

RECRUITER

United States Army Recruiting Command December 2005

Journal



Lean Six Sigma

Changing
Management
Philosophy

page 16



RECRUITER Journal

U.S. Army Recruiting Command

December 2005
Volume 57, Issue 10

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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 40121-2726

E-mail address:
RJournal@usarec.army.mil
Intranet address:
<http://hq.usarec.army.mil/aparjournal.htm>



Contents

Features

5 Chief of Staff of the Army Recruiter of Excellence Awards

The award is an effective tool for motivating and recognizing top Soldiers.

6 Team Building Events Encourage High School Access

Kansas City Battalion recruiters now have a series of team-building activities.

10 Divers Needed

Critical shortage for MOS 21D has the U.S. Army Engineer School asking recruiters for help.



11 Mailing May Send Prior Service Leads to Your Door

Under the "Unity of Effort" initiative, veterans may serve again.

12 Uncle Sam Wants You Selling PaYS

If recruiters are not talking with applicants and their influencers about the PaYS program, they may be missing out on the hottest incentive today.

14 Competition Heats Up for Recruiting

Recruiters are faced with tougher competition from civilian workforce employees these days. The Army is firing back with new enlistment incentives to keep pace with civilian career options for potential recruits.

Departments

- 2 Commanding General
- 3 Command Sergeant Major
- 4 Chaplain
- 8 Pro-Talk
- 20 Field File
- 24 News Briefs
- 27 Salutes
- 32 The Test



16 Looking at the LEADS Process by using Lean Six Sigma

Learn why Six Sigma is the major buzzword throughtout the Army.

18 Hot Topics for Families

Available Web sites for military family assistance are listed, showing various programs and benefits.

19 Military Services Comparison Chart

Options and benefits for all services are listed.



Cover: A process action team at headquarters USAREC looks at each step of a process, takes time for brainstorming, and finds new ways to get information through the layers to a leaner method of recruiting, using the Lean Six Sigma process. *Photo by Walt Kloeppe.*

Inside Back Cover

Accessions Support Brigade Assets Schedule

See when and where ASB assets will be in your area.



The Things I Believe

I am truly honored to serve as your commander in the U.S. Army Recruiting Command. Although I have been here only a short time, I am learning more each day about the ways this command provides outstanding new Soldiers for our Army. I am excited to be here and humbled by the enormous responsibility that has been entrusted in each of us by our Army, our nation and the families that will support their loved ones entering this noble profession.

As I continue learning about the business of recruiting, I want to share with you my core beliefs, which shape everything I do.

I believe that the command's most important resource is its people. The Soldier is the centerpiece of our Army. USAREC Soldiers, family members and civilian and contract employees are essential to overall recruiting success. The Army's leadership places great importance in investing in its people, and there is no place where it is more important than in Recruiting Command.

In addition to caring for our people, a strong belief in teamwork is essential in all that we do. No one of us is smarter, stronger or better than when all of us are working together and pulling together as a team to accomplish the mission. Together we will always win!

In USAREC, as in most large organizations, communication is one of the toughest challenges. Whether it is a recruiter speaking with a prospect or a commander talking to the staff, good communication requires more than saying things in a way that they can be understood. Communicating well is saying things in a manner that there is no possible way it can be misunderstood.

I believe in not getting too hung up on the process of recruiting but rather focusing on what needs to be done. If there were one thing we must do right today, what would it be? Are there things we can stop doing and still accomplish the mission and carry out our responsibilities? Each of us must look for methods to become more efficient and effective in our day-to-day operations.

As we all have seen, Army transformation brings a rapidly changing environment. We have to learn to change where it is necessary. Prudent risk taking will be required if we are to make a significant impact in the work we do. This does not mean taking shortcuts, but balancing assumptions and resources with mission requirements, and proceeding with decisions when not all information is available. It is important to maintain Army values and to remain ethically, morally and legally correct in all that we do ... Recruit with Integrity. Leadership matters. I believe that by allowing leaders to lead, they will accomplish things we had never thought possible. Good leadership can motivate and

inspire Soldiers and prospects, even on the tough days, while poor leadership can have a damaging long-term negative impact. Leadership matters.

I believe strategic communications and strategic plans are keys to our success. We must work these vitally important areas each day. They will set our path for the future, while helping us each day. How far we look out into the future, strategically, is much shorter in today's environment.

Currently, I believe our strategic horizon is through this fiscal year. How we finish this year will change the strategic landscape for not only USAREC, but the Army, so our primary focus for strategic planning and communication is this year.

Another key to success is a constant effort at improving morale. This is more than Hooah! It's planning for social activities, holidays, leave and education. It's ensuring health care, housing and other needs of the military and civilian members of our team are being met or aggressively pursued. This all takes time, effort and focus to improve. It will not happen on its own, and success here will have an impact on your mission. Trust in leaders is built one day at a time when leaders show that they take care of their Soldiers. And caring for Soldiers is just one element; caring for Soldiers' families is equally important, especially in a command as geographically dispersed among civilian communities as USAREC. This we must do without question.

Finally, to use a football analogy, I believe that when it is late in the 4th quarter, and the score is 21-0, we can still win if we believe. To win we must be fit ... physically, mentally and morally. Recruit with Integrity. When you think about all of the above, it is summarized in our Warrior Ethos:

- Always place the mission first
- Never accept defeat
- Never quit
- Never leave a fallen comrade

The Army and the nation are counting on us. We can win this campaign working together as a team and exercising great leadership each day. Thank you for all that you do, and my thanks to your families for their support.

During this holiday season, I want to send you and your family a message of happiness and health throughout the season and the year. Stay safe during the upcoming holiday season ... our nation needs you, your family loves you and I'm very proud of you.

I believe in you.



Maj. Gen. Thomas P. Bostick

Staying the Course

Success is a state of mind, and we know that success breeds success. So many truths are embedded in these three simple words. Meeting the accession mission for the past six months in a row is truly a success story in every sense of the word. This success has engendered confidence, a confidence that transcends the run-of-the-mill challenges that beset the command during second and third quarter FY 2005.

You have displayed a Warrior Ethos mentality befitting a team that selflessly serves an Army at war. Job well done; I'm most proud of every member of this great team. Caution: lest we forget what's at stake and miscalculate the near-term challenges, success may breed complacency, if left unattended.

As we approach the holiday and ATC seasons, the vulnerability of insidious complacency will impede our efforts if we lose focus. To sustain the awesome momentum of success, several things must come together in a timely manner. I see five near-term critical-focus areas that require leaders' and field recruiters' immediate and ongoing attention to diminish the risk of complacency:

- focused individual and team performance
- a MAP discipline that accounts for simultaneous market penetration
- renewed focus on leading our Future Soldiers
- training to close capability and standards gaps
- better shaping (planning) operations to set the conditions for future successes

No doubt, we are writing history by producing record number near-term contracts to ship within the same month of contract; hence, the genesis of recent successes. I can cite numerous factors that contributed to this phenomenon. However, the "x-factor" is apparently the dynamic performance of our detailed recruiting force and their magnificent



Command Sgt. Maj. Harold Blount

leaders. Your sacrifices and contributions are praiseworthy. To make the entire 80K accession mission, we cannot lose intensity, energy or momentum. Everyone must contribute to the maximum extent possible; each and every contract counts. Ask that individuals and teams take care of one another. Focus on family and fun during the holidays, but find a way to sustain the prospecting and processing efforts (MAP discipline). I am confident that you can do both.

While mastering the "in-and-for" fight has gotten us this far and will solidify FY 06 success, simultaneous market penetration (delicate balance of graduate and senior prospecting) will posture the command for FY 07 success. Certainly, we gain more momentum by recapturing our senior market. Everyone must review progress in meeting SY 06 Schools Plan milestones (both contracts and contacts). COIs and Future Soldiers must be leveraged to the maximum extent possible for referrals to achieve individual and station MAP requirements. We can fight ourselves out of the vicious cycle of "in-and-for" operations by early fourth quarter '06, if we master the simultaneous market penetration approach. And that really translates into better quality of life for all.

Success in the senior market will mandate a renewed focus on leading our Future Soldiers to motivate them to ship this summer. Executing all tenets of UR 601-95 by every level of command will

make a huge difference in minimizing our losses and will reinforce FY 06 success. Sustaining rapport with Future Soldiers and keeping influencers updated and involved are perhaps the most crucial elements. Strive to ensure that maximum Future Soldiers earn a promotion via the referral process or completing the BCT task list. Early identification of Future Soldiers at risk of failing high school graduation requirements is critical. Take positive action to mitigate imminent failure and take known losses as soon as possible to save precious training seats.

Planning and training are critical to our near- and long-term success. Our new doctrine lays out robust TTPs for shaping operations (proactive planning to set conditions for future successes to optimize return on investment of time, energy and resources). Failing to plan is as good as to planning to fail. Remember that a mediocre plan violently executed is better than well thought-out plan poorly executed. Quality training in this important area will ensure manifold dividends.

Training while constantly fighting the close-in fight is a tough proposition for any enterprise. It is very hard, but not impossible! Collective station training for a couple of hours a week and collective company training once or twice a quarter alone is inadequate to close the capabilities gaps for our field force. Leaders must find creative ways to exploit opportunities for one-on-one needs-based training. We will field and implement this January certification programs for recruiters, station commanders and CLTs. Expect heavy command emphasis to ensure compliance.

Increasing effectiveness and efficiency in these critical focus areas helps us stay the course toward success. We can do this; we can make the entire 80K for FY 06 and posture ourselves for FY 07 success as well. It's all in the focus.

Happy Holidays!

Making Memories



Chaplain (Lt. Col.) Lyndell E. Stike

Many years ago, I lived with my family in Tucson, Ariz. It was a great place to live as a young boy with two younger brothers. We would explore the desert and enjoy the endless days of sunshine. The holiday season was quite different than those back East. We did not see snow or even have an opportunity to wear a jacket. You knew that the season had arrived when you heard Feliz Navidad playing on the radio.

One particular season my father decided that he would do something different for a Christmas tree. He loaded us boys into the car and headed out to the desert. To our surprise he chose a huge tumbleweed as the family tree. We took it home, sprayed it with white artificial snow, and hung our normal ornaments. What a memory!

One of the missions of a family is to create memories and traditions for its members. Here are some suggestions for this holiday season.

- During the business of the season mark your calendar for a movie night. Select a movie that everyone can enjoy and share together. Prepare the room for this major event. Butter the popcorn, light the fireplace and locate your fluffiest blankets. This can be a great time to teach children the true meaning of the season. Movies open themselves to great lessons on love, sharing and compassion.

