 1998 — and achieving only about 50 percent of the goal during a couple of years — recruiters pulled in 111 percent of their mission for the regular Army and 104 percent for the Army Reserve for fiscal year 2010. And it's not just the economic downturn that helped them turn the numbers around, according to Woodmansee, but a new can-do attitude, teamwork and the great leadership of station commanders.

The change in direction began in July 2009 when Woodmansee took command.

The first thing he did was change the battalion emblem and logo to signify a new beginning. Previously an Amtrak train with the words "Feel the Power," the emblem now pictures a Betsy Ross flag on a blue background, lists all the companies in the battalion and the logo "Let Freedom Ring." The design represents the heritage of both New Jersey and Philadelphia.

First Brigade Commander Col. Frank Hall is not surprised by Mid-Atlantic's success.

"It's all about leadership, following doctrine, establishing systems, being a teammate, doing an honest day's work and, most importantly, believing in the importance of the mission, the institution and yourself," said Hall.

"Don't look at the past, look at the future," Woodmansee told his recruiters. "Burn all bridges; we're not going back, back to the dark ages. So we empowered the NCOs and the station commanders to do their jobs."

That empowerment has made a big difference, according to Bloomfield, N.J., Station Commander Sgt. 1st Class Morrease Leftwich, an Audie Murphy inductee.

"We're given a mission and the guidance to go and do what the Army trained us to do. We're not micro-

managed but allowed to come up with our own initiatives to get the job done. Recruiting requires a lot of flexibility to [achieve mission]. With that freedom and autonomy comes the motivation to create plans that work in your market."

Finally making mission this year after three years with the battalion made Leftwich feel wonderful.

"I'm not used to not being successful, so it really pulled on me as an NCO not to achieve my goals. It feels good knowing that we're doing what we came to do and that you're benefiting from your own work ethic."

"This is not the same battalion it was a year or so ago," said Hall. "There is nothing this organization cannot do."

Command Sgt. Maj. Janis Doss ensured the battalion went back to the basics, placing a great emphasis on leadership, prospecting as a team and proper training, which fostered friendly, productive competition. As a result, when one station made mission it inspired a can-do attitude among the rest.

*"This is not the same battalion it was a year or so ago; there is nothing this organization cannot do."*

— Col. Frank Hall  
1st Brigade Commander

Woodmansee stated, "When they got a sense of success, it spread more success. Leaders and NCOs started taking great pride in their organizations. Then when we had a little downfall and missed a quarter, it was a shot in their pride and I think it hit home with our recruiters that, 'Hey, I don't like that feeling, that's not going to happen again.' We had to make up that delta, and they had a no-quit attitude in the end, and they said, 'We will not fail this mission.'"

Historically, the Mid-Atlantic area has been a tough market in which to recruit,

according to Vincent Holley, a mission and marketing analyst with the battalion. He said that's because the per capita income is consistently ranked No. 1 or 2 in the nation and prospects have other options — such as going to college on their parents' dime.

And although Woodmansee believes parents in the area generally support the military, they're not supportive of their children serving. He's combating that element by getting the battalion more embedded in the community and targeting centers of influence.

"I don't think we talked to influencers enough in the past. A major part of recruiting is not recruiting the Future Soldier but keeping the Future Soldier in the program. We brief the influencers on all the options and opportunities that their child or relative has in the Army and that there is no prouder profession."

Holley adds, "It's not always about 'I want to recruit your son or daughter.' We actually foster relationships and partnerships with the community, saying, 'It's nice if your son or daughter joins,

but that's not all we do as Soldiers.' We have to dispel that image that all recruiters want to do is recruit. We're forming partnerships within the community and that has a tremendous impact."

Woodmansee credits his staff and all the NCOs in his battalion for turning around the numbers.

"There is no prouder battalion commander in USAREC," he said.

Mid-Atlantic is the only battalion that did not achieve either the active or Reserve missions for 12 straight years and then exceed both missions concurrently.

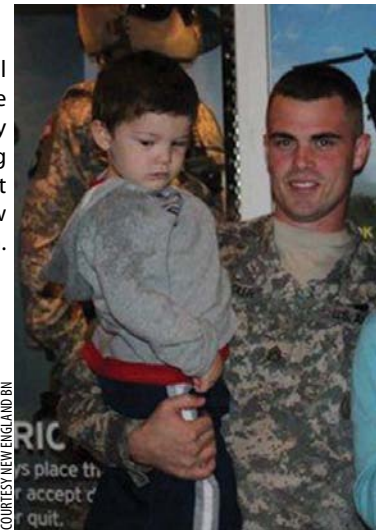
# Half-Way to Retention Goal

Almost 500 noncommissioned officers across the country reenlisted during the first two days of October as part of USAREC's Premier Retention Campaign. This number puts the command at about the half-way point toward reaching its retention goal for the year. Approximately 1,500 NCOs are eligible to reenlist.



COURTESY NEW ENGLAND BN

Staff Sgt. Michael Tucker, with his wife Brenda and sons Cody and Ryan following his Oct. 1 reenlistment ceremony with the New England Battalion.



COURTESY NEW ENGLAND BN



CHERYL A. MOORE, MINNEAPOLIS BN

Recruiting Command's Deputy Commanding General Brig. Gen. Bryan Roberts administers the oath to Minneapolis Battalion Soldiers on the steps of the Minnesota Capitol. Minneapolis Battalion achieved the highest retention rate within 3d Brigade. Those choosing to extend their careers are Staff Sgt. Joseph Haedtke, Staff Sgt. Jeffrey Heller, Sgt. Timothy Karels, Staff Sgt. Jeffrey Mann, Staff Sgt. David Milton, Staff Sgt. Marcus Moore, Staff Sgt. Jason Peach, Staff Sgt. Shari Roskamp, Sgt. Robert Schooler, Sgt. Kelsa Simon, Sgt. Christopher Sporleder and Staff Sgt. Joshua Steffen.

Columbia Company Commander Capt. Karen Roxberry poses with Staff Sgt. Robert Baggot after he reenlisted Oct. 15 at Fort Lamar Heritage Preserve in Charleston, the site of one of the fiercest Civil War battles in South Carolina. One of Baggot's ancestors was killed in action during the Battle of Secessionville, where Confederate forces defeated Union troops June 16, 1862.





Major Andrew Henning, Rhode Island Recruiting Company commander, congratulates Sgt. Danny Edwards after his Oct. 1 reenlistment.



GABRIEL MORSE, GREAT LAKES BN

Eighteen recruiters from 3d Brigade's Great Lakes Battalion recite the oath of enlistment on the Michigan Capitol building's east steps with State Sen. Valde Garcia Oct. 1, as part of USAREC's nationwide reenlistment campaign. Battalion Commander Lt. Col. Joan Sweeney-Dent and Command Sgt. Maj. Albert Crawford and reenlisting Soldiers' families looked on from the Capitol's east lawn. Garcia then provided a guided tour of the senate chambers and Capitol building to recruiters and their families.



STAFF SGT. ROBERT MULLER, ST. ANDREW'S RECRUITING STATION



FERNANDO SANJURJO, LOS ANGELES BN

From the Los Angeles Battalion, Capt. Michelle Sharp, Coastal Company Commander, with her Soldiers: Sgt. Pacola Age, Jacqueline Presto, Sgt. Brian Presto holding son, Kevin, Beatrice Guerrero, Sgt. Vidar Guerrero holding daughter, Hailey, and 1st Sgt. Andres Villahurtado. All three Soldiers reenlisted Oct. 1.



Story and photos by Lisa Soule  
Associate Editor

# The Drive to 1.5

## Reducing Trips to MEPS

With a catchy phrase — The Drive to 1.5 — and a solid plan, USAREC leaders hope to reduce the applicant's Military Entrance Processing Station (MEPS) visits to an average of 1.5 per person.

Transportation, meals and lodging associated with Army applicant MEPS visits represent about \$33 million annually. Regular Army applicants now make an average of 2.38 trips to the MEPS, while Army Reserve applicants make 2.09.

"We plan to make both short-term and long-term improvements with a goal to hit that 1.5 target well before the end of this recruiting year," said Don Hiles, USAREC's continuous improvement chief.

Reducing applicant trips to the MEPS will do more than save money. It will reduce redundancies, increase efficiencies and free up recruiters and guidance counselors to focus on other tasks.

During an October process analysis exercise, about 40 Soldiers and civilians from across the command and Military Entrance Processing Command (MEPCOM) dissected the process that prepares applicants to make a MEPS visit. Drawing out the progression from start to finish on a large board provided a visual to help identify choke points and challenges throughout the process.

Using a color-coded system, the team used pink sticky notes to identify problems

in the equation. The tell-tale pink notes turned up on points all over the board. Small working teams and larger group discussions further deciphered issues and possible solutions.

As she looked at the colored lines and notes on the drawing that dominated the working room, Sgt. 1st Class Karen Urban, USAREC Plans and Programs Division, said it was interesting to see the process sketched out this way.

"We knew some of these things were happening," Urban said. "But you don't see the full impact and the full cost until it's laid out like this."

**“ There are enough problems in our processes that we believe we can reduce them to make a difference. ”**

— Don Hiles

*USAREC Continuous Improvement Chief*

Hiles said the analysis revealed 26 distinct problems that contributed to rework and wasted time, energy, resources and money. "There are enough problems in our processes that we believe we can reduce them to make a difference," he said.

In simplest terms, solutions focus on ensuring applicant records are correct, complete and accurate as they progress through the process.

Hiles said this is often a matter of making time to ensure the information

is correct before moving it forward. Borrowing from a favorite time-management quote attributed to Jack Bergman, Hiles repeated the old adage, "There's never enough time to do it right, but there's always enough time to do it over."

Other issues were found that seem to be rooted in USAREC culture.

"Sometimes there is a perceived pressure to continue the process when the record is not 100 percent complete and accurate," Hiles said. This issue prompted a hot debate during the analysis about who pressures whom to do what.

"That pressure to speed things to the floor seems to be in our culture," Hiles said. "Breaking that cultural characteristic should significantly reduce our trips to MEPS."

The plan that emerged is still developing but at its core are both quick fixes and long-range solutions that will blend with the

Recruiting Command's transition to Pinnacle. The plan includes changes to policy and tools to assist in standardizing the approach.

With an emphasis on taking time to do things right, Hiles said the process should produce a standard that is both faster and produces a higher quality product at each step.

"This is the very early part of the beginning," Hiles said. "This will be a year-long effort implementing as much as we can as soon as we can."





At the guidance counselor table Master Sgts. Vencie Varnado of Jackson, Miss., Gregory Foster of Los Angeles, Donald Moon of Baltimore and Jerry Rasberry of Indianapolis pore over their roles and challenges in a process analysis exercise near Fort Knox, Ky., in September.

