

RECRUITER

United States Army Recruiting Command April 2007

Journal



Exhibit Gives Civilians Virtual Army Experience At Daytona 500

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RECRUITER Journal

U.S. Army Recruiting Command

April 2007

Volume 59, Issue 4

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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 40121-2725

E-mail address:

RJJournal@usarec.army.mil

Intranet address:

<http://hq.usarec.army.mil/aparjournal.htm>



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Make a difference.**

April is Sexual Assault Awareness Month

**Go to www.sexualassault.army.mil
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Changes Ahead as USAREC Transforms

Transformation is a constant for the Army as well as for Recruiting Command.

“Ten years ago, Peter Senge introduced the idea of the ‘learning organization.’ Now he says that for big companies to change, we need to stop thinking like mechanics and to start acting like gardeners.” — Alan M. Webber

This statement is particularly applicable for Recruiting Command, where we are constantly planting the seeds of change that will ultimately effect our growth and future performance, rather than immediately fixing something that may not be working.

A review of the Recruiting Command’s history would show there have been great changes since the command was established in 1964. We have changed nomenclature (for example: from Recruiting Main Stations, to District Recruiting Commands and now Recruiting Battalions); we have closed and opened Recruiting Brigades (4th and 3d Recruiting Brigades); and reduced the number of Recruiting Battalions from 56 to the current 41. USAREC has always transformed its structure, its procedures, even its nomenclature, in response to a constantly changing recruiting environment. I am sure this constant transformation will continue as long as there is a Recruiting Command.

In order to most effectively and efficiently accomplish our recruiting mission in a dynamic environment, Recruiting Command transformation will continue in fiscal years 2007 and 2008. Currently, the size and scope of the missions and responsibilities of USAREC Recruiting Battalions are imbalanced. Changes to certain organizations are required to more adequately balance the mission and management’s span of control across the recruiting force. Additionally, the Army has directed us to resize our overall strength. USAREC leadership and subject matter experts have collaborated and worked hard to analyze all factors and recommend the optimal command structure for long-term success.

I want to give you a status report on where we are so far in implementing the transformation plan.

In March we transferred operational control of Phoenix Battalion from 6th Brigade to 5th Brigade. Also in March, operational control of New Orleans Battalion was transferred from 5th Brigade to 2d Brigade. We expect to permanently assign those two battalions to the gaining brigades by the beginning of fiscal year 2008. At that time, we will inactivate the Jackson Battalion, and all of its missions will be absorbed by the New Orleans Battalion.

Other components of the transformation plan include standing up a Medical Recruiting Brigade at Fort Knox, Ky., to direct the five medical recruiting battalions, and we will stand up



Maj. Gen. Thomas P. Bostick

a new recruiting battalion on the west coast. Lastly, we will continue realigning recruiting battalion boundaries. As I noted, we will merge one battalion area of operations in fiscal year 2007; additionally we will merge three other battalion areas of operation in fiscal year 2008. By fiscal year 2009, we will have 38 recruiting battalions.

One method to streamline a recruiting brigade is to design it to concentrate on operations and training. Therefore, we will stand up a Recruiting Support Command at Fort Knox to consolidate administrative and logistical support functions currently performed in the brigade headquarters and streamline each brigade headquarters into a operations- and training-focused brigade recruiting team. On Oct. 1, we will begin a phased implementation spanning fiscal years 2007 and 2008, to ensure the smoothest transition for civilian and military personnel actions.

I understand that change brings uncertainty, and I want to assure you that I am sensitive to your concerns and committed to your welfare. To this end, I will use all tools possible to lessen this transformation’s impact on Recruiting Command’s workforce.

As we continue to progress toward implementation, I will keep you updated.

There is no guarantee that change will be successful in achieving our objectives, but those seeds of change will only blossom within an environment where we work together to insure that we have the best opportunity to take our organization to the next level. I thank you and your families for your support and your daily efforts in this very important mission of manning our Army. I’ll see you on the high ground.

Army Strong!

AURA— Acceptance Understanding Recognition Appreciation

As you read this article, I hope each and every Soldier, DA civilian and contractor of this awesome command is in good health and looking forward to the second half of FY07! You have logged a lot of hours of hard work and dedication as we strive forward in our charge of providing the strength for the world's greatest Army. You should be proud of your accomplishments and of what you are about to accomplish for our nation and our Army.

I would like to briefly address a topic that should be at the forefront of our conscience each and every day — the care of the Soldiers in our charge. This is an awesome responsibility and one that should never be taken lightly. The second sentence of the second paragraph of the NCO Creed states, “My two basic responsibilities will always be uppermost in my mind — accomplishment of my mission and the welfare of my Soldiers.”

If there is any unit in the Army that understands the importance of mission accomplishment, it is USAREC. We live and breathe mission accomplishment on a daily basis. However, in order to stand a greater chance of realizing such success, we must be equally engaged regarding the welfare of the Soldiers in our charge. The two responsibilities go hand in hand with one another. Without either one, it is difficult, if not impossible, to effectively accomplish the other.

This brings me to the concept of AURA - Acceptance, Understanding, Recognition, Appreciation. This is a philosophy that was “engineered” by Lt. Gen. Robert Van Antwerp, commanding general of Accessions Command. It is a way of thinking, acting and treating

people that, when effectively executed, will result in a force that is highly motivated, confident in their chain of command and NCO support channel and keenly focused on accomplishing the assigned mission.

You can read the tenets encompassed within each section of the AURA concept, seen here. These tenets are points of concern with which leaders should already be familiar. However, during the execution of our daily duties, we all too often lose sight of these basic concepts and principles, thereby degrading our efforts in other areas, such as making mission. Taking care of Soldiers is indeed one of the mainstays of being a leader in our Army. I encourage you all to embrace the challenges and opportunities of being an AURA-based leader for the good of the Soldiers and families in our charge.

Soon, at a minimum, every NCO in a leadership position in USAREC will have a copy of this AURA print in his/her office in plain sight. This will serve as a daily reminder as to the absolute importance of taking care of Soldiers in an effort to ensure mission accomplishment and, just as important, because it is the right thing to do.

Thanks again for all you do for our great Army. I am truly proud to serve with you and those like you!



Command Sgt. Maj. Martin Wells



A CULTURE OF SIGNIFICANCE

AURA - Acceptance • Understanding • Recognition • Appreciation

Acceptance – How do you ensure new Soldiers and Civilians are accepted into your organization? How do we accept, inprocess and integrate them and their families? Do they feel like part of the team from day one? Do they know how important they are to our organization?

Understanding – Does each member of the chain of command understand their Soldiers and Civilians? Have we talked with them and gotten to know them to the point that we understand what unique contributions they can make to the organization? Are we providing formal and informal counseling and feedback on performance? Does every team member understand what is expected of him/her? Do they understand how they fit into the team? Do they feel understood?

Recognition – Are we giving proper and regular recognition? Has the unit leadership expended the effort to recognize the team member for all he/she brings to the team? Has your organization developed procedures for recognizing team and family members when appropriate? Do they feel like they are making a significant contribution to the organization?

Appreciation – Do you demonstrate your appreciation of every team member? Do they feel appreciated? Does everyone want to commit the extra effort to the task at hand?



U.S. ARMY

ARMY STRONG.

Strong Bonds

By Chaplain (Lt. Col.) Terry Whiteside

“I can’t communicate effectively with my family members!”
 “I have no time to spend with my spouse or with my children as I am working all the time.”
 “I have no time to ‘unwind’ with my friends.”
 “Where are the resources and help available to help me deal with the personal and family problems that I am facing?”

You’ve heard these questions and maybe asked them yourself. And now the answer is right here. USAREC has just the answer for these and many other needs. These challenges have been and are being answered with three existing programs: Marriage Enrichment, Family Wellness and Single Soldier training events. They now are a part of the Army Strong Bonds program. And, in conjunction with the Army chief of chaplains, USAREC is able to expand the number of these programs available to our Soldiers and family members that are specifically designed to meet the unique challenges of recruiting for Soldiers and family members.

The goals of each program are simple. Each participant is provided tools for effective problem solving, improving communication, building relationship skills, bonding and the passing on of values. We also empower individual family members with the available local support resources. We educate each person on individual and collective expectations while equipping them with the knowledge and skills for the unique challenges they face.

These programs are geared toward three specific groups. There is a program for single Soldiers focusing on the skills of finding the right partner and building a great relationship.

There is also a program called Marriage Enrichment for couples. Soldiers with strong spouse support make better Soldiers. This program helps to strengthen the marital bond.

Another program, Family Wellness, is designed for Soldiers and their family members. Children 8 and older can participate in most of the training.

These programs are provided to protect marriages from the negatives such as differing expectations of individuals, hidden issues, poor communication and conflict and by building upon the positives such as friendship, fun and intimacy.



Chaplain (Lt. Col.) Terry Whiteside

Your brigade Unit Ministry Team provides and leads these training events because recruiting places increased demands on recruiters and family members. These demands distract Soldiers in meeting mission. But strong marriages and relationships improve Soldier readiness. These programs are available to all Soldiers and family members in USAREC. Contact your brigade Unit Ministry Team for more information and upcoming events in your battalion.

I’d like to share the following story.

Keeping it Together

By Ashley Stetter, Army News Service

Before Capt. Paul Olsen completed his first tour in Iraq, his wife, Erin, contemplated what life was like before her husband’s most recent deployment; the couple had spent two of the past three years living on different continents.

Erin said she spent time wondering where he was, what he was doing and whether he was thinking of her and the baby they were expecting.

“Being married to a Soldier at war is difficult,” Erin said. But today she recognizes her relationship has reached a level many Army marriages don’t.

“I’ve seen many marriages fall apart due to the stress that deployments put on Soldiers and their families,” she said. “Life in the Army is hard, and you have to be truly committed to the other person and the life you’ve built together in order for it to last.”

Statistics provided by the Army chief of chaplains indicate that 8,367 Army couples divorced in 2005, making the Army’s divorce rate higher than that of any other military service.

Given that fact, Army leaders are introducing new initiatives to help reduce divorce rates, improve mission readiness and enhance Soldier well-being.

“The Army has launched a tremendous number of family support programs since the war began,” said Lt. Col. Peter J.

Frederich, family ministries officer for the office of the Army Chief of Chaplains.

Strong Bonds, a proactive and holistic marriage initiative, is among those. It provides guidance to single Soldiers, married couples, families and those facing deployment in order to stem potential problems.

“Strong Bonds is different from anything we’ve tried before, because it isn’t a counseling program,” said Frederich. “Counseling means something is wrong and we’re going to fix it. This is more of a preemptive education initiative.”

Strong Bonds is unit-based and calls upon commanders to provide adequate time on their training calendars to allow chaplains to come in and administer program training.

So far, survey results of the program have been positive. Couples who complete it “show marked improvement in skills and habits that lead to increased marriage satisfaction and survival,” said Frederich. Additionally, the study reveals that “more than 90 percent of those who participated in Strong Bonds reported that the program was helpful and appreciated.”

Military OneSource is another beneficial marriage-related program. It provides online consultants, articles, educational materials and other interactive tools to the military community every day, year-round.

Deputy Undersecretary of Defense for Military Community and Family Policy John M. Molino told the American Forces Press Service that “Military One Source is a revolutionary augmentation to the family services we currently have on military installations around the world. It leverages technology and enables the Department of Defense to provide assistance to families and servicemembers via the Internet or toll-free tele-

phone numbers.”

Programs like Military OneSource and Strong Bonds seem to be having a significant impact on divorce statistics.

The number of Army marriages that ended in divorce when the war began in 2003 was 2.8 percent. While that number spiked to 3.9 percent in 2004, Frederich said the percentage has declined ever since and is currently less than 3.3 percent.

Capt. Patrick M. Gordon, who returned from Iraq in November, said that while programs are helpful, Soldiers must take the first step toward maintaining a strong marriage.

“Preparation is the key,” said Gordon, who has been married and in the military for seven years. “You must prepare the family for success.”

New Army initiatives reinforce deep communication and supplant former reactive programs that caused couples who needed help to hesitate in seeking it for fear of reprisal.

“Right now, we are looking great. Our divorce rates are below the national average and that is in spite of the fact that we are distressed at a much greater average,” Frederich said. “Our Soldiers continue to do meaningful work, and we will continue to provide them with the world’s best care and programs.”

Successful military couples like Michelle and Patrick Gordon and Erin and Paul Olsen encourage Soldiers to take advantage of the wealth of opportunities the Army offers.

“Too many people lack the skills to communicate and listen to each other, and they expect the initial rush of romantic emotions to carry them through a deployment,” said Paul Olsen. “In the long run, it’s all about communication, compromise and commitment. So long as both partners remember that and constantly work toward it, a marriage will stay strong.”



Army couples seal their commitment with a kiss following a marriage renewal ceremony at a Strong Bonds retreat. Programs like Strong Bonds have a significant impact on military divorce statistics. *Courtesy photo*



U.S. Army photo

Mental Toughness Where's Your Focus?

By Dr. Chris Front and Lt. Col. Linda Ross,
Center One, Headquarters USAREC

This is the third in a series of articles addressing the four components of mental toughness. Top performers, ranging from world-class athletes to elite military forces, have found that the four components of mental toughness — focus, confidence, commitment and adaptability — are the best predictors of exceptional performance under pressure.

