

*"Strength
Starts Here"*

U.S. Army Recruiting Command • November 2011

Recruiter Journal

Telling the Army Story:
YOUR STORY

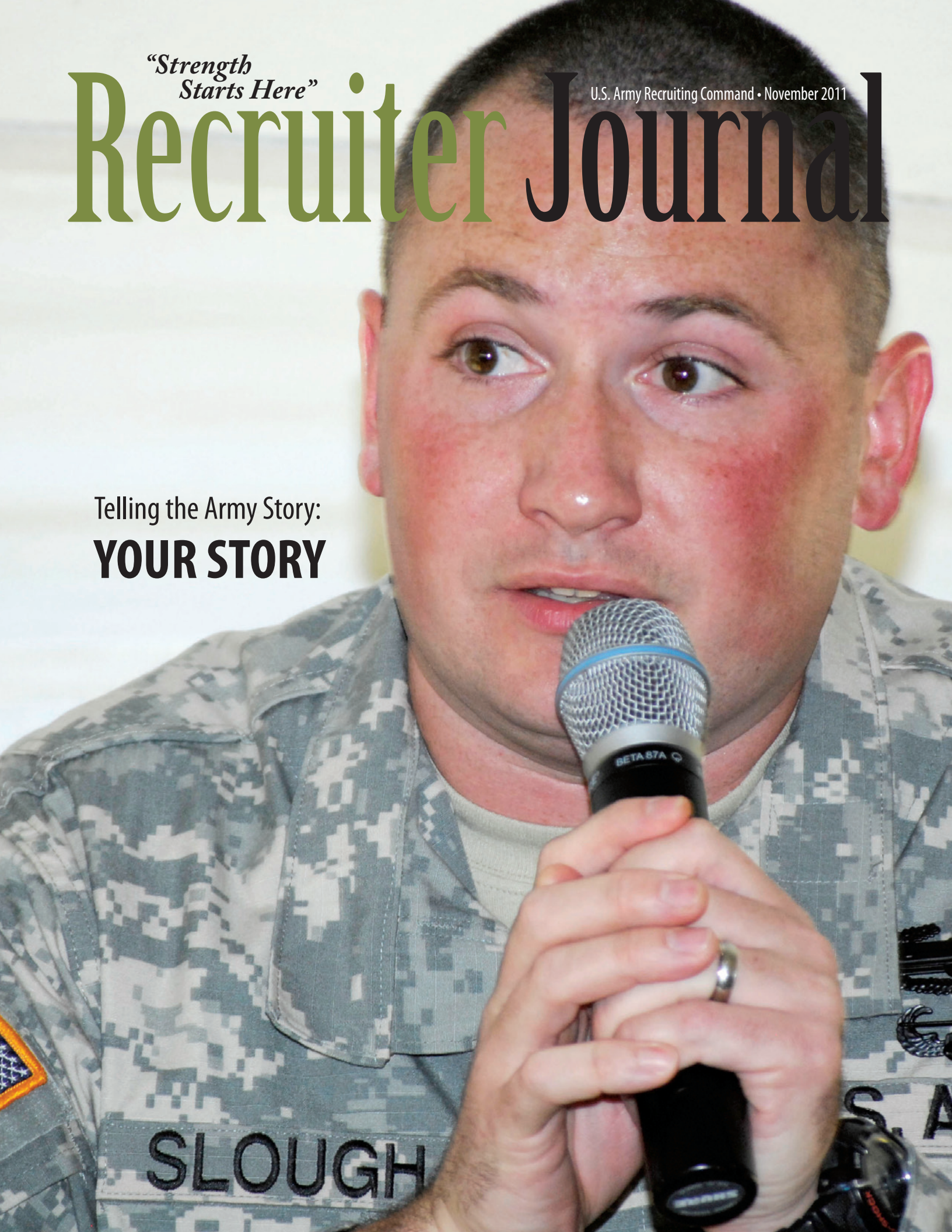


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ON THE COVER: Bronze Star Medal recipient Staff Sgt. James Slough, Harrisburg Recruiting Center assistant station commander, tells his Army story during the National Hot Rod Association's Youth and Education Services Career Day panel at the Maple Grove Raceway in Mohnton, Pa., Sept. 30. Photo by Christine June, Harrisburg Bn. **BACK COVER:** Photo by Mark Rickert, Baltimore Bn.



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Recruiting the Profession of Arms

As you know, there has been much discussion regarding the Profession of Arms. Given the discussion on this very relevant and timely subject, USAREC is currently assessing how this relates to our mission...recruiting the strength of our Army. Specifically, what does it mean to recruit the Profession of Arms?

What is a profession? Professions produce uniquely expert work or performance and are highly focused on effectiveness rather than merely being efficient: medicine, law, theology and the military. A professional is one who requires years of experience, study and practice — continuous learning and self-development — in pursuit of becoming an expert in his or her profession. Professionals have a deep moral obligation to use their expertise in the best interests of the organization, vocation, society — they are essentially in service to others.

“The Army is an American Profession of Arms, a vocation comprised of experts certified in the ethical application of land combat power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people.” (*TRADOC Profession of Arms White Paper, Dec. 8, 2010*)

So what is unique about being a professional Soldier?

According to the white paper, “An American Professional Soldier is an expert, a volunteer certified in the Profession of Arms, bonded with comrades in a shared identity and culture of sacrifice and service to the Nation and the Constitution, who adheres to the highest ethical standards and is a steward of the future of the profession.”

More than anywhere else in the Army, professional Soldiers serving in this command take on the added responsibilities as the Army’s ambassadors to the American people. Our integration into communities all across America reinforces the imperative to maintain the very highest ethical standards and to truly embrace the Army Values ... both on and off duty. For the most part, we are the Army’s most visible Soldiers and therefore represent the entire force through our actions. The American people have placed a special trust in us; it is ours to uphold and to never compromise. Everyone in this command must truly understand the importance of maintaining America’s trust. The trust we enjoy stems in part from the relationships we build — and maintain — all across the nation with young people, Future Soldiers, parents, educators, community leaders and influencers. In fact, “trust between the Army and the American people” is a critical element in the “bedrock of our profession,” according to our new Chief of Staff, Gen. Raymond T. Odierno.

Given the demands, sacrifices and responsibilities we have as Soldiers — as professionals — it is incredibly important we recruit only those individuals with the right qualifications and a genuine desire to serve in our profession. We ask Soldiers to operate in uncertain environments and incredibly challenging situations. It is important to remember this as we meet with prospective Soldiers: does he or she have what it takes to be a professional Soldier? Would you want this individual on YOUR team?

On a final note, I’d like to reemphasize how important it is — now more than ever — to be extremely conscientious and efficient stewards of our resources. We must continue to review our requirements and processes to identify opportunities for further cost reductions. USAREC will implement measures to effectively and efficiently operate within our Fiscal Year 2012 resources while adapting to meet future requirements. I ask everyone to get involved in evaluating their own processes and identifying areas where we can do things smarter and more efficiently...and thus influence your unit’s destiny in a positive manner. Bottom line: The Army truly recognizes the importance of recruiting operations and our role in providing the strength of the Army. Thank you for all you do and for the sacrifice your Families make on behalf of our great Army.

Strength Starts Here.



Maj. Gen. David L. Mann

Accessions Command to Inactivate This Month

General Robert W. Cone, commanding general of the U.S. Army Training and Doctrine Command, is scheduled to host the U.S. Army Accessions Command Inactivation Ceremony and Retreat Nov. 15 at the Lt. Gen. Timothy Maude

Complex on Fort Knox, Ky. Recruiting Command and Cadet Command report to TRADOC effective Nov. 16. The U.S. Army Accessions Command Inactivation Task Force will implement the transition plan.



JULIA BOBICK

Sharing Lessons Learned

Oklahoma City Battalion Commander Lt. Col. Ty Bonner discusses an issue with USAREC Deputy Commanding General Brig. Gen. Henry Huntley (right) and fellow battalion commanders during battalion commander training Sept. 27-28 at the USAREC Headquarters on Fort Knox, Ky. A cross-section of battalion commanders at various stages in their commands from across all brigades engaged in open dialogue with the DCG in a continuing effort to improve peer-to-peer learning across USAREC. The next training session is scheduled for the end of January.



New Partners

409 - Hawthorne Machinery Company - Southern California Bn - Hawthorne Machinery Company, a Caterpillar dealership, sells and rents more than 300 CAT equipment models, including tractors, trucks, loaders, compactors, harvesters, graders and excavators. It also provides parts and repair services for industrial and construction contractors.

410 - Combined Insurance of America - Chicago Bn - Combined Insurance Company of America markets and underwrites a combination of supplemental accident, disability, health, and life insurance products.

411 - Horizon Well Logging - Oklahoma City Bn - Horizon Well is a mud logging and geosteering firm supporting natural gas and oil exploration companies from the mid-continent to the Appalachia region and beyond.

412 - Wells Enterprises Inc. - Minneapolis Bn - Wells Enterprises Inc. is the largest family-owned and operated ice cream manufacturer in the United States. Located in the northwest Iowa community of Le Mars, Wells produces Blue Bunny® ice cream, frozen novelties and specialty frozen desserts.

Do You Have an Idea to Share With the Command?

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

September's top leadership idea comes from Sgt. 1st Class Jonus Ware of the Battlefield Recruiting Station. To view the innovation of the month or submit your own, visit <https://forums.army.mil/secure/communitybrowser.aspx?id=1234962&lang=en-US>.

RRS Course Attendance Requirements Change

The Recruiting and Retention School has revised attendance requirements for many of its courses. Details were published Sept. 19. Get the details on ProNet at <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1563966&lang=en-US>

Online Army PRT Resources

There are several Physical Readiness Training resources available online. The iPhone app is at www.armyprt.com/. The publication, as well as links to the PRT Facebook page and instruction videos, are on the Army Training Network site: https://atn.army.mil/dsp_template.aspx?dpID=127.

Army OneSource Mobile

Army OneSource is now available from a smartphone browser. There is a mobile version of Army OneSource optimized for mobile devices such as Android phone, iPhone, and iPad.

Users who point their mobile browsers to www.myarmyonesource.com will be redirected to the mobile version of the website.

Recruiting Medallion

The Army Recruiting Excellence Medallion may be presented to anyone — Soldier, Department of the Army civilian employee, community leader — who has contributed to the success of the recruiting team through their work, volunteer efforts, community outreach and/or family support. Requestors should allow a minimum of 45 days for processing. Reference USAREC Mmsg 11-243 for details.

Education, Lifetime Earnings in Army

Does serving in the Army make any difference in a person's lifetime earnings and education? The answer might surprise you. Check out the in-depth study via Recruiting ProNet: <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1572570&lang=en-US>.

USAREC Announces Top NCOs of the Year

During a ceremony following the close of the USAREC annual awards board Oct. 19 at Fort Knox, Command Sgt. Maj. Todd Moore announced the winners and runners-up in the Fiscal Year 2011 USAREC Annual Awards Program.

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

NCO of the Year

Winner: Staff Sgt. Thomas Misner, Tampa Bn, 2nd Bde

Runner-up: Sgt. Katie Boesch, Kansas City Bn, 5th Bde

Army Recruiter of the Year

Winner: Sgt. 1st Class Tilton Washington, Columbia Bn, 2nd Bde

Runner-up: Sgt. Andrea Nixon, Fresno Bn, 6th Bde

Army Reserve Recruiter of the Year

Winner: Staff Sgt. Stephen Sibley, Miami Bn, 2nd Bde

Runner-up: Sgt. 1st Class Hassan Fuller, 2nd MRBn, MRB

Station Commander of the Year

Winner: Sgt. 1st Class Jorge Larez, 5th MRBn, MRB

Runner-up: Sgt. 1st Class Enrique Cruzfeliciano, Jacksonville Bn, 2nd Bde

First Sergeant of the Year

Winner: 1st Sgt. Brian Rennert, Indianapolis Bn, 3rd Bde

Runner-up: 1st Sgt. Don E. Grigsby, New England Bn, 1st Bde

Commandwide civilian of the year awards had not yet been determined at the time of publication.

Check back next month for articles on all the winners in both the Soldier and civilian awards categories.

Identifying & Developing the Best Leaders in USAREC

Last month I began a conversation about the future of our recruiting force and the importance of retaining strong leaders and Families at the station level who can effectively lead their teams — and this command — to success. We need the right noncommissioned officers with the right attributes and leadership skills, as well as a strong Family and balanced personal life, to set the example and lead with integrity in USAREC.

