

*"Strength  
Starts Here"*

U.S. Army Recruiting Command • September-October 2012

# Recruiter Journal

REDESIGNING  
RECRUITER  
TRAINING

PAGE 18

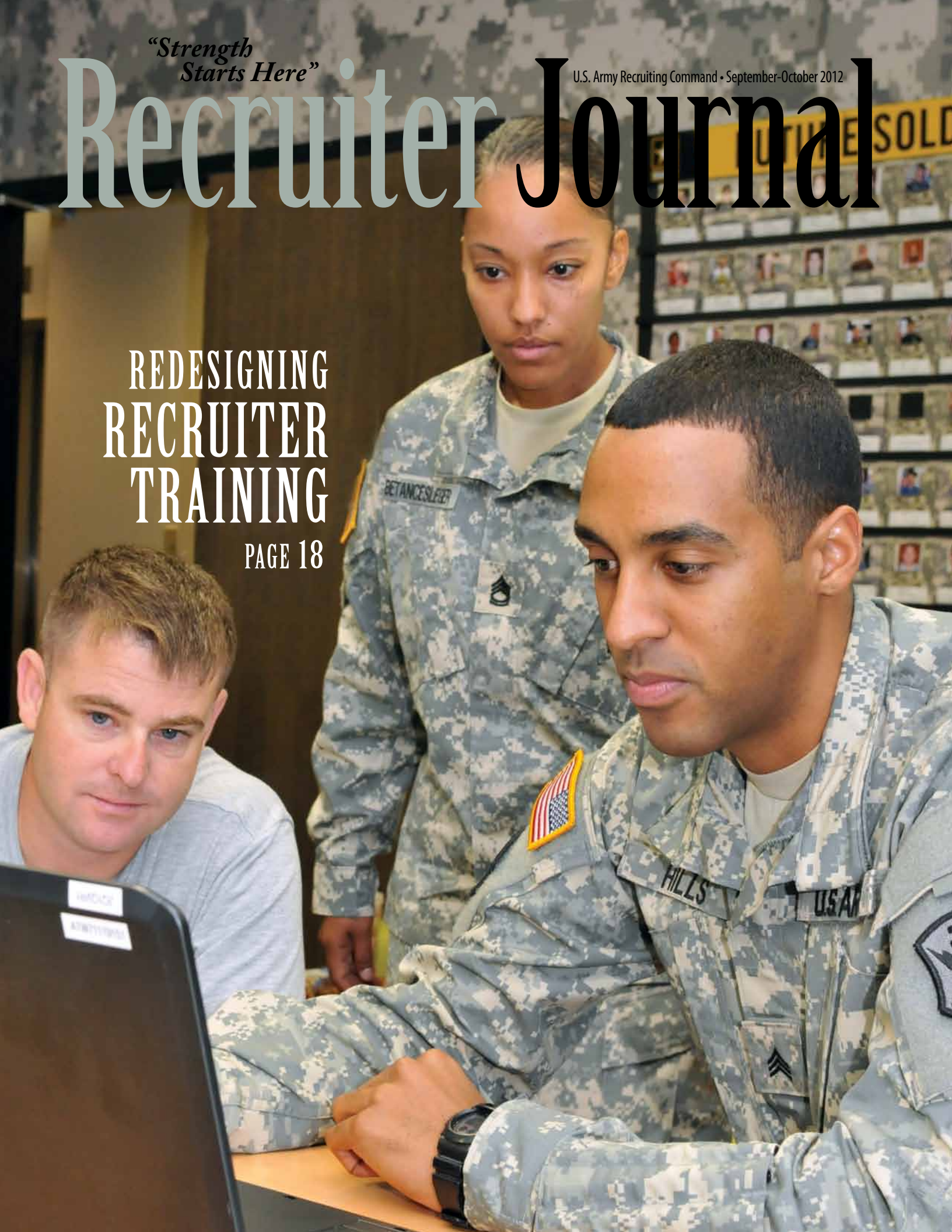




PHOTO CREDITS CLOCKWISE FROM LEFT: JULIA BOBICK, SFC MICHAEL ALVES BALTIMORE BN; MIKE SCHECK, CHICAGO BN



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**ON THE COVER:** Center Commander Course student Sgt. 1st Class Yanitza Betances-Leger answers a question from Sgt. Aaron Hills and 'applicant' and fellow Army Recruiter Course student Sgt. 1st Class Shawn Burns. Photo by Julia Bobick.  
**BACK COVER:** During Baltimore Battalion's Gladiator Fitness Challenge at Fort Meade, Md., in June, Capt. Kareem Fernandez, Landover Company, competes for the win in the tire pull. Photo by Sgt. 1st Class Michael Alves, Baltimore Bn.



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# Maintaining Momentum Into New Recruiting Year

Over the past few months we've had many key leader transitions as expected during the summer. This is a good thing for the command and for our Army — we gain fresh ideas and perspectives that help us to continue to move forward and quite often identify new and better ways of doing things.

I encourage all Soldiers new to the recruiting team to ask questions. Recruiting is different from any mission you have executed in the Army; you can't learn it all at the schoolhouse and you can't learn it all on your own. Seek out those who are experienced in recruiting and ask questions to develop a more comprehensive understanding of our operations.

This does two things. First, it shows your willingness to ask for information. It's important for all members of the command to see leaders who want to learn and are open to recommendations and feedback from their team members. Second, it demonstrates to the individual that you appreciate and value their knowledge and experience.

I also want to ensure everyone — especially the new folks on our team — to understand that it's OK to question the way we conduct operations. Especially if you are being told: "That's just the way it has always been done." I want everyone in the command to feel free to question our procedures and encourage suggestions for becoming more effective and efficient wherever possible. It's everyone's responsibility to help this command grow into the future.



Maj. Gen. David L. Mann

Even though we will experience a gradual decrease in Army end strength in the coming years, Fiscal Year 2013 is shaping up to be another challenging year for USAREC.

In fact, it is expected that our missions for both the active Army and Army Reserve will increase in FY 13. It's important as we

enter the new year that we've taken the necessary preparatory actions, like school plans and community engagement efforts, to set the command up for success. Most importantly, we must not lose the momentum with our outreach efforts with key influencers that have been established over the many years. Bottom line: we must continue engaging our school and community leaders in meaningful ways in order to continue receiving their support.

In addition, the Army Reserve mission will continue to be especially challenging. This is critically important as the Army Reserve becomes an operational force (versus a strategic capability). USAREC Headquarters will continue to work closely with Army Reserve leadership to address vacancy transparency and vacancy turbulence ... but we need the whole team focused on this mission.

As always, I'm extremely proud of the efforts of everyone on the team. We are looking to close out the year in a stellar manner providing our Army with incredibly qualified Soldiers. It's because of the hard work you do every day and your dedication to the mission, our team and our Army. Thanks for what you do!

Army Strong



## Money Management App for Military Puts Finances in Hand

By Lisa Daniel, American Forces Press Service

Financial planners often talk about “being smart” when it comes to your finances — where, when and how to save, spend and invest your money, and how to manage credit.

The ins and outs of getting and staying in good financial shape can feel like a full-time job. From buying a house to researching tax breaks to asking about lower interest rates on credit cards or auto insurance, getting smart about finances takes effort.

That endeavor can be made easier, however, with a free website and app created especially for military members by the Better Business Bureau and McGraw Hill Companies. The consumer advocacy group’s military division teamed up with the global financial information company to create [www.militaryandmoney.com](http://www.militaryandmoney.com) and its smartphone app, which is available for the iPhone and iPad. An Android version is also planned.

The website and app provide “basic training” in personal finance with video instructions on budgeting and managing credit. They also offer an “action center” with a calculator for entering your own financial information to help with building savings — you can set a reminder for regular installments — and reducing debt.



## Army Launches America’s Army Comics Series App

This summer the Army launched America’s Army Comics, a free iPad and Android tablet app for viewing issues of the America’s Army comic series. The app, which can be downloaded from iTunes (<http://bit.ly/NkcahT>) and from Google Play (<http://bit.ly/ScK4FS>), explores the storyline behind America’s Army.

Created by the same team that produces the America’s Army PC games, America’s Army Comics offers a digital comic reading experience highlighted by revolutionary animated panels, authentic sound effects and bold musical scores. Exclusive to the app is a feature for learning more about the Army by browsing through the interactive Intel section that showcases characters, state-of-the-art gear, technology and aircraft.

Offering an authentic Army experience, the series is created jointly with Soldiers who check every aspect from the storyline plot points down to the most minute details of a Soldier’s equipment. Focusing on Soldiers’ missions, personal stories, tactics, values and military occupational specialties, the series also features high-tech hardware and weapons platforms and the vast network of support on which Soldiers rely.

This episodic and interactive comic book app comes preloaded with the premiere issue of the series, “Knowledge Is Power.” The series follows the epic saga of Soldiers deployed to the war torn-fictional region of Czervenia, which serves as the main battlegrounds in the America’s Army Games.

## Funded Legal Education Program Open for Application

The Office of the Judge Advocate General is now accepting applications for the Army’s Funded Legal Education Program. Under this program, the Army projects sending up to 25 active duty commissioned officers to law school at government expense. Selected officers will attend law school beginning the fall of 2013 and will remain on active duty while attending law school.

Interested officers should review Chapter 14, AR 27-1 (The Judge Advocate General’s Funded Legal Education Program) to determine their eligibility. This program is open to commissioned officers in the rank of second lieutenant through captain. Interested officers should contact their Brigade Judge Advocate for further information. Application deadline is Nov. 1.

## 2013 is 40th Anniversary of All-Volunteer Force

The All-Volunteer Force was established in law July 1, 1973 — one of the most significant public policy initiatives of the past century.

With events throughout 2013, USAREC will join the Army and Department of Defense in celebrating the 40th Anniversary of the All-Volunteer Force, starting with a kick-off at the Annual Leaders Training Conference in October.

## Enterprise Email Migration Beginning in October

Enterprise email migration is scheduled to begin Oct. 23. Every user’s email address will change to an @mail.mil email address as follows: first.m.last.[mil, civ, ctr]@mail.mil. Example: john.b.smith.mil@mail.mil; john.b.smith.civ@mail.mil or john.b.smith.ctr@mail.mil for military, civilians and contractors, respectively.

Email sent to previous USAREC email addresses (@usarec.army.mil) will be automatically forwarded to enterprise email addresses for six months after migration.

It will take several weeks for all users to be migrated and distribution lists to be fully restored.

Reference USAREC Mmsg 12-213. The operations order had not been released at time of publication.

## Prohibited Activities

Recruiters will not threaten, coerce or intimidate any person for the purpose of inducing a Future Soldier or Future Officer to report to active duty. This includes misrepresenting the likelihood of being apprehended, ordered to active duty or considered AWOL. It also includes obstructing a Future Soldier from being separated from the Future Soldier Training Program or a Future Officer from accessing.

Although recruiters may properly attempt to “resell” a Future Soldier or Future Officer, they will not unreasonably delay the process of a request for separation.

Reference USAREC Mmsg 12-200.

# Challenging, Relevant Unit Training Essential to Continued Recruiting Success

As we prepare to begin a new fiscal year, we must ensure we are doing everything we can to set the conditions for success not only in Fiscal Year 2013, but also in the years to come. One of the critical components of that success is training — challenging, effective and realistic training.

Effective training begins with an understanding of our doctrine and the current state of operational capabilities.

In August, the Army published new training doctrine: Army Doctrine Publication 7-0 and the Army Doctrine Reference Publication 7-0, “Training Units and Developing Leaders,” to replace FM 7-0, “Training Units and Developing Leaders for Full-Spectrum Operations.” Together they serve as the foundation of Army training management, bringing the military decision making process and troop-leading procedures into unit training planning and execution.

Also released in August, ADP and ADRP 6-22 (replacing FM 6-22), “Army Leadership,” describe our foundational leadership principles and describe the attributes and core leader competencies for all leaders.

This is doctrine that every Army leader — military and civilian, enlisted and officer — should be familiar with, in addition to our USAREC Regulation 350-1, “Training and Leader Development,” the USAREC Manual 3-0 series, the MOS 79R Soldier’s Training Publication (STP), and our Officer and Civilian Foundation Standards (OCFS) Manual.

It is the responsibility of leaders at all levels to be involved in the development of their Soldiers and establish effective training programs for their teams. Unit training should include programs on our core Soldier and leader competencies, as well as our specific recruiting competencies.

The critical tasks of recruiting are perishable. We must continually train on and certify our ability to perform all our critical tasks (outlined in STP 12-79R 35 STP and 12-79R-OCFS). The old adage, “practice makes perfect,” applies in our daily recruiting skills. Regardless of what role you currently assume in your recruiting center, it’s important to cross-train and share knowledge across the entire team.

If we do not maintain a high level of proficiency in all our recruiting tasks, we run the risk of being less effective when we are called upon to apply them.

Training must be engaging, relevant and learner focused, following the new Army Learning Model; this does not mean standing in front of your folks and reading slides to them. It means being innovative and engaging your Soldiers in ways that ensure their thorough understanding of the training material.

The Recruiting and Retention School (RRS) is fully embracing the Army Learning Model in our recruiting courses and we have to continue implementing ALM techniques across our formations. I encourage you to use your recent Army Recruiter and Center Commander Course graduates to bring their experiences into your unit training. In addition, current

RRS lesson plans — which have all been redesigned in the past year — are all available on the schoolhouse SharePoint site (<http://span2010.usaac.army.mil/sites/RC-RRS/TD/default.aspx>). Take advantage of all the resources available to you to provide the most relevant and rigorous training possible.

We have to not only make time for unit training, but also for individual self development — both are part of ALM 2015 and essential to our Army’s continued success. As members of the Army Profession, we have to be responsible for assessing our own strengths and weaknesses and taking the necessary steps to improve our capabilities and grow personally and professionally.

Army Strong!



Command Sgt. Maj. Todd Moore

“ Unit training and leader development are inextricably linked. Good training supports leader development and good leaders develop good training programs for their units and subordinates. ”

— Army Chief of Staff Gen. Raymond T. Odierno  
from the new Army Doctrine Publication 7-0, Training Units and Developing Leaders

# Are You Spiritually Fit?

By Chaplain (Lt. Col.) Scott R. Sherretz  
USAREC Command Chaplain

## *Did you know the Army provides an official description of Spiritual Fitness?*

It reads, "Spiritual fitness is the development of those personal qualities needed to sustain a person in times of stress, hardship, and tragedy." You can find it in the DA Pamphlet 600-63-12, "The Army Health Promotion Program on Spiritual Fitness."

Stress, hardship and tragedy are part of military life and culture. That is why we all need to learn how to become more spiritually resilient.

Just think of the many types of challenges Soldiers and Family members encounter and endure during a military career. They experience numerous duty stations, frequent changes in leadership, multiple jobs, short suspenses on tasks, long and unpredictable duty hours, a lack of resources and manning in critical skills, extended deployments, combat, possibly divorce, and possibly the death of family members and friends over a the course of a military career.

It has never been tougher to be a Soldier. It has never been more difficult to be the spouse of a Soldier. It has never been more difficult to be a civilian working for the government. God bless you all!

The current war-time operational tempo has produced more stress, hardship and tragedy than Soldiers and Families would wish upon anyone. Yet the Army is more resilient and stronger when our Soldiers, family members and civilian employees practice spiritual fitness.

Practice is what helps us all to be spiritually resilient. You see, spiritual fitness is like physical fitness in the sense that it really helps to develop a routine that includes regular spiritual exercises often.

The more one does proper spiritual exercises the more that person develops spiritual resiliency, and doing this regularly keeps one spiritually fit.

Through spiritual exercise Soldiers, Family members, and civilians can develop personal qualities that will sustain them in times of stress, hardship and tragedy. That is why spiritual fitness is important.

So how do Soldiers and family members practice spiritually resilient living in an environment filled with stressors,

hardship, and tragedy? There are many different ways to think about this, but I like to simplify it into three categories. First, I recommend they take care of their spiritual relationship with their higher power. Second, I recommend they always take care of others. Third, I recommend they remember to take care of themselves. I've seen how this philosophy works well for people who regularly put into practice activities that help the human spirit in all three relational categories.

What can individuals do to sustain a relationship with their higher-power? Some practices include prayer, reading sacred scripture, personal meditation, fasting, spiritual walks, journaling, worship, fellowship, celebrations, thankfulness, service, donations and observing religious holidays.

These are not all the ways to develop spiritual resiliency, but I present the list above to you because I have discovered that people sometimes forget the basics of spiritual practice. Doing these spiritual exercises can help anyone become more spiritually fit, but that is not all we should consider.

Military leaders of all ranks, family members and civilians need to continually consider how important it is to take care of each other. Caring about interpersonal relationships with others improves the command climate of the unit and the welfare of Army communities. It also helps to reduce risky behaviors.

Caring about one another is necessary. A loving home life and a caring work climate helps Soldiers stay focused on the mission.

It is really hard to focus on the mission and its associated tasks at work when a marriage or family is falling apart. It is also very difficult to work in a hostile environment where toxic leadership exists.

We can't always control our circumstances, but we can always prepare ourselves spiritually for the circumstances we encounter. Caring people at home and at work help Soldiers through the difficulties and hardships.