The Role of Focus in Mental Toughness and Performance

We've all heard it. You usually hear it when things have gotten tough and something big is riding on a good performance. That's why it can so often be heard at sporting events. Coaches say it all the time. Teammates often shout it to one another, especially as a crucial play is about to begin. "Stay focused!" "Focus!"

But has anyone ever told you what it really means to focus? How do you stay focused when you're fatigued or when you're under pressure to the point of feeling overwhelmed? How can you use focus to get your absolute best performance?

Understanding Focus

Focus refers to the way we devote our attention at any given time. Human brains have amazing capabilities, yet they have some very important limitations when it comes to our attention. There are two main ways that we can manipulate our attention. The first has to do with direction: we can either direct our attention outward, into the environment or we can direct it internally, on our thoughts. The second has to do with scope: similar to zooming in and out with a camera lens from wide angle to telephoto, we can broaden our focus to pay attention to the "big picture" and a number of things simultaneously or we can narrow our focus to only one or two things in order to see the details up close. By plotting both direction and scope on a graph, you can see how these combine to form four attentional channels: awareness, analysis, problem-solving and action.

The Awareness Channel

When you're paying attention to lots of things out in the environment, you're on the awareness channel. Obviously, this channel is extremely important when navigating safely in the world is the priority. When on patrol in a combat zone, the

awareness channel is key. This channel is also important for driving and for good performance when playing team sports in which you need to keep track of lots of players' movements. It is a very important channel for some recruiting operations, especially prospecting. People with a good "street sense" are good at the awareness channel.

The Analysis Channel

When you're paying attention to a number of things inside your head, you're on the analysis channel. Like the awareness channel, the scope is still broad, but now the direction is internal. Your focus is on this channel when you are developing your game plan or determining how to best devote resources in order to get the results you are seeking. This channel is used for big-picture strategizing and planning. In recruiting, we need to be on this channel when doing market analysis and when deciding how to adjust our MAP or how to coordinate scheduled events.

The Problem-Solving Channel

This channel involves a shift to a narrow scope inside your head. This type of focus includes activities like solving simple problems (what is 60 divided by 15?). It also includes internal visualization and imagery scenes. For example, stop reading for a moment and picture yourself slowly walking through your childhood home — recall the layout of the rooms, the placement of pieces of furniture, the colors of the walls and so on.

If you were able to create a vivid image of your childhood home, it means that you probably weren't thinking about anything else because you went to a narrow focus, and while you were visualizing the scene, you probably weren't very aware of what was going on around you because you were on an internal channel while concentrating on the image. In recruiting, during an interview, a recruiter may be asked about a very specific concern that a parent has, such as the safety of their child. In this situation, the recruiter must place her focus on internal thoughts that will prepare her on how best to respond to that concern. She has to go into her problem solving channel or her response will not be on point, thereby jeopardizing a potential contract.

The Action Channel

When your focus is narrow and external, you're on the action channel. You need your focus here when it's time to execute your skills to get the job done. A narrow, external focus allows you to execute effectively. You can easily spot athletes who have switched away from the action channel in the middle of a play such as the football receiver who drops a ball that has hit him right in the hands because he switched to the awareness channel as a defender approached to tackle him. In recruiting operations, proper focus on the action channel is vital for doing a good Army interview, presenting the Scholar-Athlete Award and other tasks that involve skilled execution with a narrow, external focus.

The Importance of Focus

In order to bring your best game to the table, it is essential that you are on the right channel at the right time. Humans cannot be on more than one channel at a time, but we can switch channels so rapidly it seems like we are on more than one channel at a time. It is not possible to effectively focus on both the big picture and the details simultaneously. Similarly, you can't devote your full attention both internally and externally at the same time. As a result, to do our best it is vital that we are on the channel called for by the task at hand.

When we are performing at our best, we are in "the zone." We switch channels effortlessly according to the demands of the task and we are flexible. Unfortunately, when pressure builds and we are stressed, we have a tendency to seek comfort by going to our favorite channel, whether it is the best one for the job or not. As recruiters and leaders, we need to respond in the most effective manner as determined by the situation — not our comfort level. It is necessary that we each know our preferred focus attentional style so that we are more able to recognize when we may be on that channel just so we feel more comfortable.

To all Soldiers trained for recruiting operations, USAREC provides this insight into your preferred focus style through the training on mental toughness and adaptive leadership given by Center One at the Recruiting and Retention School. Center One uses a powerful tool called the Theory of Attentional and Interpersonal Style inventory to identify each Soldier's preferred style (as well as a number of other habits that are useful to know about for improved performance). Once you know your favorite way of focusing, you can prevent falling into it when under stress, and re-evaluate what the most appropriate channel is for that situation. This would allow you to bring your best game to the table and increase your odds of success.

Let's look at an example scenario. Let's assume you are most comfortable in the analysis channel. You are good at complex problem solving and love to strategize. You are often in your head and can make things more complicated than they are. But right now you are conducting an interview with an applicant and her parents. You are under pressure because it is near the end of the recruiting month and you need this contract. Because analyzing things has served you well in your past jobs, you over-use it now and miss key nonverbals (awareness channel) from the applicant and parents that you are going too far off point for what they are working for.

In this example, shifting frequently between the awareness channel and the action channel during an interview would make you most effective. Being aware of your tendency to fall into the analysis channel arms you with the ability to recognize when you might be doing this sooner. The faster you can get onto the most appropriate channel, the sooner you will be able to truly bring your best game to the table.

Money Talks\$

Tool compares civilian, military compensation

By Sgt. 1st Class Shawn Carr, RRS/Training

Many prospective recruits generally perceive civilian compensation as outweighing the compensation the military can offer. Recruits can easily find out their civilian career options, but this is not the same when it comes to a military career.

The recruiting environment is being enhanced with a tool that can challenge the civilian career options. The Army Resource Compensation Application is one tool that gives potential recruits a means to compare civilian compensation with that of the military. Prospects and recruiters can customize the application and see what best fits the prospects with present and future conditions or constraints.

ARCA was designed to help recruiters perform their interviews more effectively and locate information required for the interview more efficiently. ARCA consists of a compensation database that allows recruiters and guidance counselors to provide a comparison of Army and civilian compensation to prospects and applicants. Having a tool that can provide this information during the Army interview will help the prospect or applicant make a more informed career decision. The finished product of ARCA is a document of the comparisons that can be saved or printed out for the prospect/applicant and influencer as a take away for future reference.

Purpose of the Application

ARCA provides prospects and applicants a comprehensive comparison to evaluate Army and civilian career options. It also provides recruiters with talking points to discuss during the Army interview.

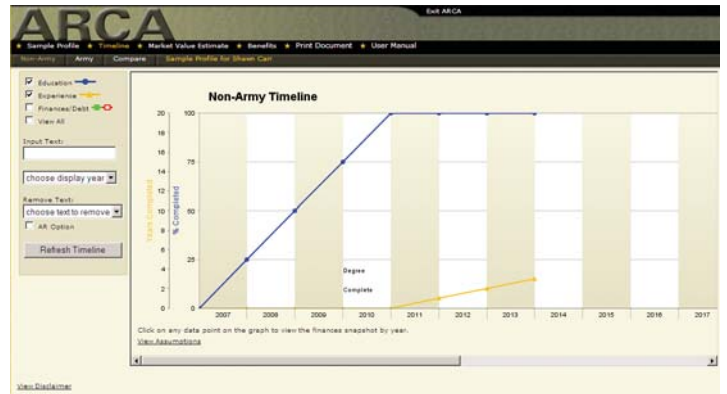
ARCA and the interview

ARCA fits logically within the Army interview process and displays a comparison of Army compensation relative to the civilian world.

ARCA Components

The disclaimer screen is the first screen displayed when the recruiter launches the application. The purpose of the disclaimer is to ensure that recruiters and prospects understand and acknowledge that the data used in the ARCA is subject to change without notice. Once the disclaimer is accepted, the sample profile page will appear. If the disclaimer is not accepted, then ARCA will close.

The most essential part of ARCA is the information captured on the sample profile screen. It is here that the recruiter enters the data that was gathered during the Army interview process



(name, ZIP code, QT score, college information and work status). Based on the data, ARCA will generate projected incomes and expenses to create timelines as well as projected market value of a civilian and related military career.

Timelines are generated from the sample profile data to display educational progress, experience in the chosen career path, net finances and salary less expenses for the projected civilian career path and the projected term of enlistment.

Market value estimate screens display monetary benefits a prospect or applicant may be eligible to receive for an Army enlistment compared to the civilian career path. In the market value estimate section the recruiter can click on a specific year to display a snapshot picture of a side-by-side comparison between civilian and military career and educational paths.

The benefits section has additional benefits of an Army enlistment or career to support recruiter talking points. A PDF document can be created to print the timelines, market value estimate and benefits which can be given to the recruit.

The ARCA Beta limited user test was completed with five recruiting battalions, one from each brigade. This test resulted in numerous positive comments about the application and use of this recruiting tool. Out of the five battalions, ARCA was used on more than 262 Army interviews. Of the 262 interviews, 62 applicants agreed to process and enlist.

Because of the success in testing, the decision was made to field ARCA commandwide. ARCA Beta was released on the Army Resource Catalog, Version 2.1, January 2007. There are some limitations on the current version that have been identified. The Beta version is recommended for use with prospects with no post-secondary education degrees or loan indebtedness. The next ARCA release (Version 1) scheduled for May or June distribution will rectify these problems and expand the use of ARCA for Reserve recruiters. This release will have a title change to Army Recruiting Compensation Advantage. Future plans for the subsequent release of ARCA (Version 2) are to place the application on the RWS and use replication procedures to update database information as required.

Selection Tour Helps Open Doors

The AAB selection tour serves as an excellent reminder of the importance of building and maintaining strong relationships with local COIs. While the game and supporting events provide a great opportunity to connect with prospects and influencers, sustaining the relationship with key school officials and other educators during the rest of the year will make it easier for them to consider the Army for participation and partnerships in other events.

Use events like the AAB Selection Tour to begin or reinforce relationships with new or existing COIs. Recruiters' contacts and supporters are the Army's contacts and supporters.

By Patrick Callahan, 3d Brigade field marketing representative

The U.S. Army All-American Bowl continues to expand its influence and build awareness for the Army in high schools across the country each year, and nowhere is that more evident than in the annual Selection Tour each fall.

On Sept. 26, Great Lakes Battalion celebrated with Joseph Barksdale, a defensive lineman from Cass Technical High School in Detroit, Mich. In a high-profile ceremony in the school's cafeteria, Barksdale was officially invited to play in the 2007 game in San Antonio.

In front of the AAB backdrop and surrounded by AAB traveling trophies and official game jerseys, school principal Lenora Ashford, Sgt. 1st Class Tyrone Brown, Lt. Col. Lance Hilton from the University of Michigan ROTC Battalion and surprise guest Eddie Drummond from the Detroit Lions awarded Barksdale his jersey. A strong supporter of the Army, Drummond also presented Barksdale a gift pack from the Lions and signed autographs on cards supplied by the Disabled American Veterans.

The addition of a high profile guest like Drummond drew the attention of local media, including reporters and camera crews from the FOX and ABC affiliates.

Jeff Landenberger, Great Lakes Battalion A&PA, said planning for the



Joseph Barksdale and Sgt. 1st Class Tyrone Brown display Barksdale's All-American Bowl jersey. At left is Detroit Lions player Eddie Drummond. Photo by Jeff Landenberger

event started a month out.

"It was well worth it, because this school has always been hard for our local recruiters to gain access to students during the day," he said.

With the help of Robert Shannon, athletic director and football coach, Ashford decided the award was worthy of a public ceremony, complete with the school's cheerleaders and football team.

Brown could not have been more pleased with the success of the Selection Tour event and the opportunity to get inside the walls of this important high school.

"This is huge for me, having coach

Shannon and the principal so supportive of the Army. These are very important COIs for me," Brown said. "Our relationship will only grow stronger after today."

Based on the enthusiasm and excitement generated by the event, the school hosted another AAB event on Jan. 6 for students and faculty to watch the game.

Although Barksdale's East team lost the game, the Army and Great Lakes Battalion will receive many benefits in the months and years to come from the Army Strong school and community outreach generated by the 2007 Selection Tour.

Golden Knights — Adrenaline Influencers



Story by Lt. Col. Dave Standridge, Army Parachute Team commander and Capt. Wayne Wall, APT operations officer

With proper coordination, the United States Army Parachute Team, also known as the Golden Knights, can be used to help generate interest in joining the Army.

Can you envision a tandem jump from 13,500 feet for a school principal or college dean in a semi-permissive recruiting environment in front of their students? Or having one of our demonstration teams conduct a jump into your school? With some planning and fortuitous timing, it's possible.

The Golden Knights earned the title of the "Army's Good Will Ambassadors" by traveling across the nation, raising the public's awareness of the Army.

Annually, the APT performs more than 27,000 jumps in front of more than 12 million people and creates more than 100 million positive impressions through the media. The APT routinely performs at air shows, commemorations, races, high schools and sporting events.

Formed in 1959, the Golden Knights are one of three Department of Defense sanctioned aerial demonstration teams alongside the Navy Blue Angels and the Air Force Thunderbirds. Unlike the other two organizations, our demonstrators are comprised of enlisted Soldiers, a cross-section of the Army's branches, responsible for connecting the Army to the American public.