To truly develop the talent we need to keep in this command, leaders must identify the NCOs on their teams who have the potential to become effective small unit recruiting leaders early in their recruiting tours. Leaders must begin to really assess their NCOs' performance and measure their effectiveness by about the 12-month point in the recruiting tour. Starting early ensures you have adequate time to identify and fully develop the best NCOs to be future center commanders up through battalion, brigade and USAREC command sergeants major.

Measuring effectiveness and identifying talent involve more than just evaluating productivity. In many cases, productivity has been solely based on geography. So in the past, an individual's success may have been measured off the environment, not their leadership characteristics and skills as a professional Soldier. Success in this command cannot be about the numbers — one of the reasons we no longer have individual recruiter awards based on production in this command. It's about leadership.

Leaders owe it to their Soldiers, the unit and the Army to provide them with good, positive leadership. Without a good leader and role model, good NCOs will seek that leadership from someone else, simply perform at the status quo, or potentially become bad, make poor choices and fall into the cracks.

Leaders must make the time to teach, mentor and counsel all their NCOs to ensure they are successful — whatever the task. But you must also push them out of their comfort zone to see what they are capable of. Challenge them to see if they will step up to the plate or stay on the bench. Put them in scenarios that will allow you to judge how they handle stressful situations, see how resilient they are. Continuously assess how they work as a team and if they have the ability to motivate their peers. Ensure your Soldiers are conducting physical readiness training and know how to lead their fellow and Future Soldiers in safe, effective PRT.

Don't look just at the Soldier, though. Determining an NCO's ability to succeed in Recruiting Command must also include an assessment of his or her team at home. We are potentially setting our Recruiting Families up for failure if we do not make an accurate, thorough assessment of our families' resiliency and ability to sustain themselves away from the resources of an installation. I encourage leaders not to overlook this critical piece as they evaluate their Soldiers and teams.

As leaders, the role you have in shaping the future of our command is one of the most important you have. We need the best of the best — it's up to you to mentor, train, coach and motivate them to stay.

Strength Starts Here.



Command Sgt. Maj. Todd Moore



PAY ATTENTION TO THE LITTLE THINGS

PEOPLE SELDOM SPELL IT OUT FOR US

By Chaplain (Lt. Col.) Thomas Cox

A boy named Mark was walking home from school one day when he noticed the boy ahead of him had tripped and dropped all of the books he was carrying, along with two sweaters, a baseball bat, a glove and a small tape recorder. Mark knelt down and helped the boy pick up his stuff. Since they were going the same way, Mark helped carry some of the boy's belongings. As they walked, Mark discovered the boy's name was Bill, he loved video games, baseball and history, he was having lots of trouble with his other subjects, and he had just broken up with his girlfriend.

They arrived at Bill's home first and Mark was invited in for a soda and to watch some television. The afternoon passed pleasantly with a few laughs and some shared small talk, then Mark went home. They continued to see each other around school, occasionally had lunch together, then both graduated from junior high school. They had brief contact while in high school. Finally the long awaited senior year came and three weeks before graduation, Bill asked Mark if they could talk.

Bill reminded him of the day years ago when they had first met.

"Did you ever wonder why I was carrying so many things home that day?" asked Bill. "You see, I cleaned out my locker because I didn't want to leave a mess for anyone else. I had stored away some of my mother's sleeping pills and I was going home to commit suicide. But after we spent some time together talking and laughing, I realized that if I had killed myself, I would have missed that time and so many others that might follow. So you see, Mark, when you picked up those books that day, you did a lot more. You saved my life."

A spiritual truth found in the Bible is "Love you neighbor as yourself" (Leviticus 19:18; Mark 12:31). When we are living this spiritual truth we will find ourselves doing simple acts of kindness.

I wonder what would happen in our units if we exercised this spiritual truth in our leadership style, or in our lives with our personal relationships, or in our marriages? We may never know the significance of a simple act of kindness on a person's life or upon our own.

LEADERSHIP

Leading Future Soldiers

By Sgt. 1st Class Greg O'Hara
G3 Plans & Programs Division

Have you ever found yourself making a decision in life, whether it was a business or personal decision; then as the moment approached, you felt a bit different about the decision you made? Many of us change our minds based on numerous factors, including talking with friends and family, peers and other influencers. Well, that's what most of our Future Soldiers go through after they enlist. There's nothing more frustrating than not knowing what's going to happen next, feeling that initial excitement after enlisting and losing it after a matter of day could be overwhelming to some. Communication is the key ... which brings me to this point.

Leadership. What does that mean? Noncommissioned officers may explain leadership differently, but the end result is usually about providing purpose, direction and motivation. We are the true professionals just as our Creed states, "No one is more professional than I." As professionals we continuously mentor and lead our Future Soldiers; the preparation starts the day they enlist. We must not neglect our duty as leaders. Leaders not only enforce the standard but also set the standard for others to follow; in USAREC that also means setting the standard for our Future Soldiers.

The preparation that goes into planning the Future Soldier orientation is the first step toward grooming our Future Soldiers for what is to come and planning for their success. Our Future Soldiers must understand they have a responsibility: to meet each scheduled follow up and training event, and complete all training assigned to them while also working on their physical fitness level.

It is very critical we include our Future Soldiers' family, friends and influencers during the orientation so they may better understand the commitment their Future Soldier has just made. This will let the families, friends and influencers know what is expected of their Future Soldier while in the FSTP. As Future Soldiers go through the training created to better prepare them for initial military training (IMT), they will develop a better understanding of the Army and our profession. They will learn responsibility, teamwork, a sense of accomplishment, and the pride of being a professional Soldier if we lead them down the path we ourselves have traveled over the years.

Having our Future Soldiers prepared and family members informed is our responsibility. Our NCO Creed states, "Soldiers are entitled to outstanding leadership; I will provide that leadership." It also states, "I will communicate consistently with my Soldiers and never leave them uninformed." It takes a true professional to move from memorizing the creed to actually living that creed.

Leadership begins with what the leader must BE, the values and attributes that shape leader's character. It may be helpful to think of these internal qualities; you possess them all the time, alone and with others. They define who you are; they give you a solid footing. These values and attributes are the same for all leaders, regardless of position, although you certainly refine your understanding of them as you become more experienced and assume positions of greater responsibility. Your skills are those things you KNOW how to do, your competence in everything from the technical side of your job to the people skills a leader requires. Character and competence, the BE and the KNOW, are the foundation of everything a leader does. The DO is all about just making it happen. One of our key responsibilities as a leader is to teach Army values to our soldiers. The old saying that actions speak louder than words has never been more true than here.

Being a Future Soldier leader is not easy. There are no cookie-cutter solutions to Future Soldier leadership challenges, and there are no shortcuts to success. However, regulations provide guidelines for us to follow and the tools are available to every leader. It is up to you to master and use them. Your interaction with your Future Soldiers will be the deciding factor for their future. Our Future Soldiers have hopes, fears, concerns and dreams; your leadership and motivation will provide the feedback to help your Future Soldiers use their emotional energy to accomplish amazing feats in tough times.

Train your Future Soldiers to plan, prepare, execute and assess well enough to prepare them for our profession. Provide sufficient purpose, direction and motivation for them to operate while in our FSTP. We must teach resiliency, teamwork and ownership to all Future Soldiers; we must groom our future leaders. There is not a Soldier out there, from private to general, who has not at some point found themselves in a situation where they needed help. Good Soldiers and especially good leaders learn from that.

Focusing on the Future



Commander's Initiatives Group

To set the command on the right path toward continued mission success in Fiscal Year 2012 and beyond, Maj. Gen. David Mann has established a set of priorities to focus the command on areas he wants to further improve or develop. It is critical that every member of the recruiting team knows and understands these 10 focus areas and what they mean.

1. Recruiting the Profession of Arms

The command's theme for FY 12 is "Recruiting the Profession of Arms." The purpose of this focus area is to tie USAREC efforts to the Army's effort of having a discussion about the Profession of Arms.

The meaning of Recruiting the Profession of Arms is twofold. First, USAREC is responsible for providing the strength of the Army by recruiting the future members of our profession. We must recruit only those individuals who truly embrace the Warrior Ethos. Second, recruiting is a profession within the Profession of Arms and, as such, must hold itself to the standards expected of a profession.

During FY 12, USAREC Soldiers and Civilians will have a discussion on this topic and provide input to defining the meaning of Recruiting the Profession of Arms.

2. Exhibiting the Highest Standards of Professionalism ... both On/Off Duty

USAREC holds a key honor and sacred responsibility as the U.S. Army's ambassadors across America. We represent the Army, this command and this Nation in every action we take, or fail to take. At all times, the members of this command must exhibit the highest standards of professionalism. Even when off duty or when we think we're not being watched. If we act unprofessionally, in public or private, we bring discredit to our service and the service of others who wear the uniform or have paid the ultimate sacrifice. Holding ourselves to the highest standards — at all times — displays the best our profession has to offer America.

USAREC's FY 12 Focus Areas

- Recruit the Profession of Arms ...
Future Soldiers who truly embrace the Warrior Ethos
- Exhibit the highest standards of professionalism ...
both on and off duty
- Focus on/excel in Small Unit Recruiting ...
first line leaders (station commanders) play a key role
- Select only those with the highest qualifications ...
and genuine desire
- Expanded presence in high schools/colleges ...
No. 1 priority
- Effective/responsive Future Soldier programs ...
we must prepare Future Soldiers to join the team
- Maintain positive leadership environments ...
actions (not words) establish the environment
- Take care of our people and Families ...
if we don't, who will?
- Update the perceptions of influencers ...
one must "aspire" to make our team
- Expand our partnership with America ...
we must give back — assist educators and attack obesity

3. Focusing on/Excelling in Small Unit Recruiting

USAREC is working toward a complete transformation of how we operate now and in the future to adapt to the changing times and the conditions of our environment. We are also working to bring our method of operations in line with the Army's principles of leadership and teamwork.

We have experimented with different means of recruiting, with different tools and structures to assist us in our effort to achieve the Pinnacle of recruiting success. In FY 12, the entire command will move further toward our Pinnacle goal in a single mental leap forward: every unit in this command will execute Small Unit Recruiting. The entire command is going to focus on working as a team at every level. Every member of every team has a role in the success of his or her team. We are going to continue to move from "managing" individuals to leading teams to success. Our first line leaders — the station commanders — play a key role in this effort.

4. Selecting only those with the Highest Qualifications ... and genuine Desire

USAREC always ensures every Soldier who serves is fully qualified to serve. Today we recruit in an environment conducive to recruiting only the most qualified to serve on our Army team. We find ourselves at a key point in history where multiple external pressures push for a smaller force with fewer resources. It is critical during this period that we not only maintain a highly qualified force, but also ensure every Soldier who joins our ranks possesses a genuine desire to serve.

5. Expanded Presence in High Schools/Colleges

USAREC must establish a dominant Army presence as “the service” committed to developing lasting relationships with educators. The long-term success of our command, and therefore our Army, depends on those relationships with high schools and colleges, providing maximum opportunity for citizens to serve as Soldiers. Our nation’s youth face many critical challenges, such as completing their education and maintaining a healthy, fit lifestyle. Our presence in schools, explaining the importance of staying in school and “qualified” — not just for the Army, but for life — is a critical component for success. Establishing and maintaining mutually beneficial and lasting relationships with communities and individuals will help us develop important advocates and become the preeminent military partner with educators.

6. Effective/Responsive Future Soldier Programs

We have one of the largest and most qualified Future Soldier pools in the history of the All-Volunteer Force. The feedback we receive from the training base and the operational Army demonstrates this is the best and brightest group of men and women who have filled our ranks in history. We must adequately prepare these Future Soldiers and their families for their training experience, the cultural change, and the important responsibility that comes with the Profession of Arms. Communication with every recruit and his or her family will help to ease tension and misunderstanding associated with transitioning to an Army lifestyle and assures minimal losses before, during and after their training. We must care for every Future Soldier as if they were one of our own ... because they are!

7. Positive Leadership Environments

Every leader in this command must focus on establishing an environment in which our Soldiers feel confident in their own abilities, as well as those of their leaders. Our Soldiers must know we fully support them. They truly are the tip of the spear and every level of command must be focused on providing them an environment in which they can be successful. Diligently planning how to achieve mission success and then coaching and mentoring our Soldiers ensures the long-term success of this command. The days of “zero-roller” reports and training, late-night production updates, and “everyone give me two” missioning are gone! No organization can be successful for long operating in outmoded means of leadership. If leaders provide an environment conducive to team success, positive reinforcement and unwavering values, they will have successful organizations.