- It is very difficult to keep up with everyone's schedule during the holidays, therefore, creating a weekly family newspaper could be both informative and a fun family activity. Use candid photos of your daily life. Older children can help write about the excitement of the recitals and games they've attended. Younger children can draw pictures and sign them with their handprint. Notes from grandparents and other relatives can be included.

- Most military families travel during the holidays to visit relatives. Parents can plan a tour of their hometown. Aunts and uncles can serve as tour guides and should be as creative as possible. Visiting your old schools, places of employment and community points of interest will allow you to share those major events of your life. Children will enjoy hearing the stories and connecting with your past. Kids forget that mom and dad had a life before us. They want to know that their parents are at least human. Children have a difficult time imagining their parents as siblings or even teenagers.

- Children love to examine things from the past, therefore, create a time capsule. Collect objects from the preceding year such as newspapers, videos of major events and special awards. You can pack this year's capsule at the same time you open last year's. Make this a special ceremony with as much pomp and ceremony as possible. Assign each family member a part in the ritual. Store the capsule in a special location.

Your family may already enjoy a rich heritage of traditions and rituals, however, over time they tend to become dull and simply meaningless activities. Reviving the significance and purpose of your traditions will enhance your family. My brothers and I will never forget our tumbleweed tree. It always brings laughter to our family when we get together.

Now go out and make a memory!





Army Vice Chief of Staff, Gen. Richard Cody, presents the Recruiter of Excellence award during the AUSA conference in Washington, D.C. Photo by Ralph Krulder

Chief of Staff of the Army Recruiter of Excellence Awards

THE CHIEF OF STAFF of the Army's

Recruiter of Excellence Award began in 1984. It now consists

of production from the recruit contract months of October through March, first and second quarters.

The award is an effective tool for motivating and recognizing outstanding performers. These top performers consist of recruiters, station commanders, company commanders and first sergeants, guidance counselors, Army Medical recruiters and Special Mission recruiters.

A criteria is established at the beginning of each fiscal year for these Soldiers. Recruiters must contract at least 15 quality contracts, station commanders must achieve mission box for the award period and achieve at least 150 percent quality market. Company leadership teams must achieve mission box four out of the six months of the award period.

Recognition is awarding a chief of staff of the Army certificate and a chief of staff of the Army coin, along with the privilege to attend the AUSA conference in Washington, D.C.

Recruiter of Excellence Award Winners

- SFC Jacob Fincke, 1st Brigade Beckley Battalion
- SFC Maria Green, 1st Brigade New York City Battalion
- SFC Todd Hendricks, 1st Brigade Syracuse Battalion
- 1SG Carson Keinrath, 1st Brigade Albany Battalion
- MSG Albert Richardson, 1st Brigade Harrisburg Battalion
- SSG Albert Atkins, 2d Brigade Montgomery Battalion
- SFC John Audaine, 2d Brigade Montgomery Battalion
- SFC Billy Case, 3d Brigade Indianapolis Battalion
- SSG David Chorney, 3d Brigade Milwaukee Battalion

- SSG Brian Gunia, 3d Brigade Great Lakes Battalion
- SFC Kenneth Kowalski, 3d Brigade Indianapolis Battalion
- SSG David Mathews, 3d Brigade Great Lakes Battalion
- SFC Matthew Webb, 3d Brigade Indianapolis Battalion
- SFC John Zonta, 3d Brigade Milwaukee Battalion
- SFC Michael Aikins, 5th Brigade Kansas City Battalion
- SFC David Berchtold, 5th Brigade St. Louis Battalion
- MSG Ralph Chalmers, 5th Brigade Dallas Battalion
- SFC Chad Christenson, 5th Brigade San Antonio Battalion
- SFC John Dotson, 5th Brigade St. Louis Battalion
- SSG Wendell Green, 5th Brigade San Antonio Battalion
- SSG Curtis Halford, 5th Brigade Dallas Battalion
- SSG Jeremy Jurewicz, 5th Brigade St. Louis Battalion
- SFC Lawrence Kagawa, 5th Brigade Houston Battalion
- SFC Anthony Moore, 5th Brigade Houston Battalion
- SSG James Myers, 5th Brigade St. Louis Battalion
- SSG Frankie Phillips, 5th Brigade Dallas Battalion
- SFC Robert Soden, 5th Brigade New Orleans Battalion
- SSG Anthony Harmon, 6th Brigade Salt Lake City Battalion
- SFC Giovanni Miranda, 6th Brigade Los Angeles Battalion
- SSG Daniel Pushor, 6th Brigade Sacramento Battalion
- MAJ Cynthia Hopkins, 3d Medical Recruiting Battalion, 3d Brigade
- CPT John Anselmi, 6th Medical Recruiting Battalion, 6th Brigade
- CPT Susan Clark, 6th Medical Recruiting Battalion, 6th Brigade
- SFC Raymond Jenkins accepted on behalf of the team, 2d Brigade Chaplain Recruiting Team



In the memory card event, team members work together to remember where numbered cards are placed on the board. Any card that is turned over out of sequence must be moved to another open space on the board.

Team-Building Events Encourage High School Access

Story and photos by Gary Bloomfield, Kansas City Battalion

KANSAS CITY BATTALION RECRUITERS now have a series of portable team-building activities designed to physically and mentally challenge small groups of students, such as Junior ROTC cadets, Scouts and Future Soldiers.

Kansas City Battalion recruiters who had participated in team-building events at scout camps, military training sites and even in a white-water rafting and mountain-climbing event mentioned to the Advertising and Public Affairs staff that it would be great to have team-building events for use in high schools.

While the team-building course recruiters participated in during the Colorado trip was staked out at a permanent site, events that were easily portable could be created. With portable events, every recruiting station could use them in high school gyms and on football fields. Also, because the target for the activities would be high school students and Future Soldiers, challenges that required upper body strength or that might cause physical injury were eliminated.

Presently, with 20 events to choose from, recruiters can show the team building pamphlet created by APA to local teachers, such as gym coaches and Junior ROTC instructors.

They can then decide which events would work best for each class and within the time allowed. It takes a minimum of two hours at a Future Soldier function to complete all 20 events.

Feedback from recruiters, teachers and students led to fine-tuning some events, creating new ones and scrapping others. Reality TV shows such as “Survivor,” “Big Brother” and “Amazing Race” have also inspired a few of the events. In fact, some teachers and students have even commented that they remember seeing something similar on TV.

While there are team-building kits available on the Internet, Kansas City scavenged for materials, such as old recruiting display frames and RPI racks, to make some of the events. For less than \$200, most other materials such as soccer balls, tennis balls, PVC pipe and rope can be purchased.

TO SUPPLEMENT THE TEAM BUILDING PAMPHLET that recruiters can show to teachers, Kansas City APA also has a DVD that features students from Leavenworth High School completing various events. The DVD was shot, edited and produced by the Communications Department at Leavenworth High as part of a semester-long class project last year. It provides an overview of the events and shows teams strategizing, then accomplishing the various tasks. Recruiters

Teams are given the challenge, then allowed a few minutes to strategize.

There is more than just one way to accomplish the task but some ways may be quicker or easier than others.

can now show the DVD on their laptops to gym teachers, who can see exactly what the events are and how the students are interacting.

For each event, teams are given the challenge, then allowed a few minutes to strategize. For most of the events, there is more than just one way to accomplish the task, but some ways may be quicker or easier than others. The goal is simply to get it done. If they seem to be struggling, potential solutions are suggested. Teams are not allowed to give up and move on to the next challenge.

SOME RECRUITERS AND TEACHERS want to ramp up the competition and time every event. Teams are then allowed two minutes to strategize, then they're on the clock. Penalty times are assessed. A score chart is kept, and the team that has the best times in the most events is the winner. This works best at Future Soldier events, Junior ROTC and Boy Scout summer camps.

While prospects are the target for Kansas City's team-building activities, centers of influence can also benefit from



During the picture puzzle event, students in teams of four, turn puzzle pieces over, trying to complete the image.

participating. As an example, one college dean saw the team-building events during freshman orientation and complained that the professors in each department at his school were not communicating well. He scheduled an in-service fun day and separated them into teams, with one rep from the history, science, English, arts and math departments on each team. He was amazed at the invisible walls that were torn down by the

interaction and noticed an immediate improvement in staff morale and communication.

One college basketball coach was tired of her players "hot-dogging" whenever they got the ball and contacted the local recruiters for a little TLC ... teamwork, leadership and communications training. Instead of a normal basketball practice, the players endured two hours of team building, compliments of the U.S. Army. Afterward, at the next varsity game and every game after, the coach noticed her players passing the ball more to open players, thinking more as a team than just trying to puff up their own stats.

TEACHERS ARE AMAZED at the bonding that takes place as the participants accomplish the various tasks. This always leads to follow-up visits, thus giving the recruiters more opportunities with the prospects. With so many events to choose from,

recruiters can take half during the first visit, and a whole new set of challenges for any follow-ups. Kansas City APA has also created two sets of the most popular challenges, thus allowing wider usage within the battalion.

Copies of the team building pamphlet and DVD have already been given to battalion APAs within 5th Brigade and will be made available to any battalion APA office requesting them.

What's Your Piece in Writing Doctrine?

By Master Sgt. Todd Breen, USAREC G3

Writing doctrine is a lengthy process that requires input from all of us in the Recruiting Command. There are many Army manuals that describe the process of developing new and revising the old in great detail.

Two specific panels convene regularly that drive the process - the Critical Task Site Selection Board and the Process Action Team. You may be called to serve on either of them or to provide valuable input for consideration during the deliberation.