Sgt. Maj. Michael Eitniear, the APT sergeant major, stresses the point that "our aerial demonstrations are just a means to get to work. Upon landing we interact with the crowd — answering questions, giving presentations and meeting folks who otherwise would never have met a Soldier. Through jumping and public speaking with a target audience, we direct potential applicants to the on-site Army recruiter. All jumpers have completed a rigorous eight week assessment and selection process to determine their suitability to be a Golden Knight, focusing on their public speaking and media training."

The team has two demonstration teams and a tandem team. The demonstration teams are responsible for traveling the country conducting aerial demonstrations and interacting with the American public. When possible, they jump into high school or college functions followed by a presentation and a question and answer session with the student body. The Tandem Orientation Program is designated as a strategic asset for USAAC and Office of the Chief of Public Affairs in support of the Army's strategic outreach. The TOP presents a unique opportunity for centers of influence such as school principals, college deans, reporters, actors, CASAs, etc., to experience jumping from an aircraft. The tandem team's primary purpose is to showcase the professionalism, camaraderie and esprit de corps of our Soldiers.

Planning is required to ensure a successful and safe jump. There are three basic requirements for a demonstration jump to occur. First, the APT must identify a suitable drop zone, with the assistance of the requesting organization, and obtain written permission to use their area as a drop zone. Second, the APT must obtain authorization from the Federal Aviation Administration to conduct the jump. Typically, the team needs this at D-minus 30 to 10 days in order to meet the FAA's regulatory requirements. Finally, medical support must be provided by the requestor at execution.

Tandem operations require the same authorizations and information to conduct a jump. However, there are a few items to consider with regards to nominating a COI for a tandem jump. There are height and weight restrictions for the tandem passenger in order to conduct a jump. The total weight for the tandem instructor, tandem passenger and parachute must not exceed 500 lbs. In general terms, the APT, as a rule, cannot jump with a passenger weighing more than 220 lbs or taller than 6'5".



Brian Wahler, the mayor of Piscataway, N.J., throws his arms up in triumphant gesture after completing his tandem jump with Golden Knights tandem team leader Sgt. 1st Class Bill Van Soelen. Photo by Julia Bobick

Also, the weight must be proportional to the height in order for the jump to be conducted safely. The last item to consider is the return on investment for a particular tandem nominee. If conducting a tandem for a particular nominee doesn't have a good return on investment, it may not be worth the resources and time to execute.

Though not all-inclusive, the below is provided as an outline of what you should be looking for:

- He/she must have regional or national level media outreach capability
- Be famous enough to draw media attention
- Be a community or youth influencer
- Must have supported or be willing to support the Army accessions mission

There are two ways to request Golden Knights support: request via Accessions Targeting Board, a formal process, and Tactical Support Days, an informal process. The ATB is attended by the Accessions Support Brigade, the Strategic Outreach Directorate, Cadet Command, USAREC and Office Chief of Public Affairs. This board seeks to leverage the Army's strategic accessions assets by matching up available resources with high ROI events.

Tactical Support Days are missions that "dovetail" off an existing performance/air show and represent the synchronization of the recruitment goals of the local USAREC or Cadet Command recruiters off of a pre-planned ATB sponsored event. TSDs capitalize on our presence in a given area, around scheduled events, to provide some of the following at no cost to you:

- Future Soldier functions (meet and greet plane side); an excellent opportunity for potential applicants or Future Soldiers to ask questions
- High school jumps (football games, lunch time jumps)
- Tandems for a college/high school COIs
- Presentations

All events have a sponsor who is responsible for fulfilling the support requirements for bringing the team to the desired location. These requirements most often include a show fee for each jumping day (currently \$3,000), as well as hotel accommodations and rental vehicles necessary for the team to conduct ground movement around the show site. Because the show sponsors provide essential support to the team, we must give priority to their schedule. This, however, often leaves us with windows of opportunity to provide additional support to local recruiters and cadre.

With prior planning and a little synchronization, a demonstration jump, tandem jump, high school jump, college jump or presentation could occur while we are in your area for a pre-planned mission.

For a complete list of our upcoming shows, visit http://www.usarec.army.mil/hq/goldenknights/Webpage2005_content.html and click on schedule. For a list of support requirements, review the APT's support manual, available for download from the team Web site at www.armygoldenknights.com.

From: USAREC Headquarters

To: All Recruiters

Subject: **P-4@Recruiter Zone**

By Mary Kate Chambers,
RJ associate editor

Using e-mail to prospect is nothing new. What is new are the e-mail campaign templates on Recruiter Zone that let recruiters use e-mail more efficiently.

Released Feb. 20, the preconstructed templates are now the best way to reach a group of leads quickly and conveniently.

“It really comes down to time savings and efficiency, and putting out a consistent message,” said Jackie Jenkins, Recruiter Zone project manager. “It’s being able to do it in a much, much quicker amount of time than what you could do using Microsoft Outlook.”

Since all P-4 prospecting is now done through Recruiter Zone, the old Word-based templates that were posted on the G5 page of the USAREC portal are gone. The six new templates are Army Strong branded, and so far, they are making a good impact.

“This program has just started and we’re already having 6,000-10,000 e-mails going out a day,” said Tom DeSanctis, project lead and technical administrator for installation of Infor Outbound Marketing (formerly ePiphany), the vendor that runs the back-end tool that’s used to send out the emails.

Simply, the system lets recruiters send up to 50 e-mail messages to leads each day. And it automatically updates their contact history with leads, so there’s no going back to enter that information somewhere else.

“The best thing is that it comes from the recruiter direct, apparently directly to the prospect” said John Myers, USAREC’s marketing manager. “Anytime you can facilitate one-on-one communication then you’re better off.”

Jenkins also said Recruiter Zone saves the last five campaigns a recruiter

sends out, so there’s a good record of who was contacted when.

The system lets people like DeSanctis know when a lead asks to “unsubscribe” from the e-mail list. Legally, when asked to be taken off a distribution list such as the one used for this program, the user must do so.

“We can use the product to have a centralized suppression list, an unsubscribe list,” said DeSanctis. Though a recruiter won’t know when a lead asks to unsubscribe, if he continues to send a message to that person, the computer will simply stop the message from going out.

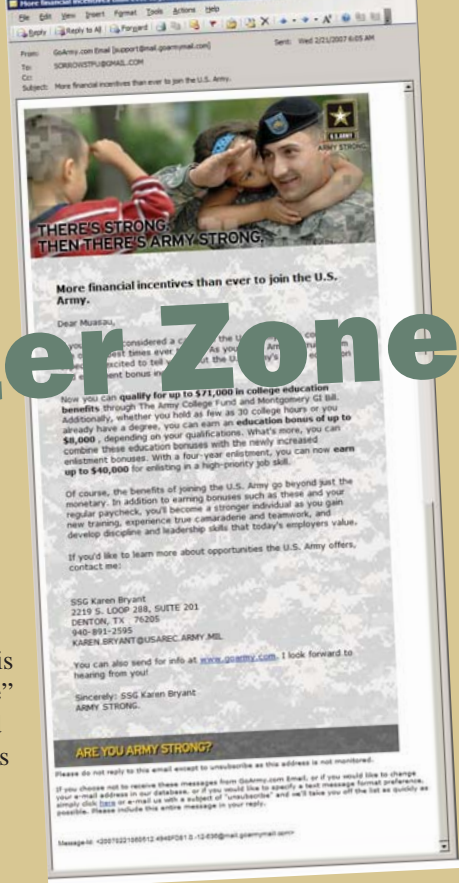
Myers said feedback from recruiters will be important in determining changes that need to be made to the templates.

“We will continue to look at templates constantly,” he said. “For example, we’re working on some new AMEDD templates.”

He said the ability to work with such a flexible program that lets adjustments be made due to marketing conditions, missioning and new offers is one USAREC is going to take advantage of.

Myers encourages recruiters not to let the e-mails become too pervasive, however.

“The e-mail campaign should be



thought out. It should be according to a plan and should achieve a goal or a purpose,” he said. “It’s a part of the prospecting process, just another way to communicate with your prospects.”

Myers expects recruiters to quickly come to appreciate the much improved P-4 prospecting system.

“The old P-4 prospecting methodology system compared to this was extraordinarily complicated,” he said. “Recruiters figured it out and used it extensively but once they get visibility on this new capability, they’re going to be amazed.”

Jenkins agreed.

“It’s a more effective means to communicate with our target audience. And by using e-mail, then it’s in bulk, faster and easier. It really puts our P-4 program on steroids.”

How to schedule an e-mail campaign

1. At Recruiter Zone, select “people” link and “schedule a campaign.” Select e-mail.
2. Select ZIP codes and refine by entering more attributes.
3. Select names and click “next.”
4. Select template, verify your personal information and click “finish.”



Future Soldier Strong

Story and photo by Walt Kloeppe, RJ associate editor

In October of 2006, the Future Soldier Center program was launched to provide additional Web based support for Future Soldiers and their families. The program's purpose is to assist in sustaining motivation and supporting and increasing Future Soldier retention. The FSC's mission is also to assist in reducing the recruiter's workload by providing an additional positive contact point for Future Soldiers and their families. The Future Soldier Training Program Web site, www.future-soldiers.com, gives the Future Soldier a place to chat, e-mail questions and receive information about the Army.

Currently, the program has expanded to 1st, 3d and 6th brigades, with a new element added, the Future Soldier Liaison. The liaison is a member of the battalion commander's special staff, to assist with the battalion's Future Soldier Training Program battle rhythm. The liaison will function in an oversight and assistance role only. The sponsorship and ownership of the Future Soldier will continue to remain solely with the recruiter and his company.

The loss rate combined for fiscal year 2006 was 11.7 percent. The command wants to bring that down to 9.5 percent.

"Across the board, everyone is close but we're not going to get there using current practices alone," said Erick Hoversholm, G3's program branch chief.

The liaison will assist the battalion commander by ensuring that leaders are accomplishing regulatory and necessary leader tasks associated with the Future Soldier and the Future Soldier Training Program.

"What we're trying to do is synchronize the efforts between what the recruiters are doing per regulatory guidance and then fill in the gaps with Future Soldier Center and the liaison," said Hoversholm.

According to Hoversholm, both the Future Soldier Center and the liaison make the Future Soldier "feel like part of the team" by giving them "touch points" to answer questions during the process and lower fears of their enlistment.

The duties of the liaison are assigned and monitored by the battalion commander. The liaison reviews all companies' Future Soldier contact history with company commanders monthly.

Sgt. 1st Class Robert Holmes is Milwaukee battalion's Future Soldier liaison.

"Basically, I'm the liaison for the battalion commander to have contact with the Future Soldiers and identify any potential problems that might arise.

"Our MEPS is pretty close by, so after the Soldiers enlist and go through the swear-in, then they're brought over here by

the recruiters. We set up the AKO account [and] we set up the SMART account. We do their pictures in an ACU jacket in front of the flags, and they leave here with a Future Soldier ID card. Along with that, a certificate of enlistment signed by the battalion commander. And then they're given a briefing either by the battalion commander, the executive officer, the command sergeant major or myself," said Holmes.

Holmes follows up with a letter from the company commander, welcoming Future Soldiers and their parents or spouse as well. He also calls company commanders and goes over their Future Soldier roster to identify any possible losses or problems that might show from information during a chat or e-mail with the Future Soldier Center.

If the liaison identifies a potential loss by information during a chat or in an e-mail, they will notify the recruiter, station commander, company and battalion operations officer.

Though the program is in the early stages and still being monitored for effectiveness by G3, Holmes feels strongly that it will help the loss rate. "Obviously it's new. We're trail blazing the way here at Milwaukee recruiting battalion but so far it's been pretty smooth sailing."

Hoversholm emphasized that the main focus of the liaison and Future Soldier Center was to ease some of the recruiter's taskings and improve Future Soldier Training Program retention.

"Taking of workload but not taking ownership, that's a distinction we need to make. The liaison is not in the Future Soldier's chain of command. They are there to support the recruiter and the Future Soldier and alleviate some of those taskings," said Hoversholm. "He is there to keep the battle rhythm moving on the Future Soldier Training Program."

Frank Shaffery, G-3 deputy director, summed up the program by saying the interaction and assistance that will be provided by the liaison will provide recruiters with assistance in managing their Future Soldier pool, resulting in a win-win situation for both the field force and the Future Soldier.

"In years past the notion of having someone else contact or interact with your Future Soldiers would have been dismissed as if you were giving up something sacred. However, with the vast improvements in technology, the importance of ensuring that our FSs are being mentored trained, and indoctrinated into the Army from day one — that notion is now being embraced," said Shaffery.

"I see this program as being long overdue and if everyone performs their roles as intended, we will see a reduction in losses and a much more informed and motivated FS."

Soldiers Helping Recruiters by Spreading the Arm

By Sgt. 1st Class Terry Mann,
210th Mobile Public Affairs Detachment

The recruiting mission faces challenges this year from a strong economy coupled with being in a time of war. Though many recruiters put in long hours of hard work, even the most highly motivated recruiter could use a helping hand.

The Army has implemented a referral bonus program as another step toward attracting quality applicants.

Department of the Army began paying Soldiers and Army component retirees a cash bonus for referrals in 2006. Initially \$1,000 and now \$2,000 per referral who enlists and completes initial entry training, the referral bonus was established under a provision of the 2006 National Defense Authorization Act.

Soliciting referrals from Soldiers and veterans is not a new concept for the Army. Recruiting Command has received referrals for enlistment for nearly a decade through the Sergeant Major of the Army Recruiting Team, which rewards sponsors with a certificate and coin from the sergeant major of the Army.

The referral bonus pilot program was initiated as a further incentive to drive enlistments in the Army.

“It’s important to view the referral bonus program in the context that the Army is constantly looking for new, better

ways to generate interest in joining America’s Army,” said Robert L. Harrison, public affairs specialist with Raleigh Battalion.

“The Army is continually evolving its recruiting effort to maximize efficiency and productivity. Over time, new programs to generate referrals are implemented,” he added. “The Army’s referral programs acknowledge that individuals should be rewarded for their efforts in providing strength to the U.S. Army.”

One Soldier has made finding new referrals part of his everyday routine. Spc. Jason B. Sturgill tries to make at least three referrals a week. The 25-year-old from Pound, Va., is currently leading active duty Soldiers in referrals with 60. Five have enlisted.

“I made it a point, that when I go out, I’ll wear something Army ... people will notice my hat or shirt and ask if I’m in the Army. It’s so easy”

Sturgill said other Soldiers may be shying away from making a referral because they think they have to “sell” somebody on the Army. But Sturgill knows what his role is supposed to be.

“It’s the recruiters’ job to sell them on the Army,” he said.

Recruiters agree that it’s best to let them explain enlistment.

“The Army recruiting force is staffed by professional Soldiers trained in recruiting. We understand that often times, applicants begin the recruiting process with little or no knowledge of what life in the Army is really like or what the Army has to offer,” said Sgt 1st Class Randall R. Armstrong, station commander, Raleigh Main.

“Referral program participants should simply refer the candidate to us and let the recruiters explain the process and entitlements,” he said.

Sturgill, who is assigned to Johnston City Company in Beckley Battalion, is eligible for the Army referral bonus because he is not a recruiter. He was authorized a compassionate reassignment after being diagnosed with lymphoma in October 2004 during a pre-deployment medical screening with his previous unit, 172nd Stryker Brigade. His cancer is now in remission, but Sturgill is still undergoing chemotherapy.

Officially, Soldiers assigned to the U.S. Army Accessions Command, Recruiting Command, Cadet Command, U.S. Army Reserve Command – Retention and Transition Division,

Top Sponsors

Active Army

- Spc. Jason Sturgill, assigned to Beckley Battalion, Johnson City Company
- Number of referrals/enlistments: 60/5.

Army Reserve

- Maj. David Albanese, commander, 402nd Civil Affairs Battalion, Buffalo, N.Y.
- No. of referrals/enlistments: 34/5

NOTE: Authority to allow Department of the Army civilians to participate in the referral bonus program was effective March 15.

Key Word



National Guard State Recruiting Commands, any other member of the Army serving in a recruiting or retention assignment and family members are ineligible to receive the bonus.

Sturgill said he was making referrals before he knew about the referral bonus program. Once informed he was eligible for the bonus, Sturgill took his prospecting to another level and began actively seeking people in the community who he thought would be good Soldiers.

“I made an effort to walk up to them and start talking to them. With the previous referrals, the prospects came up to me and started the conversation,” said Sturgill.

“In our area, it’s a rural coal mining and farming community. People think they have nowhere to go. I like to see them discover other opportunities,” he said. “It turns their life and perceptions around when they see there is more out there.”

1st Lt. Norberto O. Daluz, an Army Reserve officer attending the Basic Officer Leadership Course at Fort Sill, Okla., is another example of a Soldier who is taking advantage of the referral bonus program.

Daluz, who provided 10 referrals, said the Army mostly speaks for itself when it comes to the benefits of being a Soldier. He said he talks to people about their future and their career plans, and also invites them to look at goarmy.com to research the organization more in depth.

“The program is a superb way to get the entire organization involved in the recruiting effort, not just recruiters,” said Daluz, who thinks the increase to \$2,000 will be a motivation for Soldiers.

The referral bonus program initially offered a cash bonus of \$1,000 only to Soldiers, who received payment after the referral graduated from Advanced Individual Training. The referral bonus program now pays a cash bonus of \$2,000 to active and Reserve Soldiers, as well as retirees, for each referral they provide who successfully completes training. The bonus is paid in two equal installments: one after the referral begins

basic training and the second after the referral graduates from Advanced Individual Training.

The referral program and recruiter referrals can work for anyone and benefit everyone in the Army, according to Staff Sgt. James G. Bockelmann of the Wake Forest, N.C., station.

Bockelmann recounted a story about how he obtained a referral from Maj. Jeffery Robertson. While visiting his barber, Robertson learned of a prospective applicant: his barber’s husband. Robertson, who as a Reserve Officer Training Corps instructor is not eligible for the bonus, provided the lead to Bockelmann for the good of the Army.

“I first spoke with the applicant in October 2006. He contracted in November and he shipped in January 2007,” said Bockelmann.

Soldiers often have friends or acquaintances who know people interested in the Army, he said.

“Their friends may ask them, ‘Hey, how do you get to do what you do?’ For some people, a Soldier who is a neighbor may be more approachable than recruiters,” he said.

While only in its second year as a cash incentive reward program, the referral bonus program has resulted in more than 2,400 contracts for the Army and Army Reserve. As Army recruiting drives on, the Army’s referral programs will power its engine into the future.

For the most up-to-date information and complete eligibility requirements for the Army’s referral programs and the \$2,000 referral bonus, visit: <https://www.usarec.army.mil/smart> or call (800) 223-3735 ext. 6-0473.



U.S. Army photos

Test Driving the Army

By Hannah M. Hayner, Army News Service

Only Soldiers know how it feels to fight in a combat zone, but civilians now have an opportunity to get a virtual taste of the action.

The Virtual Army Experience is a 10,000 square-foot interactive exhibit that lets guests take on Soldier roles with a virtual test drive of Soldiering. The exhibit made its debut in February at Daytona Beach, Fla., during Speedweek.

The 20-minute experience is the life-size version of the Army's computer game, "America's Army: Special Forces (Overmatch)," which went online in 2002 and has since attracted more than 8 million registered users. The game consistently ranks as one of the 10 most popular games on the Internet.

Unlike many video games, it emphasizes teamwork rather than competition, and players work with each other to accomplish missions. VAE works the same way.

"We are a team — we start together, we finish together," Sgt. Will Long from Fort Hood, Texas, told a group of participants during their pre-mission briefing.

After they learned about their mission, the newly formed team entered the "combat zone," where they fell-in on six HMMWV simulators modeled on vehicles employed by Army Special Forces, and onto two overwatch or covering positions where participants employ light arms and TOW anti-tank missiles in preparation to raid a terrorist stronghold.

The scene was displayed on huge screens in front of them and lasers marked where some of their weapons pointed.

At the order of their commander, the mission began. Thunderous noise took over the room for several minutes as guns and missiles fired, and Soldiers shouted orders and warnings such as "look left!" and "(rocket-propelled grenade) on the roof!" Guns vibrated when shot, and blasts of air made the experience even more realistic.

Suddenly, the noise stopped and the words "Mission accomplished" sent the satisfied group to the next room for an after-action review on their performance.

"This was educational because I never was able to go into the Army, and I got to see what these guys do," said Jimmy Ward. "It is very different from what I anticipated."

At the end of the experience, the team got a chance to hear some real Soldiers' stories.

Sgt. Tommy Rieman, who was injured in combat while assigned to 3rd Battalion, 504th Parachute Infantry Regiment, 82nd Airborne Division, talked about what happened to him and what the Army means to him.

"I'm passionate about this because it tells a story," Rieman said. "But it doesn't just tell my story, it tells all these guys' stories ... the stories of everyone I fought with."

Rieman is part of a program called America's Army Real Heroes, which honors Soldiers who have distinguished



Far left, Future Soldiers pledge their oath in front of the 10,000 square-foot dome which houses the Virtual Army Experience during Speedweek at Daytona; above, full-size screens and actual combat equipment provide a virtual test drive of Soldiering; bottom right, Mark Martin finishes second in the Daytona 500. Photos by Army News Service

themselves in combat and received an award of Bronze Star or higher.

Rieman received a Silver Star and Purple Heart after fighting through two ambushes and using his body to shield his gunner. He took two bullet wounds and shrapnel.

He is now highlighted in the America's Army game, and he is one of four Soldiers after whom an action figure has been modeled. In addition, President Bush honored him in this year's State of the Union Address.

Col. Casey Wardynski, project originator and director, said many of his ideas for the computer game and VAE were inspired by his more than 27 years in the Army.

"Most people don't get to see us do our job, so I wanted to create a virtual test-drive for people to hear the Army's story," he said.

He added that he has received a lot of positive feedback about the VAE.

"I've seen some people coming out, giving each other high-fives, and other people coming out with tears in their eyes after hearing Tommy's story," Wardynski said.

By the reaction of some participants, it seems the Army's story really is being told successfully.

"Being a prior vet, this was really good," Le Rudolph said. "I fought in (Operation) Desert Storm, and this brought back memories."

"It was incredible, absolutely incredible," said Linda MacIsaac. "It gave me an appreciation of what our military men and women do. Thank God we have them."

VAE will make 35 stops at events around the country this year. For more information, go to www.americasarmy.com.

Army Makes Mark at Daytona

By U.S. Army Racing

"I just can't tell you how bad I wanted it," said Mark Martin seconds after climbing out of his No. 01 U.S. Army Chevrolet following February's Daytona 500. "We gave it our best shot — we were within inches of getting it done."

Martin led 26 of the final 27 laps before being overtaken by Kevin Harvick at the finish line. Harvick's margin of victory was 0.020 seconds.

Martin was in the lead when cars started crashing on the final lap, but the caution surprisingly never came out. Had NASCAR waved the yellow flag, the 48-year Martin would have been declared the winner.

The second-place result was Martin's career-best Daytona 500 result. His previous best was third in 1995.

Running fourth when a caution came out on lap 156, a 13.6-second stop by the U.S. Army crew sent Martin to second place when green-flag racing resumed.

"We were so close and I just hope that I gave all of our Soldiers something to cheer about," said Martin.

Martin's next race at California Speedway left him leading the Nextel Cup driver point standings after posting a fifth-place finish in the Auto Club 500.

On March 11, Martin, again, took a fifth-place win in Las Vegas continuing his best career start in 20 years.



Education Career Stabiliz

Incentive stabilizes Army Reservists, allows time for education

By Maj. Toney Filostrat,
G2/Center for Accessions Research,
U.S. Army Accessions Command

The current military recruiting environment is the most challenging in the history of the all-volunteer force. Specifically, the non-prior service military recruiting market is highly competitive and a strong U.S. economy coupled with low unemployment adversely affects military recruiting. Research shows that only three out of 10 17- to 24-year-olds are fully qualified for Army service. College attendance is at an all-time high and growing. According to the National Center for Education Statistics, approximately 67 percent (two out of three) of high school graduates immediately enroll and attend a two or four-year college.

Against the strategic setting of a protracted war, these factors create numerous recruiting challenges, especially for the Army Reserve. Today's Army Reserve is no longer a strategic reserve; it is a complementary, operational force and an integral part of the Army. Since Sept. 11, 2001, the Army Reserve has mobilized more than 164,000 Soldiers to combat terrorism around the world and defend the homeland against the constant threat of attacks.

In response to the challenging recruiting environment over the past two years, the Army Reserve has added more recruiters, improved incentives and benefits, added referral bonuses, and increased advertising. For graduating seniors or recent high school graduates not immediately attending college, a Regular Army enlistment provides higher cash bonuses and the Army College Fund. Monetarily, the active Army is a better "deal" for new recruits that delay their college or civilian career plans.

On the other hand, the Army Reserve is a community-based option that provides new recruits the opportunity to attend college or begin a civilian career and simultaneously serve the nation while staying close to home. Research shows that educational opportunities and financial assistance are top motivators to entry. According to new recruit surveys, Army Reserve recruits place a higher value on educational assistance than bonus money.

A New Educational Benefit

While monetary incentives are effective, the probability of mobilization to active duty and subsequent deployment is much higher for today's Army Reserve Soldiers. Regardless of the unit assignment, an Army Reserve Soldier is also subject to cross-leveling to a mobilizing unit. The possibility of activation may deter a high quality, college-bound or college-enrolled recruit from joining the Army Reserve. In addition, the undecided recruit may choose the active Army because the incen-

tives are better and the possibility of deployment is similar. Research studies indicate that continuing education or pursuing civilian career opportunities are the top barriers to entry. Deployment is not necessarily a significant barrier to enlistment; however, the predictability and timing of deployments are key factors to both recruiting and retaining high quality Army Reserve Soldiers.

A new educational benefit is needed for the Army Reserve to expand the college market, attract more higher-quality recruits and complement existing education assistance programs such as the Selected Reserve Montgomery GI Bill, GI Bill Kicker, Loan Repayment and Tuition Assistance. One possibility is to establish a stabilizing program for Army Reserve Soldiers to attend a two- or four-year college while serving in a Reserve unit without the risk of activation. Upon accessing into the Army Reserve and completing Initial Entry Training, these Soldiers could attend college and earn their college degrees without the risk of interrupting or postponing their education plans and goals due to mobilization. A nonmonetary,

ECS Benefits

- Expands accessions markets with a nonmonetary incentive
- Opens up quality college markets (attracts the other two out of three high school graduates who immediately attend college)
- Increases end strength for all units; increases deployable unit readiness; offers predictability to unit commanders, employers, Soldiers and their families
- Enhances reset and train cycles (ARFORGEN years one-three); efficiently and evenly builds to ready and available cycles (ARFORGEN years four-five)
- Minimizes cross-leveling
- Increases higher quality, "Scholar-Soldiers" and creates an ideal recruiting pool for ROTC programs
- Supports retention (builds long-term predictability and stability)

zation

stabilization incentive may remove a significant barrier to recruiting college-bound or college-enrolled individuals and would increase the Army Reserve's ability to attract high quality recruits.

In support of an overarching Army Reserve Accessions Strategy, USAREC will implement the Education Career Stabilization enlistment program. Scheduled to launch in April, the ECS provides non-prior service applicants the opportunity to serve in the Army Reserve and complete up to four years of post-secondary education. Applicants who enlist under ECS will be stabilized upon accessing into the Army Reserve and completing IET. The stabilization period exempts Soldiers from current mobilization authority (Operation Iraqi Freedom/ Operation Enduring Freedom), but does not exempt Soldiers from a new federal mobilization under presidential authority.

The stabilization period is based on unit priority and length of enlistment. Currently, the ECS applies to non-prior service standard training only. Applicants must score Test Score Category I-III A on the ASVAB. Applicants may enlist for an eight-by-zero enlistment contract and receive a four-year stabilization period upon completion of IET or a six-by-two enlistment contract and receive a three- or two-year stabilization period upon completion of IET.

Army Reserve Accessions and ARFORGEN

In addition to expanding the quality market and increasing non-prior service accessions, the ECS also supports Army Force Generation. ARFORGEN is a process in which units move through defined phases in order to reset, train, achieve mission readiness and be available for deployment. The Army Reserve applies this process over a five-year cycle when a Soldier will be available for mobilization once every five years. This kind of predictability in the mobilization cycle allows Soldiers to plan important aspects of their life.

At the same time, predictability and stability allows families, employers and commanders to plan for periods when Soldiers will be available to them. While the main Army Reserve recruiting effort is to support the current war effort, ECS stabilizes select Army Reserve Soldiers for future requirements. The ECS is only available for vacancies in ARFORGEN units not scheduled for immediate mobilization. More importantly, the stabilized Soldiers are to not subject to cross-leveling to mobilizing units. High cash bonus incentives are still available for higher priority unit vacancies.

WHAT'S BEST FOR YOUR APPLICANT?

Scenario No. 1

Applicant: Graduating senior, TSC I-III A, accepted to a four-year college but needs financial assistance.

Best option: Four-year ECS with Montgomery GI Bill kicker.

Scenario No. 2

Applicant: High school graduate, TSC I-III A, full- or part-time student with college loans.

Best option: Two- or three-year ECS with MGIB and Student Loan Repayment Program. Potential two-year ROTC, Simultaneous Membership Program.

Scenario No. 3

Applicant: High school graduate, TSC IIIB, no immediate college plans, has a good job and wants to stay close to home.

Best option: Not eligible for ECS. Cash enlistment bonuses.

Scenario No. 4

Applicant: High school graduate, TSC IIIB, seeks technical skills and wants to stay close to home.

Best option: Not eligible for ECS. Cash enlistment bonuses.

Army National Guard

Since May 2006, the Army National Guard has implemented a similar educational stabilization program to expand their college recruiting market. The ARNG "College First" program makes it possible to achieve college goals while serving. This enlistment option provides qualified high school graduates and graduating seniors, with no prior military service, the opportunity to complete up to two years of full-time schooling, with no federal mobilization or deployment, while serving part-time in the ARNG. Preliminary analysis shows initial success for the ARNG stabilization program providing an additional 3,870 quality contracts since implementation (May 2006 through February 2007) representing nearly 11 percent of their non-prior service contracts. Overall enlistment quality and attrition, or percentage of non-shippers, also improved. The average AFQT score for these applicants was up 71 versus 57 overall while attrition was down 5 percent versus 7 percent overall.

In response to the rising number of college enrollments (two out of three high school graduates immediately attend college), the ECS program is a new educational benefit for the Army Reserve designed to expand the college market and attract more higher-quality recruits. ECS is a research-based, non-monetary incentive intended to stabilize college-enrolled Army Reserve recruits. By linking AR accessions to ARFORGEN, ECS also stabilizes a portion of the force to better prepare for future requirements. In addition to increasing accessions, the short and long-term benefits of ECS are significant to the Army Reserve.

Children — Precious Jewels

By Jack Nix, Family Advocacy Program manager, USAREC

Children are the world's most precious jewels. What we do on behalf of children today determines their future — and ours.

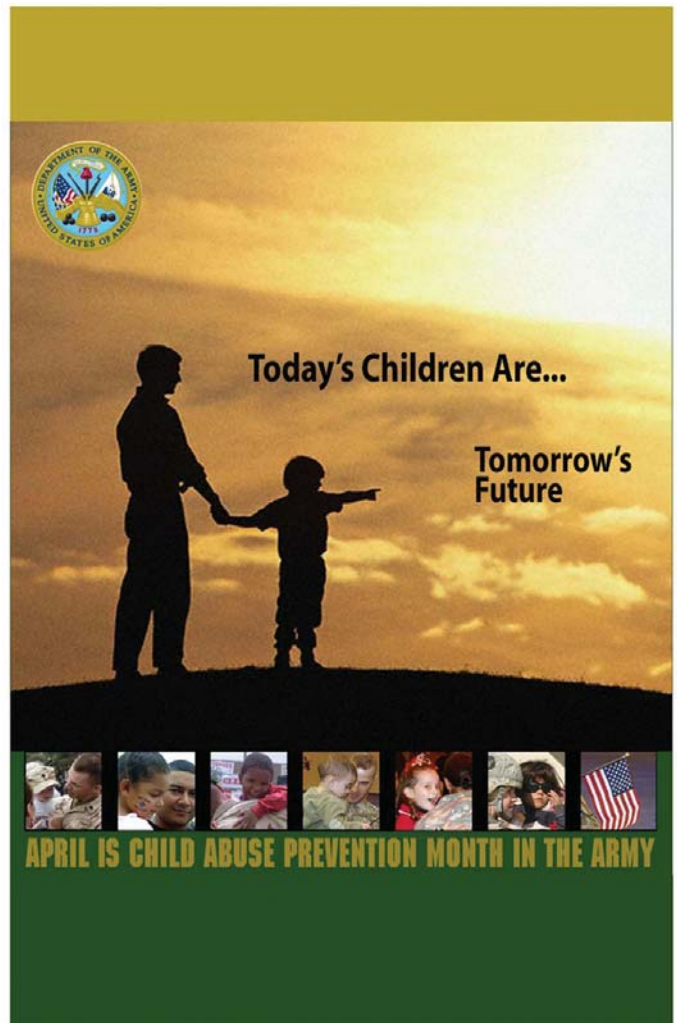
April is Child Abuse Prevention Month, when we celebrate the well-being of our children in our Army family. It is an opportunity for the Family Advocacy Program to highlight the role we can play to support parents and families. This month — and throughout the year as we consider child abuse prevention — our attention is best focused on prevention efforts that create healthier environments for children and foster confident, positive parenting.

This year, the Army campaign slogan — Today's Children are Tomorrow's Future — reminds us that we must work together to "Protect our children ... the world's most precious jewels."

We must protect our children's right to live in a safe and caring family. When a child abuse tragedy is reported in the media, neighbors often say they thought something was wrong, yet too often no reports of known or suspected abuse were made to the police or local child protective services agency. By acknowledging and reporting child abuse, we can protect all of our children all of the time.

The goal of child abuse prevention is simple — to stop child abuse and neglect from happening in the first place, sparing children and families emotional and physical trauma and decreasing the need for costly intervention and treatment services.

Prevention efforts build on family strengths. Through prevention activities such as parent education, home visitation and parent support groups, many families are able to find the support they need to stay together and care for their children in their homes and communities. Prevention efforts help parents develop their parenting skills, understand the benefits of nonviolent discipline techniques, and understand and meet their child's emotional, physical and developmental needs. Prevention programs also can help parents identify other needs they may have and offer assistance in getting that additional support.



Every member of the USAREC community needs to understand that any form of child abuse goes against Army Values and undermines our desire to protect our children. Each of us has the responsibility for protecting our children. If you see child abuse, report it. Encourage parents and families to participate in education programs designed to enhance their family relationships.

The Family Advocacy Program is established to prevent spouse and child abuse, to protect those who are victims of abuse, to treat those affected by abuse and to ensure personnel are professionally trained to intervene in abuse cases. The program is designed to break the cycle of abuse by identifying it as early as possible and providing treatment for affected family members. Reporting child abuse is the first step in protecting children and breaking the cycle of abuse.

Contact your brigade Family Advocacy Program coordinator for additional information about child abuse, prevention education or how to report an incident.

Playing it Safe is No Accident

USAREC's plan for FY 07 accident reduction

By Mickey Gattis, USAREC safety officer

In an effort to assist commanders with the goal of reducing accident rates in FY 07 by 20 percent from FY 06 rates, the following comprehensive safety and occupational health plan has been developed. We plan to focus our loss prevention efforts in the following areas:

Command Inspection Program

Our Organizational Inspection Program continues to serve as our best means to assess, evaluate and assure compliance with mandated safety requirements as well as ensure best practices are being followed at subordinate units. Completion of mandatory safety training, proper risk assessment with appropriate approval level and required inspections are major areas that are scrutinized during command inspections.

In addition to regularly scheduled inspections by brigade headquarters, the USAREC Command Safety and Occupational Health director will continue to perform safety assistance visits to selected brigades and battalions.

Army Readiness Assessment Program

The secretary of the Army and chief of staff require battalion level commanders to use ARAP as part of their Command Inspection Program. Registration instructions are accessible through the Combat Readiness Center at <https://unitready.army.mil/>. Periodic status of ARAP will be provided to the USAREC Safety Office quarterly.

Accident Reporting and Accident After Action Reviews:

All accidents will be reported. Ensuring that accidents are properly investigated, analyzed and reported is critical to the success of the Army Safety Program. Commanders and managers will take actions to ensure 100 percent compliance with applicable provisions of AR 385-40, Accident Reporting and Records.

The Army AAR allows employees and leaders to learn what happened and why. Accident AARs will be used to share lessons learned and to prevent future accidents. Accident AARs will be conducted for all USAREC class A accidents within 14 days of the accident, following TRADOC guidance and format. Brigade or battalion commanders, as appropriate, will be prepared to brief the CG or DCG on all class A accidents.

Composite Risk Management

CRM is the Army's primary process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations and activities. To this end, it is critical that all USAREC personnel are trained and understand the CRM process.

Performance Support Forms

All officers, NCOs and civilian supervisors will include safety as a rating element in their support form. This has been a long-standing practice in USAREC and is an inspectable item on the Command Inspection safety checklists.

Commander's Safety Course

Completion of the online U.S. Army Commander's Safety Course is mandatory for all commanders, and all E8 – E9's at <https://safetylms.army.mil>.

Safety and Occupational Health Training

All managers, supervisors and employees are required to complete the mandatory safety and occupational health training located at <https://safetylms.army.mil/user/mycourse.asp> then "Installation and Environment Safety Courses."

Safety Stand-Down Day

All brigades are required to conduct a safety day. Special emphasis will be given to motor vehicle safety; POV and motorcycle accident reduction; proper vehicle preparations for seasonal driving; trip planning; driving precautions and warnings; the dangers of drinking and driving; heat and cold injury prevention; recreation safety; emergency preparedness; and other topics of local and seasonal interest.

Federal Employee Compensation Act Working Group

To assist in ensuring that claims for compensation of workplace injuries and illnesses are properly processed, accident causes are identified and countermeasures developed and those employees who can reasonably return to work are properly accommodated, commanders and managers or their CPO representative located at installation will participate in that installations established a FECA Working Group comprised of key installation leadership personnel.

Drivers training, which applies both to POV and GOVs is established to re-enforce a positive attitude toward driving, individual responsibility and correct response to routine and emergency driving situations. Elements of this program include:

- Accident Avoidance Course
- remedial driving course
- motorcycle safety
- Army Safety Management Information System II
- POV inspections
- in-processing/out-processing
- use of headlights
- cell phone use

USAREC Command Safety Office is the point of contact responsible for oversight of this effort. All correspondence should be directed to Mickey Gattis at (502) 626-0736.

Harvard surgeon commissioned into the Army Reserve Medical Corps

Story and photo by Sean Patrick Marshall, 1st Brigade

For Maj. Joe Kline, a recruiter in Boston, the work week consists of traveling between hospitals and medical schools around Massachusetts and Rhode Island talking to health care professionals about Army Medical Corps and the Army's Health Professions Scholarship Program.

"Most of the docs I work with are prior service or medical residents," Kline said. "In my experience most docs join that are just starting out and will not have a financial impact or a mature practice where as money is not a big concern."

One can imagine Kline's good fortune when he met Dr. Cameron Wright, a thoracic surgeon from Harvard University with more than 27 years of experience, who wanted to join the Army Reserve Medical Corps and was looking to serve in Iraq.

"Dr. Wright is different for two reasons," Kline said. "He has a mature surgical practice, and he has family and peer support. Without family and peer support a doctor interested in joining will fall out every single time."

Wright, 52, is currently an associate professor of surgery at Harvard University, a visiting surgeon at Massachusetts General Hospital and the associate chief of the Division of Thoracic Surgery at Massachusetts General Hospital. He is a graduate of the University of Michigan Medical School, who has since authored or co-authored more than 130 publications regarding thoracic surgery.



Brig. Gen. Jonathan Woodson, commanding general of the 330th Medical Brigade, administered the oath to Dr. Cameron Wright Feb. 15.

"[Dr. Wright] was a referral through the Boston Red Sox doctor, Dr. Laurence Ronan," Kline said of his introduction by a fellow doctor, who is also joining the Army Reserve Medical Corps. "[Dr. Wright] was a very humble and brilliant person. He clearly did his research prior to meeting. His questions were direct and without fluff. He wanted to know specifics and validate his own information he uncovered."

Wright pointed to his son, Jim, a corporal in the Marine Corps serving as a machinegunner in Camp David,

as his inspiration. Kline said Wright even turned down the \$30,000 accession special pay.

"He does not want anyone questioning his intent to join. It is clearly not financial," he said.

Wright took his oath of commissioning into the Army Reserve Medical Corps Feb. 15. He joined at the rank of lieutenant colonel, owing to his years of experience and surgical expertise.

Brig. Gen. Jonathan Woodson, commanding general of the 330th Medical Brigade, conducted the ceremony. Woodson and Wright trained together as surgical residents.

Woodson expressed his confidence in Wright's ability to face the upcoming rigors of Army training.

"He has been training," Woodson said. "He is going to max the PT (physical fitness) test. He understands the challenges of joining the Army at age 52."



Flag Football Championship

North Shore Company, New England Battalion, defeated the Air Force Medical Group 13 - 6 on Dec. 7 in a flag football league based out of Hanscom Air Force Base, Mass.

1st Sgt. Timothy Meech said the temperature at the game was well below 20 degrees. The game was played four days prior to Mission Monday and the end of the 1st quarter. North Shore Company mission boxed for the third month in a row. They also were the top company in the battalion for the third month in a row and the top company for the 1st quarter. They finished with a combined percentage of 108 percent, which placed them No. 1 in New England Battalion and No. 5 in 1st Brigade for the 1st quarter.

Pictured, front row, left to right: Sgt. 1st Class James Horsley, Staff Sgt. Patrick Lemieux, Sgt. Charles Franklin, Sgt. 1st Class Richard Trevisone, Staff Sgt. Kevin O'Boyle and Sgt. Derek Partington; back row: Sgt. 1st Class Kenneth Muise (in ACU's), Sgt. 1st Class Jeremy Clark, Sgt. Jake Kingsbury, 1st Sgt. Timothy Meech and Staff Sgt. Ryan LaFrance. Not pictured is Staff Sgt. Christopher Jackson, who was attending BNCOC. *Photo by Laura Meech*

Picture Perfect — Recruiters take part in pro bull riding advertising campaign

Story and photo by LaShonda Walker, Dallas Battalion

“Lights, camera, action” were the commands for several Dallas Battalion Soldiers who transformed from recruiters to models during a recent photo shoot.

As part of the U.S. Army’s partnership with Professional Bull Riding, five recruiters will be featured alongside professional bull riders Mike Lee, 23, and Austin Meier, 20, in a PBR advertising campaign.

The photos include Capt. William Zielenski, Frisco Company commander; Sgt. 1st Class Steven Stuckey, Greenville station; Staff Sgt. Terry Anderson and Sgt. Andrew Brady, Decatur station, and Staff Sgt. Tuwanna Vinson, Lewisville station.

Getting powdered by a make-up artist and taking directions from a photographer was certainly not a typical day for these Soldiers.

“I felt like Tyra Banks,” said Vinson. “I never thought I would do something like that, but I had a great time working with Mike and Austin.”

The glitz and glamour was not as easy as it looks, as they all realized after several hours on set.

“You’re constantly being given different directions,” said Stuckey. “Turn this way. Smile. Don’t breathe. Tilt your head. Fix your foot. Move your arm. All of that for one picture.”

The Army is one of the official sponsors for the two riders from Decatur, Texas, and Kinta, Okla. The Army signed Lee in 2004, the same year he was crowned the PBR World Champion, and Meier was signed in late 2006.

According to PBR officials, the professional bull riding market is beginning to get a lot of widespread recognition and their partnership with the Army is a great opportunity to reach uncharted territory.

“This partnership is a footprint to reach out to a different market,” said Paul Harp, PBR program manager for the U.S. Army Accessions Command. “We wanted to feature the diversity of the Army and I think these photos will do that.”

The photos will be used for autograph cards, posters and trailer displays, and are scheduled for release later this year.



Staff Sgt. Terry Anderson and Capt. William Zielinski get directions from the photographer on how to pose with professional bull rider Austin Meier.

“Turn this way. Smile. Don’t breathe. Tilt your head. Fix your foot. Move your arm. All of that for one picture.”
-Sgt. 1st Class Steven Stuckey



Capt. Terrie Pittman, Capt. Ronald Poynter, Maj. Pat McVeigh and Capt. Christopher Cheagle display their Gold Badges.

1st MRB AMEDD officers earn Gold Badge

Story and photo By David Salazar, 1st Brigade

Four officer recruiters with the 1st Medical Recruiting Battalion were honored Feb. 28 when they were awarded the Gold Badge, becoming among the first officers in USAREC and Army Medical Department recruiting to wear the award.

Maj. Padraic McVeigh, Capt. Ronald J. Poynter, Capt. Terrie L. Pittman and Capt. Christopher Cheagle, all with South East Medical Company, were formally recognized for their recruiting efforts by being presented the Gold Badge.

McVeigh and Poynter each received one sapphire device; Pittman received three.

The presentation came on the heels of a decision by Maj. Gen. Thomas Bostick, USAREC commanding general, to make AMEDD recruiting officers eligible to compete for the Gold Badge, Recruiter Ring and Morrell Awards at the end of fiscal year 2006.

“This is an historic event,” said Lt. Col. Lori Hull, commanding officer, 1st MRB. “These are among the first officers in all of USAREC and certainly the first officers in AMEDD to earn this award.”

Gold Badges, Recruiter Rings and other incentive awards are earned through a cumulative tour-of-duty point system. Previously, only enlisted recruiting personnel were eligible to accumulate points toward awards based on several recruitment criteria, including meeting monthly, quarterly and annual mission goals as well as recruiting for certain specialties. Healthcare recruiters compete via modified criteria geared toward meeting the Army’s needs for doctors, nurses, veterinarians and medical specialists.

“Officers are usually assigned here for two years. For recruiters to earn the Gold Badge in 18 months is unheard of,” said Poynter.



Lt. Gen. Robert Wagner, commanding general of U.S. Army Special Operations Command, congratulates Staff Sgt. Mark Hawver. Photo by Maj. Clarence Counts

SORB recruiter among awardees for OIF, OEF actions

By Spc. Daniel Love,
Special Operations Command

Thirty-nine Special Forces Soldiers were honored in an awards ceremony at Fort Bragg, N.C., Feb. 21 for valorous actions during Operation Enduring Freedom and Operation Iraqi Freedom.

One of the awardees, Staff Sgt. Mark R. Hawver, is a new member of the Special Operations Recruiting Battalion assigned to Fort Drum, N.Y., as a Special Forces recruiter.

Lt. Gen. Robert Wagner, commanding general of U.S. Army Special Operations Command, presented two Silver Stars, one Soldier's Medal, 11 Bronze Stars for Valor, 19 Purple Hearts, 22 Army Commendation Medals for Valor and a Meritorious Unit Commendation to members of the 7th Special Forces Group (Airborne).

"The most important part of the ceremony is the recognition of valor," said Wagner. "The history of our nation rides on the backs of valorous heroes like the ones we are recognizing today, and there's no way we could ever repay

"The history of our nation rides on the backs of valorous heroes like the ones we are recognizing today."

Lt. Gen. Robert Wagner, commanding general,
Special Operations Command

these people for what they do."

Hawver, who was assigned to the SORB in January, was awarded the Bronze Star for Valor for his actions in Afghanistan with the 7th Special Forces Group. His unit was integrated into a joint task force and had an extensive list of accomplishments from 2006. They trained 2,500 Afghan soldiers, conducted more than 2,300 combat missions and neutralized 1,178 enemy fighters.

"(They) have proven time and time again that (they) will not allow insurgent leadership to regain control of Afghanistan," said Col. Edward M. Reeder Jr., 7th SFG (A) commander. "(They) were responsible for not only giving Afghans a better tomorrow but also keeping terror off of our soil and for that we owe a debt of gratitude."

Company C, 3rd Battalion, 7th SFG (A) Soldiers deployed to Iraq in support of Operation Iraqi Freedom. The company conducted 186 direct action operations to capture and kill high value targets,

resulting in 200 personnel captured and more than 50 enemy personnel killed.

"The Soldiers awarded today certainly could not have foreseen the life-changing events that were about to happen as they prepared for combat operations," said Reeder. "It was their training, professionalism and dedication to each other that enabled them to perform their duties under the most extraordinary circumstances."

"This valor award ceremony is not only about recognizing the great accomplishments of the Soldiers before you, but it's also to pass on to a new generation of Special Forces Soldiers and young Americans a knowledge of the sacrifices and bravery displayed by the generation that preceded them," said Reeder. "The young children here today will not understand now, but one day they will realize that their brave fathers believed that America as a nation and an ideal is worth fighting for and at times, dying for."

Grandmother enlists as heavy equipment operator in Milwaukee Battalion

Story and photo by Sara Micka, Milwaukee Battalion

Valjean Lockington of LaFarge, Wis., joined the Army Reserve on Jan. 26, via LaCrosse station. At age 39, this mother of six and grandmother of two hopes her service as a heavy equipment operator will strengthen her resume, which includes a two-year diploma for heavy equipment mechanics.



Valjean Lockington receives an Army t-shirt from Lt. Col. Ted J. Behncke, Milwaukee Battalion commander.

Despite Lockington's training and interest in the field, she has had a difficult time finding a position as a mechanic. She currently milks cows for a dairy farmer, working two shifts each day, with no medical or other employment benefits. Lockington considers her decision to join an opportunity to start over, to make a new life for herself and her family.

"Since I have made this decision, my life seems to have improved immensely. I have something to look forward to. I am helping my country. That's the main point of joining. I get to help keep the freedoms for my kids, my grandkids and some day my great-grandkids. It's an accomplishment." In addition to her

feeling of personal achievement, Lockington will receive a \$16,000 enlistment bonus and \$20,000 to pay off student loans.

Lockington has worked hard to meet the physical standards for enlistment. She lost 40 pounds by watching her diet and beginning a running program. She has continued to exercise and is determined not to fall behind her younger counterparts during basic training.

Lockington's recruiter, Sgt. Scott Walters, has faith in her ability to realize her goals.

"She's got the drive and determination to make it. She's ready to do what she wants to do, what she's been wanting to do for a long time."

Lockington is not the only one in her family who has decided to join the Army. Her oldest son, Josh, shipped to basic training about one year ago and is deployed to Camp Taji, Iraq. That's when Valjean Lockington started to consider the Army as an option for herself. After her visit to Fort Sill, Okla., and later Fort Hood, Texas, to see her son, she gained an appreciation for Army life and the resources available on an installation.

With a son in Iraq, Lockington understands the personal commitment and the possibility of deployment as a result of her decision to serve.

"If I had a huge concern about it, I wouldn't have joined," said Lockington. "My biggest concern is about not seeing my kids for a while. I knew when I signed the paper and took my oath there would be a possibility that I would go to Iraq. If I do, then I do."

The family may soon have another Soldier in the family. Lockington's second oldest son, Joseph, has also met with Walters and is currently considering an Army enlistment.

Student incorporates New England recruiter into senior project

By Sgt. 1st Class James Nash, Concord station and Capt. Stephen Dail, New Hampshire Company

Getting closer to the end of the school year, senior projects loom on a daily basis. Pvt. Joseph Page of Pembroke Academy wanted to make sure his presentation wouldn't put his fellow seniors to sleep while listening to it.

Page enlisted in the Army Reserve in November 2005 and has already completed basic training. He asked his recruiter, Cpl. Tala Silver of Concord

station, if he would address some of his fellow students about the family you become part of when you serve in the United States Army.

The two Soldiers spoke to approximately 150 students.

Page talked about the teamwork that happens during basic training and what he has seen so far with his reserve unit from Londonderry, N.H.

Silver took questions from students and faculty about not only his experiences in mainstream Army but also his

quality of life while serving in Iraq.

"The questions I was fielding were mostly about topics such as how much mail I got, if we were able to shower on a normal basis, what the food was like, how often I was able to speak to my family members back here in the states," said Silver. "I was surprised at how much interest not only the students but also the faculty had."

The comment heard the most from students was how little they knew about the "real Army."

CID on the 'Lookout'

The U.S. Army Criminal Investigation Command announced their new Army-wide crime prevention and awareness program dubbed "CID Lookout."

The program is a CID initiative to partner with the Army community by providing a conduit for members of the Army family to help prevent, reduce and report felony-level crime. CID simultaneously announced its related "CID Cyber Lookout" program initiated by the Computer Crime Investigative Unit. The CID Cyber Lookout is designed to promote Internet safety by educating the Army community about the dangers posed by cyber-criminals on the Internet.

The USACIDC is an independent criminal investigative organization that investigates serious, felony-level crime such as homicide, rape, sexual assault, robbery, arson, contract fraud and intrusions into Army networks.

"Solving and preventing crimes of this nature takes community involvement and cannot be achieved solely by CID Special Agents. Together, professional law enforcement officers and the Army community must work hand-in-hand to fight serious crime," said the Provost Marshal General of the Army and Commanding General of CID, Brig. Gen. Rodney Johnson.

Part of the CID Lookout initiative will be disseminating topical and useful crime prevention and crime awareness information to the U.S. Army via the internal Army media, according to Chris

Grey, CID's chief of public affairs.

"The information will cover topics such as identity theft, logistics security, preventing sexual assault and robbery — anything that prevents our Soldiers and their families from becoming victims," said Grey.

CID Lookout also asks Soldiers, family members and employees to "Be On The Lookout" and to report crimes and suspicious activity.

For more information on CID or to report a felony-level crime or provide information concerning a serious crime, contact your local CID office, the military police or visit www.cid.army.mil.

Troops can take advantage of new USO center

*By Judy Pitchford,
USO-North Carolina*

The USO of North Carolina opened the doors to a new center Sept. 1 at Charlotte Douglas International Airport. The Charlotte center welcomed more than 4,000 guests during its first month of operation.

Located on the second floor of the main atrium, the 2,500-square-foot facility offers the "home away from home" atmosphere that the USO is known to provide. But there is also a free snack and beverage service, cyber café, gaming station and family area. The main attraction is the leather recliners positioned in front of a 52" wall-mounted HDTV.

The Charlotte-Mecklenburg community has aided the effort, with more than 75 volunteers signing up to help take care of travelers.

The Charlotte Douglas center hours are from 6 a.m. until the last flight of the night, seven days a week.

The USO delivers programs and services at more than 130 locations around the world.

'Military Saves' encourages financial smarts

*By Gerry J. Gilmore
American Forces
Press Service*

A new Defense Department program encourages servicemembers to become better money managers by paying off or avoiding credit card debt and starting savings accounts, a senior official said Feb. 15.

"Military Saves" is an ongoing, DoD-wide program that also sponsors money management seminars titled, "Moneywise in the Military," held at military installations across the country, Leslye A. Arsht, deputy undersecretary of defense for military community and family policy, said today during an interview with the Pentagon Channel and American Forces Press Service.

"We want financial planning and financial strategies to become a part of everyday life" for servicemembers and their families, Arsht said.

Each seminar features the insights of money management expert Kelvin Boston, host of the PBS television series, "Moneywise," as well as other sessions that discuss the proper use of credit, savings and investment strategies, home ownership and other topics.

The first "Moneywise in the Military" seminar, held in

September at Walter Reed Army Medical Center here, attracted more than 200 servicemembers and military spouses, Arsht said.

Participants "listened to experts give them tips and strategies to use to start this kind of (financial) planning that would put them on this positive path to managing their money in a proactive way," Arsht said. "Many servicemembers went away saying they learned a lot of things they didn't know."

The second "Moneywise in the Military" seminar was held Jan. 31 on Fort Dix, N.J., and it drew more than 400 servicemembers and military spouses. The Navy will kick off its "Military Saves Week" activities by holding a "Moneywise in the Military" event in San Diego on Feb. 24.

The Defense Department's "Military Saves" program also offers a Web site, www.militarysaves.org, where servicemembers can access financial management information and register for a money management plan, Arsht said.

When servicemembers are distracted by financial problems, it negatively affects military readiness, Arsht pointed out. The state of a servicemember's personal finances also affects security clearances, she added.

However, servicemembers with money problems shouldn't feel embarrassed or afraid to step forward to obtain help that's free and readily available through military channels, Arsht said.

"All the command wants is for everyone who is in the service to be successful, and having debt and worry keeps you from that," Arsht said.

“Everyone along the command chain recognizes that this is a problem. (But) people make mistakes and make bad choices.

“You can work to fix it. And then, once you work to fix it, you can put yourself on a path to financial success that will keep you from doing that again,” Arsht said.

The “Military Saves” program officially kicked off during “Military Saves Week,” Feb. 25 through March 4, Arsht said. “Military Saves” is part of a national initiative called “America Saves,” she said, that urges Americans to become better stewards of their personal finances.

David S.C. Chu, undersecretary of defense for personnel and readiness, initiated planning for the “Military Saves” program more than a year ago, Arsht said.

The program’s goal is for servicemembers to become better managers of their personal finances, and in doing so avoid money-related problems and worries that can distract them from performing important national security missions, Arsht said.

“We want financial planning and financial strategies to be part of everyday life,” she said. “You start now and keep doing it and it becomes a habit.”

Family program leaders define top concerns

*By Fred W. Baker,
American Forces
Press Service*

Top military family program leaders from across the

services gathered Feb. 16 intent on answering tough questions on how to better work together.

Instead, after a day of discussions, leaders at the 2007 Family Readiness Summit came up with nine issues they will present to senior military leadership.

“Part of our goal was to identify best practices, lessons learned, challenges and requirements, and what we found was that regardless of which group and which questions they were working on, everyone came up with essentially the same list,” said James L. Scott III, the director of individual and family policy for the Office of the Assistant Secretary of Defense for Reserve Affairs.

Each of the issues will be defined and will include recommendations by the group. The findings will be attached to a letter from Assistant Defense Secretary Thomas F. Hall to the service secretaries and reserve-component chiefs asking for their support in implementation.

Topping the list as a challenge was defining, and possibly renaming, family assistance centers across the services. The group noted that family programs have many different names across the services, and all have different meanings and provide different services.

“It’s so confusing to our families — even the military members,” Scott said. “How do we get to one label?”

Col. Anthony E. Baker, chief of family programs for the National Guard Bureau, said the family assistance center is clearly defined in DoD regulations, but that it

applies to an installation-level organization and does not mean the same thing for the reserve component, which has centers in geographically dispersed areas.

Members of the group expressed concerns that some family members do not go to the centers because of a possible negative connotation of the word “assistance.”

“Nobody wants a hand-out,” Scott said.

Funding also topped the list as a challenge. The group said more money is needed for more full-time personnel. More funds would help avoid burnout for the full-time staff and volunteers. Scott said there needs to be a balance. “We can’t buy everything. We can’t expect people to donate everything,” he said.

Some participants expressed concern that current funding is tied to current operations and that those funds will not always be available. Funding should be consistent and not tied to specific operations, some said.

Also, the group said there should be one policy across the services on whether funds can be used for family member travel for training. Not all services will pay for family member travel for support-related training.

Use of emerging technologies was listed as a best practice and a challenge. Technology makes it easier to push some services down to the individual who is computer savvy, but the range of capabilities is so diverse among family members that new technology cannot be solely relied upon as a delivery system.

Partnering made the list of

best practices. Partnering with the National Committee for Employer Support of the Guard and Reserve to help make contacts with local businesses was cited as a good example of partnering.

Also the development of MilitaryOneSource.com was seen as a best practice. The group members said they would like to see it further developed to include more tailoring to the individual services.

The group listed volunteers as a best practice, citing volunteerism as an integral part of a successful program.

The group also said there needs to be a focus on single Soldiers’ needs, as well as the reintegration process after returning from deployment.

The summit’s purpose was for group members to brainstorm ways to break down interservice bureaucratic barriers that sometimes prevent military family members from getting the help they need. This is the third such summit since 2001.

“I was very, very pleased. The response was much better than I expected it to be,” Scott said. “It was a wonderful and powerful networking opportunity. I had a number of people come up to me and say ‘We need to continue this.’”

Note: Families can also avail themselves of the Defense Department’s America Supports You program, which highlights home front groups across the nation that are providing a variety of services and support to troops and their families. A listing of these groups and information about their efforts is available at www.AmericaSupportsYou.mil.

Army, DoD reacting 'with urgency' to fix medical system

By Sgt. Sara Wood,
American Forces Press Service

Motivated by its commitment to those who fight for freedom, the Army is acting quickly to fix problems with the medical system that have come to light since reports surfaced in February of poor conditions at Walter Reed Army Medical Center here, the Army's top civilian leader said March 12.



**Acting
Secretary of
the Army
Pete Geren**

The reports in February highlighted shoddy facilities and failures of leadership at Walter Reed, but the scrutiny has revealed the larger problem of a disability system that is often complex and confusing, Acting Army Secretary Pete Geren said in an address to the staff of Walter Reed.

The system has become overly bureaucratic and often stymies the best efforts of public servants trying to give wounded Soldiers the care they need, he said.

"A Soldier who fights the battle should not have to come home and fight the battle of bureaucracy," he said. "Motivated by this simple truth, our president, our Army and our nation are reacting with urgency and conviction, born of our profound gratitude to those who defend our freedom."

President Bush has appointed a bipartisan presidential commission to review servicemembers' health care, and Defense Secretary Robert M. Gates established an independent review group to assess outpatient treatment at Walter Reed Army Medical Center and at the National Naval Medical Center, in Bethesda, Md., Geren noted. The final solution will take time and interagency effort to fully implement, he said, but the Army is not waiting to make positive changes.

On March 11, Lt. Gen. Kevin C. Kiley resigned from his post as surgeon general of the Army, and Geren said he

has directed an advisory board to begin looking for the new surgeon general immediately. In addition, a new commander and sergeant major took over at Walter Reed, and two combat-arms leaders are heading up the new Wounded Warrior Transition Brigade, to fight bureaucracy and ensure Soldiers are taken care of.

Army leaders have started improvements on facilities at Walter Reed, and have implemented a 24-hour hotline and one-stop assistance center for Soldiers and families, Geren said. On March 12, the Army released an inspector general report on the disability system, and leaders at all Army medical facilities will implement those findings, he added.

"We've made a good start, but much remains to be done," Geren said. "I share in your conviction that we will do whatever it takes to get it right."

Geren noted that although these recent problems have tarnished the reputation of the Army medical system, Army medical professionals still perform miracles every day and are known for the excellence of their work. Many of the Soldiers who have been wounded in Iraq and Afghanistan would have died if not for advances in medical science and quality of care that the Army medical system has helped develop, he said.

"Every one of you could receive more compensation elsewhere, work shorter hours ... but you've chosen the Army; you've chosen to care for Soldiers and their families, and I thank you for that," Geren said to the staff members. "In a time when much of modern medicine has become all about business, Army medicine and those who practice it are all about people serving people."



Independent Review Group seeks comments

The Independent Review Group wants to hear from patients and family members. The secretary of Defense charged the IRG with identifying shortfalls in rehabilitative care and administrative processes at Walter Reed Army Medical Center and the National Naval Medical Center and with recommending needed improvements.

The IRG has arranged the IRG hotline that may be accessed by dialing (866) 268-2285.

Comments submitted via telephone also may be anonymous. When using the telephone and Internet for providing their experiences and insights, IRG members or staff will not be on the line. Submissions, however, will be recorded and reviewed by the IRG staff throughout the day. Should the IRG determine that they need clarification regarding patient and family member comments, the group will contact those who have provided contact information. These two sources for providing information will continue until April 16.

Gold Badges

RSM FEBRUARY 2007

1ST MRB

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CPT Christopher Cheagle
CPT Terrie Pittman
CPT Ronald Poynter
SFC Christopher Moore

ALBANY

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SSG Embrey James
SGT Jonathan Linberg
SGT Christopher Poor
SGT Denis Welch

BECKLEY

SFC Dwayne Knight
SSG Mark Breeden
SSG Jermaine Green
SGT Christopher Burley
SGT Kyle Young

CHICAGO

SFC Ruben Estrada
SFC Angelus Logan
SFC Angela Newton
SFC Israel Oros
SFC Timothy Waycoff
SGT Nikki Jones
SGT Edwin Torres
SGT Darin Thompson

CLEVELAND

SFC Michael Dewyea
SSG Kenneth Lebowitz
SGT Alan Eaton

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SFC Steven Barber
SSG David Alexander
SSG Thomas Johnson
SSG Tate Langley
SSG James Lewis
SSG Melissa King
SSG Juan GomezCastillo
SSG Novetta Robinson
SGT Shimeara Perkins
SGT Jemita Robinson

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SSG James Wear
SGT Jason Bettger
SGT William Turner

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SSG Anthony Garcia
SGT Eddie Gonzales



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SSG Philip Merriam
SSG Paul Preciado
SSG Anthony Shafer
SGT Marc Parker
CPL Daniel Jaramillo

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SSG Troy Gray
SGT Brent Newsted
SGT Richard Jordan
SSG Susanne Hardin
SSG Gregory Reichhart
SSG Aaron Stuckey
SGT Joel Hallendy

HOUSTON

SFC Eddie Boyce
SSG Eugene Robinson
SSG Billy Rodgers

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SSG Laterryio Curington
SSG Naomi Fischer
SSG Wesley Harrell
SSG Kenneth Piotrowski
SGT Clinton Logan
SGT Winona Pierce
SGT Alexis Prince

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SSG David Cox
SGT Brian Burke

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SSG Joshua Cannon
SSG Juan Carmona
SSG Jacoco Gordillo
SSG Marcus Harvey
SSG Raymond Hicks
SSG Eric Korn
SSG Rodrigo Lopez
SSG Frank Odowd
SSG Norge Pena
SSG Teven Rossler
SSG Raheen Valentin

SSG Steven Yun
SSG Robert Buensuceso
SGT Alberto Calderon
SGT Douglas Crawford
SGT Carla Eme
SGT Eric Luse
SGT Richard Moss
SGT Alvarado Ruiz
SGT Andrew Valadez
CPL Carlos Mendoza

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SFC Edgardo Laureano
SSG Camilo Medina
SSG Jose Ocasio
SSG Reinaldo Pagan
SSG Brian Primmer
SGT Angel Rosario

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SFC Casey Kroll
SFC David Tynan
SSG Michael Cleveland
SSG Marc Eltringham
SSG Jeremy Hetrick
SSG Chris Lanners
SSG Michael Medina
SGT Alexander Frisbie
SGT Andrew Jatczak
SGT Derek Leach
SGT Jon Phillips
SGT Jerome Seelig
SGT Darren Trimner
CPL Benjamin Slane

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SSG Robert Coker
SSG Kwanteko Dukes
SSG Christopher Jones
SSG James West
SSG Brian Privett

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SSG Robert Bailey
SSG Matthew Craig
SSG Andrew Gray
SSG Samuel Lake
SGT Robert Hill
SGT Roderick Marchessault

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SSG Malcolm Price
SSG David Riggs
SGT Aaron Lewis
CPL Keith Sneed

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SFC Marcus McGhee
SFC Brian Wilson
SSG Rudy Camacho
SSG David Haslach
SSG Luis Iglesias
SSG Carlos Penaloza
SSG Simeon Roderique
SSG Anthony Salas
SSG Michael Sherman
SSG Malcolm Vann
SGT Jose Cruzpabon
SGT Howard Dawkins
SGT Louis Salabao

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SFC Kim Farrow
SSG Steven Baker
SSG Brian Miles
CPL Bradley Rasdall

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SFC Thomas Calarco
SSG Rhett Massey
SSG Jason Mayo
SGT Roy Havens
SGT David Gratton Jr.

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SFC Ricardo Figueroa
SSG Tobrin Hewitt
SSG Clifton Kenton
SSG Pedro Moreno
SSG Raymond Prime
SSG Casey Randall
SSG Hector Villalpando
SGT Ruben Acosta
SGT Brian Cameron
SGT Jesse Lucero
SGT Tobias Maes
SGT Wilbert Martinez
SGT Clifton Smith
SGT Franco Villanueva
SGT Brad Winchester
CPL John Davis
CPL Jobel Fajardo
CPL Wei Wen

SAN ANTONIO

SFC Herman Rodriguez
 SFC Clifton Senegal III
 SSG Armando Gonzales
 SSG Ruby Vega
 SSG Joel Ramos
 SGT Timothy Barnes
 SGT David Ferguson

SOUTHERN CALIFORNIA

SFC Robert Dillard

SFC Nelson Valdez
 SSG Mario Sierra
 SSG Matthew Sosnowski
 SGT Francisco Fematt
 SGT Anthony Self
 SGT Jonette Sillas
 SGT Jonathan Zolkosky
 CPL Alicia Cardona
 CPL Justin Forsythe

ST. LOUIS

SGT Victor Kizer

Recruiter Rings

RSM FEBRUARY 2007

ATLANTA

SFC Alicia Hubbard
 SFC Sammie Rogers
 SFC Cheryl Watson
 SSG Corey Armstrong
 SSG Ricky Baldwin
 SSG Daniel Hollis III
 SSG Rahel Kibreab
 SSG Enrique Ortizoneill
 SSG Jason Prosser
 SSG Anthony Shaw
 SSG Alan Sinclair
 SGT Damion Scott

BECKLEY

SFC Thomas Mcewen
 SFC William Wyatt
 SSG Brian Bevins

CHICAGO

SFC Owen Smith

COLUMBIA

SFC Ronald Anderson
 SFC David Carr
 SFC Stephen Mack
 SFC Donald Ross
 SSG Kostyantyn Afisov
 SSG Dennis Cohens
 SSG Robert Rayford

COLUMBUS

SFC Christopher Gerald
 SSG James Beaty

DALLAS

SFC Gene Doddy
 SSG Kenneth Marion
 SSG James Williams
 SGT Dustyn Bolinger
 SGT Ninomelvic Giron
 SGT Brian Meyers
 SGT Robert Wilhite

DENVER

SFC Gavino Barron
 SFC Eric Duckworth
 SSG Michael Schmidt
 SGT Jason Callan

DES MOINES

SSG Kenneth Steward

GREAT LAKES

SFC Sharon Elder
 SFC Frank Hernandez
 SSG Gary Cooper
 SSG Michael Crouse
 SSG Jerry Bohanon
 SSG Tyrone Duff
 SSG Anthony Gore
 SSG Stephen Holcombe
 SSG Jason Holley
 SSG Billy Montgomery
 SSG Roger Tkaczyk
 SSG Jeffery Zuker
 SGT Manuel Delvillar
 SGT Dominique Faulkner
 SGT Jason Huls
 SGT Eric Hunt
 SGT John Maess
 SGT Karen Slancauskas
 SGT Johnathan Vineyard

HOUSTON

SFC Paul Huron
 SFC Michelle Johnson
 SSG James Alston
 SSG Otis Cobb
 SSG Benjamin Dozier
 SSG Christopher Hartsfield
 SSG Terrance Johnson
 SSG Raul Narvaez
 SSG John Smith
 SGT Daniel Schramm

INDIANAPOLIS

SFC Cortez Miller
 SSG Ryan Barkey
 SSG David Buckman
 SSG Jared McMahon
 SSG Robert Mullins
 SGT Sean Jones
 SGT Jeffrey Smith

JACKSON

SSG Macarthur Hilbert
 SSG Alex Jones

KANSAS CITY

SSG Matthew Hardman
 SSG Chris Lynch
 SSG Steven Nimmo
 SSG Mark Rowe
 SSG Andrew Wade
 SSG Alan Watford

MIAMI

SFC Enrius Collazogere
 SFC Luis Castro
 SFC Julio Suiwhite
 SSG Juan Aviles
 SSG Mario Berrios
 SSG Vaughn Charles
 SSG Michael Pierce

MINNEAPOLIS

SFC Richard Helm

MONTGOMERY

SFC Darrell Goodson
 SSG Rosie Oates
 SSG Leithan Schwartz

NASHVILLE

SFC John Mitchell
 SSG Christopher Kubas
 SSG Michael Smith
 SGT Christopher Adams
 SGT Stephen Nix

NEW ORLEANS

SFC Kevin Sledge
 SSG Rene Baudouin
 SSG Yurbran Sevilla
 SGT William Talley

NEW YORK CITY

SFC Mervin Watford
 SFC Darian Wilson

OKLAHOMA CITY

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 SFC William Beasley
 SSG David Cole
 SSG Terry Ford
 SSG Hollis Harris
 SSG Christine Henson
 SSG Paul White

PITTSBURGH

SFC Marc Chiste
 SFC Justin Florida
 SFC Jerod Harbert
 SFC Brian Steele
 SSG Timothy Brown
 SSG Kevin Kramer
 SSG Samuel Lorenz
 SGT Ryan Covington

SACRAMENTO

SFC Joseph Mees
 SFC Joe Salazar
 SSG Dennis Ayala
 SSG Roderick Boone
 SSG Jack Cunningham
 SSG Clarence Harada
 SGT Ryan Smith

SALT LAKE CITY

SSG David Gonzales

SAN ANTONIO

SFC Johnny Caldwell
 SFC John Flores
 SFC Sol Nevarezberrios
 SFC Gregory Trenery
 SSG Richard Basl
 SSG Christopher Blankenship
 SSG Richard Conner Jr.
 SSG John Hernandez
 SSG Dustin Maricle
 SSG Geraldo Marinrodriquez
 SSG Aaron Matherly
 SSG Julio Mendoza
 SSG Jonathan Miles
 SSG Allen Miller III
 SSG Christopher Morrow

SSG Ecerra Paxton
 SSG Ramon Pereida Jr.
 SSG Bryce Rigby
 SSG Joel Velez
 SGT Jacob Harby
 SGT Jason Janda
 SGT Lawrence Kratwell
 SGT Jose Nietocarreon
 SGT Isaak Rashkovsky
 SGT Santiago Rubio
 SGT Quane Scott
 SGT Keith Spraggins
SEATTLE
 SSG Cody Long
 SSG Daniel Wermuth

**SORB**

SFC Thomas Krell

SOUTHERN CALIFORNIA

SFC James Chase
 SFC Enrique Lomeli
 SFC Robert McClintock
 SFC Baltazar Mora
 SSG Todd Bentivegna
 SSG Christian Casillas
 SSG Steven Nunn
 SSG Augustin Munoz
 SSG Robert Sammon
 SGT Travis Thompson

ST. LOUIS

SGT Timothy Kay

SYRACUSE

SSG Brian Owens

TAMPA

SFC Alfred Chiasson
 SFC David Larson
 SFC Luis Negrón
 SFC Javier Pagan
 SFC Scott Phenicie
 SSG Brendon Wiese
 SSG Jesus Rodriguez
 SSG Zachary Salter
 SSG Charlotte Springer
 SGT Fred Claridy

Morrell Awards

RSM FEBRUARY 2007

2D BRIGADE

SFC Hilda Garcia
 SFC Don O'Neal

ATLANTA

SFC Cedric Harris
 SFC Craig Pijut
 SFC John Powell
 SSG Vera Reed
 SSG James Schulze

CHICAGO

SSG Jeremiah Perez

COLUMBIA

SFC Sharlene Gilmore
 SSG Robert Hunter
 SSG Mody Spencer

COLUMBUS

SFC Keith Gould
 SFC Marcus Jones
 SFC Jimmie Lawson
 SSG Kevin Dakin

DALLAS

SFC Samuel Brady
 SFC Tyrone McCoy
 SSG Sherwood Earle

DENVER

SFC James Martinez

**DES MOINES**

SFC Toby Holland

GREAT LAKES

SFC William Weir

HOUSTON

SFC Jose Gomez
 SFC Marc Stratton

JACKSON

SFC Louis Sidney
 SSG Aiden Hinkley

JACKSON

SFC Albert Deaugustine
 SFC Kendall Wynant

KANSAS CITY

SFC Alton Savoy
 SSG Grover Taylor

MONTGOMERY

SSG Jeremy Slusser

NASHVILLE

SFC Keith Olson
 SFC Carmen Peyton

NEW ORLEANS

SFC Neil Glover
 SSG Brutus Carter

NEW YORK CITY

SFC Derek McLaughlin

OKLAHOMA CITY

SFC Ronald Covington
 SSG Julien Dixon

PHOENIX

SFC Allen Taylor

PITTSBURGH

SFC Ralph Riggs

SACRAMENTO

SFC Erwin Manio
 SFC Roger Richardson
 SFC Latina Smith

SALT LAKE CITY

SFC Christopher Aranyos
 SFC Thomas Jefferson

SAN ANTONIO

SFC Corey Corwin
 SSG Ian Davis
 SSG Billy Mills
 SSG Ulysses Ruiz
 SSG Michael Shay
 SSG Jerry Smith
 CPL Paul Castillo

SEATTLE

SFC Christian Polster
 SFC Timothy Stanton
 SSG Sean Harris

ST. LOUIS

SSG Cory Purling

SAN ANTONIO

SFC Toby Appleton
 SSG Michael Clark
 SSG Felix Mamber
 SSG Darel Ralph
 SSG Tracy Scott
 SSG Adam Torres

SOUTHERN CALIFORNIA

SFC Edward Selznick
 SFC Jerome Withers
 SSG Jimmy Bruno
 SSG Willy Ortega
 SSG Vidales Ruiz

SYRACUSE

SSG Scott Reed

TAMPA

SFC Christopher Copeland
 SFC Joseph Maharanie
 SSG Christopher Murrin

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 February Fiscal Year 2007

Top Regular Army Recruiter

SFC Michael Stacey
Albany

SFC Bondre Carter
Atlanta
SFC Danielle Dubose
Columbia

SSG William Rice
Columbus

SSG Bo Lathrop
Oklahoma City

SFC James Holler
Salt Lake City

Top Army Reserve Recruiter

SFC Peter Palumb
Syracuse

SFC Melinda George
Columbia

SGT Jason Vallejo
Milwaukee

SFC David Wright
St. Louis

SSG Matthew Milenkovic
Seattle

Top Large Station Commander

SFC Scott Geise
Glen Burnie
Baltimore

SFC Anthony Gilbert
Kennesaw
Atlanta

SFC Arturo Crosby
Eastpointe
Great Lakes

SFC Lawrence Nelson
Texarkana
Oklahoma City

SSG Christopher Claypool
Visalia
Los Angeles

Top Small Station Commander

SSG Clayton Dickinson
Riverhead
New York City

SFC Tamara Johnson
Wilson
Raleigh

SSG George Meyer
Gallipolis
Columbus

SSG Jeremy Jurewicz
Macomb
St. Louis

SFC Antonio Hinojosa
Cheyenne
Denver

Top Company

Buffalo

Fayetteville

Columbus

Waco

Cheyenne

Top AMEDD

Northwest

Raleigh

Great Lakes

San Antonio

Northwest

Answers to the Test

1. b. UR 600-34
2. c. UR 600-34, para 5(7)
3. a. UR 601-94, para 5(e)
4. d. UR 601-94, para 5(m)
5. d. UR 37-16
6. a. USAREC Pam 145-1, para 2-3b
7. a. UR 37-16, para 6a
8. c. UR 37-16, para 5
9. b. UR 37-16, para 10a(5)
10. c. UM 3-01-1, para 39
11. c. USAREC Pam 350-13, para 4-3(b)
12. a. USAREC PAM 350-13, para 11-1
13. d. USAREC Pam 350-13, para 4-3
14. b. USAREC PAM 350-13, para 10-4

**April is the Month
of the Military
Child**

