

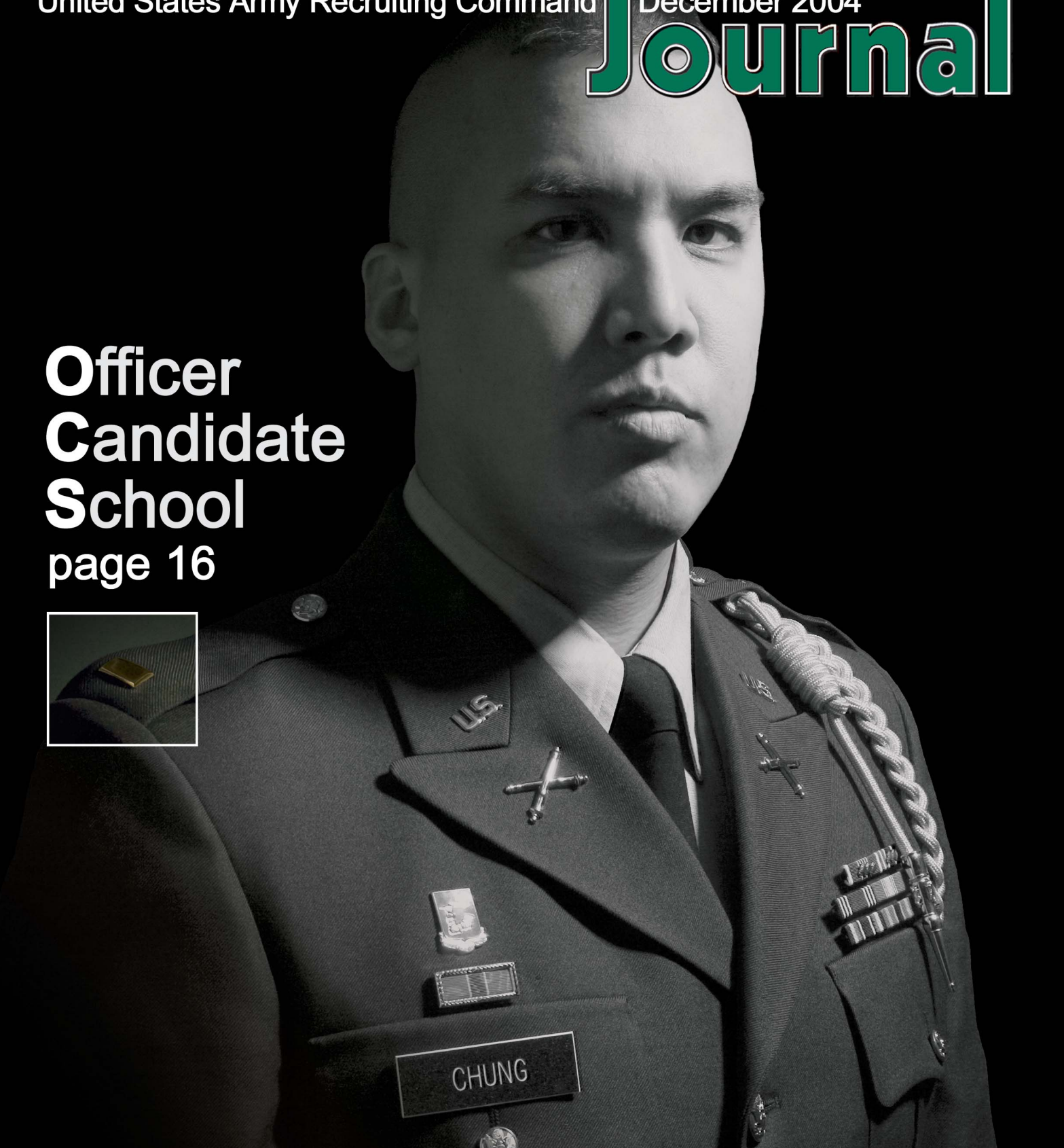
# RECRUITER

United States Army Recruiting Command

December 2004

# Journal

**Officer  
Candidate  
School**  
page 16



# RECRUITER Journal

U.S. Army Recruiting Command  
December 2004, Volume 56, Issue 12

**Commanding General**  
Maj. Gen. Michael D. Rochelle

**Public Affairs Officer**  
S. Douglas Smith

**Editor**  
Pearl Ingram

**Associate Editor**  
Beverly Harrison

**Associate Editor**  
Walt Kloeppel

**Cover Design**  
Joyce Knight

The Recruiter Journal (ISSN 0747-573X) is authorized by AR 360-1 for members of the U.S. Army. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command. It is published monthly using offset printing by the Public Affairs Office, U.S. Army Recruiting Command, ATTN: RCMPO-PA, Building 1307, Third Avenue, Fort Knox, KY 40121-2726; telephone DSN 536-0167, commercial 502-626-0167, fax 502-626-0924. Printed circulation: 13,600.

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

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

POSTMASTER - Send address changes to: Cdr, U.S. Army Recruiting Command, ATTN: RCMPO-PA (Recruiter Journal), 1307 Third Avenue, Fort Knox, KY 40121-2726

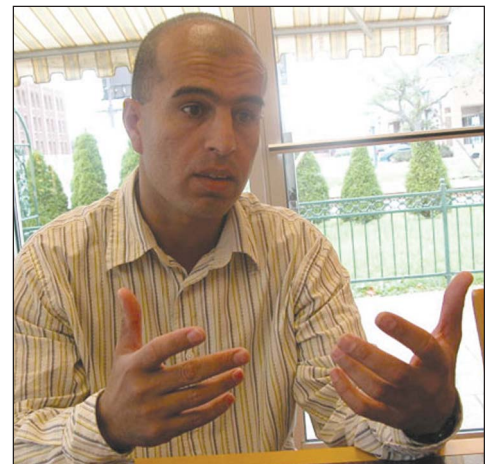
E-mail address:  
RJournal@usarec.army.mil



## Features

### 5 Building Community Ties in Iraq

A new translator aide program is gaining in popularity in the Detroit area. The 09L program is not only beneficial to the Army, but provides numerous benefits to Middle East-American participants in additional English language training, certification, and the skills and experience for a better future.



### 9 Recruiters Receive Bronze Stars, Establish Afghan Recruiting Systems



Two Army recruiters received Bronze Star Medals at an award ceremony in Kabul, Afghanistan, for establishing the first Afghan National National Army Recruiting Command and Afghan National Army Recruiting Academy.

### 10 Enhanced Performance Coaching: What do you really know about your leadership style?

The focus of this article is on interpersonal skills and communication styles.



Photo from Army Archives

## 12 Recruiters Take Part in African-American History Tours

The Army's Black History Month celebration starts Jan. 15. The signature event is the African-American Heritage Photo Exhibit featuring original work from the NAACP Archives, the Army Archives, and others.

## 13 PaYS

Milwaukee Battalion, along with Mid-Atlantic Battalion, coordinated a joint PaYS signing ceremony with National Freight Industries. Milwaukee Battalion hosted a PaYS signing ceremony with Harley-Davidson Motor Company and Time Warner Cable and a PaYS/Educator tour.

## 14 Active Duty for Special Work

The ADSW program was designed to achieve the Chief of the Army Reserve's guidance on support to recruiting. Soldiers identified for this program will come on active duty to assist recruiters make their mission by bridging the gap between the Army and the local communities by sharing the Army story.

## Departments

- 2 Commanding General
- 3 Command Sergeant Major
- 4 Chaplain
- 8 Pro-Talk
- 20 The Test
- 21 Safety
- 22 Field File
- 26 News Briefs
- 30 Salutes

## 16



## OCS — Myths & Facts

The OCS enlistment option opens a world of opportunity for a young person and is a great tool for the recruiter to draw in that "high quality" Soldier that the Army and the nation require.

## 18 Meritorious Promotion

The Meritorious Promotion Program was established in October 1988 to provide for early promotion to the ranks of staff sergeant for detailed recruiters and sergeant first class for Regular Army Staff Sergeant cadre, 79R.

## 19 Until Now! One of USAREC's Best Kept Secrets!

The USAREC Soldier and Family Assistance Web site provides valuable information for Soldiers, families, commanders, and support staff.



Front Cover:  
1st Lt. Evert  
Chung is an  
OCS graduate.

# The Army Sponsors High School Football



*Maj. Gen. Michael D. Rochelle*

The game personifies leadership and teamwork: traits required for success in our world of recruiting, the Army as a whole, and success for life in general.

Four years ago the Army became the title sponsor of a little known high school all-star football game. On January 15, the country's premier high school sporting event, the U.S. Army All-American Bowl, will be played in San Antonio's Alamodome. The top 78 players in the country will battle it out before a live national audience on NBC.

Watching great players such as Chris Leak, T.A. McClendon, Vincent Young and 2004 Heisman Trophy finalists Reggie Bush and Adrian Peterson take the field wearing the Army's colors has certainly been exciting. But the All-American Bowl is about more than just football. It is a celebration of American youth that includes hundreds of cheerleaders and band members competing in their own competitions and then displaying their skills on the field during the game.

The All-American Bowl allows the Army to reach thousands of students through the delivery of the 400 nominations, the selection tour and through the Band Competition and Cheer Bowl. It helps us to create positive relations with the coaches, parents and teachers of all who participate in the game week activities. The broadcast on NBC assures broadest reach for the Army message and the outstanding talent of young athletes.

Our Army is proud to be associated with these fine young student athletes. They demonstrate many of the values the Army holds dear — leadership, commitment to excellence, and discipline. The game personifies leadership and teamwork: traits required for success in our world of recruiting, the Army as a whole, and success for life in general.

The U.S. Army All-American Bowl awards and dinner provide us an opportunity to recognize our greatest strength — the American Soldier. This year the theme of the pre-game show is "Celebrating the American Soldier." With performances by country western star Darryl Worley and the 82d Airborne Division's All-American Chorus, it will be a fitting and moving tribute to every Soldier in the command and every Soldier who you have put into the Army. Los Lonely Boys will add their own special salute during the half-time show.

The U.S. Army All-American Bowl is a great week of activities and generates lots of goodwill for America's Army, student athletes, and the city of San Antonio. I encourage you to gather your Future Soldiers, Centers of Influence, and families to watch this great event.

# Having Fun While Serving

Happiness is a positive state of mind and a choice to be optimistic versus pessimistic. A choice to have fun during stressful situations and a choice to live life to its fullest. The art of having fun implies that one should try to do things satisfying to the soul and spirit. Happiness implies that one should be strong — that nothing disturbs their peace of mind. Happiness and joy starts with thinking only the best thoughts, with performing to the best of one's ability, and with expecting only the best. Joy belongs to those who wear a cheerful disposition and to those who endeavor to bring joy to others. Fulfilled individuals commit so much time to self-improvement that they have no time for self-doubt nor time to criticize people or organizational goals. Having fun is medicinal and a key prerequisite for success in recruiting America's youth.

Recruiting (Soldiering) is an affair of the heart requiring one to give more than they receive. Noncommissioned officers performing duties as field recruiters must possess and display persistence, enthusiasm and optimism. No doubt, recruiting is a challenging endeavor — always has been and always will be. Recruiting is only as challenging as viewed and approached. The most successful recruiters are those who have fun interacting with America's youth and their influencers. They are creative, innovative, sincere and steadfast. They welcome adversity and rejection, knowing well that "the race is not won by the swift, but by those who endure." The ultimate question is, "What is the prescription or recipe for having fun in this challenging enterprise?"

FM 22-100 states that, "Leaders of character and competence act to achieve excellence." Embedded in this statement lies the answer to the question of having fun while serving in recruiting. It is no surprise that the essence of this statement is woven throughout the NCO Creed: "No one is more professional than I." "Competence is my watchword," and "Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine."

Let's focus on competence. Competence breeds confidence. Confidence breeds optimism, persistence and a cheerful disposition. Competent Soldiers tend to better deal with ambiguity, uncertainty and adversity. Competent NCOs and officers are consistent in meeting and exceeding mission requirements with enthusiasm and conviction. Furthermore, competent Soldiers tend to better balance life skills centering on faith, family and profession. Show me an NCO consistently failing the mission and I can show you a Soldier not having fun.

Anyone who has spent a few minutes around me quickly senses my passion and commitment for developing a competent recruiting force capable of succeeding in any environment. While I thoroughly enjoy my role as USAREC command sergeant major, I must confess that the most rewarding and fun job I've held in my 22-year tenure has been that of serving as a field recruiter. As I developed the confidence to use the Recruiter Production Management System to execute the tasks and sales skills of recruiting, I found myself not only exceeding my mission requirements, but was also allowed the flexibility to



*Command Sgt. Major Harold Blount*

employ self-leadership techniques. Knowing that I had the competence and confidence to deal with any situation, I enjoyed the highs and the lows knowing setbacks were only set-ups for even bigger blessings (mission success, personal and professional growth).

I am asking NCOs to make a decision today to choose to be happy while serving. Interfacing with our target market and their influencers requires a cheerful disposition. I ask that you ponder the following questions as you wrestle with how you're going to have fun performing your recruiting role: How do you respond to difficult tasks and adversity — stressful or uncomfortable situations? Do you cop a negative attitude or do you choose to persevere? Do you find yourself dreading coming to work? Are you really having fun or are you just going through the motions? Do you see yourself as a victim or a victor? The victory is won when you decide that you're going to have fun doing this critical job. Stay focused and have fun recruiting America's Army. The Army's future is in your hands.

“Having fun is medicinal in nature and a key prerequisite for sustained success in recruiting America's youth.”

# Caring for our “Muckers”



*By Chaplain  
Lt. Col. Lyndell E. Stike*

***Selfless service demands that we focus on others not ourselves. It requires that we share freely that which has made us successful. We must develop the art of giving.***

Ernest Gordon tells the true account of a man who literally transformed an entire Japanese prison camp during World War II. The man’s name was Angus McGillivray. Angus was a Scottish prisoner in one of the camps filled with Americans, Australians, and Britons who had helped build the infamous Bridge over the River Kwai. The camp had become an ugly situation. Allies would literally steal from each other and cheat each other; men would sleep on their packs and yet have them stolen from under their heads. Survival was everything. The law of the jungle prevailed ... until the news of Angus McGillivray’s death spread throughout the camp. Rumors spread in the wake of his death. No one could believe big Angus had succumbed. He was strong, one of those whom they had expected to be the last to die. Actually, it wasn’t the fact of his death that shocked the men, but the reason he died.

The Argylls (Scottish soldiers) took their buddy system very seriously. Their buddy was called their “mucker,” and these Argylls believed that it was literally up to each of them to make sure their “mucker” survived. Angus’s mucker, though, was dying, and everyone had given up on him, everyone, of course, but Angus. He had made up his mind that his friend would not die. Someone had stolen his mucker’s blanket. So Angus gave him his own, telling his mucker that he had “just come across an extra one.” Likewise, every mealtime, Angus would get his rations and take them to his friend, stand over him and force him to eat them, again stating that he was able to get “extra food.” Angus was going to do anything and everything to see that his buddy got what he needed to recover.

But as Angus’s mucker began to recover, Angus collapsed, slumped over, and died. The doctors discovered that he had died of starvation complicated by exhaustion. He had been giving of his own food and shelter. He had given everything he had — even his very life. The ramifications of his acts of love and unselfishness had a startling impact on the compound.

As word circulated of the reason for Angus McGillivray’s death, the feel of the camp began to change. Suddenly, men began to focus on their mates, their friends, and humanity of living beyond survival, of giving oneself away. They began to pool their talents — one was a violin maker, another an orchestra leader, another a cabinet maker, another a professor. Soon the camp had an orchestra full of homemade instruments and a church called the “Church Without Walls” that was so powerful, so compelling, that even the Japanese guards attended. The men began a university, a hospital, and a library system. The place was transformed, all because one man named Angus gave all he had for his friend.