Everyone on the Army team should consider how to take care of themselves.

Caring about one's intrapersonal relationship is a significant aspect of spiritual fitness.

I have seen what happens when a Soldier, family member and/or civilian does not take care of himself or herself. Sometimes lack of care causes real problems for the person and at times great challenges for the unit and the command. For example, not caring about oneself enough to ride a motorcycle safely by following all the traffic laws and by wearing the proper protective gear could result in a tragic accident. A tragic accident could cause a major impact on the individual's health, the unit's mission and the overall well-being of the command. I know commanders, chaplains and other leaders genuinely care about all those things.

Those who are spiritually fit learn to plan time for personal goals and balance it with professional development. While doing so, they remember the Warrior Creed and Army Values.

They think positive thoughts about self. They refuse to ruminate on the negative scripts imposed on their minds by others from their past. They see themselves for who they are and what they can be. They aim to reach their potential in all they do. They don't just want to survive; they strive to live life to its fullest by taking pleasure in the little and big things.

They don't see hardships, trials, and difficulties as an end. They realize trials, hardships, and difficulties are a part of life, and they know such things pass with time. They know others are available to support them in difficult times, and they trust in those friendships and in professional caring agencies.

Spiritually fit individuals make the best of every situation and they believe a brighter day is in the near future.



# Veterans Crisis Line



1-800-273-8255  
PRESS 1

## Military & Family

### Life Consultants (MFLC)

USAREC HQ:  
(877) 302-8534

Medical Recruiting Brigade:  
(877) 241-0361

1st Recruiting Brigade:  
(877) 382-7668

2nd Recruiting Brigade:  
(877) 382-7680

3rd Recruiting Brigade:  
(866) 947-6194

5th Recruiting Brigade:  
(866) 949-7523

6th Recruiting Brigade:  
(866) 947-6176



# Suicide Prevention: Warning Signs & Risk Factors

## Warning Signs:

When a Soldier exhibits any combination of the following behaviors, the buddy or chain of command should be more vigilant.

- Talk of suicide or killing someone else
- Talk of not existing, or that family and friends would be better off without them
- Giving away property or disregard for what happens to one's property
- Withdrawal from friends and activities
- Problems with girlfriend (boyfriend) or spouse
- Acting bizarre or unusual (based on your knowledge of the person)
- Soldiers in trouble for misconduct (Article 15, UCMJ, etc.)
- Soldiers experiencing financial problems
- Those soldiers leaving the service (retirement, ETS, etc.)
- Severe agitation, especially following an adverse event (legal issue, divorce, disciplinary action)

When exhibiting any of the following, a Soldier should immediately be seen by a licensed provider.

- Talking or hinting about suicide
- Formulating a plan to kill oneself
- Has the means or is acquiring the means to kill oneself
- Having a desire to die
- Obsession with death (music, poetry, artwork)
- Themes of death in letters and notes
- Finalizing personal affairs and/or giving away personal possessions
- Extreme agitation coupled with a fearlessness about pain, injury or death

## Risk Factors:

Risk factors are those things that increase the probability that difficulties could result in serious adverse behavioral or physical health. The risk factors only raise the risk of an individual being suicidal — it does not mean they are suicidal. Risk factors include:

- Relationship problems (loss of girlfriend/boyfriend, divorce, etc.)
- History of previous suicide attempts or substance abuse
- History of depression or other mental illness, or family history of suicide or violence
- Work related problems or transitions (retirement, PCS, discharge, etc.)
- A serious medical problem
- Significant loss (death of loved one, loss due to natural disasters, etc.)
- Current/pending disciplinary or legal action
- Setbacks (academic, career, or personal)
- Severe, prolonged, and/or perceived unmanageable stress
- A sense of powerlessness, helplessness, and/or hopelessness
- Fearlessness about pain, injury or death

*Source: U.S. Army Center for Health Promotion and Preventive Medicine Suicide Prevention Tip Card (TA-075-0507) and the Office of the USAREC Command Psychologist*



## USAREC Battle Buddy Hotline

24/7 Crisis Response and Help Line For USAREC Personnel

1-800-223-3735-0

## “Shoulder to Shoulder, We Stand Up For Life”

September is National Suicide Prevention Month. Listed here are many of the resources available to Soldiers, Families and civilian employees.

The Army G-1 hosts a comprehensive list of Suicide Prevention Program information online at [www.preventsuicide.army.mil](http://www.preventsuicide.army.mil).

The Commanders Toolkit is available at [www.armyg1.army.mil/hr/suicide/commandertoolkit.asp](http://www.armyg1.army.mil/hr/suicide/commandertoolkit.asp).

Resilience resources, including the Global Assessment Tool for Soldiers, Families and Civilians, are available on the Comprehensive Soldier Fitness Program website: <http://csf.army.mil/>.

The Warrior Resilience Training (formerly Battlemind Training) page is on the Army Training Network at [https://atn.army.mil/dsp\\_template.aspx?dplD=265](https://atn.army.mil/dsp_template.aspx?dplD=265)

## USAREC Chaplain &

### Unit Ministry Teams

USAREC HQ: (888) 204-7660

1st Bde: (888) 235-5953

2nd Bde: (888) 253-7923

3rd Bde: (888) 390-5749

5th Bde: (888) 301-1761

6th Bde: (888) 476-4341

MRB: (888) 204-7660

# Company Commander Saves Career, Marriage by Asking for Help

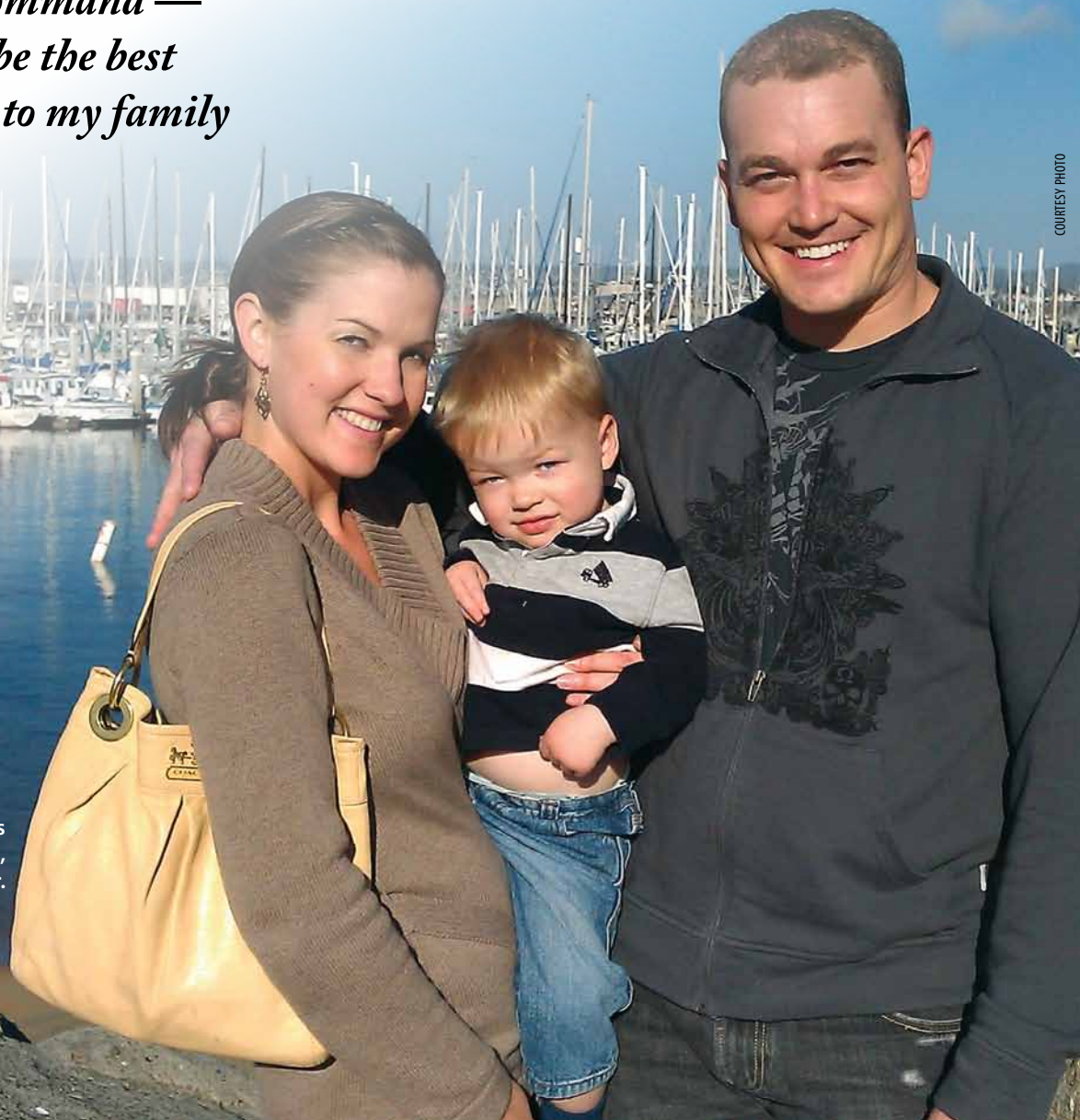
***“The last night of my recruiting battalion’s annual training conference I told my commander that I had issues and was drinking heavily. That night I turned to my chain of command — it turned out to be the best thing to happen to my family and my life.”***

Former Fresno Company Commander Capt. Jeff T. Jones said he was drinking to suppress issues resulting from post-traumatic stress disorder and feelings of being overloaded, of not being competent. When these feelings took over, he stopped taking prescribed medication and started self-medicating with alcohol.

“My alcoholism was a direct result of suppressing multiple things,” Jones said, “[I was] drinking because I couldn’t sleep, drinking to numb feelings that I had, drinking because I couldn’t seek help and drinking because I wasn’t handling my workload. It was a snowball effect.”

By Michael Fletcher  
Fresno Battalion

Capt. Jeff Jones  
with wife, Regina,  
and son, Ryder.





Jones had been heavily drinking for more than a year before he finally turned to his chain of command for help.

During the annual training conference recruiters were briefed on the available resources, the integrated forms of care, treatment, family and organization, and how to manage recruiting workloads.

“I was sitting through training and then going back to my room and realizing that I was not implementing any of this for myself,” Jones remembered. “I thought that I was there for my company, but I was not really presenting myself as a mentor or someone to look up to. I was a failure to my entire company.”

Jones said he also remembered a visit by USAREC Commanding General Maj. Gen. David L. Mann, who emphasized the importance of taking care of families and Soldiers. “Taking care of Soldiers and family also means that you have to take care of yourself first.”

Jones admitted he had to swallow his pride. There are bumps in the road. People do get wounded. The Army is going to move on and it’s up to individuals to take care of themselves. Jones asked himself why he had worked so hard to help other Soldiers, yet had failed to take care of one Soldier: himself.

“I realized that I could potentially lose my family and my career; I had to make a decision,” Jones said. “That hard call didn’t come easy; it isn’t easy for any soldier in the Army. As a soldier you’re trained to want to stand out, you want to be that person who has control.”

Jones said his battalion commander, Lt. Col. Corey Griffiths, guided and mentored him through the process.

Griffiths said he was at first apprehensive about getting Jones help because he didn’t understand the process and procedures for the command-directed evaluation. “I wanted to make sure my Soldier received the best treatment as quickly as possible and that he could return to duty and continue his Army career,” Griffiths said.

He said he relied heavily on and is very appreciative of USAREC’s team of psychologists — the command’s subject matter experts who have experience in getting Soldiers the care they need. Griffiths admitted that going through this process with Jones was a good learning experience.

“Soldiers worry if seeking Army Substance Abuse Program assistance will affect or even end their careers. I can now better explain to other Soldiers how the process works and reassure them that there is no stigma attached to seeking mental health treatment,” Griffiths said. “The process works, and the Soldier — no matter what position or rank — is treated properly and with great respect. There is no stigma. No matter the illness or injury, the Army is dedicated to providing the care and support to the Soldier, the Family and the unit.

“Every Soldier gets hurt during his or her career. Soldiers who need treatment for substance abuse or mental health issues should be given the opportunity to receive treatment and recover like Soldiers who have torn ligaments or broken arms. I use examples

“ *Once I came out with my true issues I was helped immediately — USAREC was there for me.* ”

— *Capt. Jeff T. Jones*  
*former Fresno Company Commander*

of physical injuries because we’ve all seen or had these types of injuries during our regular duties as Soldiers. We now have to pay attention to mental health issues the same way and treat them in the same manner.”

Griffiths’ advice to fellow leaders: Listen to the subject matter experts on behavioral health.

“They have you, your Soldier, his or her family and your unit as their No. 1 priority. They care, and they want a positive outcome for everyone involved. The system works, even in the remote areas,” Griffiths said.

Jones said he was relieved to find he was not an island; others were involved in the same fight and succeeding.

“Once I came out with my true issues I was helped immediately — USAREC was there for me.

“At my change of command, four of my former NCOs came up to me and told me that they knew what I was going through and asked how to seek help for themselves,” Jones said, grateful for the support of his NCOs. “Three of them have now sought help. These are four out of one company. Across the Army there have to be many, many more who are struggling.”

Jones said he found out that this was not a career stopper. He needed help and was not the first Soldier to ask for it. He found that if you overcome something and put effort into it, you are considered a stronger Soldier.

“You have to be serious about it, and have a chain of command supporting you. You have to be willing to go through every step.”

Most importantly, Soldiers have to be willing to ask for help. Though it took him a while to admit his problems and get the help he needed to heal himself and his family, Jones said his whole life changed as a result.

“As a sober person I see things differently. I go on vacations, I have a blast, I hang out with my son on a daily basis. Being sober is completely different as I have full attention. My family looks up to me. I’m now the father and husband I want to be.

“This will be a life-long journey for me; but I have the tools, the resources, Army and family support to continue.”

*Editor’s Note: Jones completed his treatment, changed command in May and is now assigned as a Signal Corps officer managing all communications at the National Training Center, Fort Irwin, Calif.*

# Command Climate Greatly Improved

By Julia Bobick  
Editor

*“I’m very appreciative of the proactive nature of our command teams ensuring their Soldiers and civilians are getting the help they need.”*

— Maj. Gen. David L. Mann  
USAREC CG

The climate in Recruiting Command has greatly improved since launching an anti-stigma suicide prevention campaign in 2010. More people are stepping up and asking for help, and leaders better understand their Soldiers’ mental health needs and are taking action when necessary.

“This is a good news story for our command,” said Maj. Gen. David L. Mann, USAREC commanding general. “It shows me that our folks feel comfortable bringing issues to their leaders where they can get help, versus allowing things to develop into more serious issues with potentially tragic consequences.”

In this command, if Soldiers, civilians or family members need and want help, “We will get you the help. It is rare that we find someone wanting help and not getting it,” said Lt. Col. Ingrid Lim, command psychologist. “Probably more common is someone needing help and the folks around them not recognizing they need it or not knowing what to do about it.”

But that, too, is changing for the better.

“I want to thank the chain of command,” said Mann. “I’m very appreciative of the proactive nature of our command teams ensuring their Soldiers and civilians are getting the help they need. I encourage all our new command teams to continue to share with their Soldiers and civilians the importance of asking for help when they need it.”

Leaders have a responsibility to the Army, their Soldiers and Families to get to know them and know how to help them when they need it — to identify risky behaviors, know the warning signs of suicide, and then take them seriously, regardless of how trivial they might seem.

Once a Soldier’s mental health is negatively impacting his or her ability to function at work or take care of his or her family, it’s no longer just their problem; it becomes a leadership issue, Lim said. Leaders need to be involved in ensuring their Soldiers are actively getting the care they need and that it is working.

“Soldiers don’t want to be patients; they don’t want to be sick, they want to get better,” Lim said. “They will tough it out until they fall over, and as leaders it’s our responsibility to say, ‘No, you will get the care you need.’ We have to have the expectation they will get better and reassure them they will get better. Just that expectation alone will alleviate a lot of the Soldier’s stress.”

Lim said station commanders can and should ask their Soldiers about the care they are receiving. Ask them, “Do you like the doctor or counselor? Is your medication working? Is your doctor monitoring your medication (especially when the Soldier is taking psychotropic and/or pain medication)? How are you feeling? Do you have questions you feel are not being addressed?”

Asking these types of questions can help leaders determine if they need to seek additional guidance or a care assessment from their brigade psychologist.

“As health care consumers, we should all know what good clinical care looks like so we can do something about it if it’s not,” Lim said.

The command has several avenues for Soldiers, Civilians and Families to get information, advice or help — for themselves or someone else.

Individuals can start with their battle buddies and chain of command; talk with their chaplain or unit ministry team, battalion Soldier and Family Assistance (SFA) program manager, family readiness group leader, military and family life consultant; brigade psychologists; or call Military OneSource (800-342-9647) or the USAREC battle buddy crisis response and help line (800-223-3735-0).  
*(Refer to page 7 for additional resources.)*



# URAC Mandatory

By Julia Bobick  
Editor

“We still have Soldiers who are unwilling to complete the URAC (USAREC Risk Assessment and Counseling tool), and I’m not sure why,” said USAREC Command Psychologist Lt. Col. Ingrid Lim. “We still have folks afraid for their careers, and that shouldn’t be the case.”