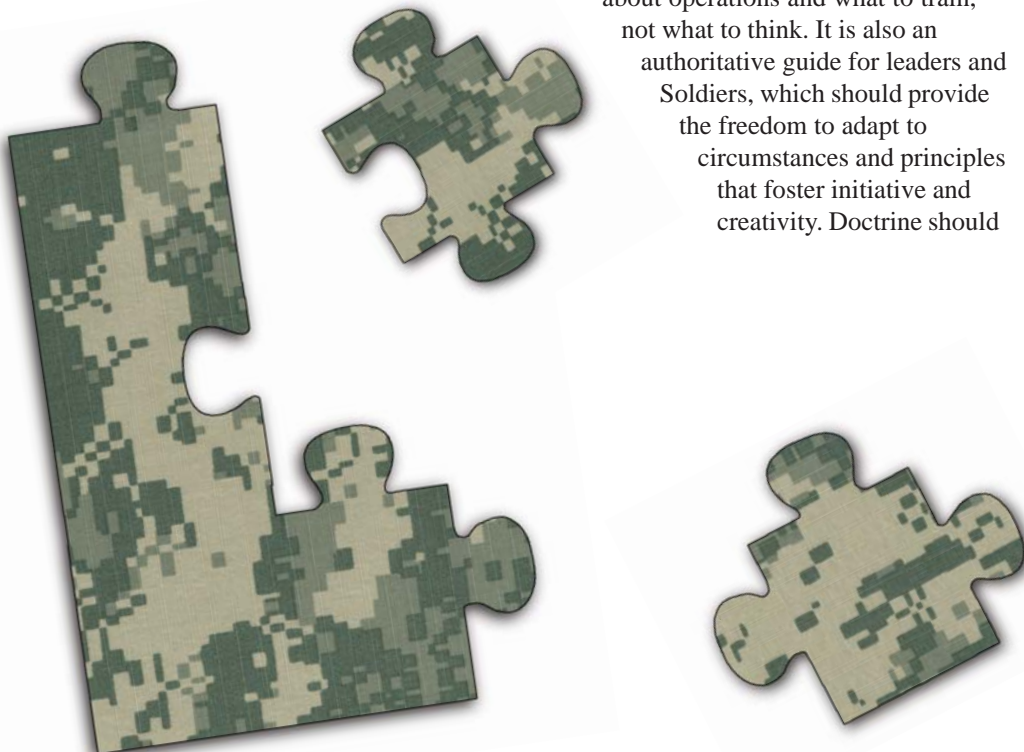
But, what really is your role? Years ago I wondered how could I have my thoughts and opinions heard, and what impact did they really have. Hopefully, after reading this article you will have that answer and look forward to the day when you are called upon.

What is doctrine? Doctrine defines, in terms of existing capabilities, how the Army intends to conduct operations. It also contains collective wisdom of past, present and future operations. Doctrine should be the body of thought on "how" the military operates in the present to near term with the current force. Properly written doctrine provides how to think about operations and what to train, not what to think. It is also an authoritative guide for leaders and Soldiers, which should provide the freedom to adapt to circumstances and principles that foster initiative and creativity. Doctrine should

be followed except, when in the judgment of the commander, exceptional circumstances dictate otherwise.

The doctrines that we are discussing are training, operations and regulatory. Updating and development of doctrine follows a set process. Each of the board processes begins with analysis. Analysis determines the content of the training required, identifies the audience, and provides information necessary for development of training programs. Among many things analysis involves observation, research and collection of data, weighing options and variables, and making decisions. Analysis is both a linear and spiral process. It is an ongoing process that captures current evolving field requirements and observations. It then pushes it through development into training or doctrine to better educate the recruiter and leader.

The CTSSB process is directly linked to the development of training for the command. This board process produces individual, collective and critical tasks for every operational position in the unit. This board consists of subject matter experts (SME) selected from around the command. This is where any of us in the command come into play and have the opportunity to provide our thoughts and experience. The SME is the content or technical expert. The SME participates in the collection, development, and voting of the task and the performance steps for each. Each SME is categorized depending on the level of





knowledge and experience they possess. The SME must be the primary performer of the action or activity you are analyzing. This is a critical step in the publication of the 79R Soldiers Manual and related training doctrine.

Critical Tasks are reviewed bi-annually or whenever there is a major doctrinal change within an MOS. You may research TR 350-70. This regulation presents a comprehensive, streamlined, and integrated view of training development (TD) and TD-related policy.

Additionally, TP 350-70-6 series provides the guidance on conducting the five types of training analyses: needs, mission, collective task, job and individual task analysis.

The PAT is similar to the CTSSB in that it will also require input from the appropriate subject matter experts. These panels are formed regularly to address specific areas directed by the commander or when deemed necessary to capture a change in equipment or operations. The PAT panel captures a wider range of subject matter experts who are focused on operations and regulatory process. This panel usually includes field and staff input. Following the deliberation of the panel, courses of action and recommended changes are provided to the commander for a decision. Many of the changes in process, equipment, operational and regulatory doctrine, and current business practice are a result of these panels.

Here is your role: Be tactically and technically proficient in your duties. Second, when called upon look at it in a positive manner and prepare for the panel deliberation. You should expect to receive



this special mission within a 30 – 90 day notice from higher headquarters. Upon notification, it is your responsibility to be aware of current operations, doctrine, equipment and common practices. You should take specific note of what works well and what needs improvement. Communicate with your peers and get their valuable input. Follow the instructions in the OPORD and bring all of the previously stated information to the panel.

While at the panel, remain open minded and think in terms of what is best for the command and not for an individual unit or Soldier. Speak your mind and share your thoughts and experience with the group, but be prepared to compromise. Return to your home station, step up and be the spokesperson to back brief your unit. Finally, share your experience with your peers and encourage them to prepare if called upon.



Photo by Sgt. Ann Venturato

Divers Needed

By Jeffery Doub, USAREC G3

The U.S. Army Engineer School is asking for your help in the recruiting efforts for MOS 21D, Engineer Diver. Currently they have a critical shortage in this career field. The Engineer School is currently implementing new, innovative ways to increase the recruitment process for this great opportunity to become one of the Army's best.

Recruiting Command has not had a problem filling the training seats provided to us. Due to the unique qualification requirements for this MOS, Soldiers are arriving either unaware of, or unprepared for, the rigors they will face. The attrition rate for the course is higher due to these challenges.

To better educate the field force of the requirements, the following processing and contractual instructions are provided:

The Marine diver medical exam is to be conducted during Basic Training (prior service completed before acceptance to Phase I Engineer Diver Course). Due to medical fitness standards for this MOS, recruiters should obtain a list of the standards contained in AR 40-501, para 5-10, and review them with the applicant.

Basic training is conducted at Fort Leonard Wood, Mo.

The Engineer Diver pre-qualification course lasts 14 days and includes the Army Physical Fitness Test with a minimum score of 180 (recommended score of 240 or higher) and Diver Physical Fitness Test. It consists of the following:

- Swim 500 yards in less than 14 minutes using only the breast stroke and/or side stroke
- Rest 10 minutes
- Perform 42 continuous push-ups in two minutes
- Rest two minutes
- Perform 50 continuous sit-ups in two minutes
- Rest two minutes
- Perform six continuous pull-ups

- Rest 10 minutes
- Run 1.5 miles in less than 12:45 minutes
- Recover and don mask and snorkel from 12-14 feet diving well; surface breathing normally from snorkel.

Phase Two of the course is at Panama City, Fla., and lasts 26 weeks.

Applicants must be informed that if they fail to meet any of the requirements for MOS 21D, they will be reassigned according to the needs of the Army. This includes completion of medical examinations.

The following prerequisites or qualifications must be met:

- Gender: Neutral
- PULHES: 111111

Aptitude area: Minimum score of 98 in GM and 107 in GT or 106 in ST

- Color vision: Normal
- Applicant must state he/she can swim (prior to enlistment)
- No conviction for or self-admitted use of any illegal substance (waiver may be considered for teen-age experimentation of marijuana).

- Meet the Army weight standards of AR 600-9.

Personnel Reliability Program screening by the PERSCOM security interviewer at MEPS is required.

Applicants should be advised that while in the DEP they should go to a YMCA, swim club or other gym and get a letter or certification that they can swim 500 yards, as specified above.

The term of service will be four years for MOS 21D with a stipulation in the enlistment agreement that requires each Soldier who completes the 21D course to extend their current obligation by one year from the date of graduation. If the Soldier fails to meet other requirements during Phase 1-2, he will be reassigned to the needs of the Army or their primary MOS (for prior service Soldiers).

Prior service applicants who meet the qualifications can participate in this program. All PS applicants who are not required to attend basic training will process at Fort Leonard Wood, Mo., and enter training program at Engineer Diver 21D10 (Phase 1) Course.

Those who are required to complete basic training again will do so, then enter training program at Engineer Diver 21D10 (Phase 1) Course.

All prior service applicants will be in the rank of specialist or below and must meet the retention control points to be qualified.

The Engineer School has developed a welcome packet that will help prepare Soldiers for the rigorous training. The Future Soldier Service Center will forward the welcome packet to applicants who select MOS 21D.

Guidance counselors will ensure applicants read and sign DA Form 5030. A copy of signed DA Form 5030 will be scanned into applicant's ERM. Ensure all battalions have a copy of AR 611-75, Management of Army Divers, dated October 1, 2002.

For more information, contact Master Sgt. Kevin McKinley, USAREC HQ RCRO-PP at (502) 626-0142; DSN 536-0142; or (800) 223-3735, Ext. 0142.

Mailing May Send Prior Service Leads to Your Door

From Department of the Army news release

The Department of the Army began a new recruiting initiative in October to increase its prior service accessions.

Under the "Unity of Effort" initiative, the Army will begin contacting more than 78,000 former Soldiers, Sailors, Airmen and Marines, offering them an opportunity to again serve in America's military.

"These patriots answered the call to duty before," said Lt. Gen. F. L. Hagenbeck, Army deputy chief of staff for personnel. "Veterans often miss being part of the team. They miss the adventure, camaraderie, team work and values of the military. We are offering them the chance to again respond to the call to duty."

Prior service enlisted personnel may:

- Retain their previous grade, if enlisting within 48 months after separation

- Retrain into a new specialty if desired and if the applicant qualifies for that specialty

- Receive up to \$19,000 in enlistment bonuses, depending upon specialty selected

Prior service officers can:

- Reestablish their military service benefits

- Possibly qualify for an exciting career specialty that may not have been available during their past service

- If joining the Army Reserve components, receive a bonus of up to \$6,000

Recruiting stations should be alert to receiving leads that result from this direct mail campaign.

Uncle Sam wants **YOU** Selling PaYS



Partnership for Youth Success among hottest incentives

By Shae Warzocha, PaYS

If recruiters are not talking with applicants and their influencers about the PaYS program, they may be missing out on the hottest incentive program offered today. Guidance counselors do not automatically offer PaYS to every qualified applicant.

Recruiters should discuss the program with their applicants (RPI 274) and encourage their applicants to ask their guidance counselors about available PaYS partners and post-Army PaYS interviews.

Using the USAREC Portal to access the G-5 page, recruiters can find out what companies or government agencies have jobs loaded in their area. Recruiters can download a PowerPoint presentation and learn what the program is and who can qualify. Additional information is located on Recruiting Central in the Recruiter

Tool Box and under Training Resources in the Learning Management System.

Once an applicant has selected an Army MOS, the guidance counselors can access any of the 120 PaYS Partners who have loaded positions that match the selected MOS and ETS year. Applicants can view any or all positions and select a single partner for their post-Army interview. Positions are defaulted to the recruiting area, meaning that the first partners offered will be those in the enlisting battalion area. Guidance counselors may also show partners in cities throughout the United States or by specifying a partner by name.