## The Drive to 1.5 Solutions to Implement Now, Later

**After analyzing all aspects of the MEPS process, a USAREC action team came up with the following solutions to streamline the operation:**

### Just Do It (Now)

- **72-Hour Projection Policy:** This policy will preclude anyone from being projected for a processing appointment to visit the MEPS less than 72 hours before he or she arrives at the MEPS.

### Rapid Improvement (90 Days)

- **Reduce/eliminate single-service visits:** When appropriate, don't send applicants to MEPS with the sole purpose of testing-only or physical-only processing.
- **Use pre-processing checklist:** Create a desk-side reference of what right looks like.
- **Improve the applicant meals and lodging payment process** to ensure the command is not overpaying for what we consume.

- **Improve transportation provision and the billing process** to optimize the use of available transportation options in each geographic region and improve the billing process.

- **Improve problem solving with MEPCOM** through the interservice and mid-level recruitment committees (IRC/MIRC) and the three components of the accessions process: Recruiting Service/MEPCOM/Training Bases (TRIAD process).

### Complex Objectives (6 months)

- **Move command and control of guidance counselors** to brigades.
- **Standardize how station commanders perform quality assurance/quality control measures.**
- **Allow applicants to have non-MEPS consults** from other health care professionals in the applicant's home area, such as TRICARE physicians and general public practitioners.

### Ongoing Technical Action

- **Use USAREC Biometrics Identification System.**



By Lisa Soule  
Associate Editor

Staff Sgt. Ipsiya Tuatagaloa, Sgt. 1st Class David Mamea, Sgt. 1st Class Ernesto Gonzales, Staff Sgt. Isdore Ta'Aga, Staff Sgt. Joseph Carlos, Staff Sgt. Anthony Roy, Staff Sgt. Talanco Thompson Sgt. 1st Class Andrew Engelbert, Station Commander Sgt. 1st Class Peter Bracero and Sgt. 1st Class Lui Fenumiai of the Pearlridge Career Center in Oahu, Hawaii, pose in Waikiki with the famous Diamond Head volcanic crater in the background.

## Commander Translates Lessons From RSD

Besides a picturesque assignment, a Hawaii-based station commander has another distinct advantage. He has visited upwards of 60 recruiting stations spread among each of the Army's recruiting brigades.

In his previous assignment, Sgt. 1st Class Peter Bracero was assigned to the Recruiting Standards Directorate, which inspects recruiting stations throughout the command. For many senior noncommissioned officers, the RSD is the last stop of their career.

"A lot of Soldiers make that assignment their final pit stop," Bracero said. "But I never really wanted to stay in the headquarters. I wanted to get back on the street."

Bracero said he appreciated the opportunity to travel among the brigades where he inspected offices and paperwork and trained other recruiters.

"It's nice to see how everyone does things a little bit different," he said. But as a station commander, Bracero holds to a simple philosophy. "If you respect recruiters and lead them, you take care of them and their families — they will always take care of the Army's mission."

With a geographic area of 73 square miles and one of Hawaii's most densely populated footprints, Bracero's Pearlridge Recruiting Station with nine assigned recruiters is responsible for the Honolulu Company's largest mission. At least one of those recruiters speaks Filipino in order to better communicate with some applicants' family members in the Polynesian market.

Because he has seen how the recruiting business is conducted across the command, Bracero offers a well-rounded perspective that few station commanders have, said 1st Sgt. Jeffrey Bradshaw.

"He has seen what works well in many different markets and environments and applies that to his own station and he has had the opportunity to learn from others' mistakes."

Bracero uses the lessons learned from the RSD and from his personal experiences to lead and mentor the recruiters in his station.

"I always take bits and pieces of everything I've seen, including what I've learned from past leaders," Bracero said. "All of them have had great qualities. I pick out and choose what I can use. It makes me a better leader as I continue to grow in the Army."

Despite the best practices he has seen around the command, Bracero's experience has come to prove what works well in one station won't always work in another.

"Something that's working well in Salt Lake City doesn't mean it's going to work here on the islands," Bracero said.

The remote location can offer unique challenges, with timing and planning near the top of the list. Operating in the Hawaii-Aleutian Time Zone means a six-hour difference between the island and the Recruiting Command headquarters and Department of the Army. "Logistics and forecasting are essential," Bracero said. "We work everything in advance."

Despite the obvious challenges, Bracero said many people on the mainland have a false impression what recruiting is like in Hawaii.

"There is a misconception that the locals don't appreciate us being here," Bracero said. "That's false. I have not met anyone here who has not given a warm reception to me and to the Army. The people here are what make the islands great. They are very patriotic. It makes the job enjoyable."



# Station Commander's Mentoring leads to Success



By Fonda Bock  
Associate Editor

**B**uilding a strong team is what helped Sgt. 1st Class Louis Sidney drastically turn around the numbers at the Jackson Metro Station in Mississippi where he was assigned as station commander in 2008. In June 2009, he started performing duties as the Jackson Recruiting Company first sergeant.

Before his arrival, the station had accomplished about 67 percent of its mission in 2008. Under Sidney's leadership, the station achieved 116 percent in fiscal year 2009 and 112 percent in 2010. The company achieved 114 percent in 2009 and just over 100 percent in 2010.

His technique for motivating his NCOs is simple: He builds a team and enforces standards and discipline.

"You have to ensure that your NCOs know that everyone can't be a Michael Jordan and enlist four or five contracts a month," said Sidney. "But what they do is still vital and important in the accomplishment of the mission. I believe that if you provide an NCO with the standard — ensuring they know and understand it, they will accomplish the mission and surprise you in the process. I always use a quote from Gen. George Patton: 'Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.'"

With Mississippi having the highest dropout rate in the country and the lowest ranked education system, one of the challenges his recruiters face is many prospects cannot pass the ASVAB. Sidney worked with district superintendents to introduce March2Success into the schools.

On the college level, he started working with ROTC programs to get enlistments in the Army Reserve.

He inspires and motivates his Soldiers by providing them mentorship through solid AAR/IPR sessions and monthly and quarterly counseling.

"During sessions, I identify training needs and assist them in figuring out ways to improve," said Sidney, who graduated from the First Sergeants Course in September. "I believe if you start from the day the NCO arrives at your station discussing their personal future and professional goals, their tenure as a recruiter will be successful."

By enrolling in college himself and completing his bachelor's degree in 14 months, he inspired his recruiters to follow in his footsteps. Currently, all 34 recruiters in his company are enrolled in college.



Sergeant 1st Class Louis Sidney and his daughter Zakia.

COURTESY PHOTO

Sergeant 1st Class Formekia Horn, who worked with Sidney at the Jackson Metro Station is working toward a Bachelor's degree at Grantham University. Sidney convinced her to go back and finish her degree after impressing upon his recruiters the need to have something to fall back on after retiring from the Army.

"I'm glad he did," said Horn, "because you never know what's around the corner. I have a tendency to procrastinate, so now I don't have to worry about [finishing my degree] later on."

Upon his arrival at the Jackson metro station he ensured the recruiters were observing a nine to five workday. As a single father, Sidney had one hard and fast rule: the workday had to be done by 5 p.m. because he had to pick up his 5-year-old daughter, Zakia, by 5:30 p.m.

Starting his day at 5 a.m. and ending it at 10 p.m., he credits good time management along with assistance from spouses across the company to help keep job and family life in perspective.

"I use the time from 5 a.m. to 6 a.m. to get myself and her things ready for the day. Her bedtime is at 8 p.m., so usually after that, I check homework and do different chores around the house. I use the weekend as family time starting off with movie night on Fridays."

Sidney began his USAREC career in August 2000 as a recruiter in the Oklahoma City Battalion. He left in January 2003 to go to his original MOS as a 73C Finance Specialist. He was recalled back to USAREC in October 2004.



**3d Brigade Station Commander of the Year**

Sgt. 1st Class Cedric White  
 Indianapolis Battalion  
 Lafayette Station



**5th Brigade Station Commander of the Year**

Sgt. 1st Class Herman Jurgens  
 Kansas City Battalion  
 St. Robert Station

It only took a few months on recruiting duty for Sgt. 1st Class Cedric White to realize he loved it and wanted to stay. He considers it extremely rewarding to share his Army story with young men and women who don't know anything about the Army and, through the Army interview, inspire them to follow in his footsteps.

In addition to enjoying the recruiting experience, White said his first two first sergeants in USAREC made an impact on him and were integral in influencing his career path as a recruiter and now station commander with a 13-man team.

"It was the love of what they did and the belief that what we do is more meaningful than anything else in the Army," said White, who commands the station where he was a recruiter.

He said the transition wasn't too difficult because the Soldiers already respected him and he respected them, but it is a challenge with such a large team.

The father of three, who spends a great deal of time volunteering with and mentoring youth in his community, said he tries to foster a family environment in his station because they are the Army in his area of Indiana.

"When we talk to these young men and women about how the Army is a family, I like them to see that when they see my Soldiers.

"You've got 13 different personalities, you're away from the flagpole — you really have to use your counseling skills as a noncommissioned officer, as a leader, to ensure Soldiers and families are taken care of," said White.

White said he tries to ensure Soldiers are not only taking care of their families, but they are also taking care of their own personal and professional development, especially now while recruiting is going well.

"I definitely push continuing education and learning because whether you're going to be a recruiter for life or you're going to be here for a three-year tour, you have to leave with more than you came with," said White, who is seven credits short of his bachelor's degree. He wants his Soldiers to become better NCOs under his leadership and to ensure they are well-prepared to move on.

"I refuse to let any of my Soldiers not achieve their best."

Sergeant 1st Class Herman Jurgens is passionate about leadership and views his role as a leader in USAREC no differently than his role as an infantryman.

"I'm all about my Soldiers. I take care of Soldiers and we accomplish the mission. There's no difference between doing that and being an infantryman. You take care of Soldiers and you take care of their families and, in doing so, they will take care of the mission.

"Leadership should not change from the operational environment to our environment."

The job satisfaction in helping others is one of the key reasons Jurgens decided to stay in USAREC. He also considers himself fortunate to have had the opportunity to watch his 4-year-old son grow during the past three years.

Though it's his first year at the USAREC board, Jurgens, who earned the Morrell Award in two years, was brigade runner-up for recruiter of the year his first year on recruiting duty and runner-up for brigade station commander of the year last year.

"It's a great opportunity for lateral communication among your peers," Jurgens said of the board process. "You are here among successful people from across the command. That in itself is valuable — everyone does things a little bit differently, every recruiting market is different and you can learn from that."

Jurgens said his biggest challenge in assuming station command in July 2009 was improving the climate. The quality of life was not at the level he thought it should be and the mood was tense and confrontational. He strives to create an environment in which his Soldiers know he cares about them, they are comfortable coming to him for help and learning from him.