In the next calendar year we will receive many new recruiters and station commanders (our muckers). How are we going to care for them? Are we going to share our knowledge, experience and wisdom? Or are we going to sit back and wait for them to stumble? Selfless service is a value that the Army has lived out in both peace and wartime. You can make the difference in your area of influence. Selfless service demands that we focus on others not ourselves. It requires that we share freely that which has made us successful. We must develop the art of giving. During this holiday season may we become intentional in our efforts to care and share for others living out the Army values.

# Building Community Ties in Iraq

Story and photos by Bruce Huffman,  
Great Lakes Battalion

## 09L Program, Recruiting a New Breed of Soldier

A new Middle Eastern translator aide program introduced by the U.S. Army Recruiting Command last year is gaining popularity in the Detroit area, encouraging members of the Middle Eastern community to volunteer and help deployed Soldiers in Iraq and Afghanistan during the rebuilding process. The 09L program is not only beneficial to the Army but provides numerous benefits to Middle Eastern - American participants in additional English language training, certification, and the skills and experience for a better future.

So far, three local men have successfully completed the Army program and are working with Soldiers and senior leaders as translators. Until now, most military translators in Iraq have been non-Middle Eastern persons who received basic Modern Standard Arabic language training but lack an understanding of the politics, culture, and unique history of the region. Army recruiters and linguist advisors nationwide are seeking Arabic speaking Middle Eastern people who are qualified to join the Army Individual Ready Reserve and will work as translators. Individuals who have sufficient knowledge of both languages, are permanent residents or U.S. citizens, and are willing to join the Army IRR and advise Soldiers and their commanders on delicate cultural matters, are vital to rebuilding a free and democratic Iraq.

Although there are many agencies seeking people who are already skilled translators and linguists, the Army's 09L program offers the training and experience that can help an individual become a skilled translator.

"Most people we talk to about the

program cannot look beyond the initial compensation," said Joumana Chahine-Sleiman, a linguist advisor hired by the Army to recruit translator aides. "Those who are able to look to the future and have a plan for themselves are the ones who will benefit greatly from this program," she said. "This program provides the training and skills that make someone competitive for high paying and prestigious positions with other government and civilian agencies," said Chahine-Sleiman.

B. Al-Khafaji of Dearborn, a suburb of Detroit, was one of the first people to sign up and complete training for the new program in August 2003. He is currently working as a translator aide and advisor for an Army brigade commander in Iraq. Al-Khafaji has strong feelings for the program, because his older brother was executed by Saddam in 1987, and he, himself, spent time in an Iraqi prison before coming to America as a refugee in 1991.

"The Americans gave me back my life, and they have given life to the Iraqi people," said Al-Khafaji. "Someone needs to tell them that the Americans are here to help them, not take their oil," he said. "That's why I am here."

Each person in the program receives compensation and benefits while they participate in up to six months of specialized English training at the Defense Language Institute at Lackland Air Force Base in San Antonio. According to Chahine-Sleiman, an Army linguist advisor, they will also earn an "English as a Second Language" certification, which qualifies for college credits at many universities.

There are Army drill sergeants at the language school who work with the students, preparing them to be military translators. This also helps the students



Pfc. B. Al-Khafaji of Dearborn, Mich., is one of the first Soldiers to complete the Army program. He recently returned from Iraq and discussed his thoughts on the program.



◀ Pfc. B. Al-Khafaji of Dearborn is one of the first Soldiers to complete the Army Translator Aide Program. He recently returned from Iraq and is discussing his thoughts on the program with Joumana Chahine-Sleiman, an Army linguist advisor.

▼ Ali Yahya, an Army linguist advisor, speaks to Mustafa Al-Musawi about the benefits of the new Army program.

prepare for the challenges of an eight-week Army Basic Training course and the additional translator training that follows. According to Al-Khafaji, who was previously in the Iraqi Army, the training for this program is not so bad, as long as you mentally prepare yourself. "It is important for people considering this program to know that the U.S. Army is based on respect for your superiors and the Army values. Although the training is challenging, if they never give up, they will be successful."

"This is a new Army program, so we are identifying circumstances unique to the Middle Eastern culture and attempting to refine things as we go," said Ali Yahya, an Army linguist advisor. "Until now, the Army has never had to consider issues like whether meals were Halal (Arabic Kosher) or not," said Yahya, "but they are making the necessary changes to respect the culture."

"The Army is striving to learn more about Middle Eastern culture and customs and has even hired three Arabic and two



Chaldean linguist advisors in Detroit to help us recruit," said Maj. Thomas P. Martin, the officer in charge of translator aide program recruiting in Michigan. "We are committed to respecting the lifestyle and beliefs of the people in the program," said Maj. Martin. "We have gone to great lengths to build these relationships in an effort to save both U.S. Soldier and Iraqi lives."

According to Yahya, the benefits of the U.S. Army translator program are many. "This new breed of Soldier is keeping our military safe and helping to rebuild the Iraqi homeland, which is something that really matters," said Yahya. "O9L Soldiers get preferential treatment in acquiring U.S. citizenship and can also build impressive résumés as interpreter/translators," he said. Currently people who complete the O9L program are receiving a \$7,000 bonus.

◀ Ali Yahya and Joumana Chahine-Sleiman are Army linguist advisors who meet with applicants in the Army recruiting office in Dearborn to discuss the program.



# Kurdish and Assyrian

## Two Non-Arabic Cultures and Languages in the Middle East

By Maj. Sargis Sangari, USAREC Command Planning Group

The Kurds take their name from the ancient Assyrian word “Kurdah,” which means fierce warrior. Historically as a non-state people, Kurds have borrowed or accepted many cultural characteristics of other people and nations. The Kurdish language does not have a standard written or spoken form. It is a borrowed language with their written script coming from Arabic for Sorani and the Latin alphabet for Kurmanji. Although three dialects exist, the two major dialects are not mutually understandable, unlike the dialects of Assyrian, Arabic, Persian, and Pushtu. The two major dialects of Kurdish are Kurmanji and Sorani. Kurmanji is the major western dialect and Sorani the major eastern dialect.

Kurmanji is spoken mainly in Turkey, up to 20 percent of the population speak Kurmanji. In Syria, 3 percent, and in western Iraq about 10 percent speak Kurmanji. When written, Kurmanji uses an alphabet based on the Turkish Latin alphabet. Because Kurmanji has no written history or literature, country sub-dialects vary.

Kurmanji speakers tend to read and write the language of the country in which they live. This is a problem in northern Iraq where the Kurds have set up a regional government. However, all records are kept in Arabic. Dictionaries of the Kurdish language have only recently been written, sometimes with made-up variations of the Arabic alphabet.

Sorani is the older written Kurdish language. It is spoken in western Iran and in northeastern Iraq. It has adopted the Arabic alphabet with additional letters to accommodate the Iranian consonants and vowels in the language.

Aramaic, also called Assyrian, Syriac, and Chaldean, is the indigenous language of Iraq. The Assyrians, who are considered by Iraqis to be the descendents of the Assyrian

Empire, speak Aramaic. They make up about 10 percent of the total population in Iraq. They make up 25 percent of the overall population in the Kurdish occupied territories of northern Iraq and are mistakenly called Kurdish Christians. Assyrians generally live in Baghdad, Mosul, Kirkuk, Arbil (the Ankawa district), Dohuk and villages on the Nineveh plains of northern Iraq. Aramaic is also spoken in northwest Iran and in Teheran, especially in the city of Urmia, Iran, and Western Azarbaijan.

Assyrians fought on the side of the allies against the Ottoman Empire in World War I and are still referred to as the smallest ally of the West. In World War I, they fought as the British Levies against the Ottoman Empire, the Persians, Kurds, and Arabs in Iraq to establish a nation within the boundaries of the country which is now Iraq. They have historically and currently serve alongside the western national forces and contractors in Iraq.

Aramaic speakers are Christian, with the exception of a small number of Jews and a tiny group of Muslims in the Malula region of Syria.

Aramaic, also called Assyrian by the people who speak it, has two important divisions, western (Jacobite) and eastern. The eastern dialect predominates in Iraq, Iran, and parts of Syria, while the western dialect predominates in Turkey, Syria, and Lebanon. Because so many of the speakers of this language have fled the Middle East, there are probably more speakers of the western dialect in Europe and the United States than in the Middle East.

The eastern dialect is the main Aramaic dialect of Iraq. Most speakers are native Assyrians now called Chaldo-Assyrians for political reasons. There are a number of Kurds, Sunni Muslims, who also speak Assyrian. There are also many Yezidis, an ethnic group in Iraq, who speak Assyrian as a second language to Kurdish. In northern Iraq, the language is an important political and cultural issue even larger than in Afghanistan.

The Assyrians of Iraq are among the best-educated and professional class of the country, far higher than their proportion of the population. Some figures indicate that up to 70 percent of the professional engineers, doctors, and professors in Iraq come from among the Aramaic speakers. Due to discrimination, many of the native Christians of Iraq have fled. Today nearly 30,000 Assyrians reside in Erbil’s Ankawa district, making it the second largest Assyrian Christian concentration in Iraq after Mosul.

Assyrians are multilingual, usually with good English skills. They are proficient in Arabic or Persian and are found in large numbers in the U.S., especially in Chicago, California and Michigan.

Chaldo-Assyrians should not be confused with Arabs or Kurds. They are considered by Iraqis to be the descendents of the ancient Assyrian community.

**The Aramaic or Assyrian language is spoken in regions and countries such as Lebanon, Syria, Iraq, Turkey, and Iran.**

# Run to Win

*By Col. Gary Carlson, Task Force Future  
Force Recruiter*

**The revision of USAREC doctrine will serve as the catalyst to begin the transformation of USAREC to remain relevant to the market in order to meet the needs of the Army.**

USAREC will use the major revision of doctrine — Run to Win — to develop a new playbook for Recruiting Command that will be implemented in FY 05. The revised doctrine will provide the command a new conceptual manual, UM 3.0, Recruiting Operations and supporting station, company, and AMEDD TTP manuals, that incorporate the best business practices that have evolved since the last doctrine was published in 1989. Just as the doctrine will provide recruiting leaders a major change in “how to think” about recruiting operations, it will also serve as the vehicle to change our approach to the market.

Current sales doctrine is obsolete and does not resonate with the millennial generation, our target market. The millennials have been marketed to, advertised to, and sold since birth. As such, as we change how we think about recruiting operations, we will change how we approach the market. The approach will be based upon Army Field Manual 22-100, Army Leadership, specifically, the transformational leadership style and Appendix C, Developmental Counseling. Rather than selling programs (college fund, loan repayment, etc.) the recruiter will be viewed as value added in the millennials’ information gathering process as the recruiter helps potential future Soldiers establish goals and learn how the Army fits into accomplishing their personal goals.

USAREC doctrine will be based on three tenets. First, USAREC’s “How to Recruit” doctrine will be philosophically similar to the Army’s “How to Fight” doctrine. Second, the best business practices, currently in use by successful members of the command, will be incorporated and codified in USAREC’s operational doctrine. Furthermore, the development will consider and include the significant changes to USAREC operational procedures that have been instituted since 1989 such as ARISS, Point of Sale, Guidance Counselor Redesign, station missioning, and Future Soldier Training Program. Third, the command will replace sales doctrine with leadership doctrine as our approach to the market.

Concurrent to doctrine development, USAREC will review all operational and management publications (USAREC Regulations) and consolidate and update regulatory guidance with the explicit purpose of reducing administrative and regulatory requirements on subordinate commanders, thereby, freeing commanders to become as innovative as possible. USAREC will also review the process of publication management to develop a future system that is Web-based. The future system will support the command by facilitating the staffing of proposed publications and their changes through the Web, identify and resolve conflicts before publication, and upon approval update all applicable publications as well as notify the appropriate levels of command of the change and impact on other publications.

The revision of USAREC doctrine will serve as the catalyst to begin the transformation of USAREC to remain relevant to the market in order to meet the needs of the Army. The transformation will include moving from a linear, risk averse command focused on the process to a non-linear, intelligent risk taking command focused on innovation and learning.



◀ Master Sgt. Tracy L. Cutler, left, and Sgt. First Class Kirk Kobak, received Bronze Star Medals for their work in establishing the first Afghan National Army Recruiting Command and Afghan National Army Recruiting Academy.

## Recruiters Receive Bronze Stars, Establish Afghan Recruiting Systems

Story and photo by Lt. Col. Susan H. Meisner, Office of Military Cooperation – Afghanistan

Fort Jackson, S.C., recruiter Master Sgt. Tracy L. Cutler and Portland, Ore., recruiter Sgt. 1st Class Kirk E. Kobak received Bronze Star Medals at an Oct. 25 award ceremony in Kabul, Afghanistan.

Chief, Office of Military Cooperation – Afghanistan Air Force Maj. Gen. Craig Weston presented the awards, citing Master Sgt. Cutler’s and Sgt. 1st Class Kobak’s outstanding service in establishing the first Afghan National Army Recruiting Command and Afghan National Army Recruiting Academy.

Master Sgt. Cutler, a Puyallup, Wash., native, served as the NCO of the recruiting mobile training team, recruiting assistance team at OMC-A. He deployed from the Soldier Support Institute at Fort Jackson’s Recruiting and Retention School, serving in Afghanistan from March 22 to Nov. 2, 2004.

Sgt. 1st Class Kobak, a San Diego, Calif., native, served as the recruiting master trainer for training and doctrine develop-

ment, recruiting mobile training team, recruiting assistance team at OMC-A. He deployed from the Portland Recruiting Battalion, and also served from March to November 2004.

When Master Sgt. Cutler and Sgt. 1st Class Kobak (and a third recruiter, Army Sgt. 1st Class Richard Webre, who departed in June) arrived in country, three National Army Volunteer Centers were open and construction under way on others. They traveled extensively around the country, assisting in the planning, stand-up and staffing of the new centers.

Today, 18 NAVCs are open, and the Afghan National Army is on the way to its planned total of 35 by January 2005.

The recruiting mission is essential to the development of the country, which plans a 70,000-man national army to secure its stability and security. Today, 16,000 of these planned soldiers are in uniform, serving proudly around the country. Master Sgt. Cutler and Sgt. 1st Class Kobak were instrumental in getting them there.

“We set up the systematic approach to recruiting, transitioning the Afghans from a conscripted to a volunteer army,” said Sgt. 1st Class Cutler. “We came up with the policy and doctrine, from what the (recruiting command) general and his staff do, down to what the individual recruiter, kandak (battalion) commander and national army volunteer center commander does.”

Master Sgt. Cutler, Sgt. 1st Class Kobak, and Sgt. 1st Class Webre developed and implemented the training program that stood up the recruiting academy, training the trainers who would train future classes of ANA recruiters.

“We came here with a blank sheet of paper,” said Master Sgt. Cutler. “We set up the program of instruction and the standing operating procedures for how recruiting works. We trained the first 100 Afghan recruiters in 90 days.

Their partnership with Maj. Gen. Aziz Rahman, Commander of the ANA Recruiting Command and his Chief of Staff, Brig. Gen. Ibrahim Ahmad Zai, was key to their success.

“These two (Master Sgt. Cutler and Sgt. 1st Class Kobak) are recruiting experts and had very good experience in recruiting in the U.S.,” said Ibrahim. “When they first got here they jointly conducted the first academy, and since then we have conducted three. As a result of their hard work we graduated 300 officers and NCOs that right now are in the field and recruiting young men for the ANA.

“They also had good relations with the command staff. We really appreciate the work they have done for our army.”

The first recruiting academy graduates completed training in June, filling positions on the recruiting command staff and at NAVCs across the country.

Master Sgt. Cutler and Sgt. 1st Class Kobak noted soldiers in Afghanistan join the army for many of the same reasons they do in the United States.

“They join for service to their country and to support their family,” said Sgt. 1st Class Kobak. “Pride in nation runs deeper than in any other country I’ve seen.”

Soldiers also join the army, said Master Sgt. Cutler, for the “opportunity to become literate.”

But recruiting — and retention — in Afghanistan include some unique challenges. Modern technology and its support infrastructure are largely missing. While direct deposit of your Army pay check is a requirement in the United States, there is no national banking system in Afghanistan.