The PaYS program guarantees the interview. It is up to the PaYS Soldier to get the job. PaYS partners will consider positions of higher responsibility and possibly higher pay for PaYS Soldiers

who have college degrees, advanced training or additional skills acquired during their enlistments.

Army Reserve recruiters can benefit from keeping the reservist employed after training, thereby ensuring unit longevity. Regular Army recruiters have another incentive to offer enlisting applicants. Influencers can see the immediate link between Army training and post Army careers.

Include information about PaYS in every Army Interview ensuring every qualified applicant is offered the PaYS program at MEPS. Recruiters, arm your applicants with the knowledge that America's corporations and government agencies want to employ them once they have acquired the Army's values, skill training and experience.

Two 'Bama Players Headed to Army All-American Bowl

Story by John McCollister, Montgomery Battalion

Two Alabama high school football players were formally invited to participate in the U. S. Army All-American Bowl during ceremonies on Oct. 6.

Bart Eddins was invited to play at a ceremony held during a pep rally at Trinity Presbyterian High School in Montgomery. Sgt. 1st Class Patrick Vilt, Montgomery station, presented the formal invitation.

Andre Smith was invited to play during half-time activities at a Huffman High School football game. Sgt. Keira Hardy, Eastwood station, presented the formal invitation.

The U. S. Army All-American Bowl will be played Jan. 7, at the Alamodome in San Antonio. This classic East versus West match-up will be televised live at 1:00 p.m. (EST) on NBC and will feature the top 78 prep football players in the country.

Eddins and Smith are two of just 400 players nominated nationally and are two of only 78 selected to participate. Selections are made by the U. S. Army All-American Bowl Selection Committee, consisting of Scout.com, the Web's largest independent sports network, and Tom Lemming, one of the nation's most respected recruiting experts.

Eddins is a standout defensive tackle at Trinity Presbyterian



Sgt. 1st Class Patrick Vilt, Montgomery, Ala., station presents invitations to the All-American Bowl to Bart Eddins (center) and his coach Randy Ragsdale (right) at Trinity Presbyterian High School's pep rally. Photo by John McCollister.

High School.

"A powerful defensive lineman, Bart has the speed and quickness to play end, but he has the size and power to move inside to defensive tackle on the next level. He can occupy a double team or beat his man one on one to get into the backfield," according to Scout.com.

"Bart shows a good change of direction. He is relentless in pursuit and a sure tackler," said Lemming.

Smith is a standout offensive lineman at Huffman High School.

"Quick feet, good technique, strong, and nasty are the best ways to describe Andre. He has the strength to play inside and the quickness to play tackle," according to Scout.com.

"Andre shows extraordinary quickness, balance and strength," said Lemming. "He is the best drive blocker I've seen in the country, showing the very quick setup, mobility, balance and technique to be an exceptional pass blocker."

As U. S. Army All-Americans, both Eddins and Smith will be considered for the PARADE magazine All-American High School Player of the Year honoring the nation's best prep football player at the 2006 U. S. Army all-American awards dinner Jan. 6, in San Antonio. The PARADE magazine player of the year is high school football's equivalent to the Heisman Trophy. The winner will receive a trophy fashioned in the likeness of high school's all-time leading rusher, Ken "The Sugar Land Express" Hall of Sugar Land, Texas.

Also given out at the dinner will be the Walter Payton Trophy. This award will be bestowed upon the nation's fastest, strongest and most dedicated high school football player. The trophy presented to the winner is set in the likeness of the Hall of Famer and National Football League Great.

The winning team will receive the Herman Boone Trophy.



Andre Smith is one of only 78 players selected to participate in the Army All-American Bowl. Photo courtesy of Sports Link

Competition Heats Up for Rec

By Sgt. Ken Hall, Army News Service

Army recruiters are faced with tougher competition from civilian workforce employers these days. In recent years, more and more civilian corporations have offered college tuition payments and signing bonuses to prospective employees, which have been mainstay Army recruiting incentives for several decades.

The Army, though, is firing back with new enlistment incentives to keep pace with civilian career options for potential recruits.

“We have a wide variety of active Army enlistment options and incentives,” said Douglas Smith, public affairs officer, Army Recruiting Command at Fort Knox, Ky. “We’re up to a \$20,000 cash enlistment bonus, a potential for a \$71,000 Education Benefit, (which is the Montgomery GI Bill combined with the Army College Fund), a \$65,000 Student Loan Repayment Program, a 15-month plus training option and an Education Plus program.”

Army incentives now include Army Reserve enlistment bonuses of up to \$10,000 for non-prior-service enlistees. The Army Reserve non-prior-service maximum enlistment age is now 39 and 471 older Reserve recruits have signed up as a result of the age limit change in 2005. An additional 441 also joined the Army National Guard due to the change in the age limit.

“Corporations are trying to speak to the same people we are,” said Lt. Col. Shawn McCurry, enlisted accessions analyst, Office of the Army Deputy Chief of Staff, G1.

“Several factors, such as an improving economy and the continuing operations in support of the War on Terror, have created a challenging recruiting environment,” McCurry said.

“The Army has identified and targeted several important areas to improve its position, which include our recruiting force, incentives, advertising, and the policies affecting those three.”

The Army’s latest drive to get more applicants to the recruiting office includes personalized television ads which have targeted the most skeptical of America’s citizens: the parents of potential recruits.

“Due to parental concerns,” said Smith, “recruiters now have to work with the whole family – not just the applicant, to overcome apprehensions about the potential risks of becoming a Soldier in today’s environment.”

“The intent of our advertising is to speak to the prospect, as well as their influencers,” said McCurry. “Parents have a big piece of the influence on today’s youth but influencers are more than just parents – they’re teachers, coaches, and community leaders.

“Young people are talking to their influencers about their

ruiting



For the young man or woman who is considering enlistment in any Army component, the recruiter - an actual Soldier still has the greatest impact on helping them to reach an informed decision to enlist in the Army, and become part of something bigger than themselves. Photo by Walt Kloeppel

important decisions,” McCurry said. “We want to make sure they are getting the Army’s message on the importance for service to the nation.”

With traditional and new enlistment cash incentives on the rise, the Army’s recruiting command is highly optimistic for the 2006 recruiting goals across the board. In the recruiting arena, getting the message out to would-be Soldiers still comes down to face-to-face, personal interaction between the potential applicant’s most informed advisor: the Army recruiter.

“We’ve recently increased our recruiting force across all components,” said McCurry. “For the young man or woman who is considering enlistment in any Army component, the recruiter – an actual Soldier – still has the greatest impact on helping them to reach an informed decision to enlist in the Army and become part of something bigger than themselves.” New incentives proposed on the horizon may offer competitive advantages for those who may choose the path of the American Soldier.

“Our intention is to attract and retain quality Soldiers in the Army of all components and ranks,” said Lt. Col. Jeff Sterling, chief, Analysis and Studies Branch, Enlisted Division, Army G1.

“Legislation has officially been submitted to the Office of Secretary of Defense for two new programs that will really give momentum to the recruiting efforts and may offer potential recruits a financial incentive not really found in the civilian hiring world.”

The first program proposal, the ‘Army Home Ownership Fund’ also known as AHO, would give payments up to \$45,000 to active-duty Soldiers who have a pre-existing mortgage, or

are planning to buy a home, Sterling said. He said to be eligible for this amount will require enlisting or re-enlisting for a minimum of six years on active duty. For contracts of fewer years, he said the amount will be pro-rated less, down to a minimum of \$15,000 for a three-year active-duty contract obligation.

“Our second program proposal, the ‘Army Business Fund,’ also known as ABF, would target service members who have completed their active-duty obligation,” Sterling said. “The amounts of the bonuses mirror those we’re proposing in the AHO bonus program. It’s the intention of the ABF to attract a new market of Soldiers to become Army entrepreneurs after they have completed their contract obligations.”

While appealing to future community leaders to become lifetime Army advocates, Sterling said ABF also appeals to the influencers – the parents and others who are concerned about prospects for life after the Army. With the AHO program potential, the Army Reserve also plans to offer active-component to reserve-component Soldiers \$12,500 for a three-year obligation and up to \$20,000 for a six-year contract.”

Enlistment and re-enlistment bonus programs like the AHO and ABF could be a first among firsts.

“A key part of these two fine proposals,” said Sterling, “is when the time comes for Soldiers to enlist or re-enlist that either of these bonuses would give an excellent financial incentive to make a difference at mortgage time or to ramp up that new business someday when they’ve completed their Army service obligation.”



Looking at the LEADS Process *by using Lean Six Sigma*

A Process Action Team at headquarters USAREC looks at each step of a process, takes time for brainstorming, and finds new ways to get information through the layers to a leaner method of recruiting. *Photo by Walt Kloeppel*

By Teresa Monroe, USAAC, Center for Accessions Research

Secretary of the Army Francis J. Harvey tasked Army Accessions Command to “re-engineer the recruiting process ... using the Lean Six Sigma Process to look at productivity and output.”

Six Sigma is a major buzzword throughout the Department of Army. However, few activities have fully embraced Lean Six Sigma. USAAC, in conjunction with USAREC and Cadet Command, is committed to transforming into a truly Lean Six Sigma organization.

In order to implement this concept, USAAC explored the key question, “What is a Six Sigma organization?” Six Sigma transformation is more than a continuous improvement project and more than continuously re-engineering the organization. A true Six Sigma organization has a management philosophy embedded throughout the entire organization that:

- *Uses data to identify and eliminate process problems*
- *Establishes a new set of roles and procedures inside an organization that work to continuously generate results.*

This philosophy must start at the top and be championed in order for it to permeate down through the organization.

So how do we transform USAAC from a traditional production-oriented system to a Lean Six Sigma organization? Three words answer this question — persistence and hard work. It will take dedicated leadership to persevere over three to five years to achieve a Lean Six Sigma organization. This is not to say you will not see any change for three years.

Indeed, you see tremendous change within six months of instituting the first Lean Six Sigma project. Inculcating the Lean Six Sigma thought process — making it “second nature” — will take time. For successful transformation, Lean Six Sigma must become a core aspect of an organization’s long-term business strategy.

Leads Generation and Development

The USAREC Value Stream Analysis, VSA, team framed an action plan to re-engineer recruiting. As part of the team’s analysis, leads generation and development was determined to be the No. 1 priority for improvement. The current LEADS process was determined to be inefficient, having few consistent definitions, lacking appropriate measurements or centralized oversight.