He said having a successful recruiting station means nothing. "It's how you go about accomplishing the mission, it's how you go about taking care of your Soldiers. It's about setting the standard and leading by example."

His success is evidenced by the fact that one of his recruiters, Sgt. Shawndelin Hall, was the battalion's top new recruiter for FY 09 and recruiter of the year in FY 10. She's got a lot of good things headed her way, and Jurgens said he'd like to think he had something to do with it.





**6th Brigade Station Commander of the Year**

Sgt. 1st Class Jose Hernandez  
 Fresno Battalion  
 Merced Station



**Medical Brigade Station Commander of the Year**

Sgt. 1st Class Jorge Larez  
 5th MRB  
 San Antonio MRS

Though he was “voluntold” to come to USAREC in 2005, Sgt. 1st Class Jose Hernandez said it was the leadership, environment and camaraderie at his first recruiting station, as well as the opportunity to help others in a new way, that made his decision to convert to recruiting duty easy.

Now as a station commander himself, he said he strives to foster that same camaraderie, teamwork and esprit de corps within his station. Hernandez said he considers his recruiters his extended family and it seems to be catching on within his own family. When his daughter was preparing invitations for her 8th birthday party in early October, she had all his recruiters on her guest list.

“We all are a family; we operate on that level,” said Hernandez, who’s been in the Army since 1998. “People come with strengths and weaknesses and you’ve got to give and take to make it work.”

Hernandez, who keeps in close contact with many of the recruiters and station commanders he “grew up with” in recruiting, said it’s important for recruiters to build networks maintain those connections across the command to share ideas and seek advice. He looks at the board process as a new avenue to add to his network and continue to develop as a Soldier and leader.

“You get out of your comfort zone and you increase your knowledge by digging into the regulations,” he said.

The former Marine said he came to the Army in 1998 for professional development. “They didn’t have what I needed [in the Marines] — that next step. I took to the Army – I found my niche and I stayed. Til my wheels fall off hopefully I’ll be able to stay in the Army.”

His leadership philosophy: Do your job, but don’t just do the minimum. “Go above and beyond, put in a little extra effort and everything comes out even better.”

He added that working hard, doesn’t mean working long.

“Take care of your Future Soldiers and their family members, because they will make your mission if you take care of them.” He said they will bring referrals and help establish a community environment for success.

Sergeant 1st Class Jorge Larez leads by example. The Medical Recruiting Brigade Station Commander of the Year wasn’t the only NCO in his station competing for honors this year. One of his recruiters was named the battalion NCO of the Year and was runner-up at the brigade and another earned battalion Reserve recruiter of the year.

“I don’t push them to do that stuff. I think by me setting the example they want to do it. It’s one thing to tell your Soldiers to go do it, but if you’re setting the example, you give them something to model after,” said Larez, who prepared for the board with his recruiters as a team, which he said made them all better prepared.

Coming to USAREC through the corporal recruiting program, Larez liked it so much he decided to stay. While he began as an enlisted recruiter, Larez said he finds more enjoyment in the challenge of medical recruiting, which he has been doing for six years now.

“You can’t just find a doctor hanging out at the mall,” he said. He prefers the additional planning and targeting aspects of medical recruiting.

His advice to for success as a station commander: set the example.

“Don’t ask your Soldiers to do something you’re not willing to do, or you can’t show them how to do,” he said. “If you show them that you care, they will do anything for you.”

At this point in his career, Larez said he is not as focused on promotion as he is his personal and professional development.

“I’m going to do what I feel what is best for me and my family,” said Larez, who is working on his master’s degree in business leadership. “You can’t really focus on what everyone else is doing, you can only focus on what you’re doing and hope that it’s good enough.”

Beyond the Army, he wants to ensure he has a good foundation at home — a strong relationship with both family and church. He said the birth of his 15-month-old daughter changed his life and his priorities.

“Now I just want to do stuff so my daughter will be proud of me.”

Articles by Julia Bobick, Editor  
 Photos by Sgt. 1st Class Craig Hughes, G3



**Station Commander of the Year Runner-Up**  
**Sgt. 1st Class Johnny Roman**  
 2d Brigade  
 Miami Battalion  
 San German Station



**USAREC Station Commander of the Year**  
**Sgt. 1st Class Jessica LaPointe**  
 1st Brigade  
 Baltimore Battalion  
 Wilmington Station

After serving 10 years as an infantry Soldier, Sgt. 1st Class Johnny Roman volunteered to become a recruiter both for a new career experience and for the opportunity to return home to Puerto Rico to assist his mom in caring for his father, who is struggling with Alzheimer's disease.

His decision to convert was based on what he felt was the best way to finish his career — go back to the infantry or stay in recruiting. The fact he has been able to recruit in and near his hometown and the countless rewards of recruiting duty made the difference.

"This is the toughest, most difficult assignment I've had, and I've been in combat a few times," said Roman, who'd deployed to Kosovo, Macedonia and twice to Iraq. But he said recruiting is definitely rewarding.

Hearing from the Soldiers he enlisted about how happy they are and how well they are doing makes the hard work worthwhile. "I'm giving them the chance that I had, and it feels good. It is gratifying; you know that you are helping that family or that kid get to college eventually for free using the Army programs and just develop himself into a better citizen."

Roman's basic philosophy is to treat people with respect and always do the right thing. He believes when you treat people well, with dignity and respect, "They will love you, do anything for you, be honest with you, and that way you can create a great network of people who want to help you in your recruiting efforts. I like to ensure that everybody who comes to my station feels they are welcome there, and they want to come back."

He also enforces basic Soldiering skills and physical training to ensure his Soldiers remain well-prepared.

His advice to station commanders: "Know your Soldiers, know their capabilities and make sure you teach everything you know or as much as you can to those Soldiers because that is the way to develop them to become future station commanders." Instead of just answering their questions, Roman said he trains his NCOs by telling them where to go find the information they need.

"That way they will learn. If I just tell them they won't remember. But if they go look for it, they know where it's at, now they know how to do it and they will remember it.

"If they know as much as you do, you're set."

Sergeant 1st Class Jessica LaPointe is not shy about admitting she was upset — angry even — when she got selected for recruiting duty in 2005. With 15 years in the Army she came to USAREC with her mind set against converting, but something changed when, with orders to leave the command, she got extended.

"I became accepting of my assignment and my whole attitude changed," said LaPointe, who really began thinking about how she could make a difference in her community and the world by returning to her previous MOS. She realized she made a difference in recruiting that she couldn't do anywhere else in the Army.

In addition, LaPointe said, with the help of her battalion command sergeant major, she began to see the bigger picture of recruiting and what it can offer. The most important thing she's learned in her 15 months of station command is being humble, putting her ego aside and realizing that her life and career weren't just about her anymore.

"It was about [my Soldiers] and about leaving the station better than when I arrived. I have to teach, coach and mentor ... to get them to the level they need to be. The biggest thing I was trying to bring was making us a team, not to be individuals, because when we work together as a team there's nothing we can't accomplish."

LaPointe is proud of her NCOs and what they've accomplished as a team, and strives to help them realize their potential, just as her many leadership teams and peers have done for her throughout her career.

"I believe in my NCOs, getting them to believe it [is tougher]. One of the greatest things you can do as a leader is inspire others. When you see them start to achieve it, even through the frustrations and the ups and downs — when all of a sudden you see them moving forward — that's huge. It makes you feel like everything we are doing is important and makes a difference.

"We should be training our NCOs to take our spot, and we shouldn't be afraid to do that."

Her advice for success in recruiting, first and foremost: accept it. Be open to new ideas, be willing to take risks, be part of the team, be honest with yourself and others, and be a little bit humble and ask for help.



## Charge to the Station Commander

*I will carefully and diligently discharge the duties of the position to which I have been appointed, and will uphold the traditions and standards of our Army.*

*As a station commander, I must ensure the welfare and safety of my Soldiers, civilians, and their Families. Accordingly, I must exhibit strong character and integrity. I will maintain my professional and ethical principles in the face of adverse and challenging situations.*

*I will observe and enforce the orders and directions given by my leaders, acting according to the laws, articles and rules governing the discipline of the Army.*

*I acknowledge that I am always a trusted Army ambassador. I will demonstrate the Army Values and live the station commander's creed, regardless of the situation. In so doing, I will fulfill my greatest obligation as a leader and thereby confirm my status as a station commander.*



## USAREC Command Sergeant Major, Station Commander of Year Sign Charge

By Julia Bobick  
Editor

Recruiting Command leaders announced Fiscal Year 2011 as the Year of the Recruiting Station Commander Oct. 20 during its annual leadership conference held in San Antonio, Texas.

In a room full of USAREC brigade and battalion commanders and command sergeants major, spouses and staff, Commanding General Maj. Gen. Donald M. Campbell Jr. and Command Sgt. Maj. Todd Moore kicked off the year-long celebration via a nationally-webcast ceremony.

“This year will be different, I can assure you,” Campbell said. “We are going to make this year exceptionally special as we recognize the accomplishments of our station commanders and enhance awareness around the force of what our noncommissioned officers do every day.”

Campbell talked about noncommissioned officers as the backbone of the Army, and called station commanders the backbone of the U.S. Army Recruiting Command. They are the future of the command. He added the importance of recognizing USAREC’s station commanders as coaches, teachers and mentors who set the bar high and are the bearers of standards and discipline for the command.

During the ceremony, Moore introduced the top station commanders for FY 10 representing each brigade in USAREC. He

also announced that the Station Commander of the Year award will now be named in honor of retired Command Sgt. Maj. Frank Shaffery, USAREC’s deputy for recruiting operations, who retires in January after 36 years with USAREC.

“The Year of the Station Commander celebrates the critically important role our station commanders play every day in leading their teams to success,” Moore said. “The command’s top NCOs are put in these important roles as station commanders because we know they are going to make sure our team recruits the best Soldiers; they know what right looks like.

“There aren’t many jobs in the Army that an NCO can assume the title of commander, but I think the Army got this one right, because the job is just that important.”

The station commander is the most important leader in the USAREC chain of command, he said.

“I don’t get a chance to talk to all of you individually, but as I go around the command I want you to know how proud I am of you, of the work that you do every day — day in and day out — to set the conditions for our success, to set the conditions for our Army of the future,” said Campbell, speaking to those station commanders and recruiters watching the webcast from across the country.

“You need to understand how important you are to what we do and how much the senior leaders of this organization and the ... Army appreciate what you do every day for our great command.”