8. Taking Care of Our People and Families

As the commanding general says, “If we don’t, who will?” The Army has always had a simple mantra: If we take care of our people and their Families, the mission will take care of itself. Every leader in the organization — whether leading Soldiers or Civilians — must truly care about and support those they lead and their Families. The Chief of Staff of the Army, Gen. Raymond T. Odierno recently told every senior Army leader, “The strength of our Nation is our Army, the strength of our Army is our Soldiers, the strength of our Soldiers is our Families — this is what makes us Army Strong!”

9. Updating the Perceptions of Influencers

The young men and women we seek are greatly influenced by their friends, Families and community leaders. Many of these influencers have outdated notions of what it means to serve in our Army and to be part of our profession. They do not understand the high caliber of young men and women who selflessly serve and how the Army provides EVERY American with a great opportunity. Some still cling to old ideas that only those with no other options in life join the Army. They fail to understand the Army is a First choice and young men or women must aspire to be part of our team. Bottom line: They must make our cut and be ready for “prime time.”

10. Expanding our Partnership with America

As the Army’s ambassadors to the American people, we must give back to the country and communities who have given so much to us. We need to assist our local communities, at every point on the map, in combating the education shortfalls, obesity and other critical issues facing our Nation today. In schools and communities we must set the example and do our part to address these problems. Our partnership with America is not just about what America can do to help us accomplish our mission, it’s also about us giving back to the individuals and communities who not only support our Army, but also allow their sons and daughters to serve.

Mission:

Provide the strength of the Army.

Vision:

America’s Army starts here: A carefully selected team of dedicated professionals sustaining an All-Volunteer Army ... with Soldiers and Civilians who truly embrace the Army’s values and Warrior Ethos, and who understand the strategic importance of our mission. Enabled by leading edge technologies and premier recruiting practices ... we establish and maintain enduring relationships with Centers of Influence, Future Soldiers, Families and the American Public.

Values:

The U.S. Army’s trusted ambassador to the American People — exemplifying Army Values and demonstrating the Warrior Ethos: always placing the mission first, never accepting defeat, never quitting, and never leaving a fallen comrade.

M A R C H 2 S U C C E S S

Helping

March 2 Success is a recruiter's **No. 1 education outreach tool** to **demonstrate** the Army's **commitment to helping youth succeed** in school and in life — regardless of their enlistment intent. The free online test preparation program has been called the ideal “icebreaker” for conversations with educators, an “attention getter” at conferences, and a non-threatening “door-opener” for recruiters to introduce themselves and the program to schools.

Since 2003, nearly 1.1 million people have registered in March 2 Success, and the program continues to average about 14,000 new registrants every month. In the past year nearly 62,000 users were referred to the program by an educator, counselor or teacher, and that number is destined to grow significantly as more schools and districts facing budget cuts look to the free program as their standardized test preparation solution — and more.

Countless high schools and districts across the country promote and link to March 2 Success on their websites; countless more use it to prepare students for state assessment tests and college entrance exams (SAT/ACT) and in some cases have dedicated computers.

The self-paced program developed by the Army — with content designed by e-learning companies Peterson's and Educational Options — is available online, 24/7, for high school freshmen and above, in both English and Spanish.

“This is the best test preparation program I have run across; it can enhance the SAT preparation class we now offer students here, and it's free,” said Liza Tuatoo, American Samoa Department of Education Program Director for Guidance and Counseling.

Oklahoma City Battalion Commander Lt. Col. Ty Bonner briefed the merits of the program in his area during the USAREC deputy commanding general's battalion commander training in September. During a visit with a principal, Bonner said he learned the small Texas school was getting ready to spend \$1,000 per student for an SAT-preparation course — for all its seniors. By introducing them to March 2 Success, he was able to save the school that money, and the school ended up making the program available in all its classrooms. He said other larger schools in his area are saving thousands of dollars a year by using this program.

Pottsville, Ark., High School teacher Cecilia Gray said many of her students use March 2 Success, as well as her own daughters, who each improved her ACT score three points through the program.

In addition to the test preparation and skill-building activities,

By *Julia Bobick*
Editor

Students Succeed

the program also includes resources to assist students with college financial planning and admissions.

“In my view, March 2 Success is the major educational resource we provide,” said Indianapolis Battalion Education Services Specialist (ESS) Eileen Van Kavelaar. “It can be incorporated into presentations for educators, students, parents and community service organizations. ... It has allowed me to be a presenter and not just an exhibitor at educator conferences.”

The Indiana State Department of Education produced a short video featuring Van Kavelaar and Geneva Rose Fry, an Indiana adult education teacher, who walk individuals through the program from initial registration to an overview of the various courses and flashcards. The video, produced in 2009, is still promoted through Indiana DOE communication channels and hosted on its website for anyone to view (<http://media.doe.in.gov/sservices/March2success.html>).

“This is one of the best kept secrets around and it’s a shame, because it’s free and ... it’s a good addition to the education we’re already providing our students,” Fry says in the video overview.

A Baton Rouge Battalion community partner in Mississippi is using the program as part of a mobile learning unit to increase the public school district’s reach outside the classroom (see page 12).

Harrisburg Battalion ESS Mark Mazzarella said his battalion promotes it as a tool for adult learners who need refresher training, and has received great feedback from continuing education representatives from across Pennsylvania. Participants in Penn State’s Hendrick Best Practices for Adult Learners Conference, where Mazarella presented a March 2 Success session, said the program can help reduce returning students’ anxiety by enabling them to test themselves and brush up on skills before classes start.

“March 2 Success doesn’t just prepare my students for tests ... it facilitates real skill development — particularly in the area of mathematics, where most students struggle,” said Tim Morgan, career counselor at State College Area High School, Pa.

Bonner added that some universities and ROTC departments in his battalion area use the program for undergraduates, as well.

Recruiters, of course, offer March 2 Success to help applicants and Future Soldiers raise their Armed Services Vocational Aptitude Battery scores — it’s the test prep tool Department of Defense authorizes for use in recruiting stations.

“The innovative uses for March 2 Success are only limited by your imagination,” said Tony Castillo, USAREC March 2 Success program manager.

Castillo, who was an education services specialist in Texas, said one of his school teachers used the March 2 Success verbal flashcards in her English as a Second Language classes. The interactive online format with words spelled on the screen combined with the audio pronunciation and written definition make it ideal for learning the language.

“What a great way to use the program — I had never before thought of using the program in that way,” he said, adding that creative teachers are always finding new ways to use available programs and resources to help their students succeed. “This is

March 2 Success — The Course

Individuals will have the capability of selecting part or all of the following sections offered within March 2 Success:

Comprehensive English — language usage, reading, writing

Integrated Math — basic math, algebra, geometry, statistics

Integrated Science — Earth science, biology, chemistry, physics

High School Preparation — high school entry assessment and preparation with an introductory study skills course and classes in language arts, math and science

SAT Program — seven full-length SAT practice tests with detailed answer explanations and performance feedback

ACT Program — seven full-length ACT practice tests with detailed answer explanations and performance feedback

Interactive Flashcards — 20 decks of verbal flashcards and five decks of math flashcards containing interactive exercises and quiz banks that reinforce learned concepts

Zero Hour Threat — an interactive action game designed to increase ACT/SAT test scores, as well as enhance general math and vocabulary skills

Students can stop and start or repeat lessons as necessary.

www.march2success.com

just one example of the many innovative uses out there.”

Castillo said there is also a tracking mechanism educators and counselors can use to chart their students’ progress in the course. Educators can log in and see all their students who are registered and how each of them is doing.

“One of my favorite aspects of March 2 Success is that my students can access the program from anywhere and I can monitor their progress — without having to be right there checking their work every step of the way,” said Joshua Kuster, Line Mountain High School, Pa., mathematics teacher.

Parents have the same capability to track their children’s progress and provide help where needed.

The program can also save families unnecessary expenses. As an example, if a student were to go to a education center in Oklahoma City to practice and study for the ACT/SAT, Bonner said it would cost nearly \$3,000 for 40 hours of training — the approximate time to go through March 2 Success from start to finish.

“It is important to inform parents [about March 2 Success, especially those] who may be looking at paying for similar programs on their own in this time of tighter home budgets,” he said.

Neither parents nor teachers should feel any apprehension in recommending March 2 Success; it is not a recruiting tool.

Though an Army-sponsored program, nowhere within the program is a student asked to provide information to or request information from recruiters. Castillo said registration and usage data is all USAREC tracks in an effort to measure effectiveness and validate continued resourcing for the program, which is funded through Fiscal Year 2012. The command is exploring options to continue funding the program beyond this fiscal year.

March 2 Success Goes Mobile in Mississippi

By Jennifer Villaume
Baton Rouge Battalion

The 2011 graduating class in Mississippi had an average composite score on the ACT of 18.7 against a national average of 21.1, posing a question for the Jackson Recruiting Company: How can we help these students achieve better scores to recruit qualified candidates into the Army?

Gus McCoy, the Jackson Army Advisory Board chairman, stepped up to the challenge of increasing standardized test scores with a new innovation, the Mobile Learning Unit featuring March 2 Success.

McCoy, president of the non-profit organization Jackson Metro Youth Initiative (MYI), believes a travelling van will give March 2 Success accessibility outside of the classroom setting for parents, mentors and community organizations to contribute to the academic success of their students.

"My organization thrives on collaboration with other organizations," said McCoy. "Part of our mission involves having youth plan their careers and prepare themselves for college or whatever their

future is supposed to be."

In his efforts to support the growth of local youth and promote the recruiter's mission of finding qualified applicants to enlist in the Army, MYI and other community leaders established the Mobile Learning Unit earlier this year.

The Mobile Learning Unit is a large van that houses four computers featuring the March 2 Success program. For larger settings, the mobile unit has the capability to dismount and provide instruction to large audiences.

"The van will increase our recruiters' footprint in the Jackson public school district," said Capt. LaTasha McCullar, Jackson Company commander. "It will enable us to take this program everywhere to register students and help them achieve better scores."

McCullar and the Jackson Advisory Board are working to imple-

ment the program as part of the Jackson public school curriculum.

"Only 10 percent of Mississippi high school students in the class of 2011 met all four benchmarks for college readiness in English, reading, math and science. March 2 Success can help these students, and we want to make it as accessible as possible," said McCullar.



COURTESY PHOTOS



Keeping Up With Army Advertising

G7/9 Marketing Division

Just as you wouldn't think of taking your first step on a foot patrol without double checking the map and making sure all of your gear is intact, the same should apply to your marketing efforts. One of the best pieces of gear in your marketing rucksack is the U.S. Army Marketing and Recruiting Update e-newsletter.

This bimonthly e-newsletter provides a cornucopia of info on the strategy and products that are available to the field to spread the Army Strong word.

Let's say you get an email from a prospect who has just seen one of the Symbol of Strength (SoS) commercials (which are also contained in the e-newsletter) and is curious over the visual emphasis on the uniform over faces. With a quick check in the SoS Campaign Information Sheet you could enlighten them that the uniform is the embodiment of all the dimensions of Army Strong into a single easily recognizable icon.

How do you leverage the national campaign? It's as easy as going to the localized sync matrix feature that provides a quick overview of all of the national efforts occurring in your footprint.

Have you ever wondered which national marketing and advertising programs are happening in your area? If so, look no further than the Marketing and Recruiting Update e-newsletter.

This website (www.armynewsletter.info) is an effort to help synchronize national and local initiatives across the country and better inform Army personnel about ongoing marketing activities. McCann Worldgroup created this online advertising update in 2009 to replace a cumbersome 60-page document that was too large to e-mail to the field.

The bimonthly e-newsletter, distributed via email through advertising and public affairs offices, includes:

- The latest commercials to inform recruiters about ads currently in market (currently Symbol of Strength). This highlights everything from television to radio and provides details on the strategies behind the ads along with

start and end dates, target audiences and the commercials themselves.

- Best practices from the field that can be tailored for use in like markets. This section, entitled Spotlight on the Field, highlights best practices submitted by recruiters and other members of the field team. Topics include outreach in hard-to-reach schools and personalizing COI follow-up communications.



- Highlights to identify the newest marketing tools available to the Army. Each month will feature different programs, events and initiatives focusing on key marketing activities. The topics will range from the newest assets on goarmy.com to creative available for local use.

- Recaps of successful events and upcoming events. National event and program recaps will highlight results, share photos and quotes from event participants, and even provide dates for future events coming to local markets.

- An appendix of additional resources and background information. Curious about the latest media flowcharts or added value opportunities? Wondering what the Army's multicultural partners are working on? If it's not in the main sections of the USAREC Marketing and Recruiting Update, it's probably in the appendix. New information is added regularly with specific details for each mission and discipline.