The result of the current system *pushes* leads that are unactionable, nonpropensed and not fully blueprinted —

nearly 88 percent of leads do not conduct an appointment. A lead has performed its function when a prospect is willing to receive information about Army opportunities, which is the first change in management philosophy.

The USAAC Center for Accession Research, with the assistance of Simpler Corporation, facilitated a Rapid Improvement Event to address the LEADS process. The result of the RIE was a reduction in workload and waste elimination through increased automation, improved feedback mechanisms, and a person level refinement system that provides high-quality, actionable leads through a *pull* system. In other words, leads will be available as needed or when propensed prospects are identified as actionable.

A cross functional team of USAAC and USAREC personnel with about 300 years of recruiting experience was able to step back and take an objective look at the LEADS process. As a result, the team projected that the future process would reduce the time required to generate and refine LEADS.

The LEADS system has eight key components

1. Reduce duplicate leads
2. Standardize and automate contact information refinement
3. Use a propensity scoring model for person-level records
4. Automated, customized e-mail to lead originator
5. A re-contact strategy for missing data
6. Leads Refinement Center contact and pre-qualify leads
7. Enhanced reporting with alert capabilities
8. A shared view, where the recruiter and the Leads Refinement Center can view at the same time.

information including name, street address or phone number/e-mail address with one qualifying attribute, such as age and education) so that a ranking score can be applied. As the person-level record continues to move through the future system, overlays of data, advertisement responses and person-to-person refinement add blueprinting for a *developed lead*.

The developed lead is a basic lead, with an updated score, that has been developed with information to include:

- Level of interest
- Segment code
- ASVAB
- Response history such as ACE, LRC, advertising and cyber
- Pre-qualified validation
- Preferred method of contact
- Contact history and prior-service history

Once the person-level record is identified as eligible and propensed, it becomes an *actionable lead*. An actionable lead is an organizational level lead that is prequalified and willing to conduct an appointment.

The Team Explores Leads Generation

The system will provide market contact information (person-level lead) that is actionable, interested and refined for the Army and Army Reserve (officer and enlisted) accessions, including Reserve Prior Service, with the maximum blueprinting information to facilitate the enlistment process.

Team Topic	Measurements of Results	Before	After	% Change	Comments
Leads Generation & Development	1: Flow Time	39	32	-18%	Flow Time = Hours Touch Time = Minutes Defects = Millions Leads Mgt = leads per rctr per week
	2: Touch Time	23	7	-70%	
	3: Yield	23.3%	60%	158%	
	4: Total # Steps	22	17	-23%	
	5: Value Added Steps	12	3	-75%	
	6: Non-value Added Steps	10	14	40%	
	7: Increase appointment conducted	12%	18%	50%	
	8: Decrease lead defects	8.5	2	-76%	
	9: Reduce lead mgt for recruiter	12	6	-50%	

The future system will process prospects at contact points, provide predictions as to when prospects are ready to move forward in the enlistment process and provide blueprint information — all in an interactive environment. The new leads system will save recruiters time by eliminating non-value added activities.

New Leads Definitions

A lead, as we know it today, will no longer be the standard. The future system requires a new philosophy. It is estimated that about 90 percent of eligible prospects can be identified through list purchase.

As leads will now be the individual person-level record, a *raw lead* will be defined as a name plus a minimum information that allows contact (not visible to recruiter). Once the person-level record is populated with additional information, it becomes a *basic lead*. A basic lead contains minimum contact

The return on investment of the new LEADS system starts with reduction in workload. Assuming that the LRC disqualification rate is representative, the process will screen out about 45 percent of disqualified individuals.

Additional savings are expected with advertising costs and list purchasing. Advertising will be more informed and focused.

There are also expected reductions in recruiter time spent on data collection and input requirements for manual list builds such as the high school lists. Real time feedback loops on lead duplication and blueprinted information will result in better models and reports to determine where and how to focus efforts.

One of the most important results of the future system is the elimination of duplication and stovepipes through integration of efforts across the accessions community.

Information about Lean Six Sigma products can be found at <http://hq.usarec.army.mil/pae/SixSigma/>

Hot Topics for Families



USAREC Soldier and Family Assistance Web Site

Find answers to many of your questions on the “USAREC Soldier and Family Assistance” Web site. The Web site provides valuable information for Soldiers, families, commanders and support staff. The site is updated regularly with information received from the Department of the Army Community and Family Support Center, TRICARE and other agencies that serve Soldiers and their families.

The site contains nine sub-web pages to direct users to their area of interest — Family News, Personal & Family Wellness, Exceptional Family Member Program, Financial Assistance, Relocation Assistance, Army Family Team Building, Family Advocacy Program, TRICARE and Volunteer Awards.

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

Military OneSource

Military OneSource provides valuable information and counseling for Soldiers and family members 24 hours a day every day of year. The Web site provides information about everyday issues around the house or work, stress management, relocation information, child-rearing, childcare and eldercare. The list goes on.

Military OneSource also provides six face-to-face counseling sessions per issue per year by certified professional counselors in your local area. All counseling is confidential, except in the case of threat to self or others and domestic violence.

Visit www.militaryonesource.com for download or request additional information.

Child Care Assistance Program

Army-Sponsored Community-Based Child Care Program is a Department of Defense program designed to meet the child care needs of service members living in areas where on-base military child care is not available. Eligible service members include Recruiting Command, Cadet Command and Military Entrance Processing Command personnel who cannot access the high quality care available on military installations.

For additional information, contact Child Care Aware (800) 424-2246 or visit their Web site at <http://www.naccrra.net/MilitaryPrograms/> and follow the links to “Army Recruiter” information.

Prevention Education

The goal of child and spouse abuse prevention is simple — to stop all types of abuse. Child and spouse abuse may be physical, verbal, emotional or sexual. Neglecting - not providing appropriate care — children is also considered to be abuse. Stopping abuse from happening in the first place spares individuals and families emotional and physical trauma and decreases the need for costly intervention and treatment services.

Prevention efforts must 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.

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

Vacation Opportunity

The Armed Forces Vacation Club is a Space Available program that offers the opportunity to take affordable condominium vacations at resorts around the world for only \$264 per unit per week. The AFVC makes this possible by using excess inventory at condominium timeshare resorts. The eight-day/seven-night condominium vacations are extremely popular.





The condominium units typically include a full kitchen and many include washers and dryers. Guests have access to on-site recreational facilities, swimming pools, fitness centers, game rooms, gift shops, restaurants and organized activities.

In addition to being a great vacation value for your family, the USAREC MWR Fund Account receives \$23.40 for each confirmed reservation. Be sure to enter ‘235’ as the ‘installation number’ so USAREC will receive these valuable funds to support soldier and family programs.

Visit www.afvclub.com and you will be on your way to a great vacation! Check out the Club Opportunities section for full details and other opportunities available to you.

Military Services Comparison Chart

Information is current as of October 1, 2005, and is for reference only. Options and benefits for all services are subject to periodic change.

Service Options	 Army	 Navy	 Air Force	 Marines
Enlistment Tours	2-6 years	2-6 years	2, 4, 6 years	Limited 2-year (NCS Prog) and 3-year 4-5 years (99% of recruits)
Age	17-34	17-34	17-27	17-28
MOS Enlistment Bonus	2-6 year \$1,000 - \$20,000	2-6 year \$1,000 - \$20,000	4-6 year \$1,000 - \$12,000	4-5 year \$2,000 - \$6,000
Maximum Enlistment Bonus Amount	2-year (\$6K) 3-year (\$10/20K) 4-6 year (\$20K)	4-6-year (Up to \$20K)***	4-year (\$5K)* 6-year (\$12K)*	Limited MOS (\$6K) Limited 4-5 year (\$6K)
Guaranteed Training	Over 150 jobs 2-6 year enlistment	Over 80 jobs 2-6 year enlistment	Select occupation or 1 of 4 career areas based on preference & ASVAB	Specific fields guaranteed 4-5 year enlistment
Guaranteed Assignments	3-6 year enlistment 2-year Hi-Grad	2-6 year enlistment Choose East or West Coast	-	4-5 year enlistment East and West Coast or overseas
GI Bill	2-year (\$30K) 3-6 year (\$37K)	2-year (\$30K) 3-6 year (\$37K)	2-year (\$30K) 4-6 year (\$37K)	3-5 year (\$37K)
College Fund (Combined w/ MGIB)	2-year (\$35K) 3-year (\$53K) 4-year (\$67K) 5-6 year (\$71K)	3-6 year (\$49K) Nuclear field (\$71K)	-	4-5 year (\$52K)
Loan Repayment	\$65,000	\$65,000	\$10,000	\$10,000 (NCS only)
Quick Ship Bonus	\$1,000 - \$14,000	\$1,000 - \$4,000	-	\$2,000 Jun-Nov \$3,000 Dec-May
Hi-Grad Bonus	\$3,000 - \$8,000	\$2,000 - \$8,000	-	-
Airborne Bonus	\$3,000	-	-	-
Civilian Acquired Skills Bonus	\$3,000	-	-	-
Assignment Incentive Pay	\$14,400 (Max. 36 months)	-	-	-

This chart was staffed through USMC, USN and U.S. Air Force Recruiting Command Policy offices. Point of contact is MAJ Allen, 626-0091.

- Does not have incentives or programs in this area.

* Does not "impose maximum limit" on bonus, give bonus based on job.

*** Based on job specialty, educational background and availability date.

Dewitt station welcomes couple, offers needed Army benefits

By Mark Czarnecki, Great Lakes Battalion

Why would anyone join the Army during these difficult and trying times?

"I could give you a dozen reasons," said Barrett Blick. "I could tell you it's because the house that my wife and I lived in recently burned down. Or maybe because college tuition has gone up 19 percent in Michigan. However, I believe the main reason that my wife and I enlisted was because we wanted to be in the know, we want to understand what is happening around us ... we want to serve our country and make a difference like my grandfather did in World War II."

Even with the tragedy of their house burning, the Blicks said they still feel they owe something to their country. That's a feeling more and more of America's Millennial Generation are exploring.

Struggling to make ends meet, they moved into a house that had been in Blick's family for more than 70 years before things started to go awry. Because of an electrical short, the house burned. They were forced to live in Blick's mother's basement.

And with college tuition on the rise, Blick was forced to seek other employment. He responded to An Army of One advertisement in their local newspaper. Sgt. Matthew Toth, a recruiter at the Dewitt station, was there to answer the call.

Blick brought his wife to the recruiting station for the initial interview. Lissette Blick saw the many benefits of an Army enlistment.

What appealed to them right from the start was how they were treated when they first walked into the recruiting station.