She said she’s received calls from more than one concerned station commander with a Soldier who simply refuses to answer any questions. While it’s a requirement for station commanders and Soldiers to complete the URAC together, Soldiers are not required to answer the questions, according to Lim. The primary purpose of the URAC is to help. But Soldiers shouldn’t be concerned about answering the questions, unless they are engaging in misconduct. If that is the case, they should seek to rectify their situation. Unfortunately, they will often need the help of their local leader and it generally does not benefit the individual to delay such disclosures, according to Lim.

The URAC is simply a monthly risk assessment and mitigation tool for leaders, designed to assist them in conducting more effective counseling experiences. While it might seem that too much personal information is being collected on the form, Lim said it’s important information that can help leaders identify high-risk behaviors and potential issues at work or home, and ultimately improve the quality of life of their Soldiers and their families.

“It’s not an easy task. I know some people feel like we are trying to make them into mental health counselors, and we are not. Station commanders are the first line of defense in our prevention efforts. Leaders have more impact on the behavioral health of a Soldier than a behavioral health provider.”

The URAC is meant to be a conversation, she said. Most station commanders and Soldiers who’ve completed the URAC a few times now find they can simply have a conversation to cover all the pertinent information, not just read off the list of questions.

Leaders must also follow through once they identify a potential issue through the URAC process; merely filling out the form is not the end of it.

Lim cited a recent serious incident report, or SIR, in which a Soldier was identified at-risk through URAC counseling because he was going through a complicated divorce. The unit addressed the issue, initiated a safety assessment, and determined he was safe.

“But that’s not the end of it. As leaders, we need to continue following up, ensuring the Soldier has the help and support he needs until the situation is fully resolved and the Soldier is emotionally stable. That’s what we all need to work on — following it through to the end. It can take a long time — that’s the hard part, but we need to put in the effort. It’s in all our best interests.”

All Soldiers are required to complete the URAC monthly. An updated URAC form was released in July (Version 4.1) and the commanding general’s policy letter update was in the staffing and approval process at the time of publication.



# Building Resiliency

## in Military Children

By Fonda Bock  
Associate Editor

“Military children are resilient, there’s no doubt about it, but they’re not invulnerable” said Dr. (Lt. Col.) Keith Lemmon, chief of the Division of Adolescent Medicine, Madigan Army Medical Center Department of Pediatrics.

With the constant moving, changing of schools and friends and having a parent who’s deployed or geographically dispersed, being in a military family can, at times, be exceedingly stressful for children.

While an outgoing adventurous child may thrive on the social challenges posed by moving — making new friends and becoming familiar with new surroundings and environments — a more introspective child may find it difficult to transition so frequently, said Lemmon. “They may begin to isolate themselves and feel it’s not worth the effort to make new close friendships out of the fear they’ll have to pull away again in just few years.”

In addition, children whose military parents are exceptionally busy with their work or have jobs that require them to travel a lot or live apart from the family may have difficulty staying emotionally connected to their military parent. This could result in excessive worry, sadness and feelings of isolation in the child, according to Lemmon.

“Fortunately, this is rare,” he said. “Experienced military parents usually develop good systems of maintaining important connections with their children while they’re away doing important and necessary work for the nation. And luckily these days, there are a lot of great tools that allow military parents who are geographically separated to stay in touch, such as email, video calling and frequent texting.”

But being in a military family can become overwhelming for any or all of its members. When this happens, according to Lemmon, significant depression or an anxiety can occur that may impair healthy functioning within the family, and behavioral health conditions can make it that much harder to deal with the challenges

of military life. This is when military families need to reach out for help.

“It’s critical that we all receive the message that asking for help — even in military families — is a sign of strong and healthy families, not a sign of weakness,” said Lemmon. “The military has gone to extraordinary lengths to provide excellent resources to help servicemembers and families get through exceedingly challenging times.”

Parents can foster resilience in their children by helping instill in them the seven C’s, described as the essential building blocks of resiliency: competence, confidence, connection, character, contribution, coping skills and control.



Sergeant Kyle Mahoney, of the Flint Recruiting Station in Great Lakes Battalion, holds his 2-year-old daughter Gabrielle during closing ceremonies at the battalion’s organization day in July.

GABRIEL MORSE, GREAT LAKES BN





JOHN THOMPSON, HOUSTON, TX

## Competence:

Competence is the ability or know-how to handle situations effectively. It's not a vague feeling or hunch that, "I can do this." Competence is acquired through actual experience. Parents should be aware of when and what their children are doing right and give them opportunities to develop important skills so they will feel competent. We undermine competence when we don't allow young people to recover themselves after a fall.

## Confidence:

Young people need confidence to be able to navigate the world, think outside the box, and recover from challenges. True confidence, the solid belief in one's own abilities, is rooted in competence. Children gain confidence by demonstrating their competence in real situations. Confidence is not a warm-and-fuzzy self-esteem that supposedly results from telling kids they're special or precious. Children who experience their own competence and know they are safe and protected develop a deep-seated security that promotes the confidence to face and cope with challenges. When parents support children in finding their own islands of competence and building on them, they prepare kids to gain enough confidence to try new ventures and trust their abilities to make sound choices.

## Connection:

Connections with other people, schools, and communities offer young people the security that allows them to stand on their own and develop creative solutions. Children with close ties to family, friends, school and community are more likely to have a solid sense of security that produces strong values and prevents them from seeking destructive alternatives. Family is the central force in any child's life, but connections to civic, educational, religious and athletic groups can also increase a young person's sense of belonging to a wider world and being safe within it.

## Character:

Young people need a clear sense of right and wrong and a commitment to integrity to ensure they are prepared to make wise choices, contribute to the world, and become stable adults. Children with character enjoy a strong sense of self-worth and

confidence. They are more comfortable sticking to their own values and demonstrating a caring attitude toward others.

## Contribution:

Young people who contribute to the well-being of others will receive gratitude rather than condemnation. They learn that contributing feels good. Children who understand the importance of personal contribution gain a sense of purpose that can motivate them. They not only take actions and make choices that improve the world, but they also enhance their own competence, character, and sense of connection. Teens who contribute to their communities will be surrounded by reinforcing appreciation instead of the low expectations and condemnation so many teens endure.

## Coping:

Children who learn to cope effectively with stress are better prepared to overcome life's challenges and will be less likely to turn to dangerous quick fixes when stressed. The best protection against unsafe, worrisome behaviors may be a wide repertoire of positive, adaptive coping strategies.

## Control:

Young people who understand that privileges and respect are earned through demonstrated responsibility learn to make wise choices and feel a sense of control. If parents make all the decisions, children are denied opportunities to learn control. A child who feels "everything always happens to me" tends to become passive, pessimistic or even depressed. He sees control as external — whatever he does really doesn't matter because he has no control of the outcome. A resilient child knows he has internal control. By his choices and actions, he determines the results. He knows that he can make a difference, which further promotes his competence and confidence.

Young people live up or down to expectations we set for them. They need adults who believe in them unconditionally and hold them to the high expectations of being compassionate, generous, and creative.

For more on building the seven C's in your children, visit [www.fosteringresilience.com](http://www.fosteringresilience.com).

## Resources for Families

- More information on building resilience can be found at [www.MilitaryKidsConnect.org](http://www.MilitaryKidsConnect.org).
- The "Military Youth Coping with Separation" and "Mr. Poe and Friends" videos were designed by the American Academy of Pediatrics and Army Medical Command to give kids and teens a resource to hear how other children deal with deployment and the return of their military parent(s). Find the videos online at <http://www2.aap.org/sections/uniformedservices/deployment/index.html>
- Military Youth on the Move, [apps.mhf.dod.mil/myom](http://apps.mhf.dod.mil/myom), was designed for students and parents with helpful ideas and advice by age group on everything from deployment to moving to finding a job.
- Families OverComing Under Stress (FOCUS) offers family resiliency training for military families both in person on some military installations and online at [www.focusproject.org/](http://www.focusproject.org/).



Ten military spouses from Fort Knox, Ky, including two from USAREC, attended a luncheon at the Kentucky governor's mansion hosted by the first lady in June. Standing third from left is Lori Legg, wife of USAREC G-3 Sgt. Maj. Luther Legg, and on the right is Kim Flood, wife of Staff Sgt. Taunn Flood, G-1 Human Resources NCO.

## Recruiting Spouses Visit Governor's Wife Discuss Challenges Facing Military Families

By Fonda Bock  
Associate Editor

**M**oving every few years, trying to find childcare, locating rental property and getting your children's school credits transferred to a new school in another state: These are just a few of the issues military families have to deal with on a regular basis.

As such, they are issues important to Kentucky's first lady and the reason she organized the Military Spouse Task Force.

The first of its kind in the nation, the task force is a partnership between Jane Beshear and military families from across Kentucky. The group first convened in September 2011 with the goal of identifying issues important to military families, recommending solutions and educating military families about resources available to them in the state. They also reach out to state and local leaders, community and business organizations to help military spouses with employment and education.

"We owe a great debt not just to our servicemembers, but also to the families that support them," said Beshear. "We will continue to do everything we can to improve their access to education, employment and help support legislation to benefit our military families."

Approximately 45 spouses, including two from USAREC, recently attended a luncheon hosted by Beshear at the governor's mansion. Guests had the opportunity to connect with members from across Kentucky, share new ideas and information and celebrate the task force's success over the past year in establishing the Kentucky National Guard Adoption Assistance Program. It extends to guard members the funding to assist with costs associated with adoption, a service that was already available to all other service members.

Lori Legg, wife of USAREC G-3 Sgt. Maj. Luther Legg,

was one of the guests. As a military spouse for 23 years, she was honored to have the opportunity to share ideas on how to improve the quality of life for military families.

"It makes you feel good to know that you're living in a state with a government that values the fact that the military is here and has a presence in their state. [The first lady] does seem to genuinely care and wants Kentucky to be a place where military families have all their needs met and are happy to reside here. She treated us like it was an honor to have us there, so when she goes to the trouble to want to provide for your needs, it makes you feel honored."

One of the issues raised during a discussion at the luncheon came from a spouse who was having trouble getting her certification in massage therapy. Even though she was certified by the state of California where she had practiced for years, she was told she'd have to go back to school to get certified in Kentucky.

Working with the legislature to remove those kinds of barriers from getting certifications in professions such as teaching, nursing and massage therapy is on the task force's agenda for the upcoming year, according to Parry Barrows, communications director for Beshear.

Other goals include networking and working with business groups throughout the state to promote the hiring of military spouses and collaborating with educational institutions in the state to help spouses with pursuing advanced degrees.

"I think this task force is a good idea," said Legg, "because it opens up the lines of communication necessary in order to take care of the needs of military families in the state. And Mrs. Beshear wants to work with the [spouses] of other governors in helping other states develop similar task forces."

For more information about the Kentucky task force visit their Facebook page, <http://www.facebook.com/?sk=welcomer#!/pages/Military-Spouse-Task-Force-For-Kentucky/176104022468948>.



# Perfect Combination for Prevention

By Jack Nix  
USAREC G-1

Remember the frustration of trying to open your high school wall locker for the first time. Was it, “Turn clockwise to 29, then two turns counterclockwise to 15, then turn back clockwise to 8” or was it, “Turn three times clockwise to 29, then counterclockwise past 15 once and stop second time, then back clockwise to 8,” or was it ...? Once you got the perfect sequence of rotations and stops, you were teaching others how to open their wall lockers.

Domestic abuse prevention is a little like that process — it requires the right combination of efforts by Soldiers, Family members and Civilian employees alike, and it requires everyone to work together, support one another and take action.

## Domestic Abuse

Although domestic violence and abuse has existed for centuries, it was not until the 1970s that it was considered a social problem of epidemic proportions. Since then, much has been learned about the nature of violence and abuse within the Family, including the risk factors and consequences of the violence. In the U.S. Army, domestic violence is defined as a criminal offense under the U.S. Code, the Uniform Code of Military Justice that involves the use violence against a person within the family environment. Further, the U.S. Army defines domestic abuse as a pattern of behavior, including violence, which results in emotional/psychological abuse, economic control, and/or interference with personal liberty that is directed toward a current or former spouse, or intimate partner with a common domicile, or person who shares parental responsibilities.

## Domestic abuse warning signs

It’s impossible to know with certainty what goes on behind closed doors, but there are some signs and symptoms of domestic violence and abuse. If you witness a number of warning signs in a friend, Family member, or co-worker, you can reasonably suspect domestic abuse. While the majority of domestic abuse victims are the female partner, many male partners are also victims of domestic abuse.

Some potential signs of domestic abuse are

- Frequent injuries, with the excuse of “accidents,”
- Frequent and sudden absences from work or school,
- Frequent, harassing phone calls from the partner,
- Fear of the partner, references to the partner’s anger,
- Personality changes (e.g., an outgoing woman becomes withdrawn),
- Excessive fear of conflict,
- Submissive behavior, lack of assertiveness,
- Isolation from friends and family,
- Insufficient resources to live (money, credit cards, car), and
- Depression, crying, low self-esteem.



Reporting suspected domestic abuse is important. If you’re afraid of getting involved, remember that the report is confidential and everything possible will be done to protect your privacy. You don’t have to give your name, and your suspicions will be investigated before anyone is taken into custody. Most importantly, you can protect the victim and/or others from further harm.

## Prevention Resources

- Brigade Family Advocacy Program managers assist Soldiers and Families with prevention education materials and programs to increase awareness about domestic violence and abuse.
- Battalion/Brigade Soldier and Family Assistance program managers help Soldiers and Families with a wide range of services and information (similar to Army Community Services). For assistance, call toll-free at (800) 790-0963.
- USAREC Chaplains provide counseling and weekend training events to enhance Family and marriage relationships.
- Military OneSource offers a variety of resources and counseling to help Families. The service is confidential and provided at no cost to Soldiers and Families. For information, talk to a consultant at (800) 342-9647 or visit [www.militaryonesource.com](http://www.militaryonesource.com).

Note: Military OneSource is required to report domestic violence to Army Reporting points of contact.

- Local communities have domestic violence or crisis intervention centers to assist victims of domestic abuse. Most programs offer some type of emergency shelter for survivors who are in immediate danger, counseling and/or support groups, and legal advocacy.

- National Domestic Violence Hotline: (800) 799-SAFE. The hotline serves as the only domestic violence hotline in the nation with access to more than 4,000 shelters and domestic violence programs across the U.S., Puerto Rico, Guam and the Virgin Islands. The hotline is toll-free, confidential and anonymous. It operates 24/7, 365 days a year, in more than 170 different languages through interpreter services, with a TTY line available.

## The Perfect Combination for Prevention Needs You!

Don’t be a bystander! Be an active part of “The Perfect Combination for Prevention” to prevent domestic abuse in your community, Recruiting Command and our Army.

# Army Strong School Ties

By Staff Sgt. Abram Pinnington  
3rd Brigade Combat Team,  
101st Airborne Division (Air Assault)

## More Than a Decade After His Recruiting Tour Ended, Soldier Still Maintains Close Bond With Teachers, Students

**I**n the spring of 2000, Brian Boase was assigned to the Great Lakes Battalion. There he embarked on a journey that changed the lives of many, including his, and bolstered the level of patriotism within a community that continues on after more than a decade.

Then a staff sergeant, Chief Warrant Officer 2 Brian Boase — assigned to Headquarters Company, 3rd Brigade Combat Team (BCT), 101st Airborne Division (Air Assault) — was assigned to the Waterford, Mich., Recruiting Station.

It was the same station where Boase enlisted in 1995. When he reported to the station he was amazed at where he had been assigned.

“The same desk I sat in during my time in recruiting was the same desk my recruiter sat in,” said Boase. “To have been recruited from high school, then years later return as a recruiter to the same desk and the same schools I attended, it was really surreal for me.

“I was assigned Clarkston High School, which is funny because I went to their rival, Lake Orion High School,” Boase said. “They really welcomed me with open arms, especially the Military History Club.”

Occasionally, Boase was heckled about his ties with the rival Dragons of Orion Lake, but it was all in fun as he started to build a strong rapport with the students and faculty at Clarkston.

The Military History Club is where it all started.