The USAREC Marketing and Recruiting Update is not only an interactive way to quickly locate information and the latest national and local activities, it is also a resource to help units with local marketing efforts. With information about both national and local activities at their fingertips, the local Army teams are able to maximize the impact of Army initiatives.

To access the newsletter, go to www.armynewsletter.info.

Baltimore Battalion's Staff Sgt. Joseph Payne stood in as the guest conductor for the Walkersville, Md., High School Concert Band during Frederick Company's change of command Sept. 16, at the Frederick National Guard Armory. BELOW: Payne helps a student before the ceremony.



Orchestrating Success

Story and photos by Mark Rickert
Baltimore Battalion



For the time under its current music director, the Walkersville, Md., High School Concert Band performed for the military at a recruiting company change of command. To make it even more special, Baltimore Battalion recruiter Staff Sgt. Joseph Payne stood in as the honorary conductor. In a small way, this performance also marked the beginning of a relationship between the school and the U.S. Army.

For a long time now, Frederick Station Soldiers have worked hard to gain acceptance within their county high schools; however, this has proven difficult. According to Payne, the county school board has strict policies in place that limit and control recruiter visitations to the high school campuses.

“When I got to my station,” said Payne, “I kept hearing how Frederick schools were closed to recruiters, and how they limit recruiters to quarterly visits and prohibit them from classrooms and school functions. From what I was told, the county board was set in its ways, afraid we would only distract the students.”

Windy Neal, the music director for Walkersville and Catoclin high schools, said the county school board is particularly guarded when it comes to granting campus access to military branches. Neal grew up in Baltimore County and remembers when Soldiers were often seen wondering the hallways of her school. Times, however, have changed.

“You rarely see it anymore,” said Neal, “and if Soldiers do come, it’s only for one day, and maybe once a month they can set up a table, but that’s it. The Frederick County school board is very strict when it comes to people in uniform coming to the school — I would say more than most schools.”

New to the area and hoping to find a way to integrate himself with the area high schools, Payne sat down with the Frederick County school board policy book and found a clause that allows regular military branch campus visitations as long as they contribute to the students’ education.

“Even though the policy’s second bullet says that recruiters can come in only once a quarter,” Payne pointed out, “everyone overlooks the first bullet that says recruiters can come in for career and educational purposes as many times as the faculty or staff allows.”

This inspired Payne to draw up a resume that outlined his extensive background in high school marching band. The resume included three years with the Crossmen Drum and Bugle Corps (1992, 1993, and 1994), his selection for the Drum Corps International (DCI) All-Star Corps (1992), his march in three world finals and a Macy’s Thanksgiving Day Parade, his four television appearances and his five contributions to music CDs. All he needed now was to get his resume to the right people.

Incidentally, his station had already arranged for the Old Guard Fife and Drum Corps out of Fort Myer, Va., to perform at three high schools within the area. This played nicely into Payne’s hands. He attended each performance and then met with the high school music directors to speak with them about volunteering his unique talent at their schools.

Once the band directors reviewed his resume, they each responded with the same question: When can you start?

Today, Payne volunteers at three schools in his area, including Walkersville, Brunswick and Catoclin. Each school has enrolled

him as a consultant, technician or a clinician. He visits each school once a week on a three-day schedule. Some days he works with specific sections; some days he stands before the entire band to critique their performances. Moreover, he facilitates substitute teachers who take charge of a class during a teacher’s absence. Most recently, Payne volunteered to be on the marching band staff to guide them to the marching band championships. However, Payne doesn’t limit himself to the music department, according to Neal.

“Sergeant Payne finds different ways to help out,” said Neal. “He volunteered to help with different stage setups with the drama department for their musical, and he has also gone to multiple classes to talk to students about the value of education before choosing a vocation.”

By now, Payne has gradually established himself at the high schools, but at the onset of his time there, he earned a lot of quizzical looks from the students, who didn’t know what to think about a military uniform within the classroom.

“Some of them looked at me like, ‘What’s this Army guy doing in a music class?’ But that’s good because I break all kinds of stereotypes. They think Soldiers only jump out of planes, or blow things up, or run around in the woods, but then they see this Army guy talking intelligently about music theory, and it changes their perception.”

“I was a little nervous at first,” admitted Mitchell Woolley, a 17-year-old student and member of the Walkersville marching band. “But once you get to know him, he’s just a guy like everyone else. He’s professional, but he can always relate to us. He’s a relatable guy, great to work with, and always understanding and cooperative.”

Certainly, Payne has done a great job at representing the U.S. Army, and his presence at Walkersville high school has convinced Neal that more teachers should consider bringing a recruiter onboard.

“I think more schools should take the opportunity to use a recruiter,” said Neal. “Whether its math, drama, physical education, or anything else, if a recruiter has a trait or a knack, schools could use the extra help. That extra set of ears and eyes is excellent help for classroom management.”

Payne has established a great deal of success within his area high schools, and he hinges this success on a few important questions that he feels every recruiter should ask him or herself.

“What is your avenue of approach?” said Payne. “You can’t just show up to a high school and say, ‘I’m here to recruit!’ You have to show that you’re concerned and that you can help enhance the students’ education.

“My avenue just so happens to be the music program. What is your avenue of approach? What can you offer that will convince the school to welcome you in?”

Driving Our High-Tech Army Into the Future

By Julia Bobick
Editor

Not always seen as the high-tech service that it is, the Army has a continuous challenge attracting students interested in hard-to-fill science, technology, engineering and mathematics (STEM) career fields. In an effort to enhance perceptions in schools and communities that the Army is truly a high-tech organization in which students can pursue a rewarding STEM career, the Army is building an interactive exhibit to help communicate this message across the country.

The total Army recruiting asset — designed to reach potential Army civilian engineers and scientists as well as Soldiers — is a pilot between the U.S. Army Research, Development and Engineering Command (RDECOM) at Aberdeen Proving Ground and the Accessions Support Brigade at Fort Knox, Ky.

“Science and technology have long been recognized as the key to our nation’s future, and this is the Army’s first mobile asset focusing on STEM career opportunities,” said Col. Mark A. Rado, commander of the Accessions Support Brigade, which will field the asset. “This STEM asset is an exciting and innovative approach for the Army to connect with the students who will shape America’s future.”

From the initial design concepts to the engineering and fabrication, the asset is being completely produced by U.S. Army engineers — making it unique among the ASB’s assets and further illustrating the engineering capabilities, collaboration and opportunities within the Army, said Terry Keeling, ASB operations officer.

“The main goal is to promote the Army as a leader in the fields of science, technology engineering and math,” Keeling said.

The high-tech mobile STEM display offers individuals a hands-on experience using Army technology by immersing them in an interactive scenario set in the year 2032 where they must use engineering and technology skills to solve a world crisis.

Not only will the STEM asset travel the country, but future plans are to incorporate the content with goarmy.com so students can continue the experience online.

“In addition, we are working with RDECOM to develop a curriculum that will be given to schools we visit, so teachers can continue the discussion in their classrooms,” Keeling added.

Although the Mission Support Battalion will maintain the vehicle and manage its schedule, Keeling said the vehicle is a total Army recruiting asset and will support STEM outreach events to inspire students toward Army civilian engineer and scientist positions, as well as opportunities in uniform.

The STEM asset also promotes Army Values and leadership, team building, initiative and problem-solving, according to Lt. Col. Whitney Allen, Mission Support Battalion operations officer. Soldiers, high school students, military and civilian scientists and engineers, and even recruiters were all involved in the design concept phase, providing vital input into how the vehicle will be used.

“We actually had the people we want to reach involved in working on it,” Allen said. “We’re really excited about this — a lot of people are really excited about it.”

This month testing will be done in Maryland schools before the asset is officially introduced at the Army Strong Zone during the 2012 U.S. Army All-American Bowl in January in San Antonio. The STEM asset is scheduled to be available for use by the recruiting field force in 2nd quarter, Fiscal Year 2012. Like other ASB assets, the STEM asset is scheduled through EMS and the Accessions Targeting Board.



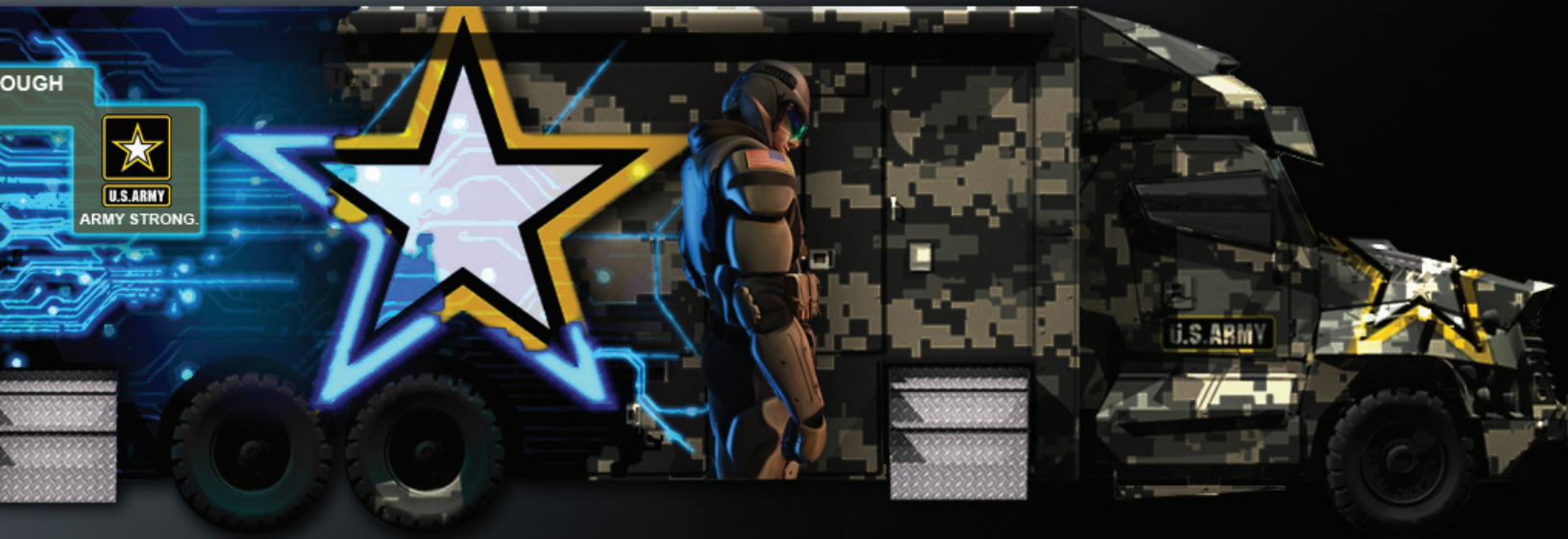
What STEM students are saying about the Army...

“The Army isn’t hi-tech...they don’t care about innovation ... the Army doesn’t care about STEM”

“The Army doesn’t have a place for me as a technical professional ... they don’t care about my unique skill set or what I can bring to the table”

“If the Army cared about technology, they’d show it more. I get what you can do with an M-16 ... what about the guy that designed the M-16?”

Results taken from “A First Step in Assessing the Relevancy of Army Marketing Efforts to the STEM Audience,” a report on the results of focus group interviews conducted May 2010 at University of Delaware.



Asset Immerses Students in Army Technology

By Daniel Lafontaine

U.S. Army Research, Development and Engineering Command

The vehicle is split into three rooms that will bring visitors 20 years into the future, said Jeff Warwick, branch chief of Edgewood Chemical Biological Center's Conceptual Modeling and Animation Team.

Warwick's team is helping to transform the vehicle at ECBC's Advanced Design and Manufacturing Prototype Integration Facility at Aberdeen Proving Ground, Md.

The visitors enter room one, where they are surrounded by several TVs showing fictional news clips from around the world in 2032.

"They come into the first part, and the first objective there is to break their association of today's Army with what they see on CNN," Everett said. "We want to put them in a future scenario that's outside Iraq and Afghanistan and current conflict. Put them in a situation where they can't say, 'That looks like what I saw on the news last night.'"

The news clips end with an attack on a chemical plant attack in Eastern Europe. The students enter room two, where they are placed into a team of Army officers, noncommissioned officers and civilian scientists.

The mission is humanitarian focused and requires students to use Army technology to complete the task.

"Students are going to design a platform with new technologies to solve this crisis," Warwick said. "You are going to save civilian lives, protect the environment and confront the threat."

In room three, each student will use a touchscreen computer to take control of the situation individually. They will choose from technologies to develop a solution to alleviate the conflict.