"From the minute Lissette and I came in the station we felt welcomed. Sgt. Toth made us feel like part of a family from the moment he introduced himself and Sgt. 1st Class Craig Russell, his station commander," Blick said.

Lissette Blick began to feel that this was the right thing for both of them to do. She told her husband that an Army enlistment was the solution to all that they have been looking for.



The Blicks signed up for their jobs at the Lansing MEPS with guidance counselor Kenneth Albright. Photo by Mark Czarnecki

They both enlisted Aug. 15.

The Blicks admitted that neither one enlisted for just one dominant reason. Although defense of a free nation ranked toward the top, they felt that they needed to learn a skill that would benefit them in the future. They selected military police.

Barrett Blick participated in an Explorer Program with the state police.

"Law enforcement has always intrigued me, my uncle served as a military policeman in Germany and now works for the Federal Bureau of Investigation."

Lissette Blick took military police because she feels it is important to serve one's community and that helping others is what she has longed for. Both were pleasantly surprised when they were offered the Partnership for Youth Success program.

The Blicks also plan to continue their education; they both received the Army College Fund.

Other benefits also were important.

"The medical benefits and job security is an outstanding feature," said Barrett. They are receiving the Critical Shortage Accession Bonus as well as the Seasonal Bonus (High Priority Seat). They both have Europe guaranteed in their contract.

The Blicks' adventure began Sept. 6 as they departed for One Station Unit Training at Fort Leonard Wood, Mo.

'Spirit of America' sweeps across Northern Ohio

By Perry Edelbergs and Marie Haberstroh, Cleveland Battalion

More than 200 members in the Army's Future Soldier Program from Northern Ohio, their guests, parents, teachers, administrators and recruiting personnel attended the Army-sponsored Spirit of America show Sept. 24. The event in Cleveland, a matinee, was attended by approximately 7,300 visitors.

Spirit of America is an interactive, entertaining musical program that showcases the military history of the United States. The performers are full-time Soldiers, not actors. Spirit of America commemorates the heritage of the American Soldier, from the American Revolution to the present war on terrorism.

Among the special guests was Terri Crabbs, executive assistant to the superintendent of Trumbull County Schools.

"I am amazed at the talent in the Army ... the show was very impressive," said Crabbs. She added that her son, who enlisted into the Army, recently completed his Advanced Individual Training as a linguist. "It's exciting to see him be excited about his life ... the military has always been a part of his life," she said.

Prior to the show, William H. Willoughby, Jr., the civilian aide to the secretary of the Army for Ohio, and Lt. Col. Mark A. Rice, commander of Cleveland Battalion, spoke to the Future Soldiers. They stressed the importance of service in the Army and thanked them for enlisting.

During the show's intermission, Future Soldiers were sworn in by Maj. Gen. Guy C. Swan III, commanding general of the U.S. Army Military District of Washington.



Army rock band ETHOS performed on the campus of Cienega High School Sept 20. *Photo by Staff Sgt. Shane Graves*

Staff Sgt. Shane Graves waited for a prospect to fill out a leads card during the ETHOS performance at Cienega High School. *Photo by Catalina station*

Army band ETHOS an ‘awesome tool’ for school events

By Sheryl Cuevas, Phoenix Battalion

Windows rattled and walls shook as Army rock band ETHOS performed Sept. 20 on the campus of Cienega High School in Tucson, Ariz.

The band, forged from the Soldier-musicians of the 36th Army Band at Fort Huachuca, Ariz., performed a variety of modern rock favorites, to include Green Day, Yellow Card, New Found Glory and Simple Plan, along with '70s and '80s rock and heavy metal.

“The band sounded awesome, they were definitely top-notch,” said Staff Sgt. Shane Graves, a recruiter at Catalina station in Tucson.

As the band set up their equipment, Graves infiltrated the high school to gauge the response from the staff, faculty and students.

“While waiting for the band to set up, I went and talked to their athletics department,” said Graves. “Two of the physical education classes asked me to come out and conduct classes on

Friday to show students how the Army does physical fitness.”

Graves immediately made plans to ensure that the time spent with the sophomores, juniors and seniors would be well utilized.

“I plan to take our HRAP (Hometown Recruiter Assistance Program) and SRAP (Special Recruiter Assistance Program) Soldiers with me. It will be the perfect opportunity for us to reach out to the students, while doing some formation stretching and some fun and challenging physical fitness with some prizes such as water bottles, laundry bags, etc.”

The one-day performance by the band resulted in 80 leads. Five of the leads resulted in appointments before the week’s end, two of which were committed to joining the U.S. Army within the next month.

“The teachers and staff were pleased with the outcome,” said Graves. “Most importantly, they wanted me to express their thanks to the Tucson Company commander, Capt. Stephen Marchant, for coordinating this event. The event was a huge success, and it is an awesome tool to use at any school event.”

Car show



Fort Lewis and Seattle Battalion teamed up to put some really hot cars on display at the Global Domestic & Import Car Show Sept. 17 in Tacoma, Wash.

Manning the display are, from right to left: Sgt. Christopher Collins, Lacey station, and Sgt. Kory Noble, Sgt. Christian Rincon and Spc. Caesar Hernandez, assigned to 2d Infantry Division at Fort Lewis. *Photo provided by Lacey station*

A close shave

By Dave Palmer, St. Louis Battalion

Last December, Capt. Rob Kellam, Mid-Missouri Company commander, made a promise to Rolla station.

“If you mission box I’ll shave my head.”

“I thought it was a great way to motivate the station,” said Kellam.

In August, for the first time as large production, Rolla station mission boxed. Now that they have conquered “Mission Box Hill” the stakes are a little higher.

“Box for the quarter and I’ll shave my head again,” Kellam said.

Adding his head to the mix, newly arrived 1st Sgt. Kenneth Crow said he was “proud to honor the pledge” and is participating in the venture as well.

Rolla boxed RCM October and is well on their way to boxing the quarter.

Dallas Kurdish linguist shows off his recruiting style

By Maria Gallegos, Dallas Battalion

The 09L Translator Aid program, has gained popularity within the Dallas community since Adnan Kirkuki, a civilian contractor from Allworld Language Consultant, joined Dallas Battalion. Performing his recruiting duties to promote the 09L program, Kirkuki contracted six 09Ls since July.

As former residents of Iraq, Kirkuki and his family were victims of the war. They were forced out of their home and their country by the Iraqi Soldiers dictated by Saddam Hussein. With the help of American Soldiers, Kirkuki and his family evacuated to the United States in 1997. Dallas became their second home.

Allworld Language Consultant contacted him in July to offer him a position to promote the 09L program to the Middle Eastern population in the Dallas area. He is now with the Farmers Branch station as the 09L recruiter - civilian contractor.

The brother of the youngest 09L injured in Iraq was one of Kirkuki's first 09L enlistments. Spc. Mataz Azzeh, recruited from Houston, was injured in early spring after being hit by an IED. But the injury he received didn't deter his younger brother, Khaled Azzeh, from joining the program.

Staff Sgt. Timothy Green, a recruiter in Farmers Branch, and Kirkuki met Khaled in early August while prospecting in the community. After providing Khaled detailed information on the program, Khaled joined the force.

And the family affair doesn't stop with the brothers. Mataz and Khaled's father, Abdurahman Azzeh, is very supportive of both sons' choices. The senior Azzeh believes in the program so much, he said he is applying to become a 09L recruiter.

Kurdish people want to know about the Army and how they can join, Kirkuki said, but because of the language barrier, it was hard to get their questions answered.

Some Kurdish people were also unsure how to approach an



Adnan Kirkuki

American Soldier, said Sgt. 1st Class Carmelo Mora, because of the way the Americans viewed them in time of war. With Kirkuki now working with Soldiers, Kurdish citizens feel less nervous and more relaxed, and can take down some of their personal barriers.

In August, Kirkuki and the recruiters from the Farmers Branch set up a conference in Dallas to present and promote the 09L program to the Kurdish community. Omer Barzani, the Kurdish leader and representative of the Dallas Kurdistan Democratic Party, was supportive and eager to participate.

Many citizens who were excited about the program wanted to find out more information about the translator course, according to Mora, station commander of Farmers Branch. More than 40 civilians attended the conference, which produced 33 leads and generated 18 appointments. They are still working on contracts.

Kirkuki said Kurdish people value military service as an incentive for joining. Kurds want to pay back America for their freedom and gain the experience of being an American Soldier.

Farmers Branch recruiters are learning from each other about the different cultures and languages everyday, Mora said.

And for now, Kirkuki is content working in Dallas as a 09L recruiter. He said he will do anything within his means to help the military because he feels he was given a second chance in life. He feels he owes the American nation for liberating him, his family and his country.

"I got my freedom here," he said.

It's all in the family for two young men

By Nancy Marquardt, 3d COSCOM Public Affairs

To pass Army values from one generation to another takes time, involvement and example. At least those were the tools that led Frank Jentink, 18, to follow his dad in the Army.

Capt. Daniel Jentink, 3d COSCOM Headquarters, traveled from Wiesbaden, Germany, to Hanau, Germany, on Aug. 18 to swear his son into the Army.

"I feel proud and privileged. Swearing in my son was an awesome experience for me as a father," Capt. Jentink said.

Pfc. Jentink enlisted in the Army's Future Soldier program.

"I guess my dad was a major influence in my decision to join the Army," Pfc. Jentink said. "I remember being about 8 years old and deciding that I wanted to be a Soldier, just like him."

Like his dad, the younger Jentink plans to make the Army a career.

By John Harlow, Milwaukee Battalion

Imagine being a Soldier's child. Every few years, you become the new kid in school because you have moved again.

In the case of Edward Kunkel, he has decided to follow in the footsteps of his stepfather, Staff Sgt. Calvin Gee, and enlist in the Army.

Kunkel, 20, signed a four-year enlistment as a supply specialist. His first assignment will be at Fort Lewis, Wash.

"After I graduated from high school, I went to college for a semester," said Kunkel. "I just wasn't ready for the class work that was involved."

Gee was happy that he was able to give his stepson something to fall back on.

"I'm very proud of him," said Gee. "Seeing his picture on the Future Soldier Board is special."

General speaks to ROTC

Story and photo by Chris Wilson, Oklahoma City Battalion

The bright Arkansas sun sears down onto the University of Arkansas campus. Officers switch off the rattling window unit that pumped air conditioning into the Army ROTC classroom — their guest general is about to speak.

Brig. Gen Larry Clay Newman, deputy chief of staff G-4 at U.S. Army Europe and 7th Army, traveled to ROTC programs, high schools and career fairs to share his experiences in the Army and in Iraq. He made the trip as part of the Special Recruiter Assistance Program and an initiative by the commander of the United State Army Europe.