“The guy who draws the short straw goes home and takes the pay to all the soldiers’ families in his village,” said Master Sgt. Cutler. This can entail walking cross-county, as public transportation is not widely accessible. It also means soldiers leave their units for weeks — unaccounted — at a time.

While the army is all-volunteer, someone has to bring those young soldiers in. That person is the recruiter. “There has to be a recruiting system to turn the light on for that young man or woman,” said Master Sgt. Cutler.

Without recruits — and the recruiters that bring them in — there wouldn’t be an army.

“It was an honor to come here,” said Master Sgt. Cutler. “We’ve played a small part — at a historic moment — in helping stabilize the country.



# Enhanced Performance Coaching:

## What do you *really* know about your leadership style?

**What the TAIS can do is inform leaders about their preferred style of communication and whether a particular communication skill needs further development.**

*By Lt. Col. Linda C. Ross, Psy. D., and Julian Raymond, USAREC Center One*

The use of TAIS [The Attentional and Interpersonal Style] Inventory within USAREC was first introduced in the June 2004 issue of this journal. This article is the second in a series that will highlight areas identified by TAIS and how TAIS can be used to enhance performance. The first article in this series, November 2004 issue, focused on the mental aspects of leadership.

Last month, we discussed information processing and its impact on leadership ability and overall efficiency as a Soldier. This month, we will focus on interpersonal skills and communication styles.

Good leaders step up and take control of a situation when needed. Control will be the first interpersonal skill discussed. Good leaders are comfortable taking charge of people and situations. Station commanders must be able to organize recruiters and set goals to complete the mission. Control in leadership positions also involves good management and delegation of needed tasks. While at times leaders may have to use role-modeling as a training technique, too often they make the mistake of micromanaging or doing the same work as those they lead. When this occurs, no one is “minding the store” on their duties and critical tasks of planning, problem solving and goal setting for the entire organization. Confidence is a necessary ingredient to the ability to take control.

Everyone knows leaders who are not confident. They appear uncertain in their actions and decisions and continually seek reassurance from others. In addition, there are leaders who continually display a level of over-confidence that

serves only to mask underlying insecurity. True confidence includes knowing and accepting both their own and others' strengths and weaknesses. It involves the ability to capitalize on strengths and develop weaker areas while accomplishing a mission. Confident leaders know how to deal effectively with uncertainty by remaining focused under pressure and responding positively even to setbacks. Most importantly they inspire confidence in their subordinates and in their team to continue as they strive for success even in the face of adversity. Confidence is critical to success in all aspects of life. A measure of effectiveness in any leader is the ability to develop self-confidence and inspire confidence in others.

Everyone has encountered the terms introvert and extrovert. The introvert is generally one who prefers more “alone” time. An extrovert is one who thrives on interactions with others. Most would agree that these two traits lie along a continuum, but responses on TAIS provide four combinations of introversion and extroversion.

### **Classic extrovert**

This is someone who is not only socially outgoing and very comfortable around others, but continually seeks the stimulation of others. As a leader, the extrovert will become engaged with subordinates and always want to be “where the action is.” While there is benefit to this, it can impede this leader from pulling away from the action to do the necessary planning and goal setting for the team’s future success.

### **Classic Introvert**

These leaders are the type of individuals who prefers to be alone with their thoughts. They may or may not have difficulty communicating with others, but

they clearly do not need interpersonal interaction to feel content in life. While this type of leader can be effective, they need to ensure that they do not detach from their subordinates so much that their leadership intent is not understood.

### Introvert/Extrovert

Many individuals are a mixture of the above. They like to be around people sometimes and like to be alone at other times. While some would describe this as a balance of the two, this can also be problematic if subordinates are not able to distinguish which mode the leader is in from day to day or hour to hour. Most subordinates interpret changes in the leader's behavior as due to some imagined wrong they have committed. This takes needed time and energy away from their accomplishment of the mission. For this type of leader, it will be important to establish a system that informs

subordinates of current needs. This may be as simple as an opened or closed office door.

### "Go With The Flow" Category

The final category is those who are really not extroverts or introverts. These individuals tend to prefer to go through life responding to the situation around them. The challenge for this leader is to recognize that subordinates are not always able to ask for what they need. There may be an issue that needs addressing and the leader must be able to read the situation and initiate the needed communication.

None of the above styles is necessarily more effective than another. The key is for leaders to know who they are and be aware of how their style may become problematic. This awareness provides leaders with critical information on how to be more effective in various situations.

Effective communication is essential for all leaders. Leaders' ability to clearly convey their intent regarding the mission and objectives involves the expression of rational thought. If subordinates do not understand what is asked of them,

they are doomed to fail before beginning any task. But how much detail is enough? If enough detail is not provided, the mission is jeopardized. On the other hand, if too much information is given, subordinates are overloaded with excess details that can hinder their performance just as much as not having enough information.

Beyond the communication of ideas and thoughts, giving feedback is a necessity. Most people believe that giving positive feedback is easy. However, the background of each leader will often determine whether the leader values positive feedback. Some leaders have never needed, and therefore never learned to appreciate, positive statements from others. These leaders tend not to look for ways to reinforce the positive contributions of their subordinates. Because they never needed that type of reinforcement, they do not see

value in it. These leaders are likely to believe that it is important to "tell it like it is" when giving feedback.

Other leaders have great difficulty in being direct with subordinates. These leaders may be so concerned about their subordinate's feelings, that they avoid discussing what changes are needed by the subordinate with enough specifics to ensure that the subordinate has all the information to be successful.

What the TAIS can do is inform leaders about their preferred style of communication and whether a particular communication skill needs further development. To be an effective leader, all of the above communicate styles must be available and used when appropriate to the situation. Each situation involves not only the leader, but also the subordinate, importance of message, time constraints, etc. If a leader keeps in mind the purpose of the communication (improvement in performance, for example) the decision of how to give the feedback is easier. As a leader, a key determinant of how best to communicate thoughts and ideas is an awareness of

the most effective method of motivation for that individual subordinate. A leader's ability to communicate in various ways is similar to a box of tools. Just as there are both flat head and Phillips screws, there is a need to use different styles of communications with different subordinates in order to maximize the leader's effectiveness.

Competitive drive is another interpersonal style addressed by the TAIS. One can compete with oneself or with others. Most competitive individuals become leaders. Competition can be a motivational tool for improved performance. But too much can also produce a cutthroat environment that is unpleasant for everyone. It is important for effective leaders to remain aware when competition begins to hinder performance within a group.

This was the second part of a two-article series that discussed the mental, interpersonal and communication factors

## The TAIS has been shown to increase a leader's self-awareness regarding his leadership style.

of leadership. These articles were

based on individual factors that every leader has to some extent. Completing the TAIS can provide each leader with increased self-awareness in all of these areas. The TAIS inventory was designed to enhance performance. It was initially designed for use with Olympic athletes and is still used for top performing amateur and professional athletes. However, the TAIS has also been used for performance enhancement of members of elite military units. A recent panel on the future of Army leadership has determined that a leader's self-awareness and adaptability are "meta-competencies" (the basis for success in all areas of leadership). The TAIS has been shown to increase a leader's self-awareness regarding their leadership style. With this awareness, informed choices can be made allowing a leader to be more adaptive – thus enhancing performance at all levels. For the past several years, Center One has been using the TAIS in its leader coach program with some of the stations commanders during their training at the Recruiting and Retention School.

# Recruiters Take Part in African- American History Tours

*By Cpt. Chevelle Thomas, USAAC, Strategic Outreach Directorate*

Last year, U.S. Army Accessions Command, Strategic Outreach Directorate, debuted a program honoring African-American heritage through photos and connecting with communities. This year, the program is set up for greater recruiter involvement, which includes getting recruiters to become tour guides and providing them tools via the Intranet.

“This program is a great opportunity for recruiters to use history to really capture students’ attention,” said Thomas Tieman, Strategic Outreach Directorate. “We are bringing to the students, and those who help them make major decisions, a unique approach to understanding the African-American experience, not only in America, but in America’s Army. And we are doing it in a way that makes it easy for the recruiter to participate.”

The signature event for the celebration is the African-American Heritage Photo Exhibit featuring original work from the NAACP Archives, the Army Archives, the National Newspaper Publishers Association, The Smithsonian Anacostia Museum, photojournalist Jason Miccolo Johnson, and other artists.

The African-American Heritage Photo Exhibit will travel to five markets and is open and free to the public.

Student tours place local recruiters in

the role of tour guides for thousands of students from local colleges and high schools (juniors and seniors). This provides the recruiter an opportunity to interact with students as they learn more about the African-American legacy in history and the U.S. Army.

Recruiters also will serve as judges for the Cpl. Horace Pippen “Army of One” Art Competition Award — named for the renowned African-American artist and World War I corporal with the 369th Colored Infantry Regiment. The contest allows middle and high school students to showcase their talents with the top three paintings displayed at the museum.

A panel discussion, similar to a roundtable discussion, will include Soldiers, community leaders, and members of the community discussing the issues relevant today. The topics are geared toward creating public awareness about the Army, as well as discussing real issues in the African-American community. Subjects range from African-Americans in the Army, the Global War on Terrorism, transferring skills from the Army to the civilian world, discipline and leadership in the community. Moderated by former news anchors Carol Randolph and David Burnett, panel members will include general officers and command sergeants major; OIF/OEF veterans; junior officers and NCOs; ROTC representatives; and community leaders.

From the Panel Discussion, attendees move to the Army Reception. Here Soldiers, Future Soldiers, key community



Photo courtesy Patton Museum

influencers, students, parents, media and friends can interact in a casual setting, sharing in the celebration of African-American heritage.

One of the most important components for the recruiter will be the high school presentations. These events provide the recruiter an opportunity to get into the school and address a large group of students. The presentation is basically a scaled down version of the photo exhibit. These will primarily take place in New York, Detroit, Houston, New Orleans, Philadelphia, Raleigh, N.C., Jackson, Miss., and Montgomery, Ala. However, all materials will be made available on an intranet for all recruiters to download and leverage.

The Web component is a segment spun off the goarmy.com page. You can visit the Army’s Black History Month celebration starting Jan. 15, 2005.

## African-American Heritage Photo Exhibit Schedule

Jan. 4-12 — Los Angeles, West Los Angeles College or Trade Tech College

Jan. 19-28 — Washington, D.C., Howard University Blackburn Student Activities Center

Feb. 10-18 — Atlanta, Fulton County Government Center

Feb. 22-March 1 — St. Louis, Historical Society Museum

March 14-19 — Greensboro, N.C., Opening of the International Civil Rights Museum and Center

# Partnership for PaYS Success®



From the left: Lt. Col. Andrew Frank, Milwaukee Battalion commander; Lt. Col. Carl Bradshaw, Mid-Atlantic Battalion commander; Jeffrey Brown, Chief Financial Officer, and Sidney Brown, Chief Operating Officer, National Freight Industries sign PaYS partnership. *Photo by Sara Keller.*



From the left: Matthew Frank, Secretary of Wisconsin Department of Corrections; Karen Timberlake, Director, Office of State Employment Relations; Roberta Gassman, Director, Department of Workforce Development; Governor Jim Doyle, Governor of Wisconsin; Brig. Gen. John F. Shortal, USAREC DCG East; Col. Donna L. Williams, 3d Brigade commander; Lt. Col. Andrew J. Frank, Milwaukee Battalion commander; and Master Sgt. Paul Volpe, Milwaukee Battalion PaYS point of contact. *Photo by Cindy Misner.*

Wisconsin Governor Jim Doyle signed a Memorandum of Agreement with Brig. Gen. John F. Shortal, USAREC DCG East, making Wisconsin the first state agency to partner with the Army PaYS Program. At the ceremony, Governor Doyle signed a proclamation declaring November as "Hire a Veteran" month for the state of Wisconsin. Bringing home Army veterans with skills, morals and values, as well as education monies, is a win-win situation for the state. Each state agency will load jobs into the PaYS database for Soldiers as they enter the Army.



Jerry Sorrow, Wisconsin CASA, presents a PaYS certificate to Time Warner Cable representatives, James Canty (left) and Danthony Tillery (right). *Photo by Sara Keller.*

Milwaukee Recruiting Battalion hosted a PaYS and educator tour at Fort McCoy, Wis., Aug. 12-13. The event was attended by 16 Centers of Influence and seven state government and private employers. Participants witnessed MILES training, a training exercise by the 801st Combat Support Hospital, and learned about the Army Education System.



Spc. James C. Head hands an Army brochure to Chris Stuart. Since Spc. Head has been on ADSW orders for Oklahoma City, he has provided 23 good referrals, 16 appointments conducted and two contracts achieved. Spc. Head is assigned to the 952d Engineer Company in Paris, Texas. (Photo provided by Oklahoma City Battalion)

# ADSW

## Active Duty for Special Work

### What's In Your Plan?

**The ADSW program is a valuable resource for the Recruiting Command by using Army Reserve Soldiers to assist in lead generation and helping to expand recruiting efforts in local communities.**

*By MSG Rae Batiste, USAREC ADSW Program Manager*

With the shortage of Reserve recruiters, we must find other venues to generate leads to maintain the Reserve strength. Going into the schools and making our presence known in the community is a good beginning; however, having someone who grew up in the community has always been a useful source when generating leads. Many of our communities have individuals who are active and are members of Reserve units.

The enthusiasm and commitment to their civilian positions and service to country make them prime candidates for one of the most productive programs the Army Reserve has. That program is known as the Active Duty for Special Work Program (ADSW).

The ADSW program was designed to achieve the Chief of the Army Reserve's guidance on support to recruiting. Soldiers identified for this program will come on active duty to assist recruiters make their mission by bridging the gap between the Army and the local communities by sharing the the Army story.

This program is a way for the Recruiting Command to use Army Reserve Soldiers to assist in lead generation and help expand recruiting efforts.

There are several misconceptions as to how this program works. This funding is used to support Army Reserve recruiting. While some markets are a challenge to penetrate, using someone within the community who is both a Reservist and civilian employee or employer, we have someone who can help share the Army's story.

Several times a year, there are events that Army Reserve recruiters support through the ADSW such as Total Army Involvement in Recruiting events or county fairs.

Each year the battalion operations officer requests each company to develop a plan that identifies events or tours of duty, number of Soldiers they will request to support the effort, and about how much money will be required. Battalions consolidate these and provide a plan to their brigade for review.



# ADSW is a reflection of your hard work and dedication to making your mission. Use it often, but use it wisely.

Brigades review each battalion's plan for the year and prepare a request for funding and forward it to USAREC on a quarterly basis.

Battalions and companies must understand that enlisted Soldiers, warrant officers and commissioned officers can use ADSW. A warrant or commissioned officer in the rank of warrant officer or second lieutenant could share their story with those interested in the Officer Candidate School or the Warrant Officer field.

A cadet is a good source for getting into colleges and assisting Soldiers interested in becoming officers through the Reserve Officer Training Corp/Simultaneous Membership Program. ADSW participants can be used to generate leads and referrals for Regular Army recruiters but only if that station has a Reserve mission but not a Reserve recruiter.

These Soldiers, however, cannot be used in place of a Reserve recruiter. Additionally, ADSW tours cannot exceed 139 active duty days in a fiscal year. This means if an individual attends Basic Training, Advanced Individual Training, and possibly two weeks annual training, this may equal 139 days of active duty. Therefore, this individual will not be eligible to come on ADSW for us. For our purposes, no participant can exceed 29 days.

If you have an exceptional individual, then a request can be sent to USAREC for approval to go more than the 29 days. This would be reserved for an individual who exceeded the guidelines set forth in USAREC Regulation 601-106 of five referrals and three leads per week.

All ADSW Soldiers must realize that they will perform their duties within a 50-mile radius of their home or Reserve unit and provide their own transportation. Army Medical Department and chaplain participants are exempt from the 50-mile radius rule because of the technical nature of their positions.