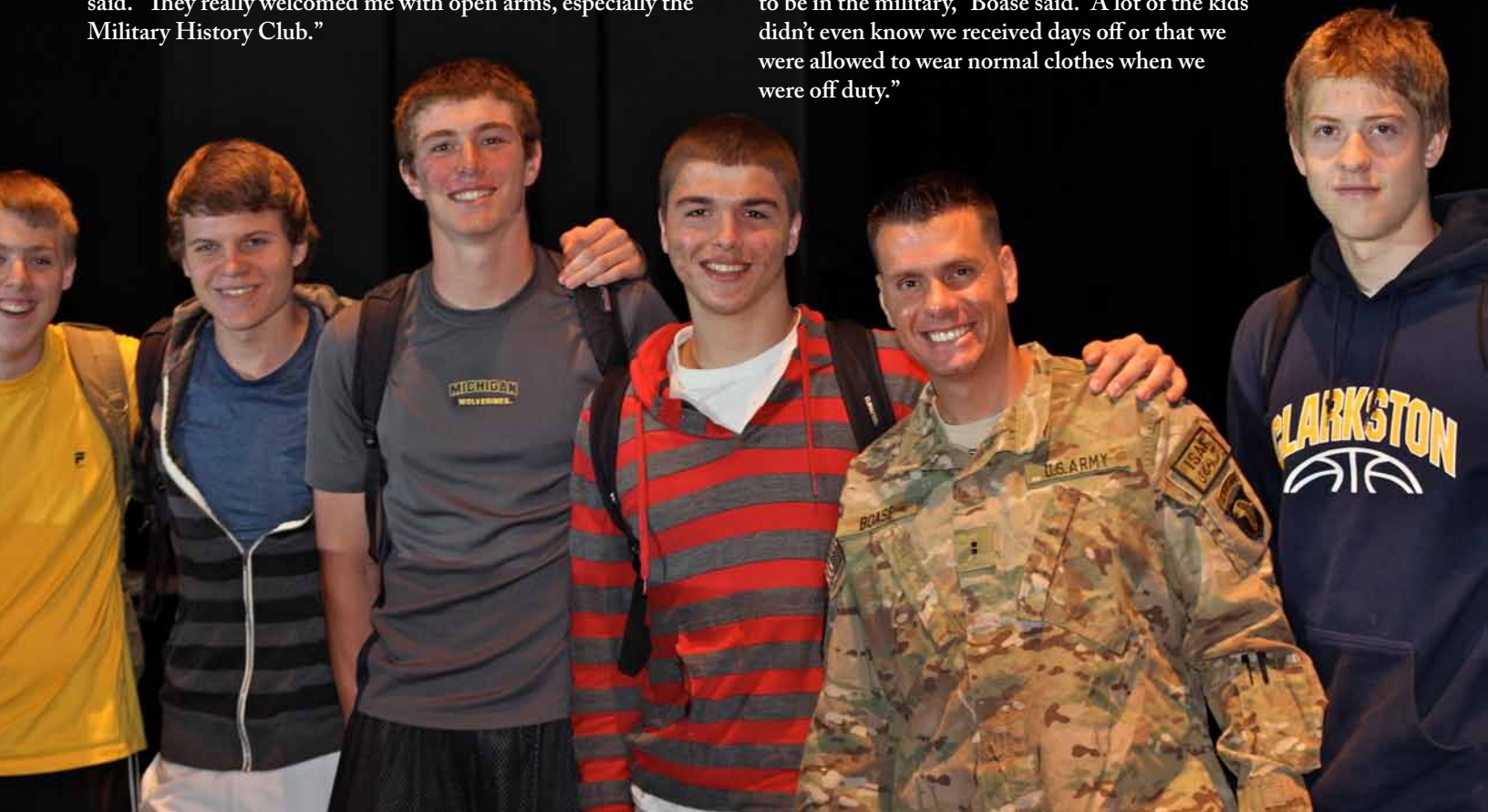
“I started out in Mrs. [Danielle] Fuller’s class, helping teach history and assisting with the Military History Club,” explained Boase. “Then it progressed ... another class wanted to join when I came in to talk.”

“It wasn’t necessarily a recruiting effort, it was just an effort to help educate young men and women about our military and its history,” Boase said.

Over time, the class had grown so big that it expanded into the performing arts auditorium.

“The next thing you know, I have surround sound, a microphone and a projector with a full house of students and teachers actively listening and participating,” said Boase.

“The students were amazing; they weren’t there to get out of class; they were there because they wanted to learn. The students genuinely wanted to know what it was like to be in the military,” Boase said. “A lot of the kids didn’t even know we received days off or that we were allowed to wear normal clothes when we were off duty.”





When Boase concluded his tour in recruiting, he told the school he was moving to Fort Lewis, Wash., to become a member of the 2nd Infantry Division. He said his relationship with the school continued with a simple question: "Hey, do you need anything while you're deployed."

While Boase was in Iraq, the school sent him and his unit thousands of pounds of items in care packages.

"Mrs. Fuller knew I was deploying and wanted to support me," he said. "That to me was absolutely amazing."

The school started a program called Operation Shoebox and sent thousands of shoe boxes filled with numerous items to deployed Soldiers during Operation Iraqi Freedom.

The gesture was a symbol of patriotism displayed at its best.

"It meant so much to me and to the Soldiers." Boase added, "To receive a package from someone in the middle of Michigan who cares about them, it does wonders for a Soldier."

While in Iraq, Boase took it upon himself to give American flags to platoons as they departed on missions. The platoons took photographs with the flags at various locations across Iraq. He then put together a certificate of authenticity, signed by both his battalion commander and command sergeant major.

Boase next sent the flag and certificate back to Clarkston High School as a way to show gratitude for their support. He sent more than 36 flags to Clarkston while deployed in Iraq.

After completing his deployment, he visited Clarkston at least twice a year.

"Every year I would take leave and go back a couple times and talk with the students and faculty," he said.

Boase would take with him photos and videos of his unit, talk about their training and even bring in some of his equipment for students to view and try on.

"Clarkston has been there with me as I went from a staff sergeant to sergeant first class, through warrant officer school, and now as a chief warrant officer. They followed my travels from Fort Lewis, Iraq, Korea to Fort Campbell," Boase said.

"I've watched many of the kids grow from freshmen into graduates," Boase said proudly. "Even some of the graduates that are still in the area, when they heard I was coming, would return just to hear what I had to say and listen to my experiences."

As recently as May of this year, Boase returned with a new message and new story.

"I told them about the prestigious history of the [3rd BCT] Rakkasans, the meaning of the torii and how we got our name." Boase added that he brought along some photos of the unit during their recent training events and a video of the Rakkasans' previous deployment to showcase the unit's strength.

"Everyone thoroughly enjoyed the presentation," Fuller said.

"The presentation gave me some insight on the Army and helped me decide what I would like to do after I am done with baseball," said Sean Martens, a student of Clarkston High School. "Thank you for your service and commitment in keeping this country safe," he added.

He said the vice principal tried on his body armor "to feel



Chief Warrant Officer 2 Brian Boase and Clarkston High School Principal Gary Kaul, who's trying on Boase's Improved Outer Tactical Vest during a May 23 presentation at the high school. LEFT: Boase poses with Clarkston students.

the weight of it, walk around with it on. He enjoyed it and was amazed at how heavy it was."

Boase said he went to the school as himself, "a proud member of the U.S. Army. It's so much more than just one man. It's the very sense of strategic outreach. The school now wants to adopt the Rakkasans."

Boase said the school was already preparing for the 3rd BCT's upcoming deployment to Eastern Afghanistan in support of Operation Enduring Freedom (scheduled for the fall of 2012).

"They already have cases outside of each classroom for care packages," he said. "It's gotten so much bigger than just me and Mrs. Fuller; it's now the community and Clarkston High School coming together for Soldiers."

Fuller said more than \$100 was donated over the course of Brian's visit to help with shipping costs, as well as several shopping bags full of donated items.

"The school has boxes already packed for our deployment, they're just waiting on an address," said Boase. "Nobody ever asked them to do this. They took it upon themselves. This speaks volumes of the character, dedication and support of the student body, the school and the community."

It doesn't take much to notice how special the community of Clarkston truly is to Boase and how strong the bond is between him and the high school.

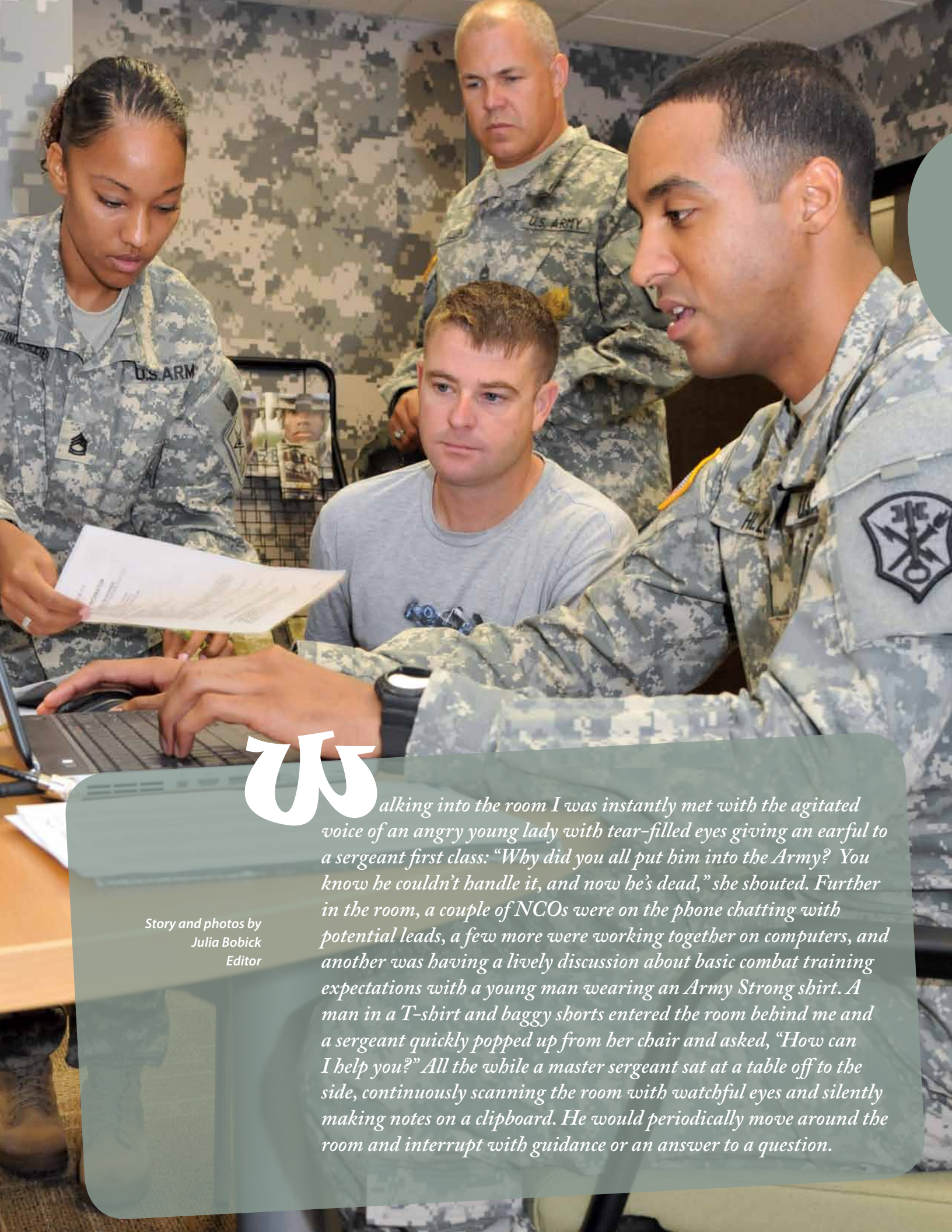
"Clarkston has supported all branches of the military," he said.

Holly, Mich., chiropractor Dr. Jason M. White proudly displays one the flags Brian sent back in the waiting room of his practice. He said everyone who comes in is amazed by it.

"No matter what your personal preferences are, it's about a little Midwestern town in Michigan connecting with Soldiers. It's about how these men and women genuinely love and care for us," Boase said.

When his unit returns from Afghanistan next year, Boase said he will have yet another story to share with the students.





W

alking into the room I was instantly met with the agitated voice of an angry young lady with tear-filled eyes giving an earful to a sergeant first class: “Why did you all put him into the Army? You know he couldn’t handle it, and now he’s dead,” she shouted. Further in the room, a couple of NCOs were on the phone chatting with potential leads, a few more were working together on computers, and another was having a lively discussion about basic combat training expectations with a young man wearing an Army Strong shirt. A man in a T-shirt and baggy shorts entered the room behind me and a sergeant quickly popped up from her chair and asked, “How can I help you?” All the while a master sergeant sat at a table off to the side, continuously scanning the room with watchful eyes and silently making notes on a clipboard. He would periodically move around the room and interrupt with guidance or an answer to a question.

Story and photos by  
Julia Bobick  
Editor



# ORGANIZED

# Chaos

## Built Into New Recruiter Training

*I felt surrounded by chaos. Was I in a classroom or a recruiting station?*

“The training environment is chaos because that’s what the recruiting world is like. It reflects the dynamics of the command and still ensures students learn the critical tasks,” said Lt. Col. Douglas Bunner, the former RRS deputy commandant. “We create stress in training so they can get it wrong in a ‘safe’ environment, learn from their mistakes and still be successful in the school.”

In a move to rapidly embrace the new Army Learning Model, the Recruiting and Retention School (RRS) has completely redesigned the Army Recruiter (ARC) and Center Commander (CCC) courses — from the curriculum and facilitation, to the number of students, to the students’ duty uniform, to the physical appearance and layout of the classrooms.

The first phase of the new ARC still has students in a large group classroom setting learning basic recruiting knowledge and doctrine. After that, however, the traditional dress-right-dress desks in rows have been replaced with rooms set up like recruiting centers, where students are broken down into groups of 16 and desks are pushed together facing one another in team formations. On rotating days they come to school in civilian clothes to role play for the day as an applicant, counselor, teacher or parent. In the final three weeks, they are joined by students from the Center Commander Course (formerly the Station Commander Course) and they all train together just as they would operate in a recruiting center.

The RRS launched the first redesigned ARC pilot in June 2011, six months after the Army Training and Doctrine Command published the Army Learning Concept 2015 (TRADOC Pamphlet 525-8-2). While far from perfect, the first pilot was a great success, according to Don Copley, the RRS director of training who led the four-man team that embarked on a holistic review of recruiter training. As a result, the RRS commandant approved for the team to move forward with incorporating lessons learned into a second pilot in August. Daily after-action reviews led by students helped the team continue to refine the course schedule, content, and facilitation.

“We were very diligent to document every day the things that could be improved,” said Sgt. 1st Class Mark More, a member of the redesign team who also conducted the first ARC pilot.

The course evolved yet again before being fully implemented in October 2011. The CCC was integrated in February 2012. All of this was accomplished with no additional people or funding, Bunner said.

Recruiters now leave the schoolhouse better prepared for the complexities of recruiting, according to Copley.

In the ARC, “We used to teach about three skills in great detail: building packets, making phone calls and conducting interviews - we spent two weeks alone on the Army Interview,” said Copley. “Now we cover so many more topics — not in as much detail, but in a way that gives the NCOs more opportunities to practice the skills and expose them to the synergy and realism of being a recruiter.”

In addition, the courses are less instructor-directed and more learner-focused — a key component of ALM — encouraging greater collaboration among students using realistic experiences and problem-solving guided by a facilitator, who merely fosters the environment for students to learn from each other and teach themselves, Copley said.

“In the same amount of time we are doing more, because we are putting the responsibility on the students to be more actively engaged in their training,” Bunner said. “Students are free to use their own techniques and explore how they best learn.”

The RRS’s new approach to curriculum design is considered one effective model for implementing ALM 2015 in TRADOC. During a recent training accreditation team visit to the Soldier Support Institute, of which the RRS is a part, several TRADOC evaluators went through the ARC classrooms to view how ALM is being implemented.

“What we saw, and even participated in, was real student immersion; new Army recruiters faced with and solving real job-related problems in a simulated but very realistic work environment,” said John Harrington, a senior instructional systems specialist for the TRADOC team. “ALM 2015 is all about effective learning. This is what we saw in the new ARC.”

The Army Learning Model will be “elastic” for some time, according to Bunner. “How ALM is applied will be different for every branch, center and school. This is what we think ALM is for us.. We started with what we wanted the end result to be — we had to identify what the command needs from its recruiters and first line leaders, and then we built the courses to meet those needs within the established time constraints.”

Center Commander Course student Sgt. 1st Class Yanitza Betances-Leger answers a question about an enlistment packet from Sgt. Aaron Hills and ‘applicant’ and fellow Army Recruiter Course student Sgt. 1st Class Shawn Burns. Course facilitator Sgt. 1st Class Rex Allen observes.

To truly evolve, the team had to throw the old training schedule and curriculum completely out the window and start from scratch. More said one of things that helped them succeed was the sharing of ideas and listening to instructor feedback.

“We looked at every idea — nothing was off the table. We empowered our facilitators to try things and then we’d all discuss why they did or didn’t work, and get a consensus on the direction to take,” he said.

“While many other schools are still wrestling with what ALM means for them, we are already trying to anticipate how we should next be evolving to ensure we continue providing students with a relevant, challenging and transformational experience,” Bunner said.

While there was some initial resistance from long-time recruiters and instructors, nearly a year later the changes are overwhelmingly celebrated as a much-needed and long-overdue overhaul of recruiter training. Neither the curriculum nor the method of teaching recruiters had changed much in several decades; yet recruiting has changed a great deal through the years.

“We’ve been taught a certain way in Army schools throughout our careers — it’s tough to make the switch to a different style of teaching and learning,” said Sgt. 1st Class Richard Reifsnnyder, who — like many instructors — was at first skeptical of the changes.

“We felt like it was so much information, we didn’t see how students were going to be able to teach themselves all the material,” said Reifsnnyder, who became a recruiter in 2004 and started teaching at the schoolhouse about six months before the course changes were implemented. He added that as instructors they really had to change their mindset about what Army institutional training looks like.