USAREC aids storm victims

Story and photo by John Thompson, Houston Battalion

Sgt. 1st Class Anthony Harvey shoulders great responsibility as noncommissioned officer in charge of Houston Battalion's operations section, but it did not prevent him from devoting off-duty time to aid those stricken by Hurricane Katrina.

Harvey spent Sept. 3 at the Houston Astrodome providing whatever help he could to the thousands assembled there. The ability for those there to have some 'normality' in their lives away from the devastation was therapeutic.

"The atmosphere was good," Harvey said. "I could see people being able to take showers, being able to get something to eat. I saw people being happy. It was evident that slowly the (personal rebuilding) process was underway and people were being helped to get back on their feet and on their way."

He spoke with many displaced people and the overall feeling was that of optimism. He spent time working in the warehouse area where supplies have been gathered and in another location where temporary residents of the Astrodome could get clothes, personal hygiene items and other items to make their stay easier.

New York City Battalion also helped in the relief effort. On Sept. 2, a \$1,684.85 donation to the American Red Cross Disaster Relief Fund was made on behalf of Metro Company, New York City Battalion and the Fort Hamilton community.



"Gen. Bell thought it was a good idea," Newman explained. "There are a lot of misconceptions about the Army and about Iraq. He wanted us to talk to the civilian population to explain the Army and what we're doing."

The SRAP program connected Newman with recruiters from the Fort Smith Company. The recruiters worked with Newman to arrange speaking and recruiting opportunities in the area.

Newman, a graduate of Berryville, Ark., spoke to the ROTC program at Arkansas Tech in Russellville, where he graduated from the military science program. He also attended a football game.

"It's been a real benefit," said Capt. Patrick Wolf, commander of the Fort Smith Company. "We've had a lot of students interested in the Army and excited about learning more."

"When you can spark the interest of a high school senior at 8 a.m., it makes it worthwhile."

The general was able to generate a great deal of interest by talking about the future of the Army, answering questions and sharing interesting stories from his commands.

"You are coming into the Army at an exciting time," he said to the cadets. "The Army is changing the way it trains, the way it fights and the way it takes care of Soldiers and families."

Newman described Army programs that were transforming the organization of fighting units and supplying them with modern technologies. The general has unique insight in this area, since he commanded an Army Armament Research facility.

"I was in charge of 4,000 mad scientists," Newman joked. "They created 180 inventions that went to Soldiers on the battlefield."

Newman also described future organization, including the change to brigades as the main unit of action and a proposal that would allow Soldiers to remain at an assignment for up to eight years.

"Soldiers now move every two to three years," Newman explained. "The Army is making changes that put families first."

The main misconception the general addressed was the limited jobs for women in the Army.

"One girl at a high school thought women could only be nurses or cooks," Newman said. "I don't know where she heard it, but there are several opportunities for female Soldiers."

Newman explained that combat arms positions are closed to women, but they could enlist in every other job specialty.

A major highlight was his advice for the future Army officers.

"One of the first things my father taught me about being an officer was 'just do your job, your career will take care of itself,'" Newman said.

He related his philosophy, which is full of common sense ideas about being a leader and getting work done. Many of his philosophies reflect the common sense of his small-town background.

"You have to remember to respect your NCOs and take care of your Soldiers," he said.

"Remember, you're not better than anyone just because you're an officer," he added.

Future Soldiers must establish AKO accounts

USAREC G-3

Futuresoldiers.com was released April 4 and contained new content and items of interest. The site became password-protected on Sept. 16. In order to access the training, the Future Soldier will have to enter their AKO username and password.

The Future Soldier training page will contain training required for the completion of USAREC Form 1137, Pre-Basic Training Task List, as well as access to correspondence courses and March 2 Success training.

It is imperative that the recruiter verify that their Future Soldiers have established their AKO account in accordance with the GCR Dynamic Annex, Item 6 during the Future Soldier initial orientation. In the event that a Future Soldier has not established an AKO account, futuresoldiers.com has a link on the initial orientation page to send the Future Soldier directly to the AKO Web site to establish an account. Without registering for an AKO account, the Future Soldier will not have access to the Future Soldier training page of the Web site.

For more information, contact Sgt. 1st Class James Grider at (502) 626-1582.

Shop online with 'Virtual Commissary'

Army News Service

Commissary shoppers looking for a different kind of gift for friends or family at home or abroad can let their "fingers do the clicking" at the new Virtual Commissary.

Located under the shopping link at <http://www.commissaries.com>, Virtual Commissary will open up a whole new world of Internet shopping for authorized users of the commissary benefit.

"We're excited about DeCA's first adventure into the world of Internet shopping," said Patrick B. Nixon, chief

executive officer and acting director for the Defense Commissary Agency.

Initially, one of DeCA's business partners, Kraft Foods, Inc., is kicking off Internet shopping with a selection of gift baskets. "But the number of vendors and manufacturers participating will continue to increase — along with the variety of products," Nixon said.

All of the products in the gift baskets at Virtual Commissary can be found on the shelves of "brick and mortar" commissaries, but the unique packaging of products into gift and special occasion baskets adds a new twist. With titles like "Camouflage," "Drill Sergeant" and "Touch of Home," the baskets offer assortments of crackers, canned cheeses, cookies, candies, beverages and coffee.

To access the extended commissary, shoppers must pass through a secure portal found under the shopping link at www.commissaries.com. Personal information entered by the customer is validated to ensure they are an authorized shopper. Access is dependent on whether the customer is entered in the Defense Enrollment Eligibility Reporting System (DEERS). Military exchanges use a similar method to check for authorization before permitting access to exchange Web sites or online shopping.

DoD civilians stationed overseas who are otherwise authorized to shop at commissaries may not be able to access Virtual Commissary until changes are made to the DEERS database by the Defense Manpower Data Center, said DeCA officials. DMDC is targeting completion of the changes for late November.

Virtual Commissary customers can make selections and fill in their payment and shipping information in one easy and secure step, before being transferred to the manufacturer's site where they can get total cost for the product (including the shipping) and finalize their purchase.

Shipping and handling charges are paid by the customer, just as at most other Internet shopping sites, and charges will vary depending on the method of shipping selected, location, and the speed of delivery requested. Customers can check for availability of delivery to APO and FPO addresses as

well as get more information on what's in the gift baskets by clicking on the image of the gift basket at Virtual Commissary. Payment for orders can be made with any credit card accepted in "real" commissaries and customer information is not archived by DeCA.

Virtual Commissary expansion could include making a wide variety of commissary products available.

Education Plus option helps recruits earn GEDs

USAREC News Release

The Army is expanding its eligibility criteria to include individuals who desire to serve but do not yet possess the required education credentials. Through the Education Plus Program enlistment option, the Army will help qualified non-prior service recruits obtain a GED so they can enlist in the active Army or Army Reserve.

To be eligible, individuals must have been withdrawn from high school for at least six months, meet their state's minimum age requirements for GED testing and achieve a qualifying score on the Armed Forces Qualification test. Recruiters will direct eligible recruits to approved GED programs in their area. Applicants must pass the GED test in order to complete the enlistment process and report to initial entry training.

The program pays for the cost of basic GED training and the test at an approved location.

Army Suggestion Program offers cash for ideas

By Jim Paszek,

USAREC Suggestion Coordinator

How many times have you had an idea that could make your job easier or more effective? If a brainstorm suddenly hits, why not submit a suggestion?

The Army Suggestion Program gives you the opportunity to help USAREC or the Army. Great ideas improve the way

the Army conducts its business. Past suggestions submitted by our military and civilian employees have resulted in significant benefits to USAREC. The ASP is an opportunity to make a difference for USAREC and the Army.

The ASP is a key tool that can be used to enhance well-being initiatives and to improve operations within USAREC and the Army. If the suggestion is adopted, the suggester could be eligible to receive a cash award. In FY 05, the command paid \$6,800 to personnel within USAREC for approved adopted suggestions.

Submitting suggestions is easy.

- Explain the current situation
- Describe what change you propose
- Describe the benefits

The Department of the Army has created a Web-based system that provides greater ease for submitting suggestions and quick turn-around times for the staffing, reviewing and evaluating of suggestions. The Web site is accessible through Army Knowledge Online at <https://armysuggestions.army.mil> or on USAREC home page. Automating the Army Suggestion Program creates a user-friendly and paperless process.

Creativity and thinking out of the box are essential elements to preparing eligible suggestions. Remember you have to sell your suggestion to the evaluator. Give enough information to insure the evaluator understands what you are proposing; give clear and specific details in order to provide a workable solution.

You have the ideas, and you know what needs improving. The ASP is your vehicle for change and reward.

For more information, contact Jim Paszek at (502) 626-1190 or e-mail james.paszek@usarec.army.mil.

Ads urge parent-to-kid talks about military

*By Samantha L. Quigley,
American Forces Press Service*

The Department of Defense debuted a joint, national awareness campaign aimed at encouraging parents, and other

influencers of youth, to be prepared for what can be a tough conversation, Air Force Maj. René Stockwell said.

The ads, part of the Defense Department's Joint Advertising Market Research and Studies program, urge parents and educators to "make it a two-way conversation" when their children or students broach the subject of military service, said Stockwell, the program's chief of joint advertising. Parents can do this by brushing up on the military with the information found at www.todaymilitary.com.

"We find that the many parents are not informed about what the military is really about," Stockwell said.

"They think that most people are going to serve in the war. They don't know about the unique jobs that we offer, the educational opportunities, or what it's like being part of something greater than yourself. That's the purpose of our campaign: to try to inform them and educate them about what the military is really about."

In addition to the information on the Today's Military Web site, four TV commercials hit the airwaves on national cable TV in October. Advertisements can also be seen online, in magazine advertisements and in televised public service announcements.

While the target audience is anyone who is influential in a young person's life, one influence is usually greater than others, said Darlan Harris, communications manager for Mullen Advertising, which is handling the campaign.

"The decision to join the military is one that we believe is really an important one to make," Harris said. "The most responsible way to do that is to involve the people in your life, and oftentimes parents are those that are most involved."

It all comes down to educating those who influence young people about the opportunities afforded by the military, Stockwell said.

"The more informed parents and influencers are about the military, the better prepared (they'll be) to have that informed discussion and encourage their children or their young people in their career choices," she said.

Revamped recruiting system helps boost enlistments

*By Gerry J. Gilmore,
American Forces Press Service*

The Army was about 6,600 recruits shy of meeting its active duty enlisted recruiting goal for fiscal 2005, but a revamped recruiting system is causing the numbers to go back up, Lt. Col. Bryan Hilferty said.