"It could be an autonomous ground system, a robotics system, an unmanned aerial vehicle. When they submit the design, the final news clip pulls from exactly what they did. It gives them a summary how their technology affected the outcome," said Katie Everett, a Science, Technology, Engineering and Mathematics (STEM) outreach coordinator with the U.S. Army Research, Development and Engineering Command.

The team emphasized the importance of capturing the students' attention in order to accomplish the Army's objective of demonstrating its high-tech expertise.

"We went through a story of how we were going to engage the recruits," ECBC animator Bri McNamara said. "We decided what kind of technologies we needed to focus on to draw their attention — what would look cool and be functional in the future."

Warwick said the group focused on making the scenario technologically advanced while remaining feasible and believable.

"We wanted to have an interactive video-game design element. We want the students to be personally involved and active in the experience," Warwick said. "We came up with something futuristic but real. We don't want science fiction. We want modern, advanced technology that the Army is working on."

While the experience is designed to be attractive and engaging, the primary goal is to spur interest among students and educators in STEM fields, Everett said.

"Students [will] leave this with the overall impression, 'I had no idea the Army did this. I want to do this for a living.' Because it's a STEM-focused asset, the overall mission is to see whether we are improving and sustaining relationship with educators and school systems," Everett said.

Excerpt from an RDECOM Army News Service article

Are You on the TEAM?

or Paddling Upstream?

By Rick Welling

Doctrine Division, Recruiting and Retention School-Forward

It seems everyone is talking about teamwork these days. Popular business literature is brimming with articles, books, and websites that specifically address teamwork and team development. The Army, however, has been successfully using close-teams and team development for years. It's easier to accomplish the mission when well trained and organized teams engage the objectives.

Do you consider yourself a team player and a member of a high-performing team?

Before you answer this question, let's take a look at how the Army defines a close-team. Field Manual 6-22, Army Leadership, describes the hallmarks of close-teams as:

- Trusting each other and being able to predict what each other will do.
- Working together to accomplish the mission.
- Executing tasks thoroughly and quickly.
- Meeting and exceeding the standard.
- Thriving on demanding challenges.
- Learning from their experiences and developing pride in their accomplishments.

The word team is defined as a small group of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves accountable. It takes the support and assistance of each team member performing a specific skill for a team to be successful.

An individual on a football, soccer, baseball or other sport team, no matter how good they are, cannot win the game by themselves. There is an old saying that aptly describes this thought: "There is no I in team." There is an important truth here: Close-team members don't operate independently.

Team members must also be team players. Team players generally exhibit high morale, an infectious winning attitude, and view problems as challenges rather than obstacles. Cohesive teams accomplish missions much more efficiently than a group of individuals operating independently. Team players tend to work well with one another and form interpersonal relationships that reduce incidents of adversarial interactions.

As USAREC transitions to small unit recruiting and ultimately Pinnacle, teamwork and team-building activities will become paramount. Team building establishes and streamlines internal procedures and policies while requiring the organization to work with less, in other words, working with fewer resources

— personnel, facilities and vehicles — while maintaining the same level of quality and success.

Team dynamics are very important and require a commitment from every team member. A team member in name only is not a true team member. Army leadership doctrine outlined in FM 6-22 describes in detail methods to build and develop teams. External team-building exercises are also beneficial to building the team.

The following are some actions you can take to be considered a "team player" regardless of your position.

Communicate — If you have a problem with someone on the team, talk to them about it. Letting bad feelings brew will only make you sour and cause you to isolate from the team. Not only does it feel better to let it out, but it will be better for the team in the long run. Remember to be respectful and to use tact.

Self develop — Bring your "A" game to the team. If a process, system, or policy has changed, ensure you are aware of the change. Make sure you follow the policy and use the system as intended. Professionals constantly self-develop. They do not revert to old practices or systems just because they are comfortable with a process: they change.

Think about it — would you continue visiting a physician who uses the same diagnostic and surgical procedures he learned in medical school 30 years ago? Do you think another physician would want to associate with him and become a partner in his practice if required to practice 30-year-old medicine? Not likely. Self-develop, stay current, and insist others do the same. Read recruiting doctrine and don't wait for someone to feed it to you.

Don't point fingers — Members of the team will lose respect for you if you publicly blame others for not making deadlines or completing tasks in a timely manner. You're not fooling anyone; team members know who's not pulling their weight. Pointing fingers will only make you out to be an enemy and will do more harm than good to the team.

Don't brag — It's one thing to rejoice in your successes within the group, but do not act like a superstar. Many pro sport stars have made this mistake, making others on their team regret their successes and causing tension within their team. You don't have to brag to let people know you've done a good job, people will already know. Have faith that people will recognize when good work is being done and that they'll let you know how well you're doing. The Army has many formal and informal methods of recognizing superior work.



External Team Building Exercises

- Attendance or participation in sporting events
- Social activities with team members and Families
 - Involvement in local clubs/organizations
 - Community volunteer work

Captain Eric Wigley, 1st Sgt. Michael Dodd and their Blacksburg Company Soldiers brave the white water of New River Gorge National Park, W.V., as they shoot the rapids during a team-building exercise at Beckley Battalion's August Station Commander Leadership Development Training.

Support group member's ideas — If a teammate suggests something consider it — even if it is the silliest idea you've ever heard! Considering the group's ideas shows you're interested in other people's ideas, not just your own. After all, nobody likes a know-it-all.

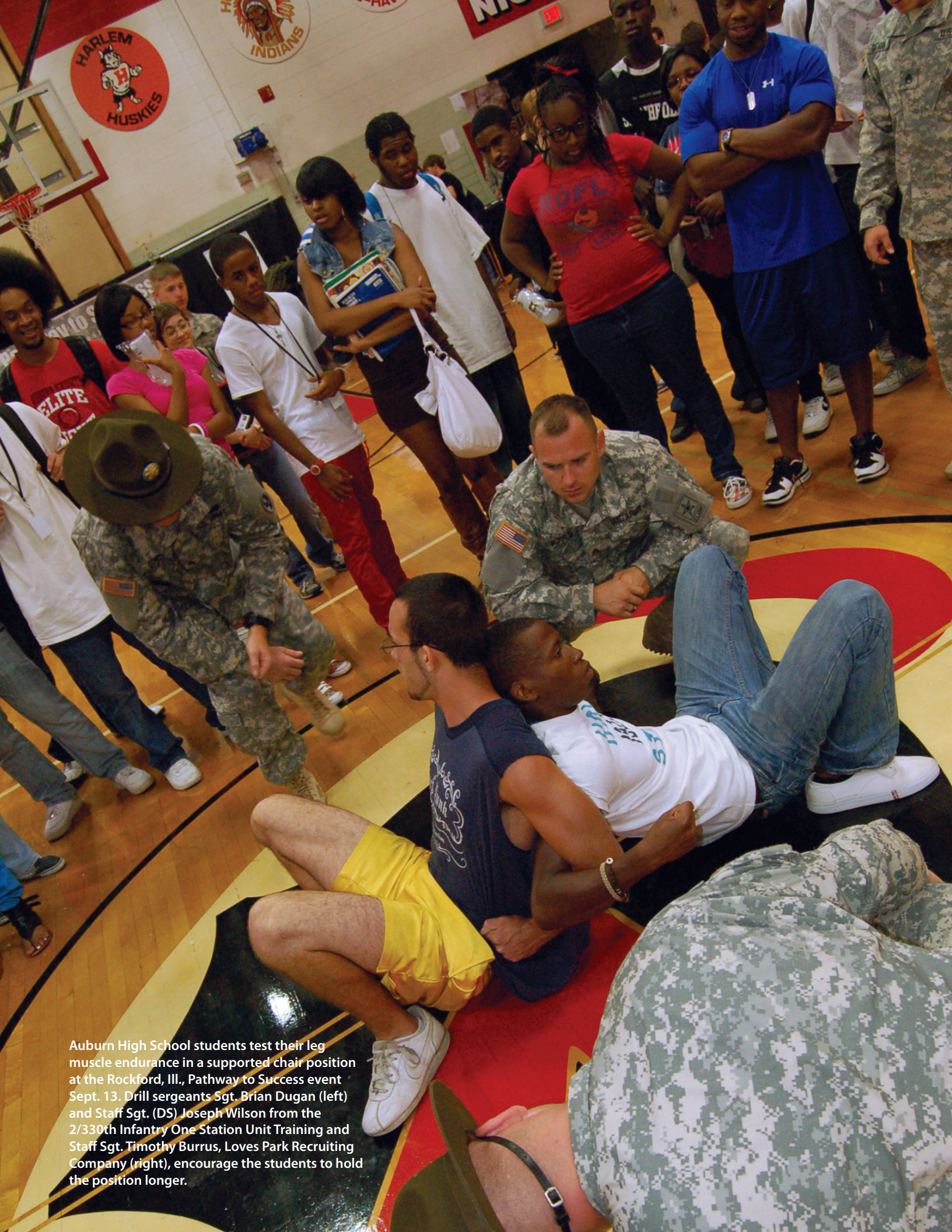
Listen actively — Look at the person who's speaking to you, nod, ask probing questions and acknowledge what's said by paraphrasing points that have been made. If you're unclear about something that's been said, ask for more information to clear up any confusion before moving on. Effective communication is a vital part of being a team player. Never underestimate the value of good listening skills.

Get involved — Share suggestions, ideas, solutions and proposals with your team members. Take the time to help your fellow teammates, no matter the request. You can guarantee there will be a time in the future when you'll need some help or advice. And if you helped them in the past, they'll be more compelled to lend a helping hand or advice.

The effectiveness of a team is a direct reflection of its leader. Leaders must organize their teams based upon each recruiter's strengths to achieve maximum effectiveness.

It is incumbent upon every leader to assess the effectiveness of their team and allow subordinates the opportunity to develop. The stages of team development outlined in FM 6-22 are specific, and leaders must be sensitive to the characteristics of their team and individual members. Teams develop differently and the boundaries are not hard and fast. The team assessment can help determine what to expect of the team and what is needed to improve capabilities.

Today, due to internal process changes and current Army downsizing, USAREC has moved to a more versatile and team-oriented recruiting force. Gone are the days of individual recruiting activities and missions. Every recruiter is now a member of a team and is evaluated on their team's performance. So now ask yourself, do you consider yourself a team player and a member of a high-performing team?



Auburn High School students test their leg muscle endurance in a supported chair position at the Rockford, Ill., Pathway to Success event Sept. 13. Drill sergeants Sgt. Brian Dugan (left) and Staff Sgt. (DS) Joseph Wilson from the 2/330th Infantry One Station Unit Training and Staff Sgt. Timothy Burrus, Loves Park Recruiting Company (right), encourage the students to hold the position longer.

Milwaukee Battalion Charts

PATHWAY TO SUCCESS

Story and photo by Jorge Gomez
Milwaukee Battalion

Into Schools, Communities

Hundreds of students from Auburn High School tested their physical fitness and mental acuity against an Army challenge during “Pathway to Success” Sept. 13. The interactive fitness promotion filled the school’s gym with multiple activities to ensure students captured a vision of success colored with the Army’s uniform.

“Pathway to Success was a concentrated effort to make a lasting impression among young adults,” said Lt. Col. Frank P. O’Donnell, Milwaukee Battalion commander. “The opportunities we afforded the students of interacting with Soldiers within the context of pursuing excellence and fitness will shape their hopes for the future.”

The event represented the battalion’s second iteration of a fitness promotion launched in April. Students took on physical fitness challenges from drill sergeants, and mental and team obstacles from other noncommissioned officers. Student athletes tried to keep up with professional wrestlers from the Army’s World Class Athlete Program or tested their skills in football and basketball activities.

Students curious about the Army’s combat medics learned firsthand what equipment they use and carry on a mission. College-driven students discovered March 2 Success or spoke with an ROTC officer from Northern Illinois University.

Ryan Reinecke, Auburn High School principal, said he was impressed with how the activities engaged both the students’ minds and bodies.

“This offers our kids a different look at some of the things available beyond high school. It gives them an opportunity to explore some options and at the same time

have some fun while they’re doing that,” Reinecke said.

Goal-setting is the principal’s mantra among students. If Soldiers can instill goals and values then he welcomes their presence within the school.

Tom Newton, assistant principal for athletics, said he was surprised to observe how the students were focused and attentive throughout the day.

“This has been the most organized and meaningful in-class time these kids have had for a long time. You can’t imagine the noise that goes on when these [stations] aren’t here,” said Newton.

He noted how the presence of uniformed Soldiers created an atmosphere of serious opportunities and lively interaction.