**Recruiter of the Year**  
Staff Sgt. Adrienne Campuzano  
Baltimore Battalion



**Reserve Recruiter of the Year**  
Sgt. 1st Class Daniel Lucas  
1st Medical Recruiting Battalion



**NCO of the Year**  
Sgt. 1st Class Jacob Gilmer  
Indianapolis Battalion



**STATION  
COMMANDER  
OF THE  
YEAR**



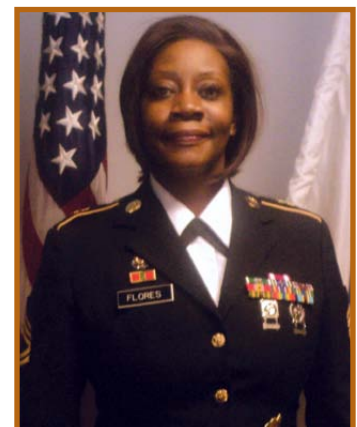
Sgt. 1st Class Jessica LaPointe  
Baltimore Battalion



**First Sergeant of the Year**  
1st Sgt. Shauntenette Telepak  
Columbia Battalion



**Career Counselor of the Year**  
Sgt. 1st Class Jammy Tighe  
3d Recruiting Brigade



**Instructor of the Year**  
Sgt. 1st Class Beverly M. Flores  
Recruiting & Retention School

PHOTOS BY SGT 1ST CLASS CRAIG HUGHES



## CIVILIAN EMPLOYEES OF THE YEAR



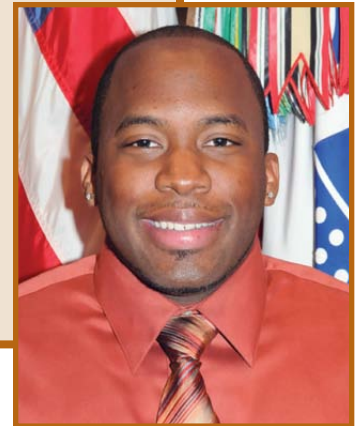
**Professional**  
Robert Steen  
USAREC G3



**Technical Program Support**  
Keith Steiner  
Minneapolis Battalion



**Program Specialist**  
Harvey Spigler  
Miami Battalion



**Administrative Support**  
Jean Philippe  
Miami Battalion

## TEAM AWARDS

Top Recruiting Brigade  
2d Brigade

Top Recruiting Battalion  
Tampa Battalion

Top GSCA Brigade  
2d Brigade

Top GSCA Battalion  
Raleigh Battalion

Top Medical Recruiting Battalion  
6th Medical Recruiting Battalion

Brigade Top Battalion  
1st Brigade  
Beckley Battalion

2d Brigade  
Tampa Battalion

3d Brigade  
Nashville Battalion

5th Brigade  
Phoenix Battalion

6th Brigade  
Southern California Battalion

Top Chaplain Recruiting Team  
West Chaplain Recruiting Team

Commanding General's Special Recognition Award  
U.S. Army Special Operations Recruiting Battalion



2d Recruiting Brigade leaders with their team trophies at the Alamo in San Antonio, Texas, during the Annual Leaders Training Conference in October.

PHOTOS BY JUDITH BOBICK

# USAREC RECO

## Improving Quality of Life for Soldiers, Families,



COURTESY PHOTO

Footer and her 2-year-old son, Aidan, wrap Christmas presents to give to Rochester Recruiting Company Family Readiness Group volunteers last year at the annual training conference.

## COMMITTED TO HELPING OTHERS

By Fonda Bock  
Associate Editor

Controlled chaos is how Susan Footer sometimes describes her life — but she loves it. In addition to raising four children, spending time with her granddaughter and taking classes toward becoming a dental assistant and pharmacy technician, she does 30 to 40 hours of volunteer work a week through her battalion Family Readiness Group and for various civic organizations. For her, volunteering is a labor of love.

“Volunteering has never been a job,” said Footer, wife of Master Sgt. Daniel Footer, Denver Battalion Operations NCOIC. “[Volunteering] to me means lending my ear or a shoulder to a Soldier or Army family member. It’s an honor to have Soldiers and families trust me, to share the most memorable moments like the birth of their children or the heartaches that come along with no family around.”

Over the past 10 years, Footer estimates she’s logged about 4,000 hours volunteering. She’s worked with various USAREC FRGs across the country helping Soldiers and families who have

fallen on hard times due to marital issues or who need help integrating into the recruiting lifestyle. She’s also helped Soldiers and families who are suffering from medical conditions by providing them with emotional support, delivering meals, taking them to appointments and watching their children.

In addition, she’s worked with Boy and Girl Scout Troops, helped raise money for local charities, and helped with annual yard sales to raise money to take care of stray animals.

For her efforts, she received the Margaret C. Corbin Award last month.

Footer is honored to receive this recognition, but said her biggest reward comes from the friendships created through volunteering, which she will cherish for a lifetime.

“I think standing up for Soldiers and families is a great experience. What better way than to live the life you support and love. I have been given an opportunity to travel, be educated and trained in areas from leadership, teaching, public speaking and communication. Not only have I bettered myself, but have passed this on to wonderful volunteers who have taken what I have learned and have made it their own to educate more Soldiers and families.”

During her time with the Rochester Recruiting Company, Footer developed a company newsletter and FRG company Web site. The newsletter was the company’s main source of monthly communication providing information about military programs and community events and recognizing Soldiers and volunteers. The Web site was a source for immediate information updates and allowed for anonymous suggestions, questions and comments to be passed onto company leadership to help alleviate hidden problems.

“Susie has performed many selfless tasks and projects,” said Heidi Knepper, Soldier and Family Assistance Program Manager for the Syracuse Battalion. “She takes on her duties not as a job to be done, but a personal mission in helping others. Her example has led the way for others to join her in working as a team and helped redefine a community within her company’s Army family. This has improved the lives of military members and their families within the Rochester Recruiting Command.”

Master Sgt. Footer is very proud of his wife.

“She is a leader of families and offers her assistance in helping in any way she can ... to those in time of need and always has her ear and door open 24/7 for those willing to accept it, and let me tell you that a lot of people accept it. She is my motivation and keeps me on-point with the health and welfare of the Soldiers and their families. I believe she is well deserving and would like to thank all of those leaders, Soldiers and their families for making this happen.”

The TRADOC Margaret C. Corbin Award, named after a Revolutionary War spouse who was



# GNIZES SPOUSES

## Civilian Sector Through Volunteer Service

### REACHING OUT HELPS SPOUSE BUILD NETWORK

By Lisa Soule  
Associate Editor

All the great expectations one recruiter's spouse had about the Army seemed lost when the couple moved to an assignment in Minnesota. But Jenna Friedman turned her initial misgivings into a network of support that was so strong, it earned her TRADOC's Margaret C. Corbin Award for volunteer efforts.

"I had heard the Army was great, that the Army was a family," Jenna said. Yet here she was, new to the Army, new to Recruiting Command, new to Minneapolis and didn't know a soul. "I was lonely."

Many of the spouses in the Army's 3d Medical Recruiting Battalion felt the same way. But they kept those feelings to themselves.

"We all thought the other wives had it together," said Jenna, whose husband, Brian, is first sergeant for the Minneapolis Medical Recruiting Company. Friedman was a relatively new military spouse with about two and half years of marriage to her Soldier husband. She didn't know everything about the military but she suspected one thing: It wasn't supposed to be like this.

First Sgt. Friedman said it was Jenna's first open and honest e-mail to the other spouses about feeling lonely in a remote area that helped set the foundation for good relationships. "She immediately started to build a trust and bond," he said.

Jenna quickly found out other spouses were feeling the same way. Without the

support of a nearby Army post, building a traditional Family Readiness Group among the small stations scattered throughout a large geographic area posed challenges.

After touching base with Soldiers' spouses, Jenna surveyed them to get feedback about how their company's FRG should take shape. E-mails and phone calls evolved into planned family get-togethers, a book club and community service projects they could all rally around.

"I sort of took it upon myself to reach out to other families and many felt the way I did," Jenna said. Relying on her background of volunteerism that had her working in foreign orphanages and leading missions to areas devastated by Hurricane Katrina, she knew she could make a difference for the families of the 3d MRB.

She rallied spouses to help feed the hungry through community organizations. They also take care of their own, providing meals for families in crisis and throwing baby showers for expectant mothers. "We're pretty remote and spread out, but we try to get everyone involved."

For Delana Grabs, who has been married to her recruiter husband for eight years, this FRG is the best she has seen.

"We have been to a few different units and at some, I didn't even know about the



Jenna and 1st Sgt. Brian Friedman after she received the Corbin Award Oct. 19 at the Annual Leaders Training Conference.

JULIA BOBICK

FRG," Grabs said. "Jenna has made it like a family. We get together at least once a month and everybody is in close contact."

Beyond supporting Soldiers' families, 1st Sgt. Friedman credits his wife with helping to boost the morale of the 3d MRB. "Her service was even commended by members of the unit during a recent IG inspection," he noted.

Lieutenant Col. Ronald Walker, 3d MRB commander, said Jenna's efforts have helped build a supportive network where families feel welcome.

"Jenna makes sure each spouse is contacted and has information and that the information is relevant and up to date," Walker said. "We do have things like Military One Source in place, but it's difficult being away from a military post and she helps bridge that gap."

seriously injured fighting alongside her husband, was created in 2008 to honor spouse volunteers.

# OPERATIONS-BASED TRAINING = SUCCESS

## STATION COMMANDERS PLAY CRUCIAL DEVELOPMENT ROLE

By Ray Kuklinski

*Recruiting & Retention School-Forward, Doctrine Division*

The idiom, “Where the rubber meets the road,” can be defined for this article as a place or circumstance in which the purpose of training is achieved. Executing recruiting operations based on the training received usually yields success.

What makes a successful recruiter? The answer is simple: good training. But what is good training, and where does it come from?

Does good training come primarily from the Army Recruiter Course (ARC)?

Certainly, the ARC is the foundation course for every recruiter. The ARC is by far the largest (in terms of the number of students) and longest course offered at the Recruiting and Retention School (RRS) at Fort Jackson, S.C. Many other countries that have volunteer armies have modeled their own recruiter training programs on the ARC model.

ARC instructors have proven themselves as successful station commanders. Even so, the ARC instructor’s job is to teach the fundamentals of recruiting doctrine. ARC instructors can go only so far to teach recruiters what they need to know.

Good training also comes from the station commander — the primary trainer and training coordinator for the recruiter.

Attending the ARC and learning the fundamentals is an important part of a recruiter’s training. New recruiters must have the foundation that the RRS provides. The ARC covers how to use the Recruiter Work Station, how to ask a prospect for an appointment, how to conduct the Army Interview and engender a commitment and how to build an applicant’s record in ARISS.

But it’s the live-fire, hands-on application of those fundamentals — under the watchful eye of the station commander — that produces successful recruiters.

We can all relate to the story of new recruiters reporting to their station commander and hearing, “Forget everything you heard or were told about recruiting. I’ll teach you what you need to know to be successful in this market.” With these words, the station commander isn’t telling the recruiter to forget what they learned at the RRS, but to ignore what they may have heard about recruiting prior to their arrival. The station commander is simply trying to clear away preconceptions that can interfere with training and the transition into the new assignment.

Some station commanders discount ARC training because it is not conducted under live-fire conditions. Wise station commanders, however, know the value of classroom instruction. They

build on this foundational knowledge within the framework of the current operating environment. Station commanders should use institutional, organizational and self-development training resources to fully develop their recruiting force.

Most training recruiters get from the station commander is needs-based. Station commanders don’t necessarily train on tasks the recruiter is proficient in, but rather those that impact their personal performance and affect the station’s mission. The station commander has many tools available to help them conduct focused training. The Recruiter Zone (RZ) and Leader Zone (LZ) applications are among the valuable tools station commanders use to assess and train recruiters.

The mission accomplishment plan (MAP), for instance, is a good place to identify trouble areas or choke points. Most station commanders use the MAP to verify what they’ve already found by observing individual and collective task performance under live-fire conditions. Training of this nature prepares the recruiter to conduct recruiting operations according to doctrine, SOPs and the station’s mission.

Another area that only the station commander can teach is how to prepare a recruiting operation plan (ROP) for the recruiter’s particular area and market. Field Manual 5-0, The Operations Process, defines planning as the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about.

The ROP provides the solid foundation from which a recruiter can operate effectively. It is important that station commanders always demonstrate the art and science of recruiting that will bring about mission success.

Station commanders should promote self development. Resources such as the Learning Management System (LMS), Army Learning Management System (ALMS) and the virtual classroom server (VCS) are available tools. Another valuable learning tool is Recruiting ProNet — the command’s Web site for all recruiting professionals. These resources can help recruiters improve proficiency and enhance their knowledge of command-wide tactics, techniques, and procedures.

Station commanders, by applying lessons learned through experience, train individual and collective tasks every day. Nothing can substitute for the station commander providing hands-on, performance-oriented training that builds confidence and competence. This is where the rubber meets the road.





Outside Lambeau Field, Sgt. Joshua Carter flashes his four winning tickets to see the Green Bay Packers.

By Lisa Soule  
Associate Editor

## Packers' Fan Scores Big, Realizes Dream

*A recruiter who selected his Wisconsin duty assignment based largely on his football allegiance found himself face-to-face with his favorite team.*

Sergeant Joshua Carter won four tickets and was honored on the field as a service-member during a Green Bay Packers game in September.

Before his assignment to the West Allis Recruiting Station, the Virginia native's only tie to the state was his fanatical following of the football team. He named the Wisconsin recruiting position on his wish list above openings that would have stationed him closer to home.

"It has been a lifelong dream to see the Packers in person," Carter said. His winning tickets came with pre-game field access. "It was outstanding and everything I dreamed it would be."

Carter's eye turned toward the Packers in his childhood when he first caught sight of Brett Favre. "I liked the way he played, I liked his energy. He played the game like a kid. I somewhat adopted his team," Carter said. "I wanted to see him do well and see the Packers do well. It just kind of grew on me."

Although Carter said he's not sure how to feel about Favre now, he loves what he did for the team and respects him as one of the game's greatest quarterbacks. "But my loyalty is with the Packers," Carter said.

Carter achieved his dream of watching a game at Lambeau Field courtesy of the Operation Fan Mail contest sponsored by the Packers and a health insurance company. Military winners were selected based on essays submitted by their family members.

It was Carter's wife, Allyson, who crafted the words that gave her husband the chance to watch the Packers warm up on the field before launching a victory over the Buffalo Bills.

"I know he's been wanting to go to a game for a while, so I researched the Packers online to see if there were any military discounts," Allyson said. "I found out about the contest and I submitted a short essay on the Web site about how it had always been his dream to see a game, but we had never been able to get there. I wrote about his military career and said we wanted to see a game while we were in Wisconsin."

Carter's four winning tickets allowed him to bring his wife, her father and the couple's 3-year-old daughter, Kayli, to the game. Like her parents who sported Packer colors, Kayli displayed her spirit by dressing in full Packer cheerleader regalia. The four stood proudly on the field as Carter was honored for his Army service.

Prompted by the terrorist attacks of 9/11, Carter joined the Army in 2001 and began an Army career as a petroleum supply specialist and later reclassified as a cargo specialist. Carter deployed to Iraq from 2003 to 2004 and again from 2005 to 2006. He was detailed to recruiting early in 2009.

"Seeing the Packers on the field is something I've been looking forward to my whole life," Carter said. "It was an amazing experience."

Kayli Carter, 3, steps onto Lambeau Field during pre-game activities.





Fort Drum Company Recruiters Sgt. Joseph Kelly, 1st Sgt. Nathan Cook and Sgt. 1st Class Byron Higginbotham pose for a group shot after finishing the Steamtown Marathon in Scranton, Pa., Oct. 10.

LAURALAS/IMAGE

# GOING THE DISTANCE

## Recruiters Complete Marathon, Motivate Others to Take on Challenge

By Fonda Bock  
Associate Editor

Pumped up and ready to go, three Syracuse Battalion recruiters with three different stories came to the starting line of the Steamtown Marathon in Scranton, Pa., Oct. 10 with one goal: To finish the race. They all accomplished the mission.

After being hit by a mortar round in Iraq seven years ago, Watertown Station Commander Sgt. 1st Class Byron Higginbotham faced a 50/50 chance of never walking again.

A year in the hospital and another year of rehab on his arm and leg put him back on his feet. Last month, he crossed the finish line of his first marathon in 5:01:51, saying it was probably the most challenging thing he ever did.

"Because it was both mentally and physically challenging, I went through so many different emotions during the race. I started out happy and excited then got mad and sad."

"The end result is that I was trying to do something only 1 percent of the world has ever done, complete a marathon. It was gratifying," said Higginbotham.

It was also the first marathon for Fort Drum Company 1st Sgt. Nathan Cook,

who finished in 4:32:22. He said the first 18 miles were easy, then he hit the wall. At that point all the excitement and enthusiasm were gone; mental and physical pain kicked in. It took a mental gut check for him to push through.

"I hurt from my toenails to my mid back," said Cook. "Every time I took a step, it felt like the bones were spreading apart in my foot."

Despite the misery, Cook never entertained the thought of dropping out.

"One of the Army Warrior Ethos is, 'I will never quit, I will never accept defeat.' Quitting would have been accepting defeat."

Cook encourages his recruiters to stay in shape setting physical training standards in his company that exceed those of the Army. Fort Drum company conducts PT five days a week in the gym with a regimented program, not just hopping from machine to machine. Three days a week recruiters run a minimum of three miles.

Cook believes fit Soldiers make good recruiters and credits a healthy mindset with his company achieving 100 percent mission success last fiscal year.

"Physical fitness builds confidence; confident recruiters are better at recruiting. Recruiters must build networks in their respective communities. When someone thinks about the Army — they think

healthy, lean, fit Soldiers. Imagine having that mental picture in your head and your first encounter with a Soldier is the direct opposite — not good for the Army or recruiting.

"In my mind physically fit people seem to be drawn to other physically fit people — they have something in common. So when recruiters are physically fit the people they attract are more likely to be qualified for military service, at least in the physical aspect."

The veteran distance runner of the group, Sgt. Joseph Kelly crossed the finish line in 3:21:15. Even though this was his fifth 26.2-mile road run, and he'd already qualified for the Boston Marathon with a finishing time of 3:10:10 at the Ocean Drive Marathon in New Jersey, Kelly still found Steamtown grueling.

"This was a hard course because there's a lot of downhill, and while some people may think that sounds easier, it pounds on your knees and quads a lot more. I always try to give 100 percent but sometimes your body won't let you do that, so I'm always happy when I finish."

The three have already signed up for the Shamrock Marathon in Virginia Beach in March. Their accomplishment has motivated 10 other recruiters in Fort Drum Company to join them in that race.





Sergeant 1st Class Don O'Neal prepares for a run in his Army-branded Super Comp dragster during a recent race at the U.S. Nationals.

## Recruiter Glimpses NHRA Finals in Indy

By Lisa Soule  
Associate Editor

You may not recognize the Army Strong logo as it whizzes by at speeds topping 170 mph. But when Sgt. 1st Class Don O'Neal comes to a stop in his Super Comp dragster, there's no question that this Soldier has combined his work with pleasure.

"I'm passionate about recruiting and about racing," said O'Neal, who drove his Army branded car to the finals and was runner-up at a September National Hot Rod Association national event. "There's no way I would be where I am today if it wasn't for the Army."

A branding agreement with the Accessions Command authorizes his use of the Army signage. O'Neal competes in the NHRA Super Comp category in pursuit of his personal racing aspirations. In the NHRA Top Fuel category, the Army sponsors civilian driver Tony Schumacher who also participates in events at high schools, with Future Soldiers and at events with Army Centers of Influence.

O'Neal, who is newly assigned to the Westchester Medical Recruiting Station and previously assigned to the 2d Recruiting Brigade, has often used his car as an icebreaker for conversations about Army

careers.

"I enjoy talking to the public," said the Blackhawk helicopter mechanic turned recruiter. "People always ask, 'Did the Army train you to race?' I say, 'No, but the things I have learned in the Army about discipline, execution, problem solving and people skills – they have helped launch my situation.'"

Kim Hanson, 2d Recruiting Brigade's advertising and public affairs chief, said O'Neal was a great asset while he was assigned to the Eagle Brigade.

"Not only did he execute hundreds of high school visits generating quality leads, appointments and ultimately contracts, but he also worked with and trained recruiters on effective event marketing," Hanson said. "He used his skills to train other NCOs on how to execute and capitalize on events by engaging prospects and influencers."

As he transitions to medical recruiting, O'Neal said he will have to wait and see



Sgt. 1st Class Don O'Neal

how his dragster may tie into the mission.

With the racing season winding down, O'Neal has the distinction of being the first active duty Soldier to make it into an NHRA final. At the U.S. Nationals in Indianapolis in September, O'Neal had one of his best runs ever at one of drag racing's premier events. At the race that fans and competitors refer to

as "Indy," O'Neal made his way through a field of more than 180 Super Comp racers to the final round.

After five days and seven rounds, O'Neal got his first glimpse of an NHRA final round opposite Troy Coughlin Jr. Although Coughlin bettered him on both ends of the track, O'Neal said he was happy and also considered himself lucky to make it as far as he did.

"Losing any time isn't fun," said O'Neal. "Sometimes I think losing in the final is the worst, just because you're so close to winning it all."



Dave Olsen, vice president and general manager of the RBC Convention Center, Raleigh, N.C., jumps with Sgt. Jon Wald during the Golden Knights tandem camp Sept. 28. The camp was held at the Golden Knights hangar at the Laurinburg-Maxton Airport, N.C.

## USAREC, Cadet Command, National Guard Team Up for Parachute Jump

By Jessica Maxwell  
1st Recruiting Brigade

For the first time within the 1st Brigade footprint, Recruiting Command, Cadet Command and the National Guard teamed up to organize a community relations event: a tandem jump with the Golden Knights.

Donning yellow jumpsuits, nine COIs strapped to Golden Knights jumped 14,000 feet out of a plane over Laurinburg, N.C., in September.

Cadet Command's Fourth Brigade, 1st Recruiting Brigade and the North Carolina National Guard invited the Army advocates from New York, South Carolina, New Jersey and North Carolina to the Golden Knights hangar to participate.

First Lt. Chris Hamilton, of USACC's 4th Brigade who coordinated the logistics of the event, said working with Army counterparts was refreshing.

"By each command committing resources to make this a great experience, we were able to look beyond the short term goals of our units and conduct a mission that represented the Army as a whole," Hamilton said.

Golden Knights tandem team leader Sgt. 1st Class Mike Elliott demonstrated the equipment involved, the proper way to exit the airplane and the safest way to land.

The key to a successful jump, he said, is to "Trust us, we will not let you go."

"Amazing," "incredible" and "woohoos" were some of the words jumpers used to describe the experience once their feet hit the ground.

Jim Presbrey, director of Academics in Motion in New York City, said he'd never done anything like this before.

"You can't explain it because there is nothing to compare it to and it is such a unique thing."

"It was unlike anything I've ever done," said Jody Kelly of Progress Energy North Carolina.

## Searching for Army Strong Prospects at Annual African American Event

Story and photo by Mike Scheck  
Chicago Battalion

The Chicago Recruiting Company went looking for some Army Strong candidates during the Bud Billiken Parade and Picnic in August.

A Chicago institution since its initial run in 1929, it's the oldest and largest African American parade in the country. Surpassed only by the Rose Parade in Pasadena, Calif., in size, more than two million people lined the route for this year's parade.

Army representatives from the 47th Street Recruiting Station held a fitness challenge that mirrored the Soldiers' semi-annual Army Physical Fitness Test (APFT). Participants squared off in two-minute increments to do push-ups and sit-ups and then ran a 40-yard sprint.

Picnic organizers offered cash prizes for the winners in three different age groups: 14 to 17, 18 to 21 and 22 and over.

The Army's fitness challenge was an excellent way to engage the school age participants attending the picnic, said retired Col. Eugene Scott, president of a Chicago based charity, who's been supervising the event since 1990.

The alarming increase in child obesity has prompted the Army to emphasize physical training programs to the public, said Capt. Joseph Martinez, commander of the Chicago Company.

Statistics show fewer than 3 in 10 17- to 24-year-olds are fully qualified to enlist in the Army and that 1 in 5 12- to 19-year-olds are currently overweight.

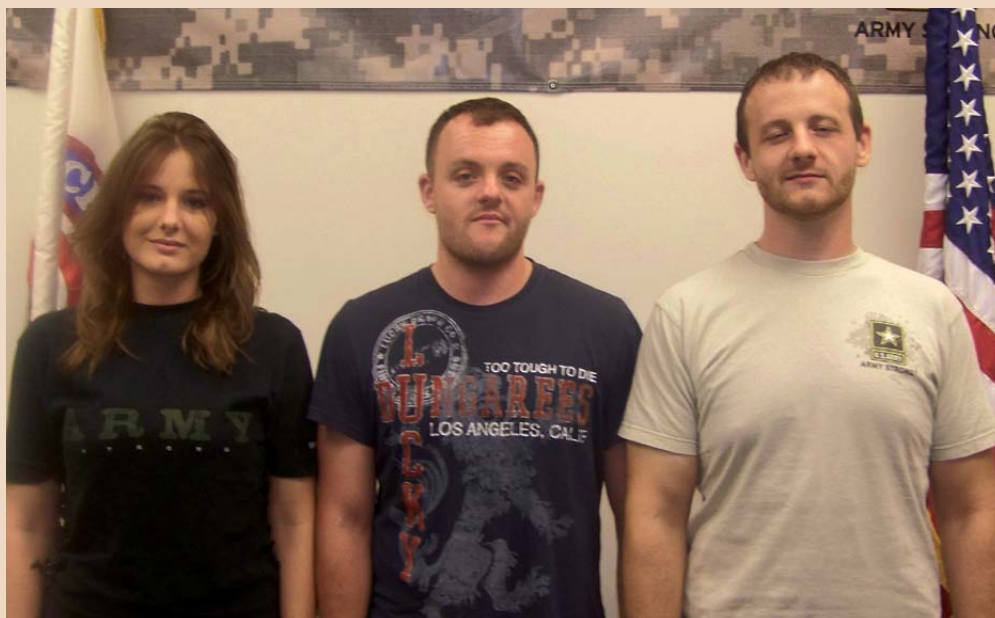
"The Army constantly wants to create awareness about the importance of physical fitness in today's youths," Martinez said. "And one great way to promote fitness is through competition."

The fitness challenge tested the competitors' mental and physical toughness. Participants were evaluated by Soldiers while competing against their peers with the opportunity to win cash prizes.



Participants perform push-ups as part of the Army fitness challenge at the Bud Billiken Picnic.





Rachel Kreuger and brothers Aaron and Nathan pose at the Warsaw Army Recruiting Station. Rachel and Nathan enlisted in the Army, following brother Aaron who recently returned from a deployment in Afghanistan. A fourth brother, Joel, is also serving on active duty in the Army.

## Chicago Station Recruits 4 Siblings

*Story and photo by Mike Scheck  
Chicago Battalion*

It's not unusual for two family members to enlist in the Army at the same recruiting station. But it's not often a recruiting station can claim they've enlisted four siblings.

Sergeant Steven Buzzard of Chicago Battalion's Warsaw, Ind., Station recently did just that enlisting Nathan and Rachael Kreuger, two of four Kreuger siblings to

enlist in the Army. Aaron and Joel are already serving on active duty.

The Kreugers are from Mentone, Ind., population 898. Located in the north central part of the state, the town is called the "Egg Basket of the Midwest," because of the numerous commercial egg production facilities in the area.

Rachel said brothers Aaron and Joel were a major influence on her decision to enlist. She was amazed by how much they had matured after joining.

Although her parents were pushing her to attend college for a career in the arts, she said they are extremely proud

and supportive of her decision to join the Army. Rachel considers the Army a good way to travel, earn money for college and provide good job security in these uncertain economic times. Nathan plans to make the Army a career.

Buzzard said Rachel was a tough sell. "We've been working with Rachel for the past 10 months. She was set on enlisting for a computer-related communications job like her older brothers and there weren't many jobs in that field available."

The four Kreugers represent only half of eight siblings, so the Warsaw Station has four more deals to make it a full house.

## Chicago Recruiter Looks Close to Home for First Contract

*By Mike Scheck  
Chicago Battalion*

Teddy Webb, 22, was looking to move forward with his life. He had worked a number of jobs since graduating from high school in 2006.

"I realized I needed something more to provide direction in my life," Webb said.

Enter half brother Sgt. Brian Webb, recently back on his home turf in the Chicago area and looking to put his new skills as an Army recruiter to work for the Waukegan Station.

The two brothers connected a few years back and had stayed in contact.

When Teddy found out about brother Brian's new job he decided now was the time to enlist in the Army. Teddy said he had talked to recruiters with other branches of the military, but none were a good fit.

So, after only a few days on the job Sgt. Webb got his first

enlistment contract and Teddy got the job security that had eluded him the past four years and a \$4,000 enlistment bonus.

Teddy ships off to basic training at Fort Benning, Ga., in early February. Following basic he will train at Fort Gordon, Ga., as a 25F — Network Switching Systems Operator/Maintainer.

"Finding a job in Chicago used to be easy in the past," Teddy said. But after his most recent layoff, he said he was motivated to look for a job that provides more security. "I'm not afraid to do the tough jobs, just give me the chance,"

He also plans to use Army benefits to get his college plans back on track.

Teddy said that those people in similar situations should consider the Army.

"They should make sure they're committed first.

Sgt. Webb recently completed an assignment with the 19th Engineer Battalion at Fort Knox, Ky., as the training noncommissioned officer. Even though he is new to the battalion, he said he believes his future might be as a 79R.



## Recruiter Trades Chevrons for Bar

By Deborah Marie Smith  
Phoenix Battalion

Ready to take on new challenges, Viscount Recruiting Station Recruiter Sgt. Joel Rivera, eagerly counted the days until he shipped for Warrant Officer Candidate School Oct. 13.

“Due to the responsibility that comes with the position, being a warrant officer ensures I will always be kept on my feet,” Rivera said.

The recruiter’s motivation to excel is fueled by the memories of his deceased father, Jose Rivera, who grew up poor and dropped out of high school. However, he refused to become a negative societal statistic — he joined the Army, obtained his bachelor’s degree and retired as a master sergeant.

“My father was like Superman to me,” Rivera said. “He served his country for 23 years and did everything he could to give our family what he did not have.”

When Rivera was 14 his father died. His mother, who was also a Soldier, raised three teenagers on her own. They lived in a crime-stricken neighborhood that was infested with drugs. Rivera was surrounded by negative influencers.

However, the Army Values his father instilled in him as a child kept him on the right track and made a lasting impression.

“He used to always say no one is ever going to give you anything for free,” Rivera said. “You have to be an honest man and work hard for what you get. That’s what motivated me to join the Army and excel in my career.”



STAFF SGT. RAYMOND CEBILLOS, PHOENIX BN

In his last days on the job, Sgt. Joel Rivera speaks with an applicant at the Viscount Recruiting Station.

Rivera, a father of four joined the Army eight years ago as an automated logistical specialist. As a warrant officer, he will work as a supply technician and plans to PCS to Korea in April with his wife, Capt. Josie Rivera. His current goals include completing his coursework for a bachelor’s degree in psychology and retiring from the Army.

“I still have a long way to go until retirement but I am having fun and could not picture myself doing anything else,” Rivera said. “I know being a warrant officer will be tough at times, but I am up for the challenge.”



WILLIAM GRIMES, HOUSTON BN

## Recruiters, Future Soldiers Tailgate in Texas

Houston Texans Defensive End Mario Williams (red shirt) poses with Future Soldiers and Soldiers from the Houston Battalion outside Reliant Stadium. The group was tailgating prior to the Sept. 4 game between The University of Texas and Rice.



# Army All-American Bowl Selection Tour Begins

The 2011 U.S. Army All-American Bowl Selection Tour kicked off Sept. 23 and will ultimately recognize more than 200 high school football players and marching band members as U.S. Army All-Americans. The next All-American Bowl will be Jan. 8, 2011, at the Alamodome in San Antonio, Texas. The official kickoff for the Central United States was at Byron P. Steele High School in Cibolo, Texas. Recruiters and other Army representatives continue to honor the All-American Bowl selectees at special ceremonies and events at various locations. For more than a decade, the All-American Bowl has been the nation's premier high school football game, serving as the preeminent launching pad for America's future college and NFL stars. Adrian Peterson, Mark Sanchez, Tim Tebow, Terrelle Pryor and Michael Oher all made their national debuts as U.S. Army All-Americans. A record 37 U.S. Army All-American Bowl alumni were selected in the 2010 NFL Draft, including a record-tying eight in the first round.



ABOVE: USAREC Commanding General Maj. Gen. Donald M. Campbell Jr. warms up for the All-American Bowl kickoff in September. LEFT: The 5th Brigade Deputy Commander, Col. Burl Randolph, congratulates Mike Jinks on his selection as assistant football coach for the 2011 All-American Bowl West Team. Jinks is the football coach at the Byron P. Steele High School in Cibolo, Texas. In addition to Jinks, two football players from Steele High School were chosen to participate in the bowl game: Malcolm Brown, running back, and Marquis Anderson, defensive tackle. The All-American Bowl Selection Tour officially kicked off for the Central United States Sept. 23 at Byron P. Steele High School, where Campbell officially announced the selections and presented AAB jerseys to the players.



## Get in on the Game

Gym class took on a new twist when students from Abraham Lincoln High School in Brooklyn, N.Y., used teamwork and critical thinking skills to navigate the board walk mission challenge under the guidance of Sgt. Allan M. McNeal of the New York City Battalion. The game was part of the Army's Strength in Action Zone set up at the high school's football field Sept. 23, in support of the U.S. Army All-American Bowl kick-off event.

TINA BELLE, NEW YORK CITY BATTALION

## GOLD BADGES

### 1ST MRB

CPT Christopher Kolbosky

### ALBANY

SSG Ricardo Riosgonzalez  
SSG William Smith  
SGT Michael Goldrup

### ATLANTA

SSG Ronald Ashburn  
SSG Anthony Bivens  
SSG Benjie Brown  
SGT Brandon Edwards  
SFC Thomas Jones  
SFC Michael Longmore  
SSG Bobby Marlowe  
SSG Jeffrey Smith  
SFC Steve Strickland  
SGT Justin Teston  
SGT Lucian Tansley  
SGT Jesse Vandergrift  
SSG Christopher Walcott  
SSG Jennifer Wallace

### COLUMBUS

SSG Jervey Chisholm  
SGT Douglas Arnold  
SSG Jerome Roettgers  
SSG Jason Volk  
SSG Rodrigo Davis

### FRESNO

SSG Donte Bunn  
SGT Robert Price  
SGT Terrance Threeths  
SSG Scott Audette  
SSG Arturo Barajas  
SSG Jason Connor  
SGT David Desch  
SGT Ron Griswold  
SSG Charles Porter  
SGT Andrew Streby  
SGT Michael White

### HOUSTON

SGT Josefina Carrizales  
SGT Michael Davis  
SGT Victor Evans  
SSG Apryl Johnson  
SGT Robert Reid  
SSG Briant Sutton  
SSG Ryan Wicker

### MINNEAPOLIS

SGT Mark Coyle  
SSG Adam Johnson  
SSG Luther Reeder

## INDIANAPOLIS

SSG Frederick Allen  
SSG Terry Garrison  
SFC Jacob Gilmer  
SSG Shawn Wilson  
SSG Bobby Mosley  
SGT Charisma Mcgee  
SSG Joshua Silveira

## JACKSONVILLE

SSG Vicente Samson  
SGT William Crouse  
SSG Charles Herron  
SSG David Bender  
SSG Francisco Piquet  
SSG Michael Dodge  
SSG Bruce Nelson  
SSG Benjamin Williams

## MILWAUKEE

SSG Adam Gamboe  
SSG Theodore Bronson  
SGT Tyler Stockdale  
SSG Matthew Kinnick  
SGT Adam Streblov  
SGT David Bridgette  
SGT Michael Woletz  
SGT Justin Russell  
SGT Khanekham Kingphavong  
SGT Philip Vandever  
SSG Nicholas Otto  
SFC Milton Arroyo  
SFC Russ Quimby  
SSG Christopher Taylor  
SGT Kyle Mallett  
SGT Daniel Russell  
SGT Yehownathan Gonzalez  
SSG Jeffery Knuth  
SSG Michael Bodner  
SFC Brian Weinberger  
SGT Corey Skaggs  
SSG Scott Rogers  
SSG Jeffrey Frawley  
SSG Shaun Olsberg  
SSG Victor Tepiew  
SGT Edward Wittig  
SGT Max Slater  
SGT Nathaniel Burckhard  
SSG Christopher Middleton  
SSG Ronald Ulrich  
SGT Douglas Everson  
SFC Derek Morris  
SFC Tammy Keefer  
SSG Phil Hall  
SSG Melissa Murphy  
SFC William Colon

## NASHVILLE

SSG Corinna Rudolph

## NEW ENGLAND

SGT Thomas Hayes  
CPL Jacob Leech

## NEW YORK CITY

SFC Felix Brionesjimenez  
SFC Eric Fisher  
SSG Asif Miller  
SGT Laura Misra  
SGT Severn Mitchell  
SSG Petrina Williams

## PHOENIX

SSG William Bashore  
SGT Mark Breeding  
SSG Jesus Morales  
SSG Enrique Rio  
SFC Ricardo Silvera

## PORTLAND

SSG Anthony Roy  
SFC John Brear  
SFC Sandra Slager  
SFC Faaniniva Lesa  
SSG Kevin Doe  
SFC Reupena Togiai  
SGT Nathaniel Miller  
SSG Myran Fellows  
SSG Charles Miller  
SSG Lester Baloran  
SSG Gino Ayson  
SSG Mark Pong

## SALT LAKE

SSG Richard Bolanos  
SGT Richard Jeppson  
SGT Jose Lopez  
SGT Tyler Stoney

## SOUTHERN CALIFORNIA

SSG Javier Ceja  
SSG Christopher Conely  
SSG Domingo Hernandez  
SGT Matthew Juarezgrover  
SGT John Navarette  
SFC Rafael Ramirez  
SSG Authur Szoke  
SSG Christopher Zubieta

## TAMPA

SSG Gary Baker  
SSG Andrew Ethan  
SSG Winston Gomez  
SSG Amanda Johnston  
SSG Robert Plunkett  
SGT Wilfredo Rosa  
SSG Victor Wilson

## RECRUITER RINGS

### 1ST MRB

CPT Liv Isham  
MAJ Lisa Phillips

### ALBANY

SGT Corey Dozier  
SSG Kevin Pendelton  
SFC Alonso Zoquier

### ATLANTA

SGT Andrew Davis  
SFC Robert Eklund  
SSG Omar Gonzaleznieves  
SSG Robert Hernandez-Ortega  
SSG Gary Romo  
SFC Romond Waldron  
SSG Philip Wheeler

### BECKLEY

SGT James Dillinghan  
SFC Eric Killion  
SSG Michael Turner

### CHICAGO

SSG Daniel Bilbruck  
SSG Michael Ferguson  
SSG Chauncey Halsey

### CLEVELAND

SGT Jamson Godden  
SSG John Grant  
SGT Jason Keats  
SSG Lucas Reutter  
SSG Michael Ware

### COLUMBIA

SGT Daniel Crouch  
SSG Tajuana Grinnell  
SSG Arthur Lawrence  
SSG James Malugin  
SSG Andrell Cook  
SGT Ayla Higgs

### FRESNO

SGT Brian Koellish  
SSG Jonathan Lockett  
SSG Omar Pequeno  
SSG Nestor Serrano

### GREAT LAKES

SGT Wesley Blanchard  
SFC Michael Brown  
SFC Kyon Cortez  
SSG Richard Donley  
SFC Deuntay Fields  
SSG Trenc James  
SSG Jason Wade  
SFC John Welling

## HARRISBURG

SSG Matthew Anderson

## HOUSTON

SGT Nabor Alvarдохernandez  
SSG Torreon Carter  
SSG Paul Everhart  
SSG Dora Galdamez  
SSG Merrie Santana  
SFC Gilberto Serna

## INDIANAPOLIS

SGT Jason Berry  
SSG Stephen Conway  
SSG Jason Huether  
SSG Hura Minger  
SGT Robin Payne  
SSG Joseph Simmons  
SGT William Sullivan  
SSG Jeremy Wittman

## JACKSONVILLE

SSG Marcus Bloxtom  
SSG Robert Draves  
SFC Janet Grey  
SSG Shawn Pack

## KANSAS CITY

SSG Todd Beery  
SSG Brent Hoffstatter  
SFC Kerry Koepke  
SSG Joseph Sosnowski  
SSG Kevin Steele  
SFC Marcus Sumler  
SSG Jermaine Westley  
SSG Joseph White

## MIAMI

SSG Matthew Howard  
SSG Joseph Huston  
SSG Charles Minnick  
SSG Joel Ringrose  
SSG Victor Rivera  
SGT Carlos Vicildaynes  
SSG Lawrence Wiggins

## MID-ATLANTIC

SFC Jesse Bean  
SSG Carlos Lopezfalconi  
SSG Aaron Wight  
SSG George Johnson



**MILWAUKEE**

SFC Angel Acevedo  
 SGT David Barmak  
 SGT Richard Bernard  
 SSG Timothy Burrus  
 SGT Joshua Carter  
 SSG David Castaneda  
 SSG Nicholas Cochrane  
 SSG Jason Dietrich  
 SGT Nicolas Dimiceli  
 SFC James Dreibelbis  
 SSG Kelli Ernst  
 SGT Chasvonne Farrington  
 SSG Nathan Guzman  
 SFC John Jacobson  
 SGT Joshua Janikowski  
 SSG David Leonhardt  
 SFC Damir Lisica  
 SSG Olivia May  
 SGT Aaron Mielke  
 SSG Christopher Neuman  
 SSG Adam Olson  
 SGT Robert Richie  
 SGT Cory Simpson  
 SSG Anthony Spencer  
 SSG David Stroh  
 SSG Justin Stuckart  
 SSG Doak Tackett  
 SSG Edita Thomas  
 SSG Geimer Trent  
 SSG Christopher Ullrich  
 SSG John Vuksinic  
 SFC Wayne Grahl  
 SSG Kevin Weyler

**MONTGOMERY**

SSG David Fant  
 SFC Sandra Johnson

**NASHVILLE**

SFC Arai Pooley

**NEW ENGLAND**

SGT Juan Alvarez  
 SSG Patrick Kaufman

**NEW YORK CITY**

SGT Eloy Castano  
 SSG Jeffrey Cook

**PHOENIX**

SSG Daniel Beckman  
 SSG Alfredo Beltran  
 SSG Ezra Brown  
 SSG Jason Cooper  
 SSG Brian Dover  
 SFC Frank Lett  
 SGT Joel Rivera  
 SSG Thomas Roth

**PORTLAND**

SSG Kandy Flores  
 SGT Byron Napoleon

**Raleigh**

SSG Michael Barfield

**Sacramento BN**

SSG Michael Nguyen

**SALT LAKE CITY**

SGT Nubia Cardona  
 SSG Robert Dodge  
 SSG Bud Imlay  
 SGT Miguel Montero  
 SGT Daniel Ohl  
 SGT Brent Saddoris  
 SFC Robert Tavares  
 SFC Shane Weigel

**SAN ANTONIO**

SSG Javier Cardenas  
 SFC Richard Eagly  
 SFC Louis Gill  
 SSG Julio Hernandez  
 SSG Milton Ramos

**SOUTHERN CALIFORNIA**

SSG Paul Amora  
 SGT Jason Burnett  
 SSG Adrian Delacruz  
 SGT Brian Hutson  
 SSG Crystal Knott  
 SSG Adam Mauldin  
 SGT Tadd Neve  
 SSG Carl Puckett  
 SSG Jesse Sanchez  
 SSG Christopher Stadler  
 SSG Barbara Taylor  
 SGT Jesus Vegavega  
 SSG Natasha Williamson  
 SGT Chen Yen  
 SSG Hernan Algarin

**TAMPA**

SGT Jason Amos  
 SSG Olga Correa-Seda  
 SSG Jeffrey Larue  
 SSG Brian Snider

**MORRELL AWARDS**

**1ST MRB**

CPT Patrick MacDowell  
 CPT Anthony Groff  
 SSG Maryorie Arroyo-Jimenez

**2D MRB**

SFC Tito Windham

**ALBANY**

SFC William Canniff

**ATLANTA**

SFC Julius Allen  
 SSG Michael Bryant  
 SSG David Goins  
 SSG David Pelt  
 SFC Michael Roberge  
 SSG Jeremy Thompson

**BECKLEY**

SFC Kenneth Nowak  
 SSG Todd Sherman

**CHICAGO**

SSG Marcus Brown  
 SSG Sophia Gonzales  
 SSG Christopher Madsen  
 SSG Alberto Rochezayas

**CLEVELAND**

SSG Travis Repass  
 SSG Patrick Worley

**COLUMBIA**

SFC Myron Adams  
 SSG Xerxes Bailey  
 SFC Joaquin Bethea  
 SFC Brett Lewis  
 SFC James Porter

**FRESNO**

SSG Jeffre Guntalilib

**GREAT LAKES**

SSG Sean Day

**HOUSTON**

SSG Nina Blackmon  
 SSG Camila Fontes

**INDIANAPOLIS**

SSG Stephen Binash  
 SSG William Duval  
 SSG Robin Lawton

**JACKSONVILLE**

SSG Josean Cabrera

**KANSAS CITY**

SFC Russell Sharman  
 SFC Robert Stepp  
 SSG Joshua Walker

**MIAMI**

SFC Phillip Medina  
 SSG Charles Minnick  
 SFC Luis Ramos  
 SFC Luis Rodriguezrosado  
 SSG Omayra Sanantoniobarreto  
 SSG Stephen Sibley  
 SSG Lee Tucker

**MID-ATLANTIC**

SFC Kenneth Corbin  
 SFC Kenneth Long  
 SFC Barrette Walker

**MILWAUKEE**

SSG Kelly Byrne  
 MSG Laura Hedman

**MONTGOMERY**

SSG Joshua Byron  
 SSG Henry Steedley

**NASHVILLE**

SSG George Favire  
 SFC Ishmael John  
 SGT Zachary Knetchel  
 SSG Ryan Smith

**NEW ENGLAND**

SSG John Joyce

**NEW YORK CITY**

SFC Luis Cubero

**PHOENIX**

SSG Joshua Chambers  
 SSG Christopher Douglas  
 SSG Kenneth Gray  
 SSG Thor Jaramillo  
 SSG Michael Maggio  
 SSG Aprilrenee Martinez  
 SFC Roman Ortiz  
 SSG Anthony Pickering  
 SFC Eric Price  
 SFC Carl Prucker  
 SFC Steven Torres  
 SSG Romauld Wamocho  
 SFC Edgar Zavala

**RALEIGH**

SSG Mitchell Brown

**SALT LAKE CITY**

SSG Kalvin Guice  
 SSG Seneca Locklear  
 SFC Jeff Lycan  
 SFC James Morgan  
 SSG Daniel Newton  
 SSG Anthony Parks  
 SFC Joseph Parra  
 SGT Jonathan Quarry  
 SFC Arnold Rasmussen  
 SSG David Savage  
 SSG Wesley Shoemaker  
 SFC Aaron Taylor  
 SFC Rodney Thomas  
 SSG Gregory Woolsey

**SAN ANTONIO**

SSG Juan Barrera  
 SGT Jose Hernandez  
 SFC Pedro Loreda  
 SFC David Mendoza  
 SSG Hermelinda Rippstine

**SOUTHERN CALIFORNIA**

SSG David Carson  
 SFC Christopher Evans  
 SSG Matthew Twiss

**SORB**

SFC Phillip Cianchetti

**TAMPA**

SSG Miguel Carmona-Gomez  
 SSG Andrae Facey  
 SSG Victor Gonzalez  
 SGT Calvester Herlong  
 SSG Dianne Hoffmann  
 SSG Roy Ingram  
 SSG Alfonso Laparra-Carrillo  
 SFC Jaime Negron-Ramos  
 SSG Jose Ortiz  
 SSG Noel Perez-Torres

**1. What is the minimum term of enlistment for a non-prior service Army Reserve applicant in the Specialized training for Army Reserve Readiness (STARR) program?**

- a. 4 + 4
- b. 8 + 0
- c. 5 + 3
- d. 6 + 2

**2. What are the four dimensions of the recruiting environment?**

- a. Personnel, equipment mobilization, facility location, local economy
- b. Technology, information, political, and human
- c. Market development, prospecting, processing, execution
- d. Command, control, internal, and external

**3. What are the three domains of the Army Training and Leader Development model?**

- a. Standards, Warrior Ethos and Principles & Imperatives
- b. Standards, Assessment and Feedback
- c. Institutional, Assessment and Values
- d. Institutional, Operational and Self-Development

**4. The IPR works \_\_\_\_ level(s) up and \_\_\_\_ level(s) down.**

- a. one, two
- b. two, one
- c. one, one
- d. two, two

**5. Character is essential to successful leadership and it determines who people are and how they act. What factors, internal and central to a leader make up the leader's core?**

- a. Army Values
- b. Empathy
- c. Warrior Ethos
- d. All of the above

**6. Effective Army leaders make use of a four-stage counseling process. Which of the following is not part of the four-stage process?**

- a. Conduct Pre-counseling
- b. Identify the need for Counseling
- c. Prepare for Counseling
- d. Follow-Up

**7. What is crucial for helping subordinates improve performance and prepare for future responsibilities?**

- a. After action review
- b. Developmental counseling
- c. In-process review
- d. Commander's intent

**8. The loyalty of subordinates is a gift given when a leader deserves it. Leaders earn subordinates' loyalty by \_\_\_\_\_, treating them fairly, and living the Army Values.**

- a. Training them well
- b. Enforcing standards
- c. Delegating authority
- d. None of the above

**9. You are troubleshooting your prospecting and processing cycles. You have excessive no-shows and cancellations. Which of the following will help you reduce your no-shows and cancellations?**

- a. Find out as much as you can about the person prior to attempting to contact a lead.
- b. Follow up with a prospect.
- c. Schedule appointments as soon as possible.
- d. Show a genuine concern for the prospect's future.

**10. You are troubleshooting your prospecting and processing cycles. You are having trouble getting applicants to take the physical exam. What should you ask yourself about this situation?**

- a. Did you take too much time after the test to schedule the applicant for their physical and enlistment?
- b. Did you sell the test and hope the applicant would take their physical and enlist later?
- c. Did you ask the applicant to join the Army? Did you get a commitment?
- d. All the above.

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>.



# PHASE LINE SUCCESS



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Brigade

## September Fiscal Year 2010

### Top Large Station

Newport News  
Beckley

Ponce  
Miami

Chicago Heights  
Chicago

Central Omaha  
Denver

Reno  
Sacramento

Columbus  
1st MRB

### Top Small Station

Norwich  
Albany

Andalusia  
Montgomery

Ottumwa  
Minneapolis

Miami  
Oklahoma City

Santa Maria  
Fresno

Honolulu  
6th MRB

### Top Company

James River  
Beckley

Atlanta  
Atlanta

Homewood  
Chicago

San Marcos  
San Antonio

Sierra Nevada  
Sacramento

Minneapolis  
3d MRB

### Top Battalion

Albany

Jacksonville

Chicago

San Antonio

Salt Lake City

1st MRB

# HONORING ALL WHO SERVED

# Veterans Day



## November 11, 2010







# STATION COMMANDER'S CREED

NO SOLDIER IS MORE PROFESSIONAL THAN I.

I AM THE STATION COMMANDER,  
A LEADER OF SOLDIERS.

I LEAD MY TEAM OF TRUSTED ARMY AMBASSADORS TO SUCCESS.

I AM THE BACKBONE OF THE RECRUITING COMMAND.

I AM WHAT EVERY SOLDIER STRIVES TO BE.

LEADERSHIP IS MY WATCHWORD.

I WILL:

LEAD BY EXAMPLE—BE, KNOW, AND DO.

EXECUTE THE RECRUITING PLAN.

ACCOMPLISH MY ASSIGNED MISSION.

DEVELOP AND TRAIN MY SOLDIERS TO BE BETTER LEADERS.

ENSURE MY TEAM HAS THE HIGHEST QUALITY OF LIFE POSSIBLE.

REWARD AND REPRIMAND WHEN NEEDED.

SHARE MY KNOWLEDGE WITH ALL LEVELS.

I AM MINDFUL OF MY WATCHWORD, I AM A GUARDIAN OF THE  
WARRIOR ETHOS AND I LIVE THE ARMY VALUES.

I AM RESPONSIBLE FOR EVERYTHING THAT HAPPENS OR FAILS  
TO HAPPEN IN MY UNIT.

MY PERSONAL CONDUCT WILL BE ABOVE REPROACH AT ALL TIMES.

I AM A STATION COMMANDER.