Recruiting system tweaks made over the summer are working and will help the Army enlist the 80,000 new active duty Soldiers it needs during fiscal 2006, he said.

"We've added active, Reserve and Guard recruiters," said Hilferty, a personnel specialist on the Army staff. The Army also made changes to its enlistment incentive programs, he said, and changed its recruitment ad campaigns to better target parents and other influencers of today's youth.

Following a dismal winter and spring, the summer was fruitful for Army recruiters, Hilferty said, noting that that success has continued into the fall. The Army signed up more than 8,700 active duty recruits in September, making 104 percent of that month's goal, according to Defense Department statistics released Oct. 11.

Hilferty said the Special Recruiter Assistance Program helps the Army tell its story to potential recruits. Any Soldier who is a veteran of Afghanistan or Iraq may request a two-week temporary duty assignment to go back to their hometown, he explained, to work with local recruiters and talk to people about their experiences.

"We get the news, the truth, out to local people, unfiltered by possibly biased media," Hilferty noted.

In competition with military recruiters, business recruiters are dangling inducements once usually affiliated with the military, such as money for education, he said.

"If you join many corporations now,"

Hilferty said, “they will help pay for college.” Therefore, it’s imperative that military recruiting continues, “to adapt as the environment changes,” he said.

The Army’s recruiting game plan is evolving, Hilferty said, pointing to a request to Congress to increase the ceiling of initial enlistment bonuses from up to \$20,000 to \$40,000.

The Army also is seeking congressional authority to offer referral bonuses amounting to \$1,000 to \$2,500 for Soldiers who deliver qualified recruits, with money paid upon a recruit’s successful graduation from service school. There’s also talk about establishing an Army home ownership program, he noted, to help Soldiers with paying housing mortgages.

Factoring in resources like more recruiters and increased bonus money, Hilferty said, Army planners are “relatively confident” of meeting the goal of signing up 80,000 recruits for fiscal 2006.

Supreme Court to hear case on recruiters’ access to colleges

By Jim Garamone,
American Forces Press Service

A case concerning colleges’ right to receive federal funding but bar military recruiters from campuses because of disagreements over homosexual policy is scheduled to be argued before the Supreme Court this session.

The 1996 “Solomon Amendment” provides for the government to deny federal funding to institutions of higher learning if they prevent ROTC or military recruitment on campus. In December, the court will hear a case arguing that the law impinges on the free speech rights of colleges and law schools.

“The Solomon Amendment establishes that for military recruiting, which is an important public function, to be done, the schools have to provide (the Defense Department) at least the level of cooperation that they give to other employers,” said Bill Carr, the deputy undersecretary of defense for military personnel policy. “That’s a reasonable quid pro quo, and

federal funding being contingent on that seems reasonable, as well.”

At the heart of the controversy is the military’s “don’t ask, don’t tell” homosexual-conduct statute. The military’s policy prohibits homosexual conduct and forbids servicemembers from revealing homosexual orientation. The policy also forbids commanders from asking servicemembers about their sexual orientation.

However, many institutions of higher education forbid discrimination based on sexual preference. They look at U.S. laws governing the military’s homosexual policy as discrimination.

Before New York Rep. Gerald Solomon introduced his legislation in 1994, a total of 12 colleges and law schools had banned military recruiters from their campuses, officials said, and others threatened to do the same.

Solomon argued that it was hypocritical of colleges to accept federal money on one hand and deny the federal government access on the other.

In November 2004, the Court of Appeals for the 3rd Circuit ruled against DoD in a case brought by the Forum for Academic and Institutional Rights. The group, an association of law schools and law faculty, asked the court to enjoin enforcement of the Solomon Amendment because it abridged free speech. The court agreed, but halted injunction pending the government’s appeal.

Without the Solomon Amendment, officials fear colleges would “find ways to make military recruiting just hard,” Carr said in an interview. In the past, recruiters and commissioned officers had to run “gantlets” of protesters to get to interview rooms, he said. That behavior “has a chilling effect on recruiting and, in turn, drives up recruiting costs,” Carr said. “It makes recruiting harder, and recruiting is hard enough.”

Carr said the military is following the law of the land. The don’t ask, don’t tell law “is a choice the nation has made about its military,” he said.

“And if the nation has asked that of the military and the military complies with it, then it is incongruous for the military to be punished for following the statutes.”

Schumaker doubles up, wins fourth straight race

By Chris Dirato,
U.S. Army NHRA Racing

U.S. Army Top Fuel driver Tony “The Sarge” Schumacher won the ACDelco Nationals Oct. 23 at Las Vegas Motor Speedway and in the process brought his total winnings for the race weekend to \$590,000.

After recording his fourth straight victory and his eighth for the season, Schumacher earned the NHRA’s “double up” bonus of \$50,000, following a \$100,000 payday for capturing the Budweiser Shootout. He also earned \$400,000 for clinching his second consecutive NHRA POWERade Top Fuel world championship as well as \$40,000 for the event win.

“Just when you think it can’t get any better, it does,” he offered. “The money aside, I’m just happy that we could deliver this kind of performance to our Soldiers. We know that they’re all fans of our team, but we’re bigger fans of them.”

In Pro Stock Motorcycles, U.S. Army pilot, Angelle Sampey, lost in the finals, while her teammate, Antron Brown, was eliminated in round one.

Sampey came up just short of winning her second straight race. A red light foul in the finals against Chip Ellis did her in.

“Needless to say, I’m disappointed,” said the three-time world champion. “I had such a great U.S. Army Suzuki today. Unfortunately, I didn’t get the job done when it counted the most. We’ll just have to get back to business again in two weeks.”

Ironically enough, it was a red light foul that also cost Brown in his first round encounter with Craig Treble.

“I really don’t know what happened,” he said. “I know I can’t dwell on this because I want to finish the season strong. I’m going to Pomona with the idea I’m going to win that race. There are no other options in my book.”

With his early exit, Brown dropped a spot in the standings to fifth-place.

Gold Badges

OCTOBER 2005

ALBANY

SSG Wilbur Thomas

BALTIMORE

SGT Antoinette Ford

CLEVELAND

SSG Franklin Smith

COLUMBIA

SSG Gary Desormier

SSG Bert Feltner

SSG Melinda George

SSG Aaron Hammond

SSG Jimmy Harris

SSG Andre Largent

SSG James Morris

SSG Norrice Rose

SSG Jimmy Rush

SGT Jermond Awkward

SGT Gregory Robinson

SGT Wesley Stiles

SGT James Weeks

CPL Ryan Scott

COLUMBUS

SFC George Davis Jr

SSG Jennifer Able

SSG Zachary Atkinson

SGT James Henderson

DALLAS

SSG Gabriela Campbell

DENVER

SFC Timothy Rohloff

SFC Christopher White

SSG Robert Munger

HARRISBURG

SGT Mark Sabo

HOUSTON

SFC Chad Guidry

SFC Anthony Roberts

SSG Hector Gonzalez

SSG Henry Hukill

SSG Chester Kelley

SSG Steve Kelley

SSG Eric Starka

SGT Wayne Grant

SGT Santantoniano Smith

INDIANAPOLIS

SSG Paul Boughner

SSG Luther Kirby

SSG James Kumau

SSG Yvette Lindsay

SSG Trevor Shaw

SSG Bobby Shirey

SGT Robert Simms

SGT Jeffrey Smith

SGT Eric Temple

SGT Jeffrey Zuker

SPC Jason Holmes

SPC Luke Wilson

JACKSON

SSG James Bounds

SSG Robert Rinks

SSG Buddy Webster

CPL Tyler Cooper

JACKSONVILLE

SSG Juan Arevalo

SSG Wenceslao Garrastegui

SSG Kelly Oconnor

SGT James Fadgen

KANSAS CITY

SSG John Hood

SGT Christopher Batchman

MIAMI

SFC Vivian Frain

MINNEAPOLIS

SSG Jeffrey Agan

SSG Jason Gardner

SSG Jeremy Karr

SSG Mark More

SSG Christopher Williams

SSG Wendy Zupan

SGT Patrick Duchene

SGT Justine Winger

SGT Andrew Rondeau

MONTGOMERY

SSG Joseph Casby

SSG Spencer Foster

SSG Latonu Williams

NASHVILLE

SFC John Sevanick

SFC Lisa Slade

SSG Raymond Ewert

SSG Ricky Story

SSG Robert Turner

NEW ENGLAND

SFC Todd Treadwell

SSG Jimmy Little

SGT Patrick Lemieux

SGT Kaleb Matlack

SGT Eric Sharp

SGT Joshua Smith

NEW YORK CITY

SFC Lee Cross

SSG Tyrone Almendarez

SSG Roberto Arrindell

SSG David Betts

SSG Lamont Bowie

SSG Constance Campbell

SSG Christopher Durham

SSG Erick Figueroa

SSG Paul Nunez

SSG Christopher Obrien

SSG Rachel Ortiz

SSG Ricardo Quinones

SSG Tiffany Thomas

SSG Adrian Thompson

SSG Mervin Watford

SSG Shawn Xavier

SGT Melvin Hunt

SGT Luis Miranda

SGT Jason Mullen

OKLAHOMA CITY

SSG Charles David

SSG James Fryer

SSG Raymond Hodge

SSG James Hunter

SSG Kenneth Jackson

SSG Douglas Lively

SSG Lesley McCain

SSG Michael McDonald

SSG Sean McKenzie

SSG Clinton Russell

SGT Derek Gay

SGT Schon Kirkland

SGT Eric Powell

PHOENIX

SFC Warren Benson

SFC James Finney

SSG Benito Araujo II

SSG Richard Burton

SSG Edward Gall

SSG Christopher Loughner

SSG Jessie Moreno

SSG Javier Rayo

SSG Nicklus Thomas

SSG Michael Zock

SGT Critt Peterson

SGT Peter Rainwater

SGT Ivan Rodriguez



SACRAMENTO

SFC Christopher Broesamle

SFC Scott Macinnes

SFC Imelda Simmons

SSG Leonardo Chaidez Jr.

SSG Jose Delao

SSG David Driggers

SSG Bryan Johnson

SSG Kunta McGoley

SSG Christian Patchett

SSG Amanda Prefer

SSG Nicole Simonson

SSG Thomas Trout

SSG Sean Wagner

SGT David Sarnecki

SGT Ryan Smith

CPL Benjamin Sales

SPC Elizabeth Thomson

SOUTHERN

CALIFORNIA

SGT Luis Diaz Jr.

TAMPA

SFC Walter Davis Jr.

SFC Hector Rivera

SFC Brian Rousseau

SSG Luther Agard

SSG Larry Brown

SSG Martin