“For the students to be able to see the Soldiers, being able to ask the questions, make the connections, and having the Soldiers tell them what they do is fantastic,” Newton said.

Both Reinecke and Newton said one of the big draws they observed was the March 2 Success station where students could register for free online ACT test preparation. The course is something Newton said he would now be offering as an alternative classroom activity.

Junior Keiven Russey, said he knew the Army was about hard work, but he didn’t know it paid for college as well as help one get into college via March 2 Success.

“I think this [event] is a good experience because some kids just don’t know about these things,” Russey said.

Although students and faculty learned new things about the Army, the event was also a learning experience operationally for the leaders and recruiters involved.

The planning process entailed fewer

unknowns and a greater sense of the end result, given lessons learned from previous iterations in April, said Capt. Matthew Joy, battalion operations officer.

“The key to making this work better was having the recruiting company buy in on this. It’s critical that the company participate in the coordination since all the manpower comes from the company level to run it,” Joy said.

Loves Park Recruiting Company, which covers the northwestern region of Illinois, assumed the lead role since company personnel were in the best position to communicate with a school within its area of operations.

This second event confirmed how this type of operation can be run at the company level with battalion headquarters in a supporting role. According to Joy, even the hardest task, which was finding a willing and open-minded school, was best assumed by company personnel.

“Schools were immediately skeptical of it,” Joy said. “But once Auburn High saw that the program provides the students with the motivation to succeed, the tools and means to get into college, and the challenges that encourage teamwork and critical thinking, the more they were willing to work with us.”

Pathway to Success stands out among the battalion’s engagements with schools. No other event occupies as much of a footprint in terms of space and class time at virtually no cost to the Army. By creatively interweaving academic excellence and athletic achievement into an Army program, the battalion has laid the groundwork for formal recruiting presentations at Auburn High School throughout the school year.

Making NHRA Events Work for You

Story and photo by Christine June
Harrisburg Battalion

Motivating today's youth was the victory the U.S. Army raced to win at the 27th Annual Toyo Tires National Hot Rod Association Nationals Sept. 30-Oct. 2 at the Maple Grove Raceway in Mohnton, Pa.

The U.S. Army's marketing activities for the NHRA weekend — dubbed “the Reading event” — assisted Harrisburg Company Soldiers with leads and COI development as they helped work the event.

The recruiters' involvement actually began the week of Sept. 26 with U.S. Army Show Car visits at four high schools throughout the company's footprint.



“We wanted to make sure that each of our [recruiting] centers had a chance to benefit from these show car visits,” said Harrisburg Company Commander Capt. Ryan Greenawalt, whose centers include Harrisburg, Lancaster and Reading, Pa.

The last of these school visits also showcased the Army-sponsored NHRA Seven-Time World Champion Tony “The Sarge” Schumacher with his dragster Sept. 29 at Wilson High School in Reading.

This is the 11th year the Army has sponsored Schumacher, who holds the record for the most wins as a top fuel driver. Schumacher has won six of his seven titles while being the spokesman for the Army.

Last year marked the first time that Schumacher's dragster was placed inside a school gym — a feat that was repeated again this year at Wilson High School. After last year's visit, Schumacher told the Reading Center Commander Sgt. 1st Class David Woodruff it had been one of the most organized events out of the hundreds of schools he has visited. Woodruff was the company's NCOIC for last and this year's NHRA activities.

“They've topped that this year,” Schumacher said.

More than 1,800 Wilson High School students — the entire school body from freshmen to seniors — listened as Schumacher talked about the importance of education for future success and perks of driving the Army car.

“I race against every car [in competitions] and that car,” Schumacher said as he pointed to the dragster with the huge lettering “U.S. Army” sprawled on every visible side, “wins championship after championship.

“Let me tell you guys,” Schumacher said, “it's not me.

I'm just the guy who loves getting into a race car, but we get inspired by some pretty awesome people — Soldiers. I know the people who saved [Pfc.] Jessica Lynch and captured [Osama] bin Laden.

“I get to hang out with these guys every day. Those are my guys. I get to drive that car.”

Weekend events began with the Youth and Education Services experience, which included panel discussions and holding-area competitions.

Panel members were Schumacher, Motorcycle Champion Steve Johnson, and hometown hero and Bronze Star Medal recipient Staff Sgt. James Slough, who is the Harrisburg Recruiting Center commander.

More NHRA events for the Harrisburg Company included a Day at the Races center-of-influence function Oct. 1, Strength in Action Zone Sept. 30-Oct. 2, and a color guard presentation during the race pageantry at the track before the Oct. 2 finals.

“The Army's cool,” said Andrew Mitchell, 18, who visited the SIAZ Oct. 1.

The total lead goal from the Reading event was 494. That goal was almost tripled as the actual leads from the Reading event were 1,393, said Walt Quinn, the NHRA program manager for the Outreach and Event Marketing Division of the U.S. Army Accessions Command. He added that the number of new Pledges of Support for the entire event was 19.

Breaking the numbers down by activities, Quinn said the Y.E.S. program had a lead goal of 200 and generated 760 age-qualified leads and 92 COIs, which means 232 more leads and 28 more COIs than last year — the first time it was held at Reading. The SIAZ had a lead goal of 154 and generated 245 target-age leads (109 were priority leads) and 216 influencers.

Overall, the battalion made 78 appointments — 60 more than last year — from all the NHRA activities.

Soldiers Engage Youth, Community Through Sports

Story and photo by Stacie Shain
Indianapolis Battalion

As the Army — and the nation — face the problem of youth obesity, Indianapolis Battalion Soldiers joined several current and former Indianapolis Colts players during summer football camps.

Working with Colts running back Devin Moore at his inaugural day camp at the University of Indianapolis and with former Colts defensive back Marlin Jackson at his Citywide Football Clinic at Northwest High School in Indianapolis, recruiters helped bring physical fitness back into the lives of area children and served as role models.

“Physical fitness is being deleted in many school programs,” Moore said, “and we’re trying to put that back into their lives.”

Moore, an Indianapolis native, was named by the Indianapolis Star as the top running back in the state during his senior year at Cardinal Ritter High School. He said he’s been in the same shoes as the children who attend his camp.

“I am someone who has been where they are, and I want to give something back to the community and help promote physical fitness,” Moore said.

At Jackson’s camp, recruiters not only helped youngsters with their football skills, but they also taught workshops on teamwork, leadership, sportsmanship and perseverance.

“In teaching the workshops, we were trying to instill in the youngsters the ideas of what leadership, teamwork and sportsmanship really are,” said Indy East Recruiting Station’s Staff Sgt. Ryan Fish. “As Soldiers, we have to be leaders every day. And we never rely on ourselves. We are always part of a team, and we have each others’ backs.”

Jackson, who now plays for the Philadelphia Eagles but maintains his Fight for Life Foundation in Indianapolis, said that Army Soldiers interacting with the youth was an important part of the day camp.

“The Soldiers were able to talk with the kids about responsibility, leadership and teamwork,” he said. “They know firsthand how important those things are and are able to pass along the message. It was great to see the Soldiers interacting with the kids and showing support to the community.”

Jackson was joined at his camp by Colts linebacker Gary Brackett, Colts defensive back Jeraud Powers and former Colts linebacker Cato June, who is a free agent.

Brackett said it was particularly inspirational for the youth football players to work with the Soldiers.

“At this age, what you see is what you want to be,” Brackett said. “These kids are now inspired to be in the Army. They had the chance to talk with the Soldiers and learn what they go through on a daily basis, and now these kids can aspire to be that.”

At Moore’s camp, Colts wide receiver Pierre Garcon and Miami Dolphins defensive end Ryan Baker also met with the kids. Baker is also an Indianapolis native and played high school football at Bishop Chatard.

When looking at partners for the camp, Moore said the Army was the perfect choice.

“No one is better at physical fitness than the Army,” he said. “I don’t think you’d find a person in America who wouldn’t agree with that.”

Moore said having the Soldiers help at the camp alongside professional athletes really made an impact on kids. The Soldiers worked at each station throughout the day, teaching basic physical fitness fundamentals like stretching and football fundamentals such as the proper way to throw the ball.

For the Soldiers, the fun-filled days were about giving back to the community. Sgt. Justin Patzschke, an Indy West Station recruiter who volunteered at both camps, said it was important to show how the Soldiers support the community.

“It was a way for us to show that we’re not out here just to recruit,” he said. “We are here to support the youth and to teach and mentor. People within the community get to see us in a different light, where we’re not just trying to contact people about joining the Army.”





Combatives instructor 1st Sgt. Jason Johnson demonstrates a defensive move during training at the Arlington Heights Reserve Center.

Chicago Battalion Recruiters Stay Army Strong With Combatives Training

Story and photo by Mike Scheck
Chicago Battalion

A recruiter is first and foremost a Soldier. And a current requirement to maintain the readiness of all Soldiers is that they receive Level One Combatives training.

To help the Chicago Battalion Soldiers maintain their fighting edge and fulfill the Army training requirements, battalion trainers coordinated with a local Military Police (MP) Reserve unit to provide the Level One Basic Combatives Course.

“During a visit with a retention NCO at the Arlington Heights Reserve Center, we told him of the command sergeant major’s priority to get battalion Soldiers Combatives Level 1 certified,” said Sgt. 1st Class Brian Draper from the battalion training shop. “He introduced us to 1st Sgt. Jason Johnson of the MP unit, who offered to provide the training.”

Johnson, an Active Guard and Reserve (AGR) Soldier with the 200th Military Police Command Group, gives the week-long training at a facility the MP unit built on its own.

“The local Reserve units used to send Soldiers on temporary duty to receive this training. Now that we can perform it locally they’ve saved thousands of travel dollar expenses,” Johnson said.

Johnson, a purple belt in Brazilian Jiu-Jitsu, said he initially sent Soldiers to the training as part of physical fitness regimen. “The program caught on like wildfire, and I decided to get Level 3 certified so I could teach the course locally,” Johnson said. “So far we’ve trained 141 Soldiers to date through the program.”

The Combatives Course draws its roots back to 1995, when the commander of the 2nd Ranger Battalion, then Lt. Col. Stanley McCrystal, sought to update the Army’s martial arts training program. Using the Russian Judo and Greco-Roman wrestling system of Sombo as a base, the Rangers added Brazilian Jiu-Jitsu because it was an effective method of hand-to-hand combat and it was easy to learn.

The Combatives program is always evolving and constantly upgrading its training methods to ensure the program reflects realistic battlefield fighting techniques, since modern warfare shows that there is no distinction between combat and non-combat Soldiers.

Johnson said the course is broken down into four levels: the Basic and Tactical Combatives Courses, Basic Combatives Instructor Course and Tactical Combatives Instructor Course.

Former wrench turner embraces his past

Houston Recruiter Looks Toward Future

Story and photo by John Thompson
Houston Battalion

The first step in leading Future Soldiers, according to Staff Sgt. Paul Everhart, is getting them into the mindset of being a Soldier right after signing their contract.

“Their first lesson is military discipline,” Everhart said. “I tell them from here on out you are Soldiers and I want you to understand the military courtesy you will need to address NCOs and officers.”

Using his experience of having limited contact with the person who recruited him, he said feeling like an outsider gave him a case of “cold feet” that almost kept him from leaving for basic training. He is adamant his Future Soldiers will not face the same challenge.

“Having little to do with my recruiter made me feel like I was not part of the organization,” Everhart said. “I remain in constant contact with these guys. I keep up to date on the status of their training and counsel them in a positive way. I maintain contact with them and continue to be a positive influence and mentor them while they are serving in the Army. I want to be someone they can always go to. I have a couple of ... Soldiers who have been serving for two years who I keep in contact with through email. They feel they can go to me about any type of questions, about the military or life, and get good feedback.”

As a recruiter, Everhart has enlisted more than two platoons’ worth of Soldiers. His resolve to be the best Soldier and leader he can was forged in the heat of Iraq and continues to hold him in high esteem among his peers, elevating him as the only 5th Brigade noncommissioned officer to be selected for the Sergeant Audie Murphy Club this year. Through his efforts he received the Recruiter Ring and the Glenn E. Morrell Award and was named Houston Battalion’s NCO of the Year because of his ability to lead and mentor Soldiers and

Future Soldiers. These awards and honors and an unyielding desire for self-improvement made his inclusion into the Sergeant Audie Murphy Club that much sweeter.

“It is an achievement I have been striving for quite some time,” Everhart said. “This has helped me reflect on myself and my goals. This competition has helped me identify what I can do better professionally and what I need to strive for to be a better NCO. [This is] what the club is all about. It identifies the NCOs who

want to better themselves as professionals, as well as improving their subordinates.”

He’s used this philosophy time after time on the battlefield, he recounted. Before Everhart traded his wrenches for a computer and a cell phone for a tour in USAREC, he served as an aircraft powerplant repairer.

When a military helicopter was forced to land in Iraq due to engine trouble Everhart often answered the call. For a mechanic, a downed helicopter in Iraq or Afghanistan means you are working on a giant target until it is fixed. Even for those with nerves of steel, he said it is an unnerving task.

“There were always great pressures on aircraft repair teams in Iraq,” Everhart commented. “When I was in Iraq, there was a shortage of engine mechanics. The workload was pretty intense at times. It put a lot of stress on the Soldiers below me. I worked hard to help them keep focused on the job at hand and on the mission. I would assure them that I was there with them at all times to give them a hand; not just

to look over things but to work alongside them and get my hands dirty. By my doing the maintenance with them, it motivated them.”

What Everhart did or failed to do could cost lives and millions of dollars of equipment. So he embraced the challenge. He looks forward to returning to his Soldiers and his tools. He vows to continue to be like Audie Murphy, putting the needs of others before his own and to mentor others.



Staff Sgt. Paul Everhart never stops looking to the future. Today he helps enlist new Soldiers. His goal in the future is return to the flight line to mentor, inspire and lead Soldiers who will maintain aircraft aid missions be completed



Portland Battalion Soldiers Staff Sgt. Donald Anderson (front, left), Staff Sgt. James Hall (front, right), Sgt. Matthew Freeman (back, left), Staff Sgt. Nathan Hudek and Staff Sgt. Richard Lampl create tip for leads using Military Identification Tags.

Free I.D. Tag Day Helps Refine School Lists

By Staff Sgt. Donald T. Anderson Jr.

Longview Recruiting center Commander, Portland Battalion

I recently tried something for the first time in one of my schools and it turned out to be very successful. It was my recruiters' idea. I was frustrated trying to meet the battalion standard for contact milestones in my high schools when the information provided by the schools and input through the Advanced Lead Refinement List (ALRL) is so often incomplete.

On Sept. 22, I left my recruiter and personal presentation items (RPIs and PPIs) in the office and loaded up the Military Identification Tag machine. I arrived for my visit about 30 minutes early and went into the counselor's office. I asked her to make an announcement the U.S. Army would be located outside the cafeteria for all three lunches making free I.D. tags for all seniors in the Class of 2012.

It was slow at first, so I made a few examples and walked around and peddled them to the seniors. The word of mouth spread like a wild fire after we made our first few and soon we had a line. Sgt. Matthew Freeman worked crowd control, walking the lines with the ALRL printout to make sure everyone who was filling out our lead cards for I.D. tags was a senior (otherwise we would have been overwhelmed by underclassmen and not accomplished what we came there to do).

It was easy and fun!

This simple task resulted in 41 new contacts, six kids who wanted to come in and talk to us, and we were able to refine our ALRL by disqualifying 10 kids for overweight and special needs. Additionally, we updated 15 phone numbers and gained 14 new emails.

All of this was accomplished in two hours. Normally, in two hours, we would be lucky to get 12 or 13 contacts from phone calls.

Now we bring the I.D. tag machine to every school and on average get 70 leads. Our last visit to R.A. Long High School in Longview, Wash., we got 80 leads. I hope this story can help other stations with their senior contacts and prospecting.

School Tips From Fellow Recruiters

By D. Charone Monday

Columbus Battalion

There is increased focus this year on high school presence, but getting into schools can sometimes be a challenge. It may be because the administrators are hostile toward the military. Or it may be because a coach or other influencer favors one of the other branches of service. Or it may be a guidance counselor who thinks the military is only for students who can't get into college.

No matter what the reason, someone in the recruiting command has faced it before and found a way to overcome the problem.

Hoping to help you, we collected a variety of suggestions from active duty and AGR recruiters, plus those who were once recruiters but are now retired. Below are a few of the more innovative suggestions that might assist other recruiters in their areas of operation.

1. Place a box in the school with a sign saying win a free lunch with the Army. Include cards for students to enter their name, phone, address, and the grade they are in. Once a month (or as often as you wish), have someone from the school do the drawing. Take that student to lunch and present them the Army story.

2. Many recruiting companies have Roman Catholic schools in their footprint. If you have a recruiter who is also Catholic, request permission for him/her to attend Mass in their dress uniform. The school will probably be honored to have them attend, and it should improve your relationship with the administration.

3. Many schools, if not most of them, have veterans on their staff. Have a veteran luncheon. Regardless of their service affiliation, show everyone special attention and let them see the Army recognizes them. They will appreciate your effort and may become a valuable COI.

4. Many younger students (elementary age) have written letters to Soldiers who were deployed. As a way of saying thank you to the students, offer to visit a classroom that sent letters. Let them know how much Soldiers appreciate their letters and give them a chance to meet a "real" Soldier. This will more likely than not impress the teachers, the administrative staff, and possibly the superintendent as well. Remember, elementary school teachers and staff are all influencers in the community.

5. If a school refuses you access, check with the local community center and find out when an event will occur that will involve the school, or is connected with the school and students in any way. Request to be part of that event through the community center or volunteer to help with the event. This will give you access to the students in a more casual environment and may lead to an appointment.



CHRIS KAUFMAN, APPEAL-DEMOCRAT

Emergency personnel work to remove a female driver involved in a single vehicle accident June 22, 2011, on Highway 99 near Montana Farms south of Yuba City, Calif., in Dingville. The driver, her 4-month-old son and a dog were in the Ford Explorer. Assisting rescue workers (just visible behind center firefighter) is Yuba City Soldier Staff Sgt. Scott Thompson.

Recruiter Helps Rescue Mother, 4-Month-Old

By Cathy Pauley
Sacramento Battalion

June 22 proved to be no ordinary day for Staff Sgt. Scott Thompson, a Soldier recruiting at the Yuba City Army Recruiting Center. He was on his way to work on Highway 99 near the Dingville-Montana Farms when he saw a big cloud of dust on the side of the road. At first, he thought it might have been a tractor kicking up dust.

Fortunately for Annie Severe of Manteca, Thompson did pull over when he noticed a lot of spectators and saw that Severe's sport utility vehicle was resting upside down in a ditch of shallow murky water just off the road.

When Thompson arrived on scene, the people already there really didn't know what to do.

"They looked at me like I was 'Superman,'" he said.

As Thompson ran toward the vehicle, he saw Severe, 25, trapped in the vehicle screaming, saying her son was still in the car. At this time the vehicle's engine was still semi-running but he could hear Severe's 4-month-old son crying over the noise the vehicle was making. Thompson made his way through the sludge to the passenger side of the vehicle where he saw that the window behind the rear passenger door was blown out. He then low-crawled on his back into the vehicle and got right under the infant who was still suspended in his car seat. Once the infant was clear from the harness, Thompson lowered the baby to his chest, worked his way back out of the vehicle and passed the infant off to a woman who wiped the baby off and put him in another vehicle for safety.

"At this time I moved back to the driver side and assured [Severe] that her son was OK," Thompson said. "I remained with her for almost an hour and during this time I kept reassuring her that help was on the way and continued to check her vitals and asked

if she was in any pain."

When the fire department and Emergency Medical Service arrived, they took a few minutes to establish a plan of action because of the position of the vehicle and the mother. Thompson assisted by letting them know if Severe felt anything different when fire personnel were in the process of lifting the vehicle.

"Once we had enough clearance, I was able to see that [Severe] was suspended in her seat by the seat belt, ... a firefighter handed me a seat belt cutter so I could cut her free," Thompson said.

"I also was able to get a C-collar on Severe to stabilize her neck and head. At this time, the firefighters slid down a back-board and I positioned it between her and the vehicle and then crawled out of the way to allow the firefighters to remove Severe from the vehicle."

Thompson credits his quick reaction and actions to his Army training as a military police officer.

"It is ingrained into Military Police not to be complacent and to be aware of everything that's happening in an emergency," Thompson said. "If you're complacent you can hurt someone, yourself, or in worst-case, lose your life."

In addition to his Military Police background, he has received Combat Lifesaver Training (as all Soldiers do), which teaches Soldiers the basics of self-aid and buddy aid and how to apply it in any situation.

"The key things when applying aid is checking for responsiveness, breathing and bleeding," Thompson said. "You can't go wrong remembering those three techniques."

In recognition of Thompson's efforts, the California Highway Patrol officer on the scene said the department will honor Thompson on a date to be determined.

Thompson, a Stockton native, is reclassifying from military police to civil affairs specialist. He and his wife, Sara Marie, have been married for just over a year.

Soldier, Family Assistance Coordinators Receive Visit From Medal of Honor Parents

By Regina Taylor and Kim Hanson
2nd Brigade

The job of a Soldier and Family Assistance program manager in Recruiting Command isn't always easy. In fact, it's complicated, challenging and often unacknowledged. Like the spouses and Families they support, SFAs tend to work behind the scenes in a recruiting battalion, quietly and consistently handling issues with TRICARE, managing Family programs and assisting recruiters and Families adapt to life away from a military installation.

But Aug. 9 during annual training, recognition came in the form of a surprise meet and greet with two very special military parents — Don and Janice Pvirri, parents of Medal of Honor recipient Sgt. 1st Class Paul Ray Smith.

The SFAs from 2nd Brigade were conducting team well-being training at the Sgt. 1st Class Paul R. Smith Education Center at Fort Stewart, Ga., when the Pvirri's stopped by the building, named and dedicated after their son.

While touring the center, the Pvirri's took time to visit with the SFAs, sharing stories and photos of Smith, who was posthumously awarded the Medal of Honor, the first from Operation Iraqi Freedom.

"The experience was so special ... it brought tears to my eyes," said Sharon Blackburn, Baton Rouge Battalion SFA. "[Sgt. 1st Class Smith] made a difference."

The Pvirri's spoke of their son's love for the Army and devotion for his troops,

said Blackburn. They shared one story in particular of how Smith helped the family of one of his Soldiers during Christmas, going above and beyond to care for them.

"As a battalion SFA, I try and make a difference in our Soldiers and Families lives each and every day," Blackburn said. "Visiting with this special military Family hit home and inspired me."

Smith was awarded the Medal of Honor in 2005 by then-President George W. Bush. According to the official citation, Smith "distinguished himself by acts of gallantry and intrepidity above and beyond the call of duty in action with an armed enemy near Baghdad International Airport, Baghdad, Iraq, on 4 April 2003."

While engaged in a fire fight with a company-sized enemy force, Smith

manned an exposed machine gun in order to prevent the enemy from overrunning his unit's defenses. He was mortally wounded. "His courageous actions helped defeat the enemy attack, and resulted in as many as 50 enemy soldiers killed, while allowing the safe withdrawal of numerous wounded soldiers."

The education center opened in December 2004 on Fort Stewart, home of the Third Infantry Division where Smith was assigned. It was renamed and dedicated as the Sgt. 1st Class Paul R. Smith Army Education Center Nov. 21, 2006.

Smith's wife and son attended the ceremony, but his parents, the Pvirri's, were unable to attend. The August tour was their first visit to the facility since its dedication for their son.



ABOVE: Don and Janice Pvirri, parents of Medal of Honor recipient Sgt. 1st Class Paul Ray Smith, visit the education center dedicated to their son at Fort Stewart, Ga. BELOW: 2nd Brigade Soldier and Family Assistance Program Managers meet the couple during training Aug. 9.

Future Soldiers Experience Drill Sergeants in Nashville

Story and photos by Lee Elder
Nashville Battalion

Nearly 70 middle Tennessee Future Soldiers got to experience their first encounter with an Army drill sergeant without leaving home.

The Future Soldiers were a part of Nashville Company's Mega-Future Soldier event Aug. 6 at Centennial Park in downtown Nashville. They were paired with Army Reserve drill sergeants from the 3/398th Brigade Combat Team Battalion in Paducah, Ky., where they trained in skills they will need to know upon entering the Army.

"It was a good opportunity to know what to expect," said Kendrick Hoover, who will be trained in Field Artillery Automated Tactical Data Systems after he leaves for basic training in November. "I really liked it."

Watching nearby was Hoover's wife, Bethany, and their two young children, Greyson and Liam. Watching the training gave Bethany Hoover an opportunity to learn about her husband's upcoming career.

"I thought it was interesting to see what he's going to be doing while he's gone," she said. "It looked kind of fun — hard, but fun."

Drill sergeants guided Hoover and his fellow Future Soldiers through an array of training. Subjects included:

- Drill and ceremony
- The Army's phonetic alphabet
- Military time
- First Aid
- Land navigation
- Army physical training.