Bottom line: Change is hard to accept, said Sgt. 1st Class Cian Bouchard, facilitator for the second ARC pilot. He said it will likely be years before the RRS has total buy-in on the direction they are heading with ALM implementation in recruiter training. As more and more students move through the schoolhouse and succeed in the field, though, the more attitudes will change. Reactions, however, have been mostly positive.

Students thrive in the chaos of the redesigned classroom setting, Copley said, because it simulates what the real recruiting environment is like — it could all go as planned, or it could be total chaos.

Army Recruiter Course students Sgt. James Story and Staff Sgt. Jeffery Schwind call prospects from actual lead lists (lists are typically provided by center commander course students from their stations).

# What's

So what's really different in the redesigned Army Recruiter (ARC) and Center Commander (CCC) courses? An easier question to answer would be, “What hasn't changed?” What the schoolhouse does - train noncommissioned officers to recruit for the Army - hasn't changed; it's how they do it that's been turned upside down.

## No instructors

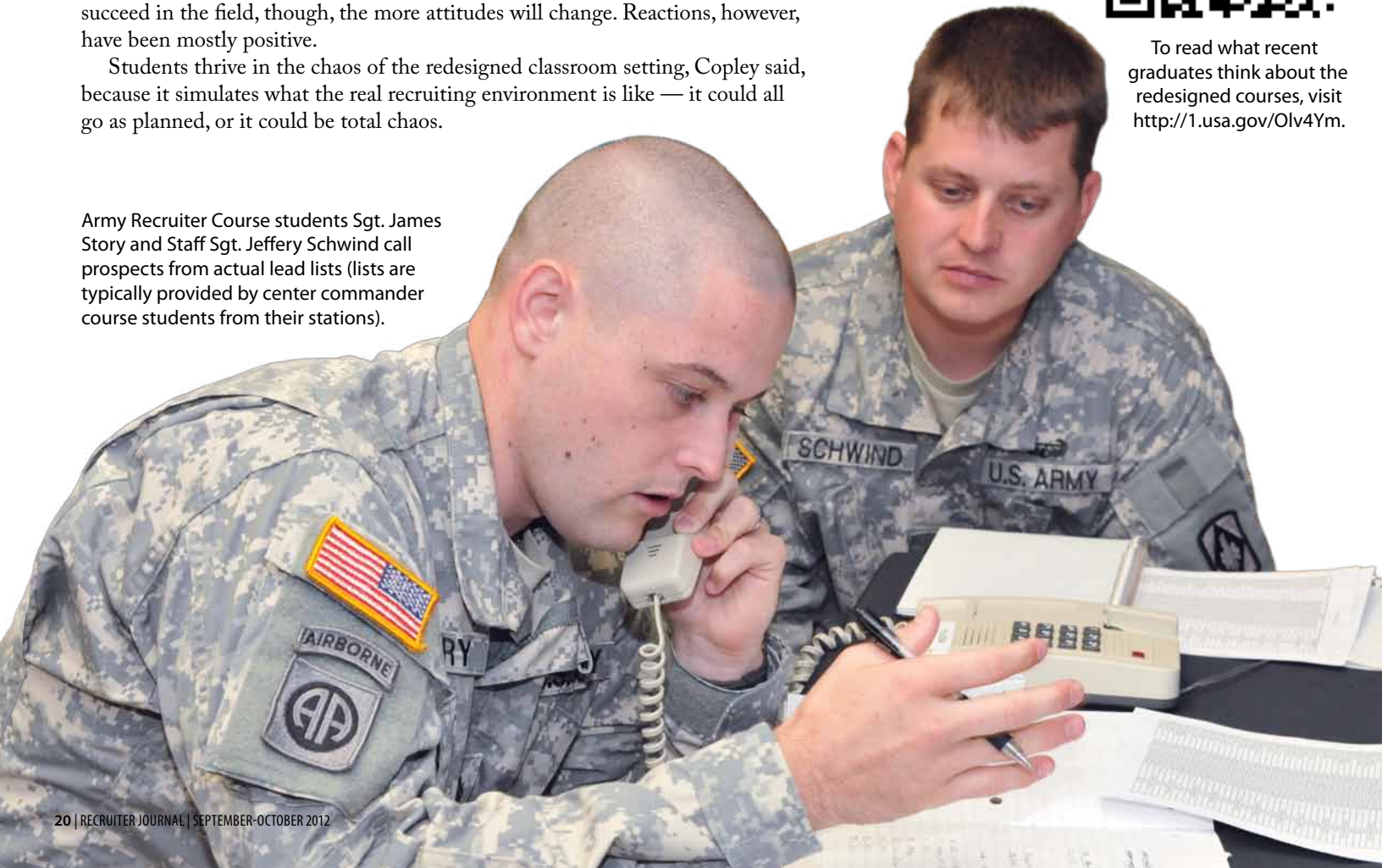
Courses are now 'facilitated' by seasoned recruiters who guide the learning experience, not direct it; they are the observer-controllers of the classroom.

## More Content Online

For the Recruiting and Retention School training photo gallery, visit <http://bit.ly/NTY16J>.



To read what recent graduates think about the redesigned courses, visit <http://1.usa.gov/Olv4Ym>.





# Changed?

By Julia Bobick  
Editor

## No dress right, dress desks in rows

After completing the recruiting doctrine and introduction phase, students are divided into 16-person teams and transition to rooms where desks are set up in pod-like groups of four facing one another to stimulate more interaction and peer-to-peer instruction and learning. Facilitators don't stand in front of the class; they stand in the center and move about the room to more easily engage each and every student, according to Don Copley, the Recruiting and Retention School's director of training since 2005.

## More collaborative learning

Facilitators avoid directly answering questions and instead ask questions that engage the entire class in a discussion that will result in the answer — or answers.

"One of the hardest things to adapt to as an NCO was not just giving students all the answers," said Sgt. 1st Class Mark More, who facilitated the first ARC pilot.

Course facilitation is "not about giving students the answer, it's about ensuring they know where to go get it and creating an environment that encourages their peers to jump in and help them find the answer and solve problems together — exactly as a team should operate," said Copley.

## Go/No-Go grading system eliminated

The Go/No-Go grading sheets previously used for evaluating Soldiers on recruiting tasks have been replaced with grading rubrics that identify Soldiers' proficiency levels without a numerical value: proficient, successful, needs practice and unsuccessful.

The goal is that every student will want to achieve at least a "successful" level of proficiency, Copley said, and the students can help one another improve their skills to achieve that level instead of just being a pass or a fail.

## Cross-course learning

The courses now overlap to merge the final weeks of the ARC with all four weeks of the CCC. Recruiter course students benefit from the experiences of their center commander students — most of whom are assistant center commanders — and the center commander students benefit from more realistic leader training and the ability to mentor future recruiters.

There had never before been any interaction between the courses, according to Copley, who first came to the RRS in uniform in 1999 and taught every course before retiring. This has been one of the most appreciated aspects of the course changes — by students in both courses.

In addition, the schedule for the company leader course (a merging of the first sergeant and company commander courses) will be realigned to overlap the final weeks of the ARC and CCC courses, allowing first sergeants and commanders to pop in to a "recruiting station" classroom during the final days of their course.

## Students are also applicants, parents and educators

Students rotate through days as role players, coming to school in the appropriate civilian attire and acting their part in training scenarios. While a specific NCO might be conducting a task, both his or her peers and the role players give feedback on the NCO's performance, reinforcing the collaborative experience from all sides.

Carefully developed training scenarios augment the NCOs' live role-playing experiences. As an example, the training team wrote and developed more than 3,600 role-playing scenarios, since "no two Army Interviews are the same," said Lt. Col. Douglas Bunner, former RRS deputy.

As added realism in live and virtual scenarios, students now hear, "No!" during the Army Interview — something that rarely happened in the old course because of time constraints inherent to the way the training was conducted.

## Curriculum

The curriculum for all seven weeks of the ARC — about 50 lesson plans in all — was dismantled and rewritten to align with the Army Learning Model 2015. Lessons are now more engaging, hands-on and outcome-based, less death by screen shots and slideshows. More live-fire training in a group setting provides students with more practical, usable and realistic learning experiences.

After-action reviews (AARs) are also a daily occurrence during which students talk through the topics they covered and identify the key learning outcomes.

"All the students benefit from the collaboration; we are trying to get to the point where the whole class is learning from one another and learning from each other's mistakes," said More, a recruiter in Minneapolis for six years before coming to the schoolhouse in January 2011. "It ultimately creates better, more effective recruiting teams."

## Lesson plans updates occur faster

"In recruiting, our rules of engagement can change every day, so we can't wait six months or more to update our lesson plans," said Scott Lewis, a former recruiter who's been on the RRS training division team since February 2011.

Based on daily AARs, facilitators can provide immediate feedback to the director of training and approved changes can be implemented within 72 hours, according to Lewis. The training team can also rapidly react to changes in USAREC doctrine and policy, immediately incorporating them into lesson plans. Since all the facilitators pull their lesson plans from SharePoint daily, everyone is working from the same up-to-date lesson plans and training is synchronized across all the small groups.

"We've got a lot of work ahead of us, but we are excited about the direction we are going," Copley. "I believe we are building a better Soldier not only for Recruiting Command, but also for the Army."

# Knowing local Reserve Vacancies Key to success



By Ed Alcock  
USAREC G-2

In the July-August edition of the Recruiter Journal, the commanding general discussed the importance of knowing the quantity, type, and location of vacancies in your local Army Reserve (AR) units. Then on August 8, he directed every station, center, and team to fill available AR vacancies within their market regardless of their currently assigned mission category so as to achieve the Fiscal Year 2012 recruiting mission.

With the constantly changing situation for Army Reserve (AR) unit vacancies and training seats, how do you quickly get a good picture of what vacancies are really available for recruiting in your market area? This moving target requires constant situational awareness and center flexibility to focus on the AR category mission and achieve success.

During the past fiscal year, the Army Reserve greatly reduced the number of skill-level one vacancies available for fill across the command, vacancies we use for all our non-prior service (NPS) applicants and most prior service (PS) applicants. The Army Reserve could no longer afford for USAREC to recruit Soldiers where they were not needed. Previously, the command was allowed to recruit even if a position was not available in a local TPU; the Army Reserve would even add an extra vacancy.

This year the Army Reserve required USAREC to fill the true vacancies of the Army Reserve. This is the cornerstone of the commands mission statement "to meet the needs of the Army."

The 2012 recruiting year has marked a turning point in the command's history, one that has required more precision with regard to AR mission categories than ever before. This environment requires some units to routinely receive a mission for

Army Reserve mission categories only. This situation is a direct result of the geographic precision required for an AR category enlistment when the total quantity of vacancies is very low.

To meet this tough AR recruiting objective, a new set of market tools was needed to create the necessary awareness required by all leaders and planners so they can develop effective recruiting plans.

USAREC G-2 launched a new market analysis tool called the Army Reserve Vacancy Reports. This reporting system, available on Report Management Zone (RMZ), allows anyone from the recruiting station/center (RSC) through brigade level to view the AR unit vacancies in their market. These reports provide detailed analysis of AR vacancies organized by reserve center or by RSC RSID, and also include the military occupational specialty (MOS), skill level, non-prior service or prior-service, will-train status, as well as available training seats.

While these reports are designed to supplement the AR vacancy reports available in the REQUEST (Recruit Quota) System; the information and capabilities are a tremendous improvement to those in other sources (REQUEST, GAMAT, Recruiter Zone or Leader Zone). The new reports simplify the important connection between the location of the prospect market and the location of the vacancies.

When using REQUEST reports, it is difficult to "see" all the vacancies since it does not show vacancies that are outside of the center's area or across recruiting battalion boundaries. In many cases, valid vacancies are difficult to see without extensive research if they are in an adjacent station, adjacent company, adjacent battalion, or even adjacent brigade area.

In contrast, the G-2 AR Vacancy Reports don't stop at depicting which AR

unit vacancies physically reside within a RSC's or recruiting unit's area. They also depict AR unit vacancies that are outside the recruiting unit boundaries, but that are still within 50 miles of the market area owned by the recruiting unit.

Also note that REQUEST reports show vacancies even though there may not be any training available to make a reservation, whereas the new reports have already accounted for training seats available in the next 12 months. Using these new reports the center commander can target the appropriate ZIP codes for AR enlistments for any of the vacancies within 50 miles of their market area.

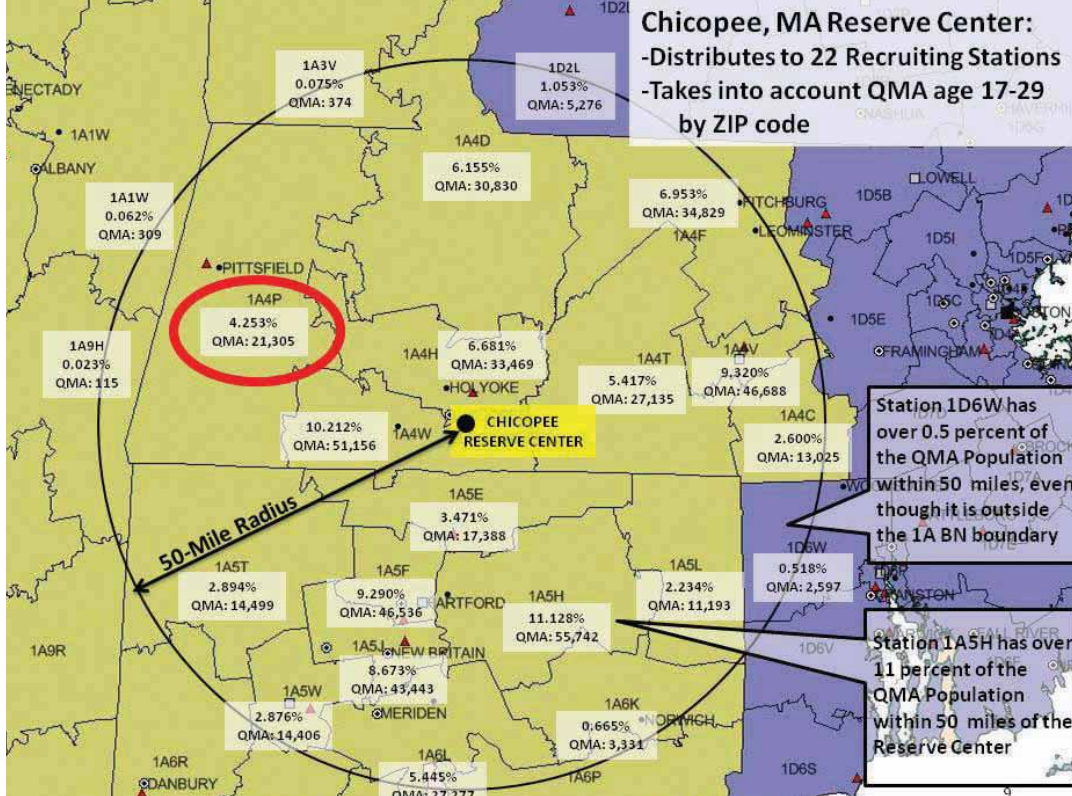
Another feature of the G-2 AR Vacancy Reports is that it identifies 'recruitable vacancies.' Recruitable vacancies account for three key factors:

1. The location of the market supporting a Reserve center. Most Reserve centers have multiple RSCs to fill its vacancies. Recruitable vacancies identify the proportion of vacancies based on the eligible population in the RSC's area. For example, a center that owns half of the eligible population (within 50 miles) of a Reserve center will have half of the distributed vacancies. Likewise, if the RSC has all the eligible population supporting a Reserve center, then they will be distributed all the vacancies.

2. Markets within 50 miles, but not within a 90-minute drive of a Reserve center, are not counted. This occurs in areas where there is impassible terrain such as rivers, mountains, harbors or areas without roads; these areas are excluded before distributing vacancies.

3. The number of available basic training/advanced individual training seats that match the MOS of the vacancy. If there are no training seats to match the MOS, the report does not count the vacancy.





Chicopee, Mass., Army Reserve Center vacancy distribution scheme

### Why are fractional vacancies shown in the results?

Fractional vacancies can be created in two ways. The G-2 AR Vacancy Reports reduce the number of vacancies from REQUEST down to “recruitable vacancies” for a particular MOS. This process accounts for limited training seats for that MOS. For example, the command has roughly 1,200 vacancies for MOS 92F (Petroleum Supply Specialist), but only 250 available training seats. We should expect our recruiting force to fill up to 250 of those vacancies. In this case, the model reduces the total number of MOS 92F

vacancies by nearly 80 percent to 250 (to account for the available training seats) before distributing them. The second way fractional vacancies are created is through the distribution process itself; proportional distribution based on QMA population does not always result in a whole number. Remember that distributed vacancies are used to help identify what and where vacancies are available. Any fractional vacancy, no matter how small, represents an opportunity that can be filled. We continue to show fractional results so that leaders can gauge and assign market responsibility for Army Reserve enlistments when applicable.

As mentioned earlier, the G-2 AR Vacancy Reports filters out extraneous AR unit vacancies that cannot be filled by qualified applicants. These are generally policy reasons that may include:

- Arrival of a new Soldier who has already filled the vacancy
- AR policy may dictate that the vacancy priority level is too low to warrant filling in the short term
- The vacancy is a mobilization vacancy and will not be filled at this time.