Oklahoma City Recruiting Battalion has a good track record when it comes to turning ADSW participants' leads and referrals into valid contracts.

What is their secret? An interview with Master Sgt. Dennis Weir and Capt. Daren O'Day was enlightening. Both agreed that being pro-active is the key in using the ADSW program. Having a good plan and maintaining a good interaction with your Reserve unit is key. Let your units know that to maintain strength, part of their success is the use of the ADSW program. By having their Soldiers help generate leads and referrals, they can increase their unit strength making them a mobilization asset.

You never get a second chance to make a first impression, and enthusiastic Soldiers can provide the best impression of their units. Have them help provide leads by working for you at county fairs and TAIR events.

"When putting people on ADSW, begin with one week," said Master Sgt. Weir. "This will give you the opportunity to determine whether they will produce leads and referrals for you and will also be a smart use of your funding. If the individual does not work out, thank them for their time and release them from their tour. On the other hand, if they are productive, your rapport with the unit will make it easy to extend their ADSW tour."

Capt. O'Day agreed. "I only approve ADSW for a week at a time to be smart about funding. If the person is a go-getter, then I will parlay it into a lengthier ADSW tour, however, in the same vein, if they are not working out, then I will release them with a smile."

Receipt of the USAREC Form 979 ADSW Performance Report (better known as the After Action Report) are enforced to ensure that all contracts can be tracked. Each month, verify all appointments conducted on the UF 979 by cross leveling this information versus contracts. The UF 979 is a way of measuring the effectiveness of the leads and referrals generated by the ADSW Soldier.

Get your ADSW Soldiers in the colleges in uniform. Since the recruiter works closely with the ADSW Soldier, it is up to him to determine whether the individual will work out. If they do not, then the orders are amended, and the funding is used for someone else. Reasons for orders being amended could vary from an individual arriving habitually late with no reason, no shows, and no production or just not being good at sales.

"We believe in hammering home the standards of conduct and have found that Battalion Leadership Team emphasis is the key for our program," said Capt. O'Day.

No ADSW tour can be performed without approval from the battalion operations officer or non-commissioned officer prior to submission to the Troop Program Unit. Accountability of orders requested is key, so the battalion is aware of how much money is in their account at all times. Last-minute orders are not encouraged, and there is no guarantee they will be processed, so request them at least five days before the start date of the duty. All orders must have a valid military purpose.

ADSW is a reflection of your hard work and dedication to making mission. Use it often, but use it wisely. See USAREC Regulation 601-106 for details. Do you know what is in your plan?

# OCS – Myths & Facts

## Don't Duck the Program

By SFC Timothy Garrett and Joe Howell,  
USAREC G-3

The Officer Candidate School, OCS, is an excellent professional development choice for any pending or recent college graduate. OCS is an opportunity for young people to challenge themselves and to build a wealth of experience and responsibility early in life.

The OCS enlistment option opens a world of opportunity for a young person and is a great tool for the recruiter to draw in that “high quality” Soldier that the Army and the nation require.

However, though need is high and advantages plentiful, the number of OCS enlistment-option applicants has decreased significantly over the past 12 months. Misinformation combined with a brief mission suspension during fiscal year 2004 has had a negative impact on the program.

The command is taking every step to posture correctly for a successful recruiting year. The OCS enlistment-option mission has increased for 2005 and the command cannot afford to allow the mission to be challenged by misinformation. In an effort to support recruiters in the field and to eliminate information having a negative impact on the program, the following myths are addressed.



**MYTH:** It takes six months to complete an OCS application packet and they are difficult to put together.

**FACT:** The OCS application is easier and less time consuming to put together than the WOFT application. Research at the command level indicates that the normal amount of time required to process and board an applicant is less than 45 days.

**MYTH:** Boards are held infrequently and it takes an extraordinarily long time to get the results.

**FACT:** At the command level, OCS boards are held monthly. The results from the command board are normally posted to the USAREC G-3 Web site within 48 hours following board adjournment.

**MYTH:** It is not advantageous to process OCS applicants because the selection rate is low.

**FACT:** Packet counts have been low for the past eight months. Selection rates are the highest they have been in the

past several years. With higher than normal selection rates and a mission increase for fiscal year 2005, it is advantageous to process OCS applicants.

**MYTH:** The OCS application packet requires 20 to 30 pages of additional forms and letters that are impossible to obtain.

**FACT:** The preponderance of the application is the same as it is for any enlistment. There are additional documents required, but most are the applicant's responsibility for providing them.

**MYTH:** The procedural guidance for processing OCS applications is not readily available for reference.

**FACT:** AR 601-210 Regular Army and Army Reserve Enlistment Program and USAREC Regulation 601-91 Officer Candidate School and Warrant Officer Flight Training Programs contain almost all of the information required for application preparation. The UR FL 136, dated Mar. 04, contains the OCS required document list.

**MYTH:** OCS selects stay in the Future Soldier Training Program (FSTP) for 8-12 months waiting for a class date because there are only four OCS classes a year.

**FACT:** There are as many as 10 OCS classes each year. Most selectees will only be in the FSTP for 60 days.

**MYTH:** College seniors must wait until they have their degree to begin processing for the OCS enlistment option.

**FACT:** Any college senior who is within one year of graduation may be processed for the RA OCS enlistment option. A letter from their school is required, showing a projected date of graduation within 365 days of selection. The OCS selected applicant must have their degree before they are shipped to training. The USAR OCS applicant must have 90 semester hours of college and must sign a statement that if selected they must complete their bachelors degree prior to consideration for promotion to captain.

**MYTH:** Prior service applicants do not require a grade determination to apply for OCS.

**FACT:** All applicants must meet enlistment eligibility requirements (including waivers and grade determinations) to submit an OCS application. Prior service applicants will contract and ship at the MEPS at the grade determined by AR 601-210 or the grade determined by EIS. During OCS an applicant is paid as an E-5, but if they are unsuccessful, they will revert to their grade of enlistment and attend AIT if retained.

**MYTH:** Branch and location of first duty assignment can be guaranteed for any OCS applicant selected.

**FACT:** There are no branch or first duty location guarantees.

**MYTH:** Officers in the other armed forces and the reserve component may apply for OCS.

**FACT:** Once you have held a commission in any branch of the armed forces, you are not eligible to apply for OCS.

**MYTH:** If a college graduate has been non-selected for WOFT twice they must wait six months before they can apply for OCS.

**FACT:** A two-time non-select for

WOFT may immediately process for the OCS enlistment option without a waiting period.

**MYTH:** Prior service applicants can process for OCS without an age waiver as long as the number of years of active federal service subtracted from their current age is less than 29.

**FACT:** All applicants, including prior service, who have reached their 29th birthday at time of application must obtain an age waiver approved by Human Resources Command. Age waivers are submitted to HRC by USAREC Special Missions and no additional documents beyond the standard OCS application are required.

**MYTH:** Age waivers for applicants beyond age 29 are impossible to obtain.

**FACT:** Age waivers for OCS have a high approval rate up to the age of 34. Normally, additional processing time is between 3-10 days.

**Myth:** Applicants applying for OCS must take an Officer's Screening Battery (OSB) and provide proof of SAT or ACT Scores.

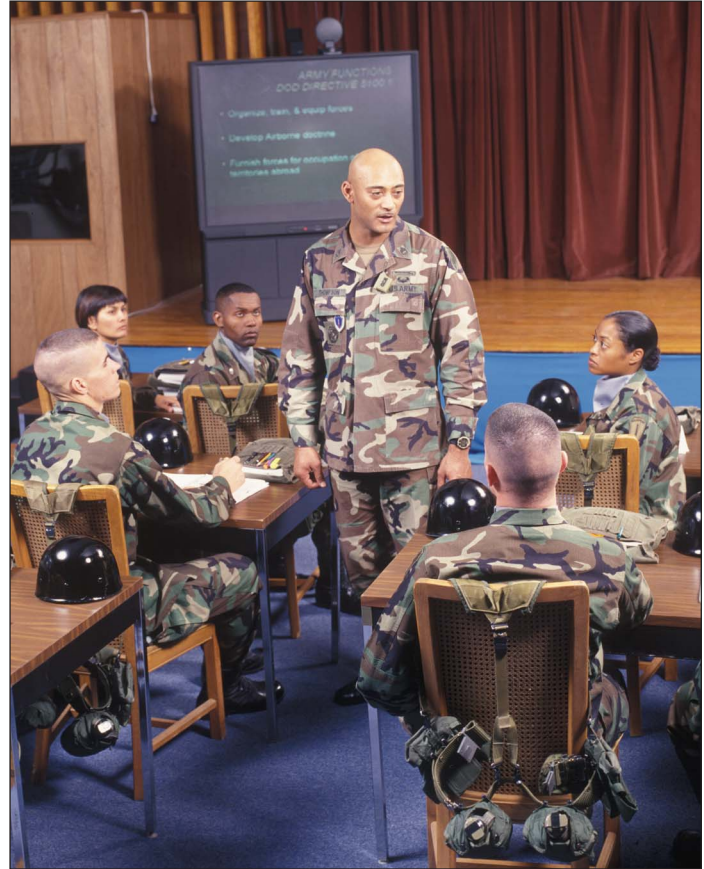
**FACT:** No additional testing, beyond the ASVAB, is required for OCS applicants. SAT or ACT scores are not required to be included in the OCS application. However, college transcripts are required and OCS applicants must graduate from college with a 2.00 GPA or higher.

**MYTH:** Applicants from other services may not apply for the OCS enlistment option.

**FACT:** Applicants separating from the Navy or Air Force under the auspices of Blue-to-Green may apply for the OCS enlistment-option. These applicants will be processed IAW USAREC Message #04-170, dated Sept. 28, 2004.

**MYTH:** It's hard to recruit for the OCS enlistment option when there is a competing direct commission program available through the Army Reserve.

**FACT:** The Army Reserve directly



commissions fewer than 600 people per year, and the preponderance of these commissions is for health service related fields. The average recent college graduate would not qualify for an Army Reserve direct commission.

Applicants applying for OCS must be eligible to obtain a Secret clearance at time of enlistment. Applicants with moral disqualifications or financial delinquencies must be interviewed by the Security Interviewer prior to boarding at the battalion level. UF 1227 must be completed and signed by the applicant and Security Interviewer verifying applicant is found eligible for a Secret clearance.

Processing an applicant for the OCS enlistment option does have some uniqueness to it. However, the battalion operations office and the G-3 Special Missions Division are available to assist recruiters as necessary. Questions concerning the OCS enlistment option may be e-mailed to [OCS@usarec.army.mil](mailto:OCS@usarec.army.mil).



**Staff Sgt. James Springstube's promotion ceremony from sergeant to staff sergeant was held on Nov. 3. Pinning on the rank was his wife, Linda Springstube, and Station Commander Sgt. 1st Class Shane Wohlfert. Staff Sgt. Springstube's recruiter ring was earned Aug 4.**

least one regular Army staff sergeant cadre (79R) to sergeant first class per brigade

annually not to exceed 10 promotions per fiscal year.

The selection process for meritorious promotion to sergeant first class for 79Rs is as follows:

Each brigade will hold a promotion selection board to select one automatic pick for promotion to sergeant first class. Then each brigade is allowed to forward three additional packets to USAREC where a promotion selection board will convene to select the remaining five. The promotion selection board will consist of each brigade command sergeant major and the USAREC command sergeant major will serve as president of the board. If the Recruiter of the Year is a staff sergeant, then he/she is automatically selected as one of the remaining five. Nominees will not appear in person before the board. The board will review packets submitted by the brigade commanders. The date and time of the promotion board is determined by the USAREC command sergeant major and the criteria and packet composition will be announced by the G-1.

Upon completion of the promotion selection board, the proceedings will be signed by the commanding general and forwarded to HRC, Promotions Branch for further processing and publishing of the promotion orders.

The effective date of promotion is the first day of the month following the month that the request is received at HRC, Promotions Branch.

All Soldiers nominated for promotion to sergeant first class, including the brigade selects, must meet the following minimum requirements:

- (1) Hold PMOS 79R or have an approved conversion to PMOS 79R prior to the convene date of the promotion board.
- (2) Meet standards of AR 600-9, The Army Weight Control Program.
- (3) Passed APFT within the last 12 months
- (4) Meet zones of consideration for time in grade and time in service established by HQDA for the sergeant first class promotion selection board for the current fiscal year.

The effective date of promotion is also the first day of the month following the month that the request is received at HRC, Promotions Branch.

For additional information regarding the Meritorious Promotion Program contact Master Sgt. Marian Turner-Hatchett, NCOIC, PMD at HQ USAREC, G-1 (502) 626-0259 or e-mail [marian.turner-hatchett@usarec.army.mil](mailto:marian.turner-hatchett@usarec.army.mil).

# MERITORIOUS PROMOTION

The Meritorious Promotion Program was established in October 1988 to provide for early promotion to the ranks of staff sergeant for detailed recruiters and sergeant first class for Regular Army staff sergeant cadre, 79R. The program allows for an unlimited number of promotions to staff sergeant for detailed recruiters only and 10 promotions to sergeant first class annually for 79Rs who meet the criteria. Although the program is still alive and well, the number of promotions for detailed recruiters to staff sergeant has significantly decreased from an average of 15 each month in FY 03 to five each month in FY 04.

A detailed recruiter can be meritoriously promoted to staff sergeant if the following criteria is met:

- Must be a detailed recruiter
- Must have earned the recruiter ring
- Must meet DA standards of AR 600-9, The Army Weight Control Program
- Must have passed APFT within the last 12 months

Once a detailed recruiter earns the recruiter ring and the recommendation for award of the ring is received at USAREC, the commanding general will sign the Certificate of Commendation. IAW USAREC Reg 672-10, Figure 4-1, the memo recommending the recruiter ring must indicate in paragraph 4, the battalion commander's (the promotion authority) recommendation for meritorious promotion.

The battalion commander's recommendation memo, the signed Certificate of Commendation, and G-1 endorsement are forwarded to the Human Resources Command, Promotions Branch, for further processing.

The effective date of promotion is the first day of the month following the month that the request is received at HRC, Promotions Branch, not the day the recruiter earns the ring.

The commanding general has issued guidance for allocation for promotion to sergeant first class. The intent is to promote at

# Until Now! One of USAREC's Best Kept Secrets!



<http://www.usarec.army.mil/hq/hrd/SFA/index.htm>

**C**alls are received daily at the Soldier and Family Assistance Branch at USAREC Headquarters with questions that could easily be answered by visiting the "USAREC Soldier and Family Assistance" Web site. The Web site provides valuable information for Soldiers, families, commanders, and support staff.

The Web site is updated regularly with information received from the Department of the Army Community & Family Support Center, TRICARE, and other agencies that serve Soldiers and their families.

The Web site contains nine sub-Web pages to direct users to their area of interest. The sub-Web pages include:

**Family News** — A variety of general news and information for families such as amusement park discounts, spouse AKO e-mail accounts, response to terrorism, etc.

**Personal and Family Wellness** — Information about the employee assistance program, Exceptional Family Member Program, suicide prevention, and other wellness topics.

**Financial Assistance** — Information about Thrift Savings Plan for military, travel claims, DFAS, etc.

**Relocation Assistance** — Information about SITES (Standard Installation Topic Exchange Service) and assistance through EAP Consultants.

**Army Family Team Building** — Download the USAREC AFTB newsletter, training schedule, report forms, and other AFTB information.

**Family Advocacy Program** — Information about the USAREC FAP, phone numbers and e-mail links to USAREC FAP staff, download the "Parenting Skills Guide for Healthy Families" and other information.

**TRICARE** — Information about TRICARE services, dental services, points of contact, telephone numbers, e-mail links, and medical information.

**Volunteer Awards** — A description of awards, requirements for receiving awards, report form, and other information.

Visit the USAREC Soldier and Family Assistance at <http://www.usarec.army.mil/hq/hrd/SFA/index.htm> for additional information. It is a public Web site and can be viewed from any home, office, or library computer with access to the Internet.

You can read or download the latest copy of the "USAREC Family News" before you receive it in 'snail mail' each quarter.

## Army, Navy, Marines, Air Force ... One Force under Military OneSource

*Army OneSource* becomes part of Military OneSource. The employee assistance services (Web/Internet information and referral service and face-to-face counseling referral service) for all members of the military can be accessed through Military OneSource. An integrated multi-media campaign will bring a new consistent marketing message to all military personnel under the Military OneSource brand. The new campaign will feature television and radio spots, new print and outdoor billboard advertisements, and promotional posters to name a few.

Members of the military and their family members will receive the same 24 hours, 7 days a week, 365 days per year level of Army OneSource service, anytime, anywhere.

The present telephone numbers will remain the same, as will the criteria for eligibility and the availability of six face-to-face counseling sessions in CONUS for active, guard and reserve Soldiers, deployed civilians and families.

Now you can also access to Army OneSource through the Military OneSource Web site at: <http://www.militaryonesource.com>.

Access to the Army OneSource Web site will not change at <http://www.armyonesource.com>.

The userid and password will be the same as previously used for AOS for both Web sites.

Military OneSource is here for you when you need help, no matter how big or small. Military OneSource, serving our American military family.

For additional information, contact your Soldier and Family Assistance Program Manager at (800) 790-0963.

1. **What is the national language of Afghanistan?**
  - a. Persian
  - b. Arabic
  - c. Pashtu (Pashto and Pachtu)
  - d. Persian-Afghan (Dari)
2. **What year was the border of Afghanistan and Pakistan established?**
  - a. 1918
  - b. 1948
  - c. 2003
  - d. 1600
3. **What is the term used to refer to Afghanistan's currency?**
  - a. Rial
  - b. Rupee
  - c. Dinar
  - d. Afghani
4. **Mainly people in what countries speak Pushtu?**
  - a. Afghanistan
  - b. Afghanistan and Pakistan
  - c. Pakistan and Iran
  - d. Iran and Afghanistan
5. **How is the name of the Afghanistan national language written?**
  - a. Pashtu/Pushtu
  - b. Pakhto/Pukhtu
  - c. Pachtu
  - d. Pashtu/Pushtu and Pakhto/Pukhtu and Pachtu (French)
6. **What was the name given by the British to all Pashtu speaking people regardless of national boundaries?**
  - a. Persians
  - b. Afghans
  - c. Arabs
  - d. Pathans
7. **What are the two major Afghanistan language dialects?**
  - a. Persian and Pachtu
  - b. Dari and Pashtu
  - c. Arabic and Pukhtu
  - d. Pushtu/Pashtu and Pakhto or Pukhtu
8. **What dialect is spoken among the western tribes?**
  - a. Persian-Afghani
  - b. Dari
  - c. Pakhto or Pukhtu
  - d. Pushtu or Pashtu
9. **What dialect is spoken among the eastern tribes?**
  - a. Persian-Afghani (Dari)
  - b. Pakhto or Pukhtu
  - c. Parthans
  - d. French
10. **Most of Afghanistan's political leaders come from among what tribes?**
  - a. Western (Jalalabad)
  - b. Sunni (Nangami)
  - c. Western (Kandahar)
  - d. Eastern (Jalalabad and Nanagarhar)
11. **It is important for the U.S. Army field mission in Afghanistan to find persons who speak:**
  - a. Persian dialect of Farsi
  - b. Aramaic
  - c. Eastern Pukhtu
  - d. Western Persian-Afghan (Dari)
12. **Most of the current Afghan refugees in the U.S. come from?**
  - a. eastern Afghanistan
  - b. western Afghanistan
  - c. Pakistan and Afghanistan
  - d. Baluchistan, Pakistan and around Quetta
13. **The major differences in the two major dialects spoken in Afghanistan are in?**
  - a. the writing
  - b. the spoken language
  - c. the religious connections
  - d. the regional language
14. **For information gathering to be accurate by the field force in Afghanistan, the**
  - a. recruiter should find a person who looks middle eastern.
  - b. recruiter should find a person who speaks Arabic.
  - c. recruiter should find a person who can connect with the people based on his or her tribal connection and language.
  - d. recruiter should just find a person who wants to be in the O9L program.
15. **The Taliban came from among what people?**
  - a. Pushtun speakers in Kandahar
  - b. Iranians
  - c. Arabs associated with al-Qaida
  - d. Mongolians
16. **Persian is spoken in what countries?**
  - a. Iran and Russia
  - b. Iran, Afghanistan and Turkey
  - c. Iran, Afghanistan and Tajikistan
  - d. Iran, Afghanistan and Pakistan
17. **What is one of the two official languages in Afghanistan?**
  - a. Persian-Afghan (Dari)
  - b. Pashwari
  - c. Persian-Pashtu
  - d. None of the above
18. **Most urbanized and educated Afghan Pashtu speakers can speak**
  - a. Persian and Pashtu
  - b. Persian and Pakistani
  - c. Pashtu and Arabic
  - d. Dari and Pashtu
19. **Regionally, what speakers have more influence?**
  - a. Dari speakers
  - b. Pashtu speakers
  - c. Farsi speakers
  - d. English speakers
20. **Recruiters who would like additional language information can contact?**
  - a. Anyone who wants to help
  - b. USAREC G-5
  - c. The brigade language advocate
  - d. The local student agency

Answers to this month's test can be found on the inside back cover.



# Snooze BEFORE You Drive

*Taken from Countermeasures Magazine,  
December 2003, U.S. Army Safety Center*

**Turning your  
radio up and  
rolling down the  
windows will not  
keep you awake!  
The *only* cure for  
drowsiness is  
*sleep.***

**D**uring the holiday season, many Soldiers will be looking forward to an extended leave period and time with their family and friends. While you may be eager to begin this period of rest and relaxation, don't be in a rush to jump in the car after a long day of soldiering. The extended hours Soldiers face and the associated lack of sleep could equal danger on the open highway.

It is difficult to attribute crashes to sleepiness because there is no test to determine its presence, as there is for intoxication. In addition, there are no standardized criteria for making the determination of driver sleepiness, and there is little or no police training in identifying drowsiness crash factors.

Unfortunately, a lot of people drive sleepy. In a 1999 National Sleep Foundation (NSF) poll, 62 percent of all adults surveyed reported driving a car or other vehicle while feeling drowsy in the prior year. Of those surveyed, 27 percent reported that they had, at some time, dozed off while driving, and 23 percent of adults stated that they know someone who experienced a sleep-related crash within the past year.

You can't control your own sleep and, if you're tired, you can fall asleep at any time. Just as you can fall asleep at any time, you can also fall asleep anywhere and that includes on the road. While driving, people tend to fall asleep more often on high-speed, long, boring, rural highways.

Sleep-related crashes are most common in young people, who tend to stay up late, sleep too little, and drive at night. A North Carolina state study found that 55 percent of crashes involving drivers who fell asleep at the wheel involved people 25 years old or younger, with a peak age of occurrence of 20. Of those accidents, 78 percent of the drivers were male. Shift workers, people with more than one job, and commercial drivers are also susceptible to sleep-related accidents.

Prevention is the key for avoiding sleep-related crashes on the road. Before you begin a trip, you should follow these rules for safe, alert driving:

- Get a good night's sleep. The

average person requires about eight hours of sleep per night, although this figure varies from individual to individual.

- Plan to drive long trips with a companion. Passengers can help look for early warning signs of fatigue or switch drivers when needed. Passengers should stay awake to talk to the driver.

- Schedule regular stops of every 100 miles or two hours.

- Avoid alcohol and medications (over-the-counter and prescribed) that could impair performance. Alcohol interacts with fatigue and increases its effects, just like drinking on an empty stomach.

What should you do if you feel fine when you start your trip, only to get that drowsy feeling just a little down the road? First of all, look for the warning signs of fatigue, which include:

- Forgetting the last few miles driven.
- Drifting from lane to lane or hitting rumble strips and jerking your car back into your lane.
- Experiencing wandering or disconnected thoughts.
- Yawning repeatedly or rubbing your eyes.
- Having difficulty focusing or keeping your eyes open.
- Tailgating, missing traffic signs, or missing turns.
- Having trouble keeping your head up.
- Impatient, irritable, and restless feelings.

Recognize when you are in danger of falling asleep — you cannot predict when you may nod off. Respond to the symptoms of fatigue by finding a safe place to stop for a break. Pull off into a safe area away from traffic and take a brief "power" nap (15 to 45 minutes) if you are tired. Drink coffee or another source of caffeine to promote short-term alertness, but be aware that it takes about 30 minutes for caffeine to enter the bloodstream.

Before you get in your car this holiday or any season, make sure you have enough rest to complete your trip safely. Eight hours might seem like a long delay, but it is still shorter than forever.



**Michael Brown is sworn-in by Lt. Col. David A. Lambert, Dallas MEPS commander, Aug. 5, after giving up his career as a lawyer to enlist in the Army as an infantryman. Brown enlisted for three years and intends to apply for Special Operations once he has completed basic training.**

“I want to be a part of such an elite group,” Brown said. “The Rangers are a close-knit group of buddies who rely on each other and count on each other every day.”

But Brown’s eyesight disqualified him to go directly to the Rangers. Instead, after basic training, he will go through Airborne School at Fort Benning, Ga., with the intent to go to Special Forces training at Fort Bragg, N.C. Once in Special Forces, he will apply for Rangers training.

While Brown was qualified to apply to Officer Candidate School and be an Army officer, he chose to enlist as a specialist instead. Brown said he wanted to learn how to lead Soldiers.

“In college football, I learned from the upper classmen how to be a better player,” he said. “I want to know what I’m talking about when I’m leading Soldiers.”

At 26-years-old, Brown will be one of the older recruits going through basic training. But he’s not nervous about that, he said.

“I’m hoping I can use my life experiences and my enthusiasm to work with and lead the younger Soldiers,” said Brown. “I’m only nervous that I won’t get a shot to go Rangers.”

Brown’s family has a history of military service. His grandfather served in World War II, his uncle is an Air Force officer and his two brothers plan to go through Air Force ROTC.

Brown set aside his suit and tie Nov. 2, and joined his family tradition when he shipped for basic training. And what about his new uniform?

“Well, that’ll be perfect,” he said.

## Goodbye Six-Figure Salary, Hello Adventure: Dallas Lawyer Enlists in the Army

*Story and photo by Kim Levine, Dallas Battalion*

Every new recruit in the U.S. Army has a different story to tell and their own reasons for joining. Some common are money for college, job stability and skill training.

But what could the Army have to offer a successful 26-year-old lawyer, working at an established law firm?

For Spc. Michael Brown, it was camaraderie, adventure and the chance to serve his country.

Brown, a Mississippi native, set aside his law career at a Dallas law firm and enlisted in the Army as an infantryman Aug. 5.

“I have a desire to be out there, on the front lines,” said Brown. “I don’t want to be in an office.”

Brown graduated from Mississippi College where he played football for four years as a linebacker. After completing his bachelor’s degree, he attended law

school at the University of North Carolina.

“I thought about joining the military all through college,” said Brown, who took a job at one of the top five law firms in Dallas after graduation.

When he bumped into Staff Sgt. Jerome Huntley, a recruiter at the Oak Cliff Recruiting Station, Dallas Recruiting Company, at a local restaurant over lunch, Brown started asking questions. His thoughts about the military quickly became a reality.

Huntley and Brown discussed his options over a three-hour appointment, and two days later, Brown contacted Huntley, ready to sign.

“I didn’t have to do much,” said Huntley. “He approached me. It was more about how to get him what he wanted in the Army, not how to get him to join.”

The camaraderie and excitement of the Army’s elite Rangers appealed to Brown immediately. He said he directed his focus toward becoming a Ranger.





**Eric Elsener, quarterback for the Appalachian State University, enrolled in ROTC and also joined the Army Reserve through his Army Reserve recruiter, Sgt. 1st Class Andrew Holland.**

## Football and Fortitude

*Story and photo by Vernetta E. Garcia, Columbia Battalion*

Eric Elsener has lived many places but has found a home at Appalachian State University. Elsener decided to transfer from the Air Force Academy in Colorado a year and a half ago when opportunities with the ASU football team opened up. He was given a scholarship and brought on board as backup quarterback.

After being at the Air Force Academy and with his love of the military, he decided to join ASU's Reserve Officer Training Corps Department and simultaneously enlisted in the Army Reserve. "I love football, but I still had a commitment to my country and felt it was a noble thing to go back in and serve," said Elsener.

Elsener is a busy junior and a 4.0 accounting major. Besides regular classes, football practice and games, he is committed to

the Army. Through the Simultaneous Membership Program, Elsener is in the ROTC program and attends ROTC classes. He is assigned to a Hickory, N.C., Army Reserve drill sergeant unit. "He is the type of guy who gives the maximum; he's extremely bright. We're very lucky to have him in our program," said Maj. Robert Gibbard, ROTC operations officer.

In the Reserve unit, he will work as an officer in training and will shadow the other officers. During football season, SMP allows him to make up the unit training time by working with the ROTC department and his Army Reserve recruiter, Sgt. 1st Class Andrew Holland. After football season, he will attend regular drill weekends. "I'm looking forward to gaining a lot of knowledge and experience," said Elsener.

"The first day that I met him, I saw his commitment to our nation and thought he would be a great addition to our Army, which was evident by his dedication to ROTC," said Sgt. 1st Class Holland. Sgt. 1st Class Holland enlisted Elsener into the Army Reserve in September after he joined ROTC in August. "Sergeant Holland is a great guy, very informative; he really knows his stuff. He's really encouraging and helped me realize that the Simultaneous Membership Program is a great opportunity for me," said Elsener.

"ROTC, I love it. I love the program. I've learned a lot, and the instructors are awesome," said Elsener. Being a member of ROTC is a passion for him. "I truly enjoy being around the Army atmosphere, learning land navigation, battle drills, I just love it!" said Elsener. "It's helping me to get ready for a career. I look forward to my life after football."

Elsener will begin his four-year tour as a commissioned officer in the active duty Army immediately after graduation. He will attend the ROTC advanced camp, Warrior Forge, in Fort Lewis, Wash., and will be commissioned as a second lieutenant during the camp.

## Hometown Recruiter Buddies Return from Basic

*Story and photo by Anna Buonagura, Albany Battalion*

When hometown recruiter Pvt. 1st Class Edward Martinez decided to join the Army, his first referral was his friend Pvt. Michael Todd. Being classmates and friends in their teens, Martinez and Todd wanted to serve together as Soldiers.

Pvt. 1st Class Martinez and Pvt. Todd graduated from Bridgeport, Conn., Harding High School. Unable to find work that interested him, Pvt. 1st Class Martinez wanted a better lifestyle and to travel outside of his hometown. With fruitless attempts at getting a good job, they both made the decision to join the Army. Bridgeport recruiter, Staff Sgt. Jose Cruz, says, "Martinez decided to join first then brought Todd in to join."

Both Soldiers returned to Bridgeport Recruiting Station

and worked with recruiters until they report to their first assignment. When asked for their opinion of basic training, they both agreed, "It wasn't too bad" and, "We made lots of friends." They did say they didn't have a hard time because of the training they received from Staff Sgt. Cruz and the recruiters at Bridgeport Recruiting Station. Staff Sgt. Cruz says, "They are two good Soldiers and will do just fine. They're enthusiastic and proud of their accomplishments."



**Bridgeport, Conn., recruiter Staff Sgt. Jose Cruz (center) congratulates Pvt. 1st Class Edward Martinez (left) upon his successful completion of basic training. Pvt. Michael Todd (right) enjoys the moment.**

## Four-star General Helps Army Recruiters Reopen Station

Story and photos by Lee Elder, Nashville Battalion

Pfc. Christopher MacDonald and two other Future Soldiers were promoted by Gen. B.B. Bell, commander of U.S. Army Europe and 7th Army, during ceremonies in Chattanooga, Tenn., Sept. 16, to reopen the Chattanooga East Recruiting Station. U.S. Rep. Zack Wamp was also on hand for the ceremonies, which included the reenlistment of Army recruiter Staff Sgt. Jason Harris.

Wamp, who has represented the Chattanooga area in Congress for nearly 10 years, told the audience that despite differences between many members of Congress most strongly support the military.

“Our nation is grateful to all of you in uniform,” Wamp said. “In this war against terrorism, you are defending this nation from forces both foreign and domestic.”

Gen. Bell, who also commands NATO Component Command – Land, Heidelberg, Germany, praised Army recruiters for their efforts in his native east Tennessee.

“You are in the trenches every day taking the message of hope, opportunity and freedom to America’s people,” Gen. Bell said. “I appreciate everything you do for our Army and this nation.”

Gen. Bell addressed MacDonald personally when he learned the 17-year-old would be joining the Italy-based 173rd Parachute Infantry Regiment upon finishing his training early next year.

“You’re going to be working for me,” Gen. Bell said.

Meeting his future commanding general was a thrill for Pfc. MacDonald, who is the son of Master Sgt. Bruce MacDonald and his wife, Pia. He is one of the couple’s 11 children.

“It was an awe-inspiring event,” Pfc. MacDonald said. “It was a real privilege and honor to be promoted by Gen. Bell especially since he’s going to be my future boss.”

Pfc. MacDonald’s father, an Army recruiter who works at the Knoxville (Tenn.) Military Entrance Processing Station, shared his son’s feelings. Christopher is one of three of MacDonald’s sons who has joined the Army in recent years. Christopher’s older brothers, Franklin and Patrick, are both serving with 1st Battalion, 75th Rangers and have been deployed to Afghanistan and Iraq.

“General Bell was very personable,” the elder MacDonald said. “I was quite thrilled to be part of this ceremony.”

“We are now going to be able to say we have four Soldiers in our family.”

While he’s proud of his sons for their service, the elder MacDonald said he has never pushed the service option on any of his sons.

“I haven’t said, ‘Go the recruiting station’ to any of them,” the elder MacDonald said. “They have each been recruited.”

“I just stood back and let the recruiters do their job, and each recruiter did a good job.”

Besides the station’s recruiters, Gen. Bell was welcomed to the station by Lt. Col. Steven D. Harris, who commands the U.S.

U.S. Rep. Zach Wamp (second from right) and Gen. B.B. Bell cut the ribbon for the renovated Chattanooga East Recruiting Station.



Army Recruiting Battalion Nashville. He thanked Gen. Bell for coming to the

ceremony marking the re-opening of the station, which was destroyed by a driver who drove through the front wall of the building in June.

An Oak Ridge native, Gen. Bell often helps Army recruiters during his visits back to the Chattanooga area. He graduated from the University of Tennessee at Chattanooga. Gen. Bell visited a local radio station last year and had earlier visited a high school while commanding Fort Knox, Ky. “We always appreciate it that Gen. Bell takes time to see us,” Lt. Col. Harris said. “My Soldiers were really encouraged that one of the Army’s senior leaders would make a place in his schedule at this important time.”

While the station was being refurbished, its recruiters worked out of other Chattanooga-area stations or from their cars. Production was not severely impacted during this time.

Other Future Soldiers promoted were Pvts. Shawn Grady and Daniel Pendley. Each Soldier was given a four-star coin by Gen. Bell as a token of their accomplishments. Pvts. Grady and Pendley earned their promotion by completing a series of tasks before leaving for basic training. Pfc. MacDonald was promoted after he provided his recruiters with leads.

“It was great being around Gen. Bell,” the younger MacDonald said. “I’m glad I got to meet him.”

“Many Soldiers go for years without meeting a four-star general and this was pretty cool.”

Gen. Bell announced that Pfc. MacDonald’s gaining unit was going to be deploying to Afghanistan after he arrives.

“I’m not even in basic training yet and I already know where I’m going,” Pfc. MacDonald said.



U.S. Rep. Zach Wamp (far left) and Gen. B.B. Bell pose with members of the MacDonald family following Christopher MacDonald’s promotion. Family members are: (left to right) Master Sgt. Bruce A. MacDonald, Benjamin MacDonald, Christopher MacDonald and Pia MacDonald.

## Hurricane Charley

*News Release Tampa Battalion*

When Hurricane Charley struck southwest Florida on Aug. 13, the first concern of the Tampa Battalion was the safety and well-being of its members and families, Future Soldiers, and COIs.

While mandatory evacuation closed schools and businesses and sent tens of thousands to shelters, the storm, packing winds over 100 mph, caused not only loss of life but also wide destruction throughout the Tampa Battalion area. Making landfall near the retirement community of Punta Gorda in the battalion's Sarasota Company, Hurricane Charley's path tracked northeast through the Lakeland and Orlando Companies. Fifty-eight battalion families were displaced due to evacuation or damage, 17 recruiting stations affected, and 13 government vehicles damaged. Regrouping after the hit, recruiters turned to helping their communities. Here are a few examples among many.

In the Lakeland Recruiting Company, local Army recruiters from the Eagle Ridge Recruiting Station joined forces to assist community residents in the Lake Wales area.

"Our first priority was to insure the safety of our families and Future Soldiers," said Station Commander Sgt. 1st Class Eric Whitfield. "After that, our



**L-R: Staff Sgt. Ronald O'Bryon, Sgt. 1st Class Hector Rivera, Sgt. 1st Class Kenneth Mitchell, and Sgt. 1st Class Eric Whitfield unload drinking water at Fort Meade High School, Fla., for families in shelters.**

focus was on the local community." He, Sgt. 1st Class Hector Rivera, Sgt. 1st Class Kenneth Mitchell, Staff Sgt. Jack Stricklin, and Staff Sgt. Ronald O'Bryon volunteered to help residents of Frostproof, Winter Haven, and Lake Wales clean up debris, fix fences, and perform vital odd jobs throughout area.

In addition, for a week after the storm, the group worked with the American Red Cross unloading deliveries of emergency

supplies from distribution trucks and assisted in distributing those items to local residents affected by the hurricane.

"This community is our home," said Sgt. 1st Class Whitfield, "and these people are our friends and neighbors. We're glad to help."

Hit first and perhaps hardest, recruiters in the Sarasota company responded in a variety of ways. Recruiting stations assisted local Red Cross chapters, distributing food and water to affected residents. Staff Sgt. Ike Parham of the Cape Coral Recruiting Station set up a barbecue and grilled burgers and steaks for victims of the hurricane, and he and Sgt. 1st Class Cyndi Murphy worked at a local church helping with tree and debris removal. In Fort Myers, Staff Sgt. Camacho, Sgt. James Johnson, and Sgt. Mark Bowman, an ADSW, delivered food throughout Lee County.

In Orlando, at the University Recruiting Station, Staff Sgt. Gordon Pollett, Staff Sgt. Luther Agard, Staff Sgt. Rodger Stephenson, and Sgt. 1st Class Ernesto Escobales worked with the Red Cross to distribute pre-packaged meals and ice and water to residents lacking these basic necessities.

"The citizens of our community are supportive of the military," Staff Sgt. Stephenson said, "and now we have an opportunity to show our support back to them."

## Local Army Recruiter Stars in Country Video

*Story and photo by Lee Elder, Nashville Battalion*



**Staff Sgt. Steven Hieber (left) chats with country singer Darryl Worley in between scenes of Worley's video.**

A Nashville Battalion recruiter didn't get to meet Darryl Worley when he saw the country music singer perform while serving in Iraq, but he more than made up for it when he co-starred in Worley's new music video.

Staff Sgt. Steven Hieber, a Clarksville, Tenn.-based recruiter, will be featured in Worley's upcoming video.

"It was fantastic," Staff Sgt. Hieber said of the experience. "It was something I thought I would never be in. I didn't think I was that polished."

Polish was not what

Worley said he was looking for when planning the production.

"I told the production guys, 'I want a real Soldier,'" Worley said. "I wanted somebody authentic."

Staff Sgt. Hieber admitted he was anxious prior to the cameras rolling.

"I was just trying not to mess it up," Hieber said. "I was nervous. I kept thinking they could use another Soldier instead of myself."

Hieber previously served as a recruiter in Little Rock, Ark. He is back in recruiting for one year after finishing his tour in Iraq.

"This was really great," Staff Sgt. Hieber said of his time in front of the cameras. "I can't wait to see the video."

## Local Recruiting Support System Comes Onboard

Brigade and battalion advertising and public affairs chiefs now have a Web-based management tool for tracking and planning local marketing events and media placement. It will provide visibility of national activity in order to integrate national and local marketing events. The intent of the new system is to help synchronize and maximize resources at both the national and local level.

The Local Recruiting Support System (LRSS) provides a marketing calendar that displays details of national and local events and activities. Information for DA Form 816 can be pulled from the system. Media placement data from the Media Online Placement System (MOPS) is also available in the LRSS. Leads and contract information can be entered manually and will be updated by Transcontinental Direct.

Battalion APA chiefs will have input access through a user name and password, while selected staff will have read-only rights. Training for the system started during first quarter and will be completed in second quarter. The Field Marketing Representatives and USAREC G-5 will coordinate training activities. For additional information, contact Capt. Tad Marinelli, USAREC G-5, at [Tad.Marinelli@usarec.army.mil](mailto:Tad.Marinelli@usarec.army.mil).

## “America’s Army” — One of the Top 5 Games Online

*Story and photos by Kelli R. Petermeyer, Army News Service*

After two years, the official U.S. Army game has registered more than four million users



**Dr. Mark Sabol, research psychologist, Army Research Institute, operates the “America’s Army” Talon Robot to dispose of a virtual improvised explosive device.**

and is now one of the top five games in the world.

The creative minds behind “America’s Army” said they take every opportunity to explore ways to improve the realism of the game to keep up with its growing popularity, including the Serious Games Summit held in the nation’s capital Oct. 18-19.

The summit gave the Army game developers, based out of the Office of Economic Manpower Analysis at the United States Military Academy, an opportunity to meet with other Serious Games developers and showcase the Army program.

The number of Serious Games being developed has been increasing rapidly in recent years, according to the Serious Games Summit Web site. These interactive games go beyond the traditional video game, and include applications focused on training, education, visualization, health and therapy.

### Game virtually tells Soldier story

“America’s Army is a communications tool which is designed for free download on the Internet, and it’s a tool that kids can use to try on being a Soldier — virtually,” said Col. Casey Wardynski, director of the OEMA, project director of

“America’s Army” and associate professor of economics at the USMA.

The game allows people to take a look inside the Army and see what it’s like to be a Soldier, Wardynski said. They can go through basic training and airborne school, experience how a Soldier succeeds and even see what happens when a Soldier gets in

trouble.

“America’s Army” is designed to be realistic, so people can see the life of a Soldier and decide if it is something they would like to pursue in real life, Wardynski said.

The game has generated interest in the Army and has taught people about soldiering, he said. In a survey given to 16-21 year olds, 29 percent said America’s Army was the most effective method of generating interest compared to other Army sponsorships.

### Realism teaches users skills

“I learned visual awareness and how quick my mind was,” said Cathy Fuller, a first-time America’s Army user from League City, Texas. “I want to do it again because I know I can do better.”

Fuller said the game is realistic and requires concentration.

The game also teaches Army values, Wardynski said. Real Soldiers preview every part of the game, and if they aren’t proud of it, it doesn’t get released.

“The game is about being a Soldier, and being a Soldier is a value-laden experience,” Wardynski said. “We make a big deal out of Army values for a reason. The war on terror makes

it all too apparent why those Army values are critical.”

### New concept to prep, train Soldiers

This year, the Army is adding a new concept to the Army game similar to the delayed entry program, Wardynski said. The Future Soldiers System will use concepts from basic training and put them into the virtual experience, so the recruits can learn about rules of engagement, laws of land warfare and first aid before ever stepping foot on the training installation.

“So a random sample of kids at recruiting stations will be put into [the Future Soldiers System], and then we’ll be able to see how they do when they get in the Army with the idea that we’re getting them ready to get ready, so they’ll show up more prepared and more confident,” he said.

“America’s Army” is also being developed as a training device for Soldiers.

### Stryker, Talon programs only for Soldiers

Some government applications, not available to the general public, are a fundamental way to provide the hands-on skills to Soldiers in a realistic fashion, said Bill Davis, executive producer, America’s Army future applications.

These applications include the Stryker Infantry Carrier Vehicle and the Talon Robot, which has been used in both Iraq and Afghanistan to destroy improvised explosive devices.

Davis said he worked with an Explosive Ordnance Detachment sergeant that had no interest in using a game — until he agreed to try it and realized it was a great training tool.

“When I sold it to the Soldier, that told me it was real,” Davis said.

Dr. Mark Sabol, research

psychologist from the Army Research Institute, tried the America's Army version of the Talon Robot for the first time at the summit.

"It seems very realistic," Sabol said. "It's apparently a lot like what real users would see when doing their job."

### Future programs in the works

Other applications are being developed constantly at the America's Army future applications site in Picatinny, N.J.

"We replicated the function of the XM-25 Air Burst Assault Weapon and put it on the screen for training," Davis said.

As they further develop each application, they intend

## Corporations Pledge Army Spouse Employment Support

By Tim Hipps, Army News Service

Four more organizations joined forces with the U.S. Army in a spouse employment partnership during the Association of United States Army's annual fall meeting Oct. 26 at Washington Convention Center.

The Defense Commissary Agency, Eurpac, Adecco, and Sears, Roebuck and Co., joined ranks with 13 other corporations in a partnership designed to enhance employment opportunities for spouses of military members while fulfilling America's private sector demand for skilled workers.

"Everytime we do something with this partnership, it's new, it's never been done before, and it's just another example of your commitment to the military and military spouses and Soldiers," said John McLaurin, deputy assistant secretary of the Army, Human Resources, and chairman of the partnership group, to company representatives.

"Today marks another significant milestone for Army spouses and the promise of the Army to facilitate your companies' efforts to develop, recruit and hire from one of the most talented, diverse labor pools in America: Army spouses," continued McLaurin.

"I know from my own experience that the Army spouse is key to the happiness of Soldiers," added Reginald J. Brown, assistant secretary of the Army for Manpower and Reserve Affairs, who signed the statement of support on behalf of the Army with the four new partners.

"The Army Spouse Employment Program contributes significantly to the goal of keeping Soldiers and their families together and happy," he continued. "That's what this is all about."

Brown said that by signing the statement of support, the Army and the partner companies pledged their "best efforts to increase employment opportunities for Army spouses and resources for corporate America."

"This is a great opportunity for Army spouses," said Terry Rivera, manager of the Army Employment Readiness Program, Army Community and Family Support Center. "The expansion of the partnership gives Army spouses a better chance to meet their career and employment goals and increase their family financial security."

The original corporate partners are BellSouth; Computer Sciences Corporation; CVS/pharmacy; Dell Inc.; Hospital Corporation of America; Home Depot; Lockheed Martin; Manpower Inc.; Merck & Co.; Sears Logistics Services, Inc.; Sprint; Boys & Girls Clubs of America; and the Army and Air Force Exchange Service.

For more information on the Army spouse employment partnership visit the Web site at [www.goacs.org](http://www.goacs.org).

*Editor's note: Tim Hipps is a member of the Army Family and Community Support Center Public Affairs staff.*

## Operation Night Strike

By Claire Douglass, Leo Burnett, USA

Ring in the New Year is the highly-anticipated Army of One commercial "Operation Night Strike." Airing nationwide from January to March, this new Web-driving television spot

will create intrigue behind a mission scenario, directing the viewer to visit "Operation Night Strike" at [goarmy.com](http://goarmy.com). Once at the site, the viewer will see an additional 90-second spot, showing how the mission plays out. The user will then get a chance to interact and "build a mission," step by step. There will also be an opportunity to learn more about the training, technology and support it takes to get to "mission accomplished."

The new, engaging "Operation Night Strike" micro-site includes a full 90-second video of the training mission featured in the TV spot, as well as an interactive component inviting the visitor to learn more about the preparation, equipment and specific Army positions that go into a successful mission. This "build the mission" interactivity evokes specific qualities the Army looks for in a soldier: leadership, decisiveness, camaraderie, toughness and teamwork.

To further support the "Operation Night Strike" interactive microsite, a Local MOPS print ad and flyer are being created for recruiters that not only drives prospects to the site, but also to the station or Local events where recruiters will be available. Direct mail and online ads will also support the new "Operation Night Strike" campaign.

For recruiters, the new "Operation Night Strike" commercial and micro-site are intended to provide an engaging "conversation point" from which recruiters can begin to explain Army concepts like teamwork, training and technology — all within a "mission" scenario.

To see and use the "Operation Night Strike" site, so that you are familiar with the "build the mission" functionality that prospects may experience, go



Dr. Mark Sabol, research psychologist, Army Research Institute, focuses on operating the virtual version of the Talon Robot, part of "America's Army," as Dr. Bernard D. Reger, lead engineer, America's Army, Future Applications explains the game.

to upgrade them to include more scenarios, he said.

"America's Army" was launched July 4, 2002, and the public version is free for download at [www.americasarmy.com](http://www.americasarmy.com).

Soldiers can register to have the Army star next to their virtual persona so others playing the game know they are playing with a real Soldier, Wardynski said.



to: [www.GoArmy.com](http://www.GoArmy.com) and click on "Operation Night Strike" in the month of January.

## DOD to Launch Anti-Flu Health Campaign

By Jim Garamone  
American Forces Press Service

The Defense Department is launching a vigorous public health campaign aimed at preventing the flu in those who won't qualify to get their shot. "To borrow a phrase from

Franklin Roosevelt from many years ago, and I think it applies: The greatest thing we have to fear 'is fear itself,'" said Dr. William Winkenwerder, the assistant secretary of defense for health affairs in an interview Oct. 21.

In fact, Winkenwerder said, "there's some chance we could have a low influenza season" with all the effort to target the vaccine for higher-risk individuals "and being very... forward leaning, and pushing out our messages for all others

on how to prevent the spread of infection."

Winkenwerder said the messages are very simple but important. He mentioned the oft-repeated preventive practices of washing your hands and covering your mouth when you cough or sneeze. If you get sick, he noted, "then stay away from other people. In fact, if you really feel bad, don't come into work. Don't spread an illness."

## Defense Act Increases Pay, Provides Benefits

By Jim Garamone  
American Forces Press Service

President Bush signed the \$420.6 billion National Defense Authorization Act Oct. 28.

The authorization act is the second of two bills that had to become law for the Defense Department to operate. The first is the Defense Appropriations Act, which the president signed into law Aug. 5. The appropriations act provides the money; the authorization act gives DOD the OK to spend it.

The bill raises the end-strength level of the Army and Marine Corps by 20,000 and 3,000, respectively. Army end-strength will be set at 502,000; Marines, 178,000.

In addition, the bill funds a 3.5 percent across-the-board pay raise for servicemembers and eliminates out-of-pocket expenses for housing by increasing the basic allowance for housing. The bill also makes permanent increases in hostile fire/imminent danger pay to \$225 per month and in family separation pay to \$250 per month.

The bill also allows the base realignment and closure process to move forward. The House version of the bill would have delayed the process for

two years.

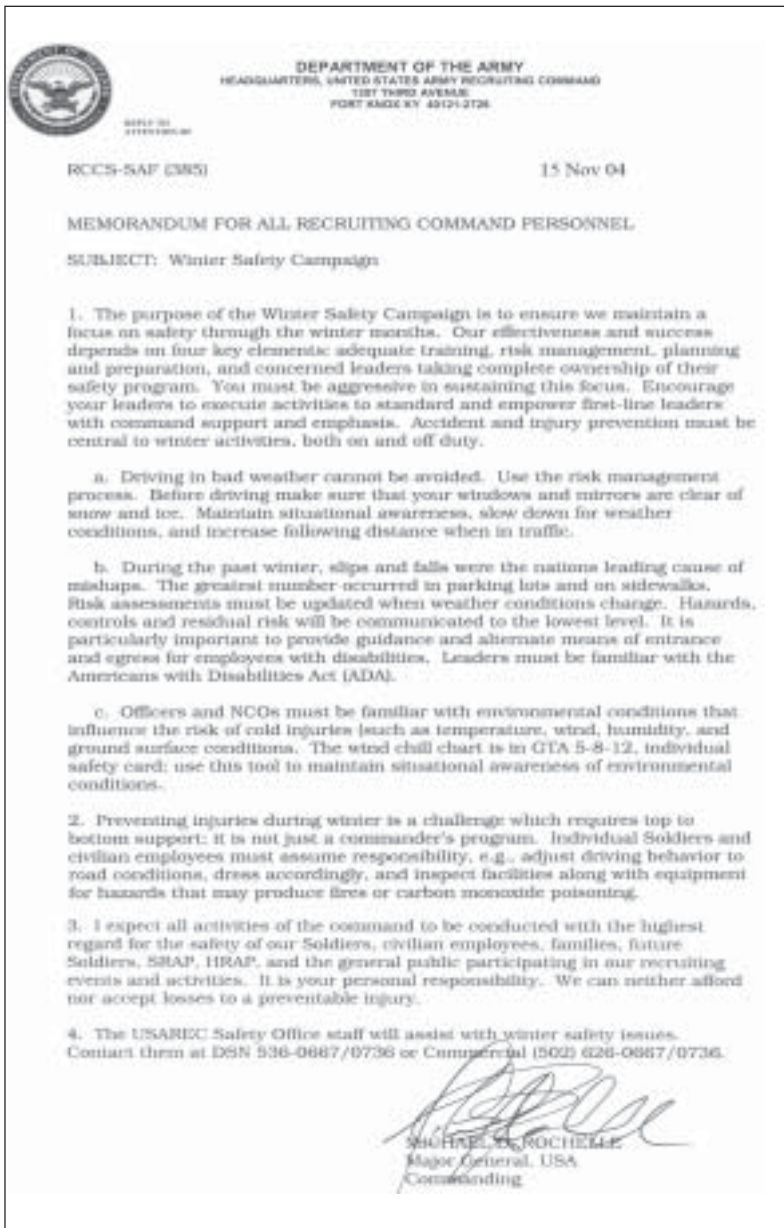
The bill authorizes a number of programs for Reserve Component servicemembers.

On the medical side, it provides for up to 90 days of Tricare coverage for reservists and their families who are mobilized. It also authorizes 180 days of transitional Tricare health benefits for reservists, active-duty members and their families after separation from active duty.

In addition, members of the selected reserve earn a year's eligibility for Tricare for each 90 days of service in a contingency. "If a Guardsman or reservist has served for at least 30 days called up on a contingency operation, then had 90 days of service," said Dr. William Winkenwerder, assistant secretary of defense for health affairs, in an Oct. 29 interview, "for each 90 days of service, they're eligible for a full year of Tricare coverage if they sign up for another year of reserve service."

The bill authorizes a new Reserve Component educational assistance program tied to the Montgomery GI Bill. The provision has different rates, depending on the length of active-duty service. It is 40 percent for service of 90 days to one year, 60 percent for one year to two years, and 80 percent for more than two consecutive years.

The bill also speeds up concurrent-receipt payments for retirees rated 100 percent disabled. In the past, retirees had their pay docked dollar for dollar by the amount of disability payments the Department of Veterans Affairs paid them. Last year, Congress authorized a phase-in process that would eliminate the concurrent-receipt prohibition over a decade.



## Commissary Scholarship Program Enters Fifth Year

By Bonnie Powell  
Special to American Forces Press Service

The fifth year of the Scholarships for Military Children program is under way.

Administered by Fisher House Foundation and funded by manufacturers and industry supporting military commissaries, the program has awarded more than \$3 million through nearly 2,000 scholarships to the sons and daughters of active-duty servicemembers, National Guard and reserve members, and military retirees.

Applications for the 2005 program are available at commissaries or online.

Eligibility requirements and other information are also available at the program Web site. Applications, which must include an essay on how the heightened awareness of terrorism has impacted the student's life, are due at commissaries Feb. 16. At least one \$1,500 scholarship will be awarded at every commissary location with qualified applicants.

The scholarship program is open to unmarried children under the age of 21 (23 if enrolled in school) of active duty personnel, Reserve, Guard and retired military. Eligibility will be determined using the Defense Enrollment Eligibility Reporting System database. Applicants should ensure that they, as well as their sponsor, are currently enrolled in the DEERS database and have a current ID card.

The applicant must be planning to attend, or already be attending, an accredited college or university full-time in the fall term of 2005, or enrolled in a

program of studies designed to transfer directly into a four-year program.



## Tricare Transition Complete

News Release from the U.S. Department of Defense

Dr. William Winkenwerder Jr., assistant secretary of defense for health affairs, announced that conversion to the three new Tricare regions and contractors is completed. As beneficiaries in the remaining portion of the new South Region transition to their new regional contractor, Humana Military Healthcare Services Inc., the South Region is completed.

"For more than a year, we have worked together to implement the next generation of Tricare. I am excited about the opportunities this milestone enables as we serve our 9.3 million Tricare beneficiaries."

Humana Military Healthcare Services Inc., a wholly owned subsidiary of Humana Inc., based in Louisville, Ky., will provide healthcare services and support to approximately 2.86 million beneficiaries in the South Region.

Beneficiaries may access health care information by calling Humana at (800) 444-5445 or online at [www.humanamilitary.com](http://www.humanamilitary.com). South Region beneficiaries located in Tricare Prime service areas who are eligible for Tricare Prime Remote will have the opportunity to enroll.

Military medical facilities in all regions remain at the core of the Military Health System. For specific information on the

Tricare benefit, what's covered and how it works, beneficiaries may visit the Tricare Web site [www.tricare.osd.mil](http://www.tricare.osd.mil) or consult their service or local military medical facility. Beneficiaries may also visit "Tricare Online" at [www.tricareonline.com](http://www.tricareonline.com) for interactive tools and up-to-date, accurate information on general health matters. Tricare Online includes a medical dictionary, the new "Rx Checker," to find drug-and-drug or drug-and-food interactions, an online health journal and more.

## SMA Presents Awards, Addresses NCO Education

By Sgt. Reeba Critser, Army News Service

Sgt. Maj. of the Army Kenneth O. Preston talked about condensing some Noncommissioned Officer Education System courses as he met with Soldiers at the annual meeting of the Association of the United States Army Oct. 25 and 26 in the Washington Convention Center.

"Personally, I think the Noncommissioned Officer Education System needs to be modified to meet the units of action requirements. We are the greatest Army in the world because of our Noncommissioned Officer Education System," Sgt. Maj. of the Army Preston said.

Honored recruiters and drill sergeants were presented with Army reading material, the NCO creed, certificates and plaques from Army Chief of Staff Gen. Peter J. Schoomaker and Sgt. Maj. of the Army Preston at the Sergeant Major of the Army Luncheon Oct. 25.

Sgt. 1st Class Fowler is the U.S. Army Reserve Drill

Sergeant of the Year.

Also receiving awards were:

- Staff Sgt. Jason W. Maynard, from Fort Sill, Okla., the 2004 U.S. Army Drill Sergeant of the Year;

- Sgt. 1st Class Jeremy M. Smelser, from the North Des Moines, Iowa, recruiting station, the U.S. Army Recruiter of the Year;

- Sgt. 1st Class Michael S. Luff, from Gadsden, Ala., recruiting station, the U.S. Army Reserve Recruiter of the Year;

- Sgt. 1st Class Corey J. Gilman, from the Montana Army National Guard, the U.S. Army National Guard Recruiter of the Year.

"Being the recruiter of the year is more than going to boards," said Sgt. 1st Class Smelser, a recruiter for three years. "You have to be squared away and put in the numbers and dedicate yourself to the job. At least you know you helped out young people, the Army and the country."

Sgt. 1st Class Luff, a recruiter for three years, said it's hard to recruit because military operations now deploy Guardsmen and Reservists for long periods of time.

Sgt. 1st Class Gilman, a recruiter for nine years, said the job involves working nights and missing family time, but he loves working with people.

"It's in my blood. My dad was a recruiter for 13 years and was the 1994 Recruiter of the Year for the state of Montana," Sgt. 1st Class Gilman said.

His brother also won the Army National Guard Recruiter of the Year award in 1997.

"The more appointments you make, the more enlistments you get," Sgt. 1st Class Gilman advised. "You have to work hard. My philosophy is military first, family second, God and country third."

# Gold Badges

OCTOBER 2004

**BALTIMORE**

SFC Chet Solomon  
SSG Samuel Armstrong  
SSG Michael Engleking

**CHICAGO**

SSG Torenzo Davis

**COLUMBIA**

SSG Terrance Goff  
SSG Ronald Williams

SGT John Hardee

**COLUMBUS**

SFC Marvin Dooley  
SSG Darrell Dickerson

**DALLAS**

SFC Clarence Curtis

**DES MOINES**

SSG Jose Cruz  
SGT Brad Russell

**GREAT LAKES**

SSG Michael Uitvlugt  
SSG Delbert Brown  
SGT Jeremy Fetterolf  
SGT Daniel Sotoamaya

**HOUSTON**

SSG Donald Seymore  
SSG Brian Bussey  
SGT Veronica Canalda  
SGT John Chaplain

**KANSAS CITY**

SSG Delissa Rodgers-Green  
SGT Robert Workman

**LOS ANGELES**

SSG Fernando Chavez

**MILWAUKEE**

SFC Dean Johns  
SSG Tarleith Brown  
SSG Calvin Gee  
SSG Armando Gonzales  
SSG David Mellenthin  
SSG Thomas Pera

**MONTGOMERY**

SSG Michael Davis  
SSG Michael Howell

**NASHVILLE**

SSG Roderick Wellendorf  
SSG Scott Evans  
SGT Yolanda Felton

**NEW ORLEANS**

SSG Karala Hollins



**PHOENIX**

SFC Gilbert Limas

**SALT LAKE CITY**

SFC George Ackerman  
SSG Wade Breaud  
SSG Adam Hudgins

**SOUTHERN CALIFORNIA**

SSG Travis Evans  
SSG Brian Pilcher

**3D RECRUITING BRIGADE AMEDD**

SFC Troy Sloyer

# Recruiter Rings

OCTOBER 2004

**ATLANTA**

SFC Daniel Mott

**CHICAGO**

1SG Matthew Force  
SSG Christina Peoples

**COLUMBUS**

SFC Joseph Watern  
SSG Christopher Hester

**DALLAS**

SSG Francisco Larraza

**GREAT LAKES**

SFC Charles Sturgill Jr.  
SFC Ronald Voisinet  
SSG Timothy Paradis

**KANSAS CITY**

SSG Donald Comstock

**MILWAUKEE**

SSG Christopher Voldarski

**MONTGOMERY**

SFC David Morrison

**NEW ENGLAND**

SSG Michael Welsh  
SSG Otis McMillan  
SSG Leanna Lynch

**PHOENIX**

SSG Efrain Cazares

**PORTLAND**

SSG Charles Neely II

**SACRAMENTO**

SSG John Hunn  
SSG Jonah Lei  
SSG Michael Cookson



**SAN ANTONIO**

SFC William Laurido  
SFC Eduardo Rodriguez

**SEATTLE**

SGT Juan Ramirez

# Morrell Awards

OCTOBER 2004

**CHICAGO**

SFC Ananies Bearden

**INDIANAPOLIS**

SFC Gregory Martin

**MIAMI**

SSG Wigberto Diaz

**OKLAHOMA CITY**

MSG Randall Martin  
SFC Timothy Holt

**SOUTHERN CALIFORNIA**

SFC Joseph Russell

**ST. LOUIS**

SFC Kenneth Schoelhamer





# Top 10% of USAREC Stations

RCM NOVEMBER 2004

## **SUFFOLK**

SFC Vince Blackmon

## **RUTGERS OCR**

SFC Edward Selznick

## **FARMVILLE**

SSG Stephen Bassett

## **RICHLANDS**

SSG Jackie Hurley

## **OXFORD**

SFC Beverly Flores

## **FAIRFIELD**

SFC James Inman

## **WYTHEVILLE**

SSG Daniel Hughes

## **HANAU**

SFC Freddie Blue

## **ST JOHNSBURY**

SGT Roxane Mooers

## **WENATCHEE**

SSG Larry Cameron

## **NORWALK**

SSG Tony Penaz

## **THE DALLES**

SFC Andrew W. Mace

## **WOODLAND**

SSG Thomas Hornbrook

## **GREENWOOD**

SSG Jose Miles

## **CARY**

SSG Jonathan Roewe

## **ASHEBORO**

SFC Steven Pittenger

## **ROCKFORD WEST**

SFC Adam Newsome

## **GLADSTONE**

SFC Ronald Evans

## **SAN LUIS OBISPO**

SFC Tompall Cromer

## **RED BLUFF**

SSG Daniel Lord

## **SANTA BARABRA**

SFC Samuel Coble

## **SEDALIA**

SSG Erik Kuerst

## **CEDAR RAPIDS**

SFC Richard L. Neese

## **DUBLIN**

SFC Robin Stocking

## **ST. AUGUSTINE**

SSG Brian Kendall

## **SANFORD**

SSG David Decriscio

## **HOWELL**

SSG John Warren

## **BOLINGBROOK**

SFC Thomas Melton

## **MADERA**

SSG Christopher Claypool

## **PARADISE VALLEY**

SSG Wade Town

## **ALVINISOUTH**

SSG Stephanie Law

## **DEWITT**

SFC Derrick Gordon

## **MELROSE PARK**

SFC Alvin Rivera

## **DUBOIS**

SFC Robert Siegel

## **ALMADEN**

SFC Mark Wilder

## **BELLEVUE**

SFC Duane Carter

## **PORTLAND**

SSG Elvin J. Nuells

## **BEAUFORT**

SFC Robert Ezzell

## **LEOMINSTER**

SFC Michael Mangrum

## **OAK RIDGE**

SSG Douglas Harding

## **FAYETTEVILLE**

SFC Douglas Mitchell

## **HUMBLE/CONROE**

SFC Jimmy Bowie

## **LIMA**

SFC Mark Lovin

## **TYLER/TYLER**

SFC Charles Colbert

## **NORWALK**

SFC Michael Grijalva

## **GLENDALE HEIGHTS**

SFC David Wykes

## **MORRISTOWN TN**

SFC Christopher Craig

## **ONEONTA**

SFC Gregory Hines

## **ELLSWORTH**

SFC Anthony Lavertu

## **HOLMES**

SFC Troy Lee

## **CORTLAND**

SFC Robert Mason

## **ONEIDA**

SFC Jason Robert

## **SUMMERSVILLE**

SGT John Ellison

## **MON VALLEY**

SSG Michael Clark

## **STAUNTON**

SSG Jathan Day

## **NEW CASTLE**

SSG Steven Eakin

## **FARMINGTON**

SSG Robert Leeman

## **EDINBORO**

SSG Ronald Miller

## **WARREN**

SSG Todd Schimp

## **SAFFORD**

SFC Steven Breitengross

## **SUPERSTITION**

SFC Elliott Medford

## **GRASS VALLEY**

SSG Justin Thompson

## **METRO CENTER**

SSG Nathan Burgess

## **CHICO**

SFC John Westmoreland

## **CATALINA**

SFC Roger Jackson

## **PASO ROBLES**

SFC Harold Cleveland

## **SOUTH SALEM**

SFC Kenneth Reedze

## **KLAMATH FALLS**

SFC Matthew Hoerner

## **KOREA**

SFC Hyong Kim

## **ELKO**

SFC Dallas Peterson-Ness

## **BARSTOW**

SGT Peter Concepcion

## **YUCCA VALLEY**

SFC James Bolz

## **PORT ORCHARD**

SSG Thomas McClain

## **ORANGE/BMONT**

SFC Kenneth Fagans

## **GALVESTON/SOUTH**

SSG Jeffrey Warren

## **TXCITY/SOUTH**

SSG Marty Cooper

## **GREENROAD/NORTH**

SFC Isaias Teran

## **TOMBALL/NORTH**

SFC Christopher Perez

## **NORTHSHORE/NORTH**

SFC Kenneth Wright

## **CLEVELAND/CONROE**

SFC Robert McNeil

## **WARRENTON**

SFC Gerald Folk

## **BOLIVAR**

SFC Brian Marvin

## **CHALMETTE**

SFC Charlie Williams

## **BOSSIER CITY**

SFC Patrice Henson

## **SAND SPRINGS**

SFC Dominic Asberry

## **JACKSONVILLE**

SFC Kelly James

## **KERRVILLE**

SFC Eloy Martinez

## **SA NORTHEAST**

SFC Danny Montoya

## **FARMINGTON**

SSG Michael Todd

## **DECATUR**

SSG James Pearson

## **BLOOMINGTON**

SFC Calvin Hamby

## **AUBURN**

SSG Kenneth Fauska

## **TIFFIN**

SFC Wayne Robinson

The commanding general's top 10 percent of stations is one of several incentives designed to focus on the "Year of the Station Commander." This incentive is designed to encourage teamwork, mission box, and over-production in the quality market. The top 10 percent of stations within the command will be published each month. This allows the stations to see where they rank in the command. Certificates of Achievement will be presented to the station commanders who are in the top 10 percent each quarter. The year-end top 10 percent will join the commanding general in a conference call and receive a desk memento to display at their station. The criteria to achieve recognition for this award is to achieve combined mission box using current substitution rules and highest GSA combined over-production. The above names are listed in percentage order from highest percentage.

# Top 10% of USAREC Stations

RCM OCTOBER 2004

## **JAMESTOWN**

SSG Justin Blumenthal

## **SCOTTSBURGH**

SSG Billy Case

## **LEXINGTON PARK**

SSG Jere Smith

## **DALY CITY**

SFC Ralph Abalos

## **MOSES LAKE**

SSG Homero Tamez

## **SPOKANE SOUTH**

SFC Danny Brown

## **CRESCENT CITY**

SFC Scott Clark

## **ASU**

SSG Tiffany Ward

## **PASO ROBLES**

SFC Harold Cleveland

## **GILLETTE**

SFC Tammy Tate

## **INDY DOWNTOWN**

SFC Omar Knight

## **CRAWFORDSVILLE**

SFC Jamie Weaver

## **ZANESVILLE**

SFC Robert Riley

## **TIFFIN**

SFC Wayne Robinson

## **AURORA**

SFC Anthony Wilcox

## **BATESVILLE**

SSG William N. Redwine

## **MONTICELLO**

SFC Corey D. Cato

## **BOLIVAR**

SFC Brian Marvin

## **ORANGE/BMONT**

SFC Kenneth Fagans

## **RICHLANDS**

SSG Jackie Hurley

## **ROME**

SSG Kenneth Ashlee

## **ONEIDA**

SSG Jason Robert

## **WASHINGTON**

SFC Todd Cercone

## **NY TIMES SQ**

SSG Dennis Kelly

## **TOWANDA**

SSG William Coulter

## **BENNINGTON**

SFC Matthew Caron

## **SAN LUIS OBISPO**

SFC Tompall Cromer

## **CHARLESTON S**

SFC Christian Humphrey

## **CHINO**

SSG Leticia Roch

## **FULLERTON**

SFC Adam Gonzales

## **WASHINGTON POINTE**

SFC Shane Jefferies

## **CHEEK TOWAGA**

SSG Kelvin Cooper

## **NO. BEND**

SSG Bryson T. Briles

## **THOUSAND OAKS**

SFC Timothy Waud

## **RESEDA**

SSG Truman Stine

## **CARSON**

SFC Thomas Sherman

## **MONTROSE**

SFC Bryan Cary

## **MICHIGAN CITY**

SGT Nathan Zarazee

## **CASTLETON**

SFC Alonzo Sanders

## **PEKIN**

SFC Douglas Verplank

## **CAPE GIRARDEAU**

SFC Jody King

## **RUSTON**

SSG Michael Zachary

## **GRAPEVINE**

SSG William Mitchell

## **CITRUS PARK**

SFC Tyrone Palmer

## **DAPHE**

SFC Charles Hayter

## **VALDOSTA**

SFC Keith Cunningham

## **PEACHTREE CITY**

SFC Raymond Spears

## **ELKINS**

SSG Charles Hinson

## **ARLINGTON**

SFC John Trymack

## **WURZBURG**

SFC Robert Curtis

## **MARION**

SFC Raymond Bugg

## **TAMPA NORTH**

SFC Markus Bates

## **ROCK HILL**

SFC Paul Glover

## **LYNNHAVEN**

SSG Andrea Feliciano

## **BATAVIA**

SFC Enrique Dejesus

## **BARRE**

SFC Nicholas Clark

## **CYPRESS**

SFC Rodney Bulter

## **SAHARA**

SFC Montgomery Stobart

## **PLACERVILLE**

SFC Brian Clark

## **LANCASTER**

SFC James Hughes

## **RIDGECREST**

SFC Timothy Rafferty

## **LIMA**

SFC Mark Lovin

## **BURLINGTON**

SFC Tracy Hayes-Hall

## **FREMONT**

SFC Yaro Lola

## **ROSEVILLE**

SFC Timothy Sloan

## **C. OMAHA**

SFC William P. Wagoner

## **LIBERTY**

SFC George McCain

## **ALTA MESA**

SFC Mark Moore

## **PRESCOTT**

SSG Theodore Polanco

## **AUSTIN NORTH**

SFC Albert Jacques

## **WEATHERFORD**

SFC Fred Mathis

## **LUMBERTON**

SFC John Watkins

## **INDIANA**

SFC Alex Gibson

## **BRONX FRDAM RD**

SFC Julius Baskerville

## **CUYAHOGA FALLS**

SFC Nathaniel Turner

## **CONROE/CONROE**

SFC Michael Harrington

## **CHRISTOWN**

SFC Christopher Ward

## **WESTRIDGE**

SSG Morgan Campbell

## **CORPUS CHRISTI**

## **SOUTH**

SFC Ronald G. Lawver

## **COLVILLE**

SSG Darren Longmore

## **KEARNEY MESA**

SFC Lillie McNeill

## **CARSON CITY**

SSG John Vega

## **NORTH MESA**

SSG William Walter

## **GOODYEAR**

SFC Marcelino Wan

## **LOMPOC**

SGT Jason Yaryan

## **HUNTINGTON PARK**

SSG Omar Fonseca

## **CODY**

SFC Glenn McKillip

## **EFFINGHAM**

SSG Anthony Adkison

## **N. OMAHA**

SSG Andrew J. Privitera

## **N. DES MOINES**

SFC Joseph H. Cloke

## **PORTLAND**

SSG Elvin J. Nuells

## **POTEAU**

SFC Michael D. Long

## **HOT SPRINGS**

SFC Lawrence Nelson III

## **NATCHITOCHE**

SFC Wade Joseph

## **BAKER**

SFC Vincent Washington

## **HUMBLE/CONROE**

SFC Jimmy Bowie

## **TOMBALL/NORTH**

SFC Isaias Teran

## **ALVIN/SOUTH**

SSG Stephanie Law

## **BAYTOWN/BMONT**

SFC Omar Swift

## **LEWISVILLE**

SFC Gary Smith

## **N. RICHLAND HILLS**

SFC David Curtin

## **PLANO**

SFC Carl Miller

## **CLEBURNE**

SFC Stephen McCourt

## **MIDDLESBORO**

SFC Roger Brown

## **ANNISTON**

SFC Jeffrey Gaylord

## **COLUMBUS SOUTH**

SFC Scott Sicles

## **COVINGTON**

Vacant

## **HORNELL**

SSG Timothy Gabbard

## **WEST SENECA**

SSG James Maikranz

## **NIAGARA FALLS**

SFC Anthony Piraino

## **OSWEGO**

SFC Lynward Jackson

## **MIDDLETOWN RI**

SSG Geoffrey Seay

## **NASHUA**

SFC Michele Picard

## **MACHIAS**

SSG Thomas Brown

## **GHENT**

SFC Anthony Cunningham

## **PRINCE FREDERICK**

SFC George Kinchen

## **WALDORF**

SFC Kevin Bidwell

## **WESTMINSTER**

SSG Kory Ropers

## **FORT MEADE**

SFC Michael Alden

## **GLEN BURNIE**

SFC Darrell Gibbs

## **KINGSTON**

SSG Eddie Molina

## **HUDSON**

SSG Daniel Johnson

## **NORWICH CT**

SSG Ralph Buckeye

## **TORRINGTON**

SFC Tommy Daigle

## **ONEONTA**

SFC Gregory Hines

The commanding general's top 10 percent of stations is one of several incentives designed to focus on the "Year of the Station Commander." This incentive is designed to encourage teamwork, mission box, and over-production in the quality market. The top 10 percent of stations within the command will be published each month. This allows the stations to see where they rank in the command. Certificates of Achievement will be presented to the station commanders who are in the top 10 percent each quarter. The year-end top 10 percent will join the commanding general in a conference call and receive a desk memento to display at their station. The criteria to achieve recognition for this award is to achieve combined mission box using current substitution rules and highest GSA combined over-production. The above names are listed in percentage order from highest percentage.

# Mission Box

The Achievements of One that Contribute to the Success of the Team



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

## RCM October 2004

### Top Regular Army Recruiter

**SFC Aaron Friday**  
Pittsburgh

**CPL Pedro Gomez**  
Miami

**SFC Donald Piotrowski**  
Minneapolis  
**SSG John Howe**  
Indianapolis

**SSG Marc Thomas**  
Dallas

**SSG Albert Culanding**  
Southern California

### Top Army Reserve Recruiter

**SSG Jeffrey Klimek**  
Syracuse

**SFC Eliud Reyes**  
Miami  
**SSG Todd Smith**  
Atlanta

**SFC Brian Pollack**  
Milwaukee  
**SFC Curtis Fast**  
Indianapolis

**SGT Wendell Green II**  
San Antonio

**SSG Joseph Cruz**  
Portland

### Large Station Commander

**SFC Christian Humphrey**  
South Charleston  
Beckley

**SFC Keith Cunningham**  
Valdosta  
Jacksonville

**SFC Anthony Wilcox**  
Aurora  
Chicago

**SFC Raymond Bugg**  
Marion  
St. Louis

**SFC Tompall Cromer**  
San Luis Obispo  
Los Angeles

### Small Station Commander

**SSG Jere Smith**  
Lexington Park  
Baltimore

**SFC Raymond Spears**  
Peachtree  
Atlanta  
**SFC Charles Hayter**  
Daphne  
Montgomery  
**SFC Tyrone Palmer**  
Citrus Park  
Tampa

**SSG James McDuffie**  
Shorewood  
Milwaukee

**SFC Kenneth Fagans**  
Orange  
Houston

**SFC Rodolfo Abalos**  
Daly City  
Sacramento

### Top Company

Europe

Fayetteville

San Antonio West

Gold Coast

### Top Army Medical Department Detachment

Southwest

Florida

Minneapolis

St. Louis

Southern California

## Answers to the Test

Reference for this month's questions can be found in the October issue, News Briefs department, starting on page 27.

- |       |        |        |        |
|-------|--------|--------|--------|
| 1. c. | 6. d.  | 11. c. | 16. c. |
| 2. b. | 7. d.  | 12. b. | 17. a. |
| 3. d. | 8. d.  | 13. b. | 18. d. |
| 4. b. | 9. b.  | 14. c. | 19. a. |
| 5. d. | 10. c. | 15. a. | 20. c. |



Secretary of Defense Donald Rumsfeld looks on while Raymond DuBois, director of administration and management, swears in Dr. Francis J. Harvey as the 19th Secretary of the Army Nov. 19. (Photo by Staff Sgt. Carmen L. Burgess)