Leading the physical training was Staff Sgt. Benjamin Crews. He was surprised by the prowess of many of the young men and women he led in various exercises they will perform as members of the Army team.

"They're not as bad as I thought they would be," Crews said. "You can tell the recruiters have worked with them and they were very motivated."

"A lot of them will be successful as long as they keep working hard and keeping their motivation high."

While there were plenty of push-ups to go around, drill sergeants trained the Future Soldiers on a variety of classroom



Sergeant 1st Class Kyle Humphrey quizzes a Nashville Company Future Soldier on his military knowledge Aug. 3 during training held at Centennial Park in Nashville, Tenn.

skills. Many honed their land navigation skills and reviewed the Army's phonetic alphabet.

Female Future Soldiers got a session with Staff Sgt. Michelle Wood. She reviewed regulations on how Army females should wear their hair while in uniform and other useful tips prior to the start of basic training.

Still, there was time for in-your-face banter that is a basic training hallmark: drill sergeants

Future Soldier Camilla Hunter was pulled from formation and put in charge by her drill sergeant. A 2008 graduate of Austin Peay State University who will one day be an information technology specialist, Hunter was scheduled to leave for basic training in October.

"I needed a physical and mental challenge so that's why I'm here," she said. "I learned a whole lot of things today and it opened my eyes to the challenges ahead."

The event was pulled off despite pour-

ing rain in the morning. The bad weather forced the company to move the training to a nearby shelter.

"We transitioned and everything went really well," said one of the event's organizers, Sgt. 1st Class Laketia Carter, an Army Reserve recruiter with the Antioch Station. "We didn't miss a beat."

Carter said the training was well received by everyone involved. She's already seeing dividends.

"The Future Soldiers have definitely responded to it," Carter said. "I just got a referral today."

"We also had a good response from the parents who showed up. They were glad they got a chance to see what their Future Soldiers would go through."

The drill sergeants were an invaluable asset, Carter said. They enjoyed being trainers and having the opportunity to keep their skills sharp.

"This gave them a chance to do more than just sit around at the Reserve Center."

1. You have a group of applicants who have completed the processing cycle and taken the oath of enlistment. They are now considered Future Soldiers. What is your role in their Future Soldier Training Program (FSTP)?

- a. Planning such things as physical fitness training, counseling, and warrior task training
- b. Helping them complete the processing cycle
- c. Speaking with their parents
- d. Your role is now complete

2. You followed up with a Future Soldier to explain your role as a mentor and to answer any questions that came up since the last time you spoke. Before ending the conversation, what should you do?

- a. Ask if their influencers have any questions
- b. Ensure they still want to enlist
- c. Establish a time and date for the next follow-up
- d. Explain promotion opportunities

3. What is the best way to get your Future Soldiers involved in the FSTP?

- a. Watch their school events
- b. Put them in leadership roles
- c. Visit with their families to answer questions
- d. Provide them additional activities when they request it

4. What is the best way to counter apathy in Future Soldiers?

- a. Give them time with their families with no interference from you
- b. Wait and see if the Future Soldier works through the issue
- c. Offer rewards and incentives
- d. Provide continuous communication and motivation

5. Future Soldiers put a great deal of trust in your role as mentor and counselor. After the required Future Soldier orientation, which of the following must you ensure to do?

- a. Offer your assistance and counsel regarding life, school, job, and so on
- b. Tell them to stay in touch with you
- c. Conduct a physical fitness test
- d. Explain that they can be prosecuted for failure to ship

6. In your role as a noncommissioned officer, what do your Future Soldiers have a right to demand from you?

- a. Good discipline
- b. Friendship
- c. Excellent leadership
- d. Marksmanship training

7. Follow-up with Future Soldiers assures them you are _____.

- a. following regulatory guidance
- b. serious about referrals
- c. interested in their eligibility status
- d. interested in them and always accessible

8. Follow-up is an excellent opportunity to involve your Future Soldiers in which of the following activities?

- a. Prospecting
- b. Recruiting network
- c. Face-to-face prospecting
- d. Social media

9. In spite of a recruiter's best efforts, some Future Soldier losses are unavoidable. Which of the following losses are avoidable?

- a. Law violations
- b. Injuries
- c. Apathy
- d. Fail to graduate

10. What must the FSTP create in your Future Soldiers?

- a. A strong sense of excitement
- b. Army Values
- c. Warrior ethos
- d. A firm commitment to the Army

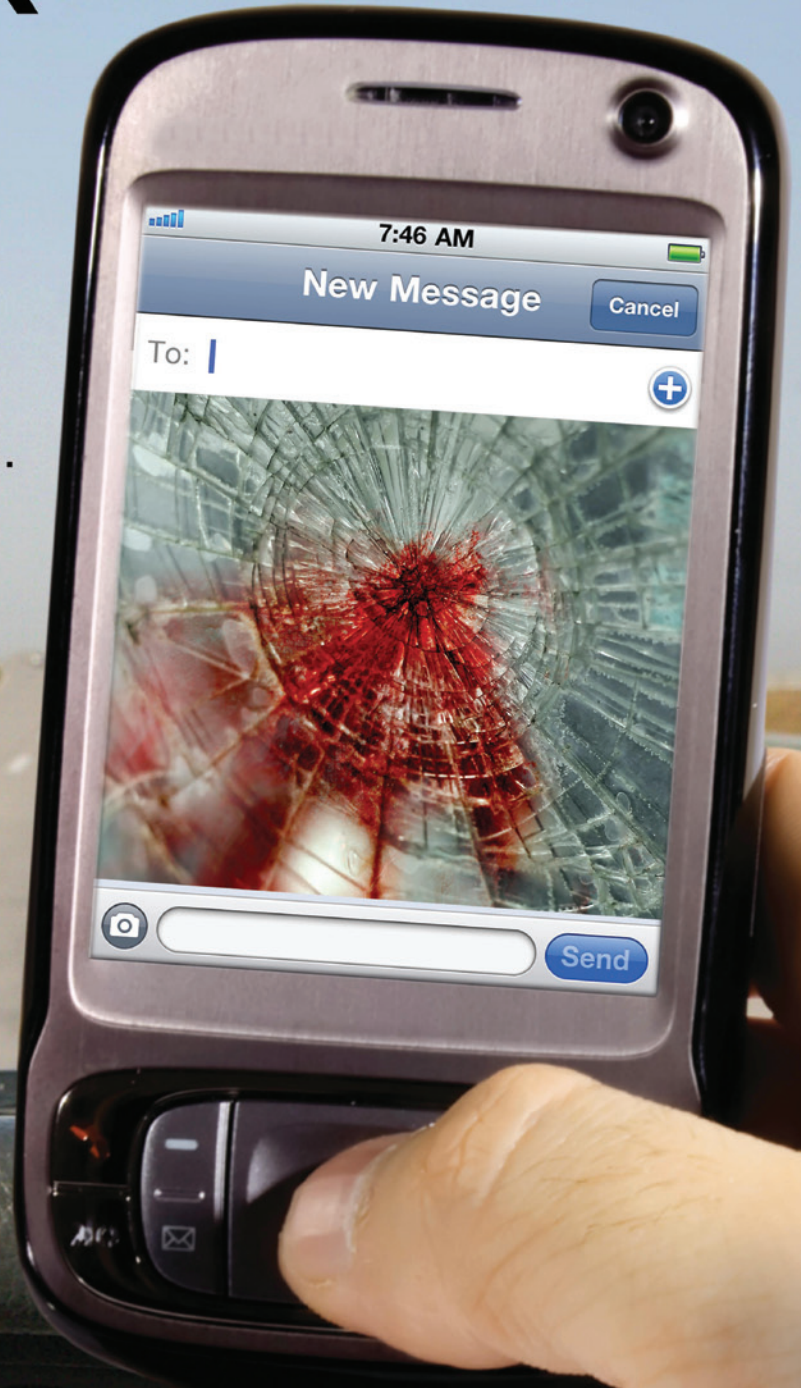
The answer key is on Recruiting ProNet (you must be a member). Look for the Recruiter Journal Test Answer link in the left column. Start from the Recruiting ProNet home page: <https://forums.army.mil/secure/communitybrowser.aspx?id=51486>.

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

ABT 2 B UR LST MSG

(ABOUT TO BE YOUR LAST MESSAGE)

DON'T TEXT WHILE
DRIVING. IT CAN **KILL**
YOU OR SOMEONE ELSE.



ARMY STRONG.

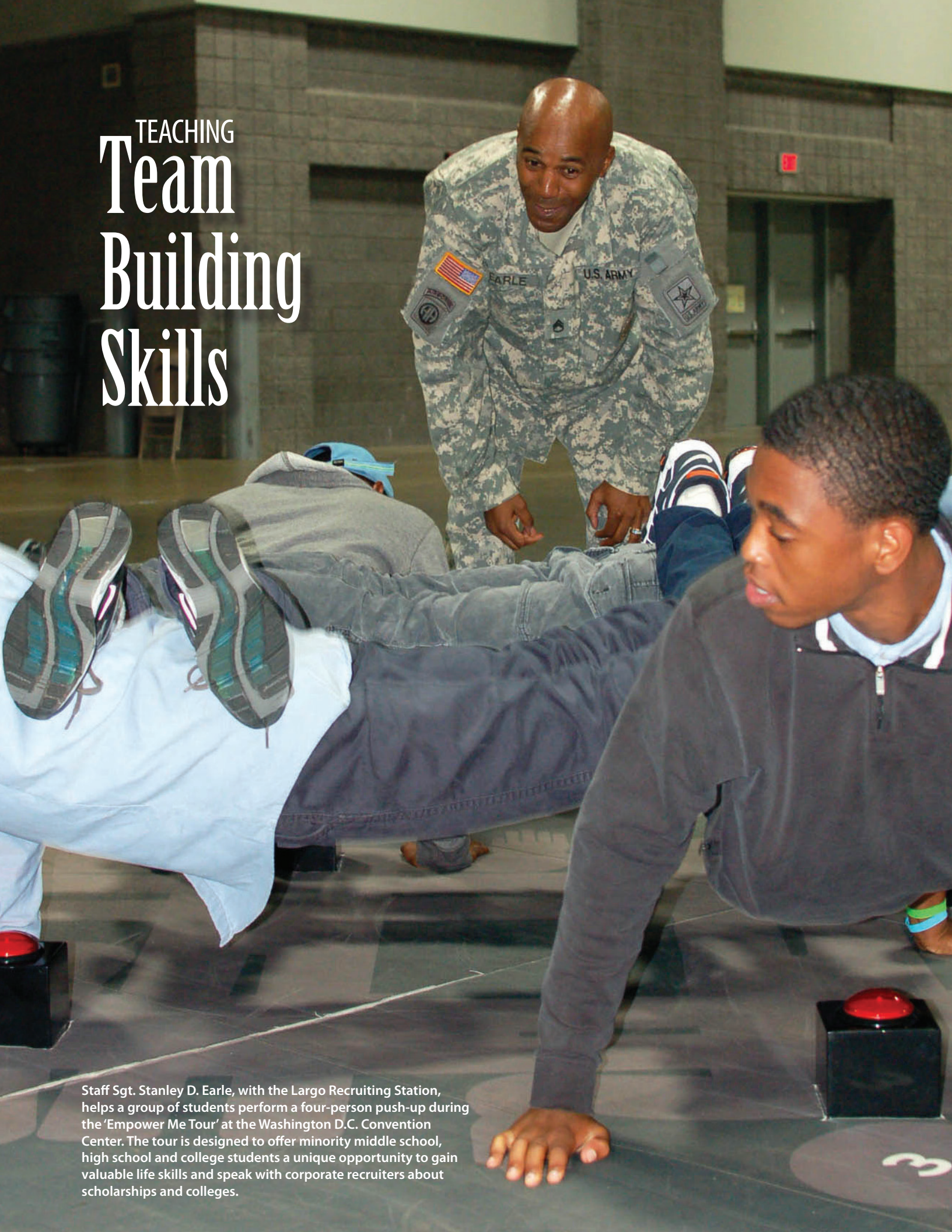


U.S. ARMY COMBAT READINESS/SAFETY CENTER
<https://safety.army.mil>

ARMY SAFE
IS ARMY STRONG



TEACHING Team Building Skills



Staff Sgt. Stanley D. Earle, with the Largo Recruiting Station, helps a group of students perform a four-person push-up during the 'Empower Me Tour' at the Washington D.C. Convention Center. The tour is designed to offer minority middle school, high school and college students a unique opportunity to gain valuable life skills and speak with corporate recruiters about scholarships and colleges.