For NPS applicants, we also filter out vacancies that require currently-held security clearances. These types of vacancies appear in the various REQUEST AR vacancy reports, but are filtered out of our AR vacancy or query reports.

Finally, the G-2 AR Vacancy Reports allow easy assessment of market areas vs. the assigned mission. Areas that have mission with insufficient vacancies are highlighted. Likewise, areas that have vacancies but are without an assigned mission can be identified. These assessments are critical functions for mission planning at the company and battalion level.

### How does vacancy distribution work?:

The vacancy reports use standard sources for vacancy and training data, to include:

- Vacancies, including NPS, skill level one vacancies and prior service (PS), skill level one through three vacancies
- Available basic combat and advanced individual training, by MOS and Additional Skill Identifier (ASI)
- AR Unit Information from Army Reserve Command, containing unit description, location, and contact information
- AR enlistment contract missions and achievements by recruiting station/center and enlistment category (non-prior service and prior-service) from the Mission, Production, and Awards System (MPA).
- The vacancy distribution “engine” from USAREC G-2, the heart of the distribution model, distributes AR unit vacancies down to ZIP code level

With these inputs, AR unit vacancies are distributed proportionally to recruiting brigades, battalions, companies and stations with populated territory within 50 miles of that Reserve unit. Proportions are determined by the eligible population

to join the Army, age 17-29, by ZIP code, referred to as Qualified Military Available (QMA) population. The greater population proportion/ZIP codes a recruiting station has within 50 miles of a Reserve center, the greater share that station gets of that center’s vacancies. Also, the same recruiting unit may receive distributed, recruitable vacancies from multiple Reserve centers.

For example (above), the Chicopee Reserve Center is within 50 miles of ZIP codes belonging to 22 RSCs, 20 of which are in Albany Battalion. The remaining two RSCs are within New England Battalion. The G-2 Vacancy Reports distributes unit vacancies at the Chicopee Reserve Center down to RSC level according to QMA population that the RSC is assigned within 50 miles of the Reserve center, compared to the total QMA population within 50 miles of that Reserve center.

So if the Chicopee Reserve Center has 100 vacancies, then station 1A4P (circled in red) would receive 4.25 vacancies, station 1A4W (center) 10.2 vacancies, and so on.

In addition, this model shows that two stations in New England Battalion (RSID 1D2L and 1D6W) receive vacancies, as well; demonstrating that recruiting support to a given Reserve center is not limited by any recruiting unit boundaries. The New England stations shown can place an applicant in that Reserve Center without requiring a letter for being more than 50 miles away.



LEFT: DWH AR Vacancy Reports in Report Management Zone (RMZ), Web-based format, under the "Intelligence" folder. BELOW: AR Vacancy Reports from RMZ, in a Web-based format.

### What reports are available?:

As of July, the G-2-generated Army Reserve Vacancy Reports are available in Report Management Zone (RMZ), under "Intelligence," called "DWH AR Vacancy Report." (above). Then (as shown at the right), Soldiers can enter any RSID within the five enlisted brigades, either PS or NPS, and one of the following three main report types: Recruitable Vacancies, Raw Vacancies or Mission [versus] Vacancies.

### Recruitable Vacancies

This report (below) displays the vacancies that the command can reasonably expect a given recruiting unit (from station through brigade) to fill over time, given limited recruiting territory coverage, limited QMA population within the recruiting zone and 50 miles of the Reserve unit, and available MOS-related training opportunities for applicants.

The AR Recruitable Vacancy report displays, from left to right:

- The recruiting company RSID, in this case (Soldiers can pull reports for recruiting station, battalion or brigade).
- Prior Service Indicator (This is "N" for a Non-Prior Service report, or "P" for a Prior Service report).
- [Army] Reserve Center ZIP Code.
- Reserve Center City.
- Reserve Center State.
- MOS, Skill Level, and ASI of the Vacancy.



- Will-Train (for prior service applicants only, either "P" for participate or "N" for no).
- [USAREC] Training Seats the command has available for that particular MOS-ASI combination.
- Reserve center's Raw Vacancies (the actual vacancies the Reserve center has, not including non-fillable vacancies as mentioned earlier).
- Reserve center's Recruitable Vacancies (equals the Reserve center "raw" vacancies reduced by training seats available to the command by (MOS and ASI)).
- The recruiting company's share of the Reserve center's Recruitable Vacancies.

Company Id	Ps Ind	Rc Zip	Rc City	Rc State	Vacancy Mos Asi	Will Train	Usarec Training Seats	Rc Raw Vacancies	Rc Recruitable Vac	CO's Recruitable Vacancies	
3N2	N	33177	MIAMI	FL	12R100	N	49		2	1.18072	0.00028
					35F100	P	69	1	1	0.00024	
					35G1S5	N	19	4	0.00096		
					68X100	N	36	1	0.00024		
					91B100	P	286	1	0.5813	0.00014	
		33614	TAMPA	FL	31B100	P	477	2	2	0.23994	
					88M100	N	616	1	0.55049	0.06604	
		33782	PINELLAS PAR	FL	68W100	P	330	3	3	0.42128	
		33991	CAPE CORAL	FL	12B100	P	199	44	29.9863	29.9652	
					12B12C	N	199	19	12.94863	12.93951	
					12B1E8	N	199	10	6.81507	6.81028	
					31B100	P	477	1	1	0.9993	
					68W100	P	330	4	4	3.99719	
					91B1H8	N	21	1	0.17797	0.17783	
						P	21	1	0.17797	0.17783	
		91H100	P	44	1	1	0.9993				
	N	44	1	1	0.9993						
	P	44	3	3	2.99788						
Total									100	73.41845	60.79274

AR Recruitable Vacancy Report (Company level) from RMZ



## Raw Vacancies and AR Unit Information

This report displays the actual, or “raw,” vacancies for a specified recruiting unit at any level (station through USAREC), including all Army Reserve centers within 50 miles. This report displays vacancies by Reserve unit and Reserve center, and displays detailed information about the unit

This report (*above*) displays, from left to right:

- The recruiting company RSID, in this case (Soldiers can pull this report for recruiting stations, battalion or brigade).
- Army Reserve Center ZIP Code.
- Army Reserve Unit Designation.
- Army Reserve Unit Identification Code (UIC).
- AR Unit Street Address.
- AR Unit City.
- AR Unit State.
- AR Unit Facility Phone Number (according to REQUEST).
- Vacancy MOS and Skill Level.

Company Id	Zip	Ar Unit	Ar Uic	Street	City	State	Ar Unit Phone	Mos	Sqi	Asi	Language Code	Sec Cd	Ps Ind	Will Train	Total Vacancies
3N2	33177	1PLT 756 EN CO (VC)	WQ11A1	13601 SW 176TH STREET	MIAMI	FL	7274562452	12R1	O	00	YY	Y	N	N	2
3N2	33177	326TH MED DET CSC	WQ8GAA	13601 SW 176TH STREET	MIAMI	FL	7865612033	66X1	O	00	YY	Y	N	N	1
3N2	33177	326TH MED DET CSC	WQ8GAA	13601 SW 176TH STREET	MIAMI	FL	7865612033	91B1	O	00	YY	Y	N	P	1
3N2	33177	CO A MI CO 377M(RO)	WZU4A0	13601 SW 176TH STREET	MIAMI	FL	4078566157	3SF1	O	00	YY	Y	N	P	1
3N2	33177	CO A MI CO 377M(RO)	WZU4A0	13601 SW 176TH STREET	MIAMI	FL	4078566157	3SQ1	O	95	YY	Y	N	N	4
3N2	33614	317 MP BN HHD	WSKGAA	4815 N HUBERT AVE	TAMPA	FL	8133533124	88M1	O	00	YY	Y	N	N	1
3N2	33614	810 MP CO (-)	WTEXA1	4815 N HUBERT AVE	TAMPA	FL	8138774964	31B1	O	00	YY	Y	N	P	2
3N2	33782	319 MED DET MIN CARE	WVDUAA	2801 GRAND AVENUE	PINELLAS PARK	FL	2057951726	68W1	O	00	YY	Y	N	P	3
3N2	33991	365TH ENG CO 1ST PLT	WZ5CA1	71 MID CAPE TERRANCE UNIT 7-8	CAPE CORAL	FL	3057721548	12B1	O	00	YY	Y	N	P	13
3N2	33991	365TH ENG CO 1ST PLT	WZ5CA1	71 MID CAPE TERRANCE UNIT 7-8	CAPE CORAL	FL	3057721548	12B1	O	2C	YY	Y	N	N	8
3N2	33991	365TH ENG CO 1ST PLT	WZ5CA1	71 MID CAPE TERRANCE UNIT 7-8	CAPE CORAL	FL	3057721548	12B1	O	E8	YY	Y	N	N	4
3N2	33991	365TH ENG CO 2ND PLT	WZ5CA2	71 MID CAPE TERRANCE UNIT 7-8	CAPE CORAL	FL	3057721548	12B1	O	00	YY	Y	N	P	18
3N2	33991	365TH ENG CO 2ND PLT	WZ5CA2	71 MID CAPE TERRANCE UNIT 7-8	CAPE CORAL	FL	3057721548	12B1	O	2C	YY	Y	N	N	7
3N2	33991	365TH ENG CO 2ND PLT	WZ5CA2	71 MID CAPE TERRANCE UNIT 7-8	CAPE CORAL	FL	3057721548	12B1	O	E8	YY	Y	N	N	4
3N2	33991	365TH ENG CO 3RD PLT	WZ5CA3	71 MID CAPE TERRANCE UNIT 7-8	CAPE CORAL	FL	3057721548	12B1	O	00	YY	Y	N	P	12

Raw Vacancy and Unit Information Report (Company level) from RMZ

- Vacancy SQI Code.
- Vacancy ASI Code.
- Vacancy Language Code.
- Vacancy Security Clearance Code (Code of anything but “Y” requires a security clearance of some kind).
- Prior Service Indicator (This is “N” for a Non-Prior Service report, or “P” for a Prior Service report).
- Will-Train (for prior service applicants only, either “P” for “participate” or “N” for “No”).
- Total Number of Vacancies for that Reserve Unit, by MOS, SQI, ASI, Language Code, Sec Code, and Will-Train.

## Mission versus Vacancy Report

This report (*at right*) compares monthly contract mission to the distributed and recruitable vacancies for a given recruiting station. It gives a red warning indicator if a recruiting station has fewer vacancies than mission, meaning it most likely cannot achieve that mission.

Soldiers can pull this report for station, company, battalion, brigade, or command level.

This report displays, from left to right:

- The Recruiting Station RSID.
- The Recruiting Company RSID.
- The Recruiting Battalion RSID.
- The Recruiting Brigade RSID.
- The Prior Service Indicator, which is “N” for NPS Skill Level 1 Vacancies, or “P” for PS Skill Level 1-3 Vacancies.
- The Current Phase Line Mission to Vacancies Ratio: The ratio of the Current Phase Line [RCM] Month’s Non-Prior Service (NPS) or Prior Service (PS), depending on the report you requested, Mission remaining (Phase Line NPS or PS Mission minus NPS or PS Contracts Achieved) to the NPS or PS Recruitable Vacancies. (The cell will turn red if it is greater than one; i.e., the unit has more mission for the Current PL than vacancies.)

Rsid	Company Id	Battalion Id	Brigade Id	Ps Ind	Cur PL Msn Vac	Next PL Msn Vac	AR Cur PL Msn	AR Cur PL Vol Msn	AR Cur PL Achvd	AR Cur PL Vol Achvd	AR Next PL Msn	AR Next PL Vol Msn	Ar Recruitable Vac
3J1B	3J1	3J	3	N	2.15	0	1	1	0	0	0	0	0.4643
3J1C	3J1	3J	3	N	0.26	0	2	2	0	0	0	0	7.58157
3J1G	3J1	3J	3	N	1.04	0	2	2	0	0	0	0	1.92068
3J1K	3J1	3J	3	N	1	0	1	1	0	0	0	0	0.99802
3J1M	3J1	3J	3	N	0.21	0	1	1	0	0	0	0	4.68209
3J1R	3J1	3J	3	N	0	0	0	0	0	0	0	0	0.59915
3J2E	3J2	3J	3	N	0	0	0	0	0	0	0	0	0.66672
3J2G	3J2	3J	3	N	0.2	0	1	1	0	0	0	0	4.8905
3J2J	3J2	3J	3	N	0.46	0	1	1	0	0	0	0	2.17111
3J2S	3J2	3J	3	N	0	0	0	0	0	0	0	0	7.035
3J2V	3J2	3J	3	N	0	0	0	0	0	0	0	0	0.17911
3J2W	3J2	3J	3	N	0.65	0	4	4	0	0	0	0	7.31353
3J3B	3J3	3J	3	N	-0.25	0	0	0	1	1	0	0	4.00751
3J3C	3J3	3J	3	N	0.41	0	2	2	0	0	0	0	4.8972

AR Mission versus Vacancy Report for Raleigh Battalion (3J) from RMZ.

The cell will turn green if it is less than or equal to zero; i.e. the unit has already achieved its Current PL Mission.)

- The Next Phase Line Mission to Vacancies Ratio: The ratio of the Next Phase Line [RCM] Month’s Non-Prior Service (NPS) or Prior Service (PS), depending on the report you requested, Mission to the NPS or PS Recruitable Vacancies. (The cell will turn red if it is greater than one; i.e., the unit has more mission for the current PL than vacancies.)

- Current Phase Line Mission: The Army Reserve NPS or PS Gross Contract Mission for the Current PL (from MPA).

- Current Phase Line Volume Mission: The Army Reserve [Volume] Gross Contract Mission for the Current PL (from MPA).

- Current Phase Line Mission Achieved: The Army Reserve NPS or PS Gross Contracts Achieved for the Current PL (from MPA).

- Current Phase Line Volume Mission Achieved: The Army Reserve [Volume] Gross Contracts Achieved for the Current PL (from MPA).

- Next Phase Line Mission: The Army Reserve NPS or PS Gross Contract Mission for the Next PL (from MPA).

- Next Phase Line Volume Mission: The Army Reserve [Volume] Gross Contract Mission for the next PL (from MPA).

- AR Recruitable Vacancies: The total number of AR Recruitable Vacancies (either NPS Skill-Level 1 or PS Skill Level 1-3 vacancies, depending on the report requested) for the corresponding recruiting station.

# RESILIENCY

By Sgt. 1st Class Zenon Zacharyj  
 Recruiting and Retention School-Forward

**So exactly what is resiliency?** Resiliency can be defined as rebounding, springing back or recovering readily from hardship, difficulties or the like. It is also the ability one has to grow and thrive in the face of challenges and bounce back from adversity. And since the recruiting environment has plenty of adversity and challenges, understanding resiliency and its core competencies can enhance mental toughness, optimal performance, leadership and goal achievement.

Resilience is not some special skill a few lucky individuals possess. Resiliency can be learned. In fact early research has proven that resilient people get through their challenges using skills they learned as they grew. There is no secret formula or smoke and mirrors, it's simply using some assets you have and applying them differently. As you can see from the chart below, resilience is quite dynamic. It's not about suppressing emotions but rather expressing them in an appropriate way. It's not about handling things on your own, it's about asking for help. It's not bad to slow down and listen to subordinates, peers and seniors.

Individuals who have the ability to see the complete picture and operate appropriately often succeed by using many elements associated to resilience. The nature of recruiting requires those special competencies closely related to resiliency to assist in overcoming adversity during the recruiting process.

Soldiers are lifelong learners and can develop their resiliency skills to enhance their effectiveness, well-being, and leadership potential.

## Resiliency Myths & Facts

**Never show emotion**

Regulate emotion

**About the individual**

About the individual and relationships

**Must handle everything on their own**

Asking for help is a resilience strategy

**Always act fast**

Knowing when to slow down

**Accomplish super human feats**

Bounce back from adversity

**Always fully composed**

Not always pretty

**Have it or don't have it**

Everyone can develop it

**It's a destination**

It's a process



Self-Awareness	Identify thoughts, emotion, and behaviors. Recognize patterns in thinking and behavior, especially counterproductive patterns. Be open and curious.
Self Regulation	Regulate impulse, emotion, behaviors to achieve goals. Express emotions appropriately and stop counterproductive thinking.
Optimism	Hunt for what is good, remain realistic, know what is controllable, maintain hope and have confidence in yourself and team.
Mental Agility	Think flexibly and accurately, and look at other perspectives. Identify and understand problems and consider and try new strategies.
Strength of Character	Knowledge of personal strengths and how to use them to overcome challenges and meet goals. Faith in ones strengths, talents and abilities.
Connection	Strong relationships, positive and effective communication, empathy, and support for others.

A good start in this process is to develop a foundation of resiliency competencies often referred to as the building blocks of resiliency. These competencies arm Soldiers with the tools they need to enhance their resiliency skills.

**Self-awareness** helps individuals become aware of how certain situations can trigger strong emotions or behaviors, such as acting too passive or aggressive. These actions can be productive or counterproductive.

**Self regulation** emphasizes the importance of putting on the brakes. Self regulation can help reduce counter-productive thinking habits that lead to helplessness. It is critical to control emotions and reactions in challenging situations. Self regulation offers individuals the ability to operate in the most adaptive way possible under stress. Reflecting back on difficult situations, individuals often realize how self regulation could have produced a better outcome.

**Optimism** is the engine to resilience. It keeps leaders and Soldiers in the fighting mode and helps them positively affect their performance. Everything can't be fixed at one time, but with optimism and hope, individuals can maintain strong energy and motivation during chronic adversity and challenges. This style of thinking also facilitates resilience and is very contagious. Sometimes a team member who is optimistic can have a bigger effect on the team than the leader. Optimism pays off.

**Mental agility** helps individuals look at situations from multiple angles to formulate a clear picture. Flexibility allows leaders to develop and execute a plan based on a particular situation and available resources — accuracy is paramount. Perception, even though a good skill, is subjective in nature. Used as a sole source

to develop a plan will most often cause the plan to fail. Do you use mental agility? Are you taking a moment to consider multiple alternatives to the big picture?

**Strength of character** refers to someone who has personal attributes that are resilient to hardships, or has the resolve to stand firm in the beliefs they have. Strength of character may differ from team member to team member, but knowing each other's strength can help tremendously during times of adversity. When recruiters know what their "go to" strength is, they can pull from those areas and push through adversity while strengthening relationships. What are your strengths?

A good way to determine your strengths is with the Comprehensive Soldier Fitness Global Assessment Tool (GAT) located at <http://csf.army.mil/>. Click on the 'Take the GAT' drop-down menu and select your category (the GAT is available for Soldiers, Family members and Army Civilians).

**Connection** is interacting with people. It's all about forming strong relationships, through positive and effective communication, empathy, and support of others. For example, showing empathy for a person who is going through a difficult situation demonstrates that you care about them. Resilient people do not operate independently; they depend on their team members.

The competencies discussed in this article can help you and your team cope with stress, push through obstacles and solve problems. Soldiers who have studied resiliency have noticed improvement in their ability to stay focused, self confidence, and performance under pressure. To learn more about resiliency and performance enhancement, visit the Comprehensive Soldier Fitness site at <http://csf.army.mil/>.





BRIAN LEPLEY



# Wowed

by Army

# Medicine

## COIs Become Advocates

Story and photos by Fonda Bock  
Associate Editor


“There was a time when I didn’t really think Army Medicine was stellar,” admitted Dr. Ellen Cohn, associate dean with the School of Health and Rehabilitation Sciences at the University of Pittsburgh. Now, however, she thinks it’s top notch.

Though her perception of Army medicine has gradually grown more and more positive over the years, Cohn said it was her involvement in the Army Medicine Experience (AME) this summer that really opened her eyes.


“This tour has just upgraded my impression to an A plus plus,” said Cohn.

The 2nd AME in July included tours of the burn unit at Brooke Army Medical Center, the Center for the Intrepid and a mock deployable hospital at Camp Bullis in San Antonio, Texas. Centers of Influence also learned about the multi-service Combat Casualty Course, an eight-day program designed to enhance the operational medical readiness skills of physicians, nurses and other healthcare providers, and listened to a medic talk about the care he received after losing both of his legs to a roadside bomb in Afghanistan in 2011.


“This group is on the cutting edge of




CLOCKWISE FROM TOP LEFT: James Shelton, an instructor at the Combat Casualty Care Course, takes COIs through the emergency room of the mock deployable hospital at Camp Bullis, Texas.



COIs get a briefing from Michael Bueno, chief of the visitors bureau at Brooke Army Medical Center, about how the pool facilities at the Center for the Intrepid are used in the rehabilitation of wounded warriors.




A Navy instructor briefs COIs on the training health care providers receive through the Combat Casualty Course.



COIs tour the X-ray room at a mock deployable hospital at Camp Bullis, Texas.



Wounded warrior Spc. Christopher Powell talks to COIs about the care he received after he lost both of his legs in a roadside bomb in Afghanistan in 2011.



Lieutenant Col. Louis Stout, Chief Nurse of the Burn Center at BAMC, takes COIs through a room in the center’s intensive care unit.

medicine. The Center for the Intrepid is a remarkable model. The philosophy of therapy is innovative and could really shift the way we do therapy across the country in many disciplines, and the facilities and equipment are way ahead of the curve in most universities and in traditional health settings. This is one of the best places we could possibly train our students. I would send my best and brightest students here.”

Cohn is one of 36 influencers who attended the AME, which is designed to showcase the education, training and career opportunities available in Army Medicine, so participants can mentor others about the benefits of becoming a member of the Army healthcare team. Her words echoed the thoughts of others.

“I think the programs obviously offer training in areas that you won’t find anywhere else in the country because of the kind of injuries Soldiers have,” said Dr. Thomas McInerney, professor of pediatrics at the University of Rochester and president-elect of the American Academy of Pediatrics. “I was very impressed with some of the cutting edge treatments [being performed] on patients with burns and wounds and what they can do to rehabilitate Soldiers who’ve lost limbs.”

“What impressed me most was the seamless patient care, the commitment to the patients and treating them with compassion,” said Dr. Paul Friedlander, associate professor and interim chairman of the Department of Otolaryngology at Tulane Medical Center. “I really feel that the solutions to our healthcare crisis on the civilian side can be found in part by looking into military medicine because of the emphasis on the patient. The business of their medicine is truly patient care, and that’s what we need to bring back to the civilian side.”

Being a retired Army colonel, Dr. Larry James, dean of Wright State University’s School

of Psychology, wasn’t surprised at what he saw; it’s exactly what he expected. The tour enabled him to catch up with the latest opportunities in Army Medicine, which he’s eager to share with his students and colleagues — opportunities that include developing leadership skills and a valuable work ethic.

“A couple of my faculty have

spend time in the military and they are a cut above. Their ability to organize, their tendencies to always want to step to the front of the line when tough jobs need to be done, their ability to organize and galvanize a group of people and get them all marching in the same direction is an amazing set of skills and attributes that I think we don’t realize or appreciate until you actually get out of the Army.”

Former Medical Recruiting Brigade Commander Col. R. Scott Dingle said this year’s AME once again accomplished its goal — wowing COIs with Army Medicine.

“It’s a productive recruiting tool because it gives civilian healthcare professionals a comprehensive look at Army Medicine in action at its finest. For two days, it allows them to live an experience they will never forget. It is an inspiring event that energizes and charges them all to be ambassadors for Army Medicine and share the Army Medicine story,” said Dingle.

So inspiring that one COI is seriously considering joining the Reserve herself.

Even though Dr. Robyn Dreibelbis, vice chair of the Department of Family Medicine and an assistant professor at Western University of Health Sciences in Oregon had felt drawn to the military at a young age, life pulled her in another direction. Her experience at AME is making her reconsider.

“Having had the amazing education on what the Army offers their Medical Corps and what we can do to give back to our country and to the brave Soldiers who protect the citizens of the United States, I feel drawn again to be a part of this great organization. The Army Medicine Experience Tour has lit the fire inside of me, so yes, I am considering joining the Army Reserve.”

*“This group is on the cutting edge of medicine. The philosophy of therapy is innovative and could really shift the way we do therapy across the country in many disciplines.”*

*— Dr. Ellen Cohn*



# Education Services Specialist of Year Focuses on Building Strong Relationships

*Story and photo by D. Charone Monday  
Columbus Battalion*

**S**oldiers come first. That's the basic philosophy of Recruiting Command's Fiscal Year 2011 Davis-Kunisch Memorial Award education services specialist of the year.

"I feel extremely honored to be nominated and selected," said Shannon Wagner, Columbus Battalion. "We have so many great ESSs [in USAREC who] have done really great things, and I've only been in this position for three years, so I felt extremely honored that USAREC felt that I was the top ESS of the year."

Wagner said it's important for the Soldiers to know who she is and that she is accessible to them.

When asked what advice she would give recruiters in order to improve their relationships with educators Wagner said, "I think their biggest mistake is that they're always rushing. When you're working with educators you can't rush into stuff with them because they're about building relationships. You have to take your time with educators. You have to be willing to spend that time getting to know them before you start asking for stuff. Relationship building I think is a vital piece that a lot of the recruiters miss."

Wagner was instrumental in Columbus Battalion's success in the schools on both a micro and macro level, according to Maj. Timothy Hilton, then Columbus Battalion executive officer.

"The breadth and depth of her work ranged from assisting recruiters with the execution of a school plan ... to larger initiatives like educational COI (center of influence) development and pursuit of educational covenant signings based on new and unique initiatives with state agencies. Her hard work, boundless energy and innovative style assisted the Battalion's efforts in truly being a partner in education," Hilton said.

During the year, Wagner developed several projects in conjunction with Project Lead the Way and a program focusing on science, technology, engineering and math (STEM) disciplines. She created packets for 85 engineering schools in the battalion's area plus a packet for each station explaining the STEM initiative.

The packets included, but were not limited to eCYBERMISSION, West Point Bridge Design competition information, U.S. Army Natick Soldier Systems Center fact sheets, Meals, Ready to Eat (MRE) product design presentations, and America's Army education kinematics simulation. Because of this project, she opened a previously closed private school in the Dayton Company area that allowed her and the recruiters to conduct a class with high school students and an After School Middle School STEM program.

The award, named after James F. Davis and William J. Kunisch, who both served as USAREC's chief of education, is Recruiting Command's most prestigious award given to an ESS. The other finalists were Allan Silberstein of Salt Lake City Battalion and Carlos Rivera of the Miami Battalion.



USAREC Education Services Specialist of the Year, Shannon Wagner of Columbus Bn, instructs several Skills USA student officers during recent leadership training.

By Fonda Bock  
Associate Editor

# Inspiring Youth

## Speaking Engagement Provides Opportunity to Inspire Youth, Showcase Army to Target Market

“They are the best and most qualified. They have no legal issues, no real medical issues, no moral issues at all; these are kids who are really already prescreened.”

Minneapolis Battalion Commander Lt. Col. John Hinck was referring to members of DeMolay, an international civic organization for boys and young men between the ages of 12 and 21 who have high morals and values, high ambitions and burgeoning leadership skills.

Founded after World War I with an original mission to provide role models for boys who'd lost their fathers, the organization strives to prepare its 17,000 members to lead successful, happy and productive lives.

As a former member and senior officer for the organization, Hinck was invited to speak at the annual convention for the Massachusetts Jurisdiction in August.

Appropriately, this year's convention theme was an “An Army of DeMolay,” chosen by the members themselves. Hinck's presentation titled, “Making a Difference,” focused on values and education.

“I talked about how the organization's precepts of love of parents, reverence for sacred things, courtesy, comradeship, fidelity, cleanness and patriotism closely mirror the Army Values, emphasized the importance of staying out of trouble and how making good, moral and ethical decisions can open doors.

Jason Towne took on the challenge of climbing the rock wall during the annual convention for the Massachusetts jurisdiction of DeMolay.

PHOTOS BY BRIAN NOBLE



RIGHT: Albany Battalion Command Sgt. Maj. Kelly Clark, Battalion Commander Lt. Col. Janice Gravely, Sam Newland of the U.S. Army Natick Soldier Systems Center, DeMolay members Andrew Prescott and Timothy William Nogueira, and Minneapolis Battalion Commander Lt. Col. John Hinck yell "Army Strong." BELOW: Alex Dyer of Marshfield, Mass., talks with Minneapolis Battalion Commander Lt. Col. John Hinck during a break in the volleyball competition at the Massachusetts DeMolay convention.



I encouraged them to make their lives rewarding by being of service in something greater than themselves, whether that's by making a difference in your school, church, community, or serving your country, but to make a difference."

"He got the guys on their feet singing in Army cadence and thinking about their future and what it means," said Brian Noble, executive officer for Massachusetts DeMolay. "I'm in my 50s and I walked away thinking about what I was doing to make a difference. I think he did a great job connecting not only to active members but to the adult advisers as well. Many of the adults came away feeling better about their service to the young men of their community."

The talk inspired 17-year-old Adam Azanow from Natick, Mass., who is considering ROTC.

"Seeing real Army officers, noncommissioned officers and their enthusiasm for what they do fueled my interest in the program further, because seeing the Army's support in real life, not just on the news or in paper, made a big difference for me and many of the members in attendance. By seeing the similarities in our [values] and how we try to get our members to lead better lives, helped me to realize the Army is not only protecting us, but it is trying to develop the character of its Soldiers and officers, and helping the surrounding communities. I want to use the skills that DeMolay has taught me and encompass the values I learned from the Army into my life, because by living by those values and precepts I am living a better life making my community better."

Hinck's intent when invited to speak was to be a role model and show the young men there's a logical path from serving in DeMolay to serving in the Army

"They could see I was a DeMolay at one time like them. Now I'm in the Army doing productive things because of what DeMolay taught me. But once we were there, I realized there was a lot more interest in serving in the Army than I originally anticipated. We ended up with three leads, and I think more will come out of it," said Hinck.

Hinck also participated in all the convention activities with



the members, which included a volleyball tournament, a tug of war competition and rock wall climbing and joined them at every meal.

Albany Battalion Commander Lt. Col. Janice Gravely and Command Sgt. Maj. Kelly Clark also gave presentations about their Army careers, Army opportunities and benefits and provided a dog tag machine. The U.S. Army Soldier Systems Center in Natick showcased body armor and MREs (Meals, Ready to Eat).

"I think they will make good Soldiers," said Gravely. "This is an impressive organization and the kids are phenomenal. They're well mannered, disciplined, law abiding and articulate, and must maintain these characteristics to stay active in DeMolay. They already have our Army Values."

Hinck has been invited to attend DeMolay's executive officer conference in March. He sees this as an opportunity to create a formal partnership with Masonic youth groups such as DeMolay, like the one USAREC developed Kiwanis International.

"I'd like to see how we can partner together because, obviously, they make good candidates for potential enlistment and the Army provides a great moral compass for them as well as mentors for the kids."

# MCP 101

## 2nd Bde Expands Successful South Carolina Program Across Footprint

By Kim Hanson  
2nd Brigade

Following two years of successful Military Career Pathways events in South Carolina, 2nd Brigade expanded the initiative throughout the brigade. Seeing the value of the event in creating a higher understanding of Army careers and recognizing a cost-savings, the brigade shifted away from the traditional educator tour to hosting more MCP-like events across the Southeast United States and in Puerto Rico.

“The MCP events allow us to engage educators with a more concise, clear purpose than a traditional educator tour,” said Col. Mike Faruqui, 2nd Brigade commander. “The educators get credit

for attending and learn how the military careers align with the 16 career clusters, which empowers them to become advocates for the military. Plus, we are able to engage a larger audience at less cost. It’s a win-win situation.”

In Fiscal Year 2012, MCP events have occurred or are scheduled in six cities (Atlanta, Miami, Columbia, S.C., Raleigh, N.C., Memphis, Tenn., Baton Rouge, La., and Tampa, Fla.) and Puerto Rico. The brigade plans to continue to expand the initiative into even more markets, said Faruqui.

“We’re in conversations with education departments at the state level across our footprint,” he said. “We want to see this pilot continue to grow. It showcases our partnership with education, and truly aligns educators with the military.”

## Columbia Bn’s 3rd Event Draws Rave Reviews

By Vern Garcia  
Columbia Battalion

The third time was a charm for Columbia Recruiting Battalion; its third annual Military Career Pathways (MCP) 101 Course in June earned rave reviews from South Carolina educators and national observers.

“MCP 2012 was the highest rated since MCP began,” said Martha Daniels, Columbia Battalion education services specialist. “It was another great collaborative initiative between educators and the Army.”

The event provided more than 60 educators from across the state a firsthand understanding of military resources, career pathways and benefits. They also learned how military careers fit into the 16 national education career clusters.

“This has been one of the most relevant professional developments I’ve attended in years,” stated a school counselor on the after-action evaluation.

“This program was great and very helpful; I will definitely see my recruiter differently,” stated a school career specialist.

Another school counselor participant

stated, “Thank you for this opportunity, I feel like I can go back to my community and speak with confidence about the employment opportunities in the Army.”

“We really strive to dispel myths about military service and encourage students to know all of their options about post secondary training and education,” said Kathleen Allen, MCP 101 committee.

This unique course gives educators the opportunity to earn recertification credits. To receive Continuing Education Units, South Carolina Department of Education Credits, or Global Career Development Facilitator Credits, the MCP 101 attendees were required to participate in all the scheduled activities. And, after the event, participants are required to design a project they could implement in their schools during the upcoming school year.

On day one, educators gathered at their hotel in Columbia, where they were introduced to recruiting basics and the processing of new recruits enlisting in the Army. A major topic during this session was how recruiters and educators can work together to provide the best information to and opportunities for the students. Through a recruiter panel and plenty of networking

time, both sides were able to bridge the gap between education and military.

“I could not have been more pleased with the depth of participation and high level of collaboration between members of the Columbia Recruiting Battalion and educators of the Palmetto state during this year’s MCP 101,” said Lt. Col. Forsythe, Columbia Battalion.

In his opening remarks, Ray Davis, Education Associate with the South Carolina Department of Education, encouraged everyone to “ask lots of questions. We will be working hard for the next three days so you are able to educate and help South Carolina’s students.”

It is important that educators know as much as they can about every opportunity available to their students to better prepare them for bright futures, said Davis.

On day two, the group headed to Fort Jackson to get a taste of Army life and a sense of what their students would experience if they were to choose the military route. The day began with team building exercises at the one of the obstacle courses just like those used during basic training. These exercises are designed to teach Soldiers how to complete a mission,



# Raleigh Bn Hosts 1st North Carolina Event

By Ronald H. Toland Jr.  
Raleigh Battalion

In partnership with the North Carolina Department of Public Instruction (NCPDI), the Raleigh Battalion hosted 30 post secondary career counselors from around North Carolina in its first Military Career Pathways 101 event June 26-28 in and around Fort Bragg.

A modified educator tour created through partnership and collaboration between the NCDPI and the Raleigh Battalion, MCP 101 is designed to enhance recruiting operations for the military by leveraging information briefings and Army story Soldier panels.

while making sure no one is left behind.

After participating in the team building, the educators got an inside look at the different career tracks and options offered by the Army. Career paths discussed were EMT, pharmacy assistant, veterinarian, and the options available through the wheeled vehicle mechanic school.

Educators heard from U.S. Army Training Center and Fort Jackson Deputy Commander Col. Stephen Yackley and a panel of Soldiers at different levels in their careers.

Day three served as a finale to the program. The morning session provided information about how the education system partners with the Junior Reserve Officers Training Corps (JROTC) and Reserve Officers' Training Corps (ROTC).

Colonel Peter Edmonds, Cadet Command's 4th Brigade commander, asked educators to "assist us to identify quality leaders and provide support through the scholarship process."

"As in years past, I was encouraged by the attendees' positive impression of the Army as viable career option," said Daniels.

Counselors expanded their military knowledge base by attending briefings from military agencies and resources, and discussions with recruiters over the three-day conference, as well as touring a military installation.

"The idea is for the military to be looked at as a great career option for students in their high schools, not a last resort option," said Deborah Roach, battalion education services specialist.

Roach said that educating career counselors is the key to the success of the program. "We want to make career counselors from high schools all over the state aware of all the career opportunities, education and training the Army provides to Soldiers," she said.

"Postsecondary [education] transitions into military career pathways; facilitating collaborative recruitment practices; dismantling myths regarding the military; utilization of resources/assessments that can assist in student career decision-making; understanding financial assistance available for postsecondary education during and after military service; and working with students to ensure they are career and college ready," said Linda Brannan of NCDPI.

The result: Participants gain extensive knowledge about Army opportunities, experiences and benefits. The course also includes an educator-recruiter collaboration panel, group discussion sessions, as well as a pre-course and post-course evaluation of the educators' opinions and understanding of the Army.

"It helps recruiters and high school educators and counselors from all over the state build stronger relationships in their high schools," said Roach.

Providing an opportunity for educators who are not familiar with the military, this is a firsthand opportunity for them to see some of the great things happening in today's Army, she said.

"The career counselors will be able to

“ *Because it is our obligation as educators, we need to be sure that students understand the options available to them.* ”

— Marchelle Horner  
MCP 101 Participant

share some of their knowledge learned from this event to students they believe would excel in a military career," said Roach.

And career counselors agree that planting the seed in students' head is important.

"Because it is our obligation as educators, we need to be sure that students understand the options available to them," said Marchelle Horner, a 17-year veteran career development consultant for NCDPI.

"The education we received over the last three days is beneficial to us so we can further educate families, parents and the communities we serve about the Army and the available military career options," said Horner.

Horner said other participating counselors were just as excited to be there and take the message back to their schools, regions and colleagues in their schools.

"It'll snowball; this was a positive experience," she said.

Not only do the educators benefit from the knowledge learned, but the unique course offers certification credits to participants. To receive Continuing Education Units, MCP 101 participants were required to participate in all activities during the three day course and design a military related project they could implement in their communities during the school year.

## Battalion Event Provides Health Screening, Updates Medical Records

By Pat Adelmann  
Milwaukee Battalion

Over a two-day period, 88 Soldiers from the Milwaukee Battalion updated their medical records through a full medical screening. Using centralized facilities at the Army Reserve's 84th Regional Readiness Command, Logistics Health Inc. (LHI) set up stations to check Soldiers' vision, blood pressure and height and weight, perform any additional medical screenings and draw blood. Within five days of the event, LHI had updated all the Soldiers' records in the MEDPROS system.

"The goal was to capture all Soldiers who were either coming up to or past their deadline that would make them non-deployable medically," said Maj. Clydea Prichard-Brown, battalion executive officer. "We projected out to September 30 [2012] to make sure we would catch everybody under this mass readiness event."

The battalion treated the event like an SRP for a unit preparing to deploy. Calling it a medical processing event, the battalion was able to set a time for everyone who needed to get their medical records updated to concentrate on this one task. It would be a one-time, one-shot event to get all the Soldiers' medical records up-to-date. Not only did the event keep the Soldiers prepared for deployment, it also saved the battalion recruiting hours.

"Even though it took a full day, it's one less thing we have to track and worry about (at the company level)," said Capt. Benjamin Bakken, Loves Park Company commander. He said the company command group would normally have to track each Soldier's status in MEDPROS and ensure they were updating their records. Keeping their records current would normally involve Soldiers completing a questionnaire online and then traveling to a military treatment facility to complete their processing. For many Soldiers this would take them out of recruiting duties for more than a day. Bringing Soldiers to one location saved time and allowed the commander and first sergeant to concentrate on the recruiting mission and their Soldiers.

For more than four years LHI has been ensuring that Reserve component forces without local medical unit support are up-to-date on their medical and dental records. As the sole contractor working under the Reserve Health Readiness Program, LHI has set up appointments for Soldiers and gone out to the field updating medical and dental needs.

"LHI is designed to manage medical and dental records for the Reserve and recently Active Duty forces," said Mark Erickson, an LHI account manager for medical readiness. Erickson said active duty forces that fall under the TRICARE Prime Remote insurance program are eligible to keep their records current with LHI. With regional locations throughout the United States, all territories and in Germany, LHI is able to assist those units that are geographically remote from military treatment facilities maintain their medical readiness status.

"We are the first recruiting battalion to do this [partnership with LHI]," Prichard-Brown said. "Our plan is to conduct quarterly or semiannual events to ensure we capture all Soldiers and keep their medical records current."

## Center Partners With Fort Bragg Units for Realistic Future Soldier Training

By Sgt. Amanda Tucker  
82nd Sustainment Brigade, Fort Bragg, N.C.

Soldiers with Fort Bragg's 82nd Sustainment Brigade shared their knowledge of the Army with more than 150 Future Soldiers from the Wilmington Recruiting Company in June as part of the Adopt-a-Station Program.

"It's a great opportunity for them to come out and see what a day in the life of a Soldier is like," said Staff Sgt. Jonathan Welch, the center's Future Soldier leader. "They were able to see the barracks, the training environment, the professionalism of noncommissioned officers and what is expected of them as Soldiers on a day-to-day basis."

"I wish I had this program before I went through basic training," said Sgt. 1st Class Nakia Harris, the coordinator for the event. "When you actually talk to the people who are on the ground every day, you get a better insight on what you are going to be doing."

Trainers provided information on basic Soldier knowledge like the Army Values, Army history, drill and ceremony, customs and courtesies, the Soldier's creed and military programs.

"It was pretty intriguing," said Benjamin Latigue, a Holly Springs, N.C., native who is entering the military as a specialist with a bachelor's degree in psychology and a minor in French. "I think that I learned a lot of the underlying things that are very important to being an enlisted Soldier in today's Army. Things like marching orders and how to compose yourself when speaking to officers, noncommissioned officers and warrant officers."

The Soldiers hosting the event also gave the Future Soldiers hands-on experience with military equipment. They were able to fire simulated rounds in the Engagement Skills Trainer (EST) 2000, experience the Humvee egress assistance trainer, shoot a firefighter hose, perform drill movements and participate in a combatives presentation.

"This was our first time doing the EST 2000 and the virtual convoy trainer," said Harris. "I think that being able to come in and put their hands on Army equipment definitely benefits some of the Soldiers," he said.

"I think the individual classes and the combatives demonstration were the biggest things these Soldiers were keyed in on," said Welch. "They are learning more about more specific jobs, the Army, how to be successful and what they need to do to make that next step to become better at what they do," he said.

"I think my favorite part was just interacting with the NCOs here," said Latigue. "I enjoyed seeing the diversity of personalities. It kind of gave me a perspective of what kind of Soldiers are in the Army."

After a day of watching, listening, interacting and learning about the lifestyle of a Soldier, the recruits returned to the recruiting center with more experience and knowledge of what they will experience in the Army.





Soldiers begin the two-mile run along the Lake County bike path to complete the Chicago Battalion semi-annual Army Physical Fitness Test. Through the battalion's "Biggest Loser" competition, Soldiers lost a total of 625 pounds and increased their collective APFT scores.

## Chicago Bn Soldiers Lose 625 Pounds in 'Biggest Loser' Competition

Story and photo by Mike Scheck  
Chicago Battalion

**S**ituation: In an effort to promote esprit de corps, physical fitness, post-holiday weight loss resolutions and Army Physical Fitness Test (APFT) preparation, the Chicago Battalion hosted a "Biggest Loser" style competition.

**Enemy Forces:** snack cakes, candy bars, burgers, pizza, fast food and desserts.

Battalions are always looking for innovative ways to promote physical fitness among the recruiters. Long hours, missed meals and fast food plague recruiters and can spell disaster for APFT scores. In spite of gym memberships, Army recruiters know trying to stick to a standard physical fitness regime can be tough. There always seems to be just one more applicant to drop off or pickup at MEPS; one more parental consent to be signed; one more document to chase down; or one more special event to attend that gets in the way of a scheduled workout.

The Chicago Battalion devised a unique way to promote physical readiness that's based on a popular television show. The battalion hosted a "Biggest Loser" style weight-loss/physical fitness competition, culminating with the battalion APFT in May.

The program kicked off with a weigh-in in early January.

The biggest loser/winner is the Chicago Battalion, where Soldiers lost a total of 625 pounds. The individual winner was Staff Sgt. Narcisco Martinez from the Melrose Park Center with a total weight loss of 12.88 percent. The battalion staff section was the winning unit with a collective 5.43 percent weight loss.

"This competition was just what I needed to get motivated," Martinez said. "I immediately started eating healthier food choices like fruits and vegetables and eliminating fried foods from my diet."

Martinez said running was a major part of his weight loss program.

"I started distance running to increase my endurance in order to burn extra calories," Martinez said, admitting that this competition is only the beginning. "I still plan to lose additional weight. My goal is lose another 25 pounds. My wife loves the new me."

Battalion Command Sgt. Maj. Rod Shepard said physical fitness and weight control are a major focus of the Army. "Sergeant Major of the Army Raymond Chandler and I discussed the tightening of the body fat standards during his recent visit to the battalion," Shepard said. "I share [his] view that the allowable 26 percent is too high and can use myself as an example. Because of my age I am authorized up to 26 percent body fat, but would be considered obese by the American Council on Exercise."

Shepard said the biggest loser competition is only the start of the battalion's efforts to get and keep Soldiers in top physical condition.

"We plan to continue the competition in 2013 prior to and after the holidays," Shepard said. "The holidays and the Chicago winters are the times when Soldiers tend to start gaining their hibernation weight, so the competition will give Soldiers something to strive for and gear them up for the spring APFT."

"I place the responsibility for Soldiers' physical readiness directly on the unit leaders," Shepard said. "It's up to the leaders to ensure that Soldiers are receiving adequate time for physical training and are properly prepared for the APFT."

Shepard said when physical training is properly instituted across the battalion, it not only enforces Army standards of discipline but is also shown to relieve stress in the workplace.

He said the battalion is excited and encouraged by the latest result of the APFT.

"When you see Soldiers on the brink of being overweight and through the competition lose between 20 and 40 pounds, that's very satisfying," Shepard said. "In October 2011 we had seven Soldiers entered in the overweight program. In May of 2012 we had just one Soldier in the program. That's a real success story."

1. You need the willing support and cooperation of community and school influencers. Without their support, you cannot possibly hope to succeed in your community. Tapping into the community network requires recruiters to \_\_\_\_\_.

- a. overcome objections
- b. increase prospecting efforts
- c. do volunteer work
- d. give something of value

2. The use of e-mail can be a highly productive recruiting tool. Example templates provided by USAREC can be found in \_\_\_\_\_.

- a. Report Management Zone (RMZ)
- b. Recruiter Zone (RZ)
- c. G7/9 website
- d. G2 website

3. \_\_\_\_\_ is trying to create an atmosphere of mutual understanding, trust, and agreement between you and the prospect.

- a. Rapport
- b. Empathy
- c. Sympathy
- d. Commiseration

4. Which of the following Future Soldier losses could have been avoided with a strong FSTP?

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

5. \_\_\_\_\_ operations create conditions that make it possible to conduct effective decisive operations.

- a. Decisive
- b. Shaping
- c. Sustaining
- d. Recruiting

6. Each team member is expected to assume various roles within the community. Which of the following is responsible to communicate the Army story to all members of the community?

- a. All team members
- b. Engagement team members
- c. Future Soldier Leader
- d. Center commander

7. You should know the general makeup and distribution of your community's population. Understanding these marketing \_\_\_\_\_ will help you to tailor your recruiting plan so you can be in the right place, at the right time, with the right message.

- a. principles
- b. techniques
- c. parameters
- d. limitations

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

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

9. You probably won't have much success in your schools if you've ignored the school's \_\_\_\_\_.

- a. sporting events
- b. PTA
- c. major influencers
- d. janitor

10. The difference between recruiting success or failure may well depend on your ability to \_\_\_\_\_, inspire, and involve yourself in your community.

- a. counsel
- b. lead
- c. plan
- d. communicate

**Want the Answers?** 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>.

**Do you know how to post in Recruiting ProNet?** Check out the tutorial, "Recruiting ProNet How-to Guide;" it's available in the Recruiting and Retention School-Forward SharePoint site. To get there, type SPAN in your browser's address bar and hit enter. Look in the lower right corner under USAREC Staff and click on "RRS-Forward." On the RRS-FWD home page, click "Document Center" and look for the title in the "Relevant Documents" pane.

**Have you read this Month's Idea of Excellence?** The top idea for August came from Sgt. 1st Class David Cyr of the Greensboro, N.C., Recruiting Station in Raleigh Battalion: <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1738342&lang=en-US>.



# Partnership for Youth Success®

## New Partners

**444 - Cuyahoga County - Cleveland Bn** - Cuyahoga County is the most populous and urbanized county in the state of Ohio with 1,246 square miles. Cleveland Battalion has rapport with the County and include the sheriff and other members as COI into various Army events. The County has over 1,000 employees in a variety of positions.

**445 - Broe Management Company - Denver Bn** - Broe Management Company, LLC, is a parent company that has three divisions; real estate, transportation and energy. They would like to partner under the Broe Management Company, LLC MOA but provide jobs for OmniTRAX, which covers their transportation division. OmniTRAX is one of North America's largest private railroad and transportation services companies. OmniTRAX has needs in logistics, supply, transportation, accounting and mechanical positions.

**446 - Con-way Truckload - Kansas City Bn** - The Joplin Recruiting Company Commander generated this lead as Con-way is a veteran friendly company. They are seeking to employ mechanics, logistics, and truck drivers. They have global operations in 20 countries across five continents and more than 500 operating locations across North America. Con-way Truckload Inc. is a Fortune 500 company.

**447 - Town Sports International - New York City Bn** - Town Sports International (TSI) health club company is the largest in the Northeastern United States. TSI owns and operates the Sports Clubs Network of clubs which includes New York Sports Clubs, Boston Sports Clubs, Washington Sports Clubs and Philadelphia Sports Clubs. The Sports Clubs Network has grown to over 150 health and fitness facilities with nearly a half million members.

**448 - Baltimore Police Department - Baltimore Bn** - Baltimore Police Department (BPD) is the 8th largest municipal police force in the United States, staffed by over 4,000 civilian and sworn personnel. The department's jurisdiction covers Maryland's largest city, with a population of 641,000.

**449 - Midland County Sheriff's Office - Dallas Bn** - The mission of the Midland County Sheriff's Office is to provide a safe community where citizens can live, work and raise their families without fear of crime. Employees can start in the jail division or with the academy and eventually become licensed Texas Peace Officers. Career progression includes promotion to patrol, warrants investigation, DARE task force or tactical team. They have hired nine veterans this year and seek deputies, dispatchers, clerks and administration positions.

**450 - BMO Financial Corporation - Chicago Bn** - BMO Financial Corporation (ranked No. 439 in Fortune 500) offers personal and commercial banking and other financial services. The company has more than 300 bank branches in the Chicago area, Indiana, and Wisconsin; they also have locations in Arizona, Florida, New York, and a handful of other states. Potential positions include service representative, personal banker, universal banker, systems support specialist, customer contact agent, teller and mortgage specialist.

**451 - Hewlett-Packard Company - Milwaukee Bn** - Hewlett-Packard Company is an information technology corporation headquartered in Palo Alto, Calif. They provide products, technologies, software, solutions and services to consumers, small- and medium-sized businesses and large enterprises, including the government, health and education sectors. Career opportunities exist in IT, Web design, service desk analyst and system administrator. They are a Fortune 500 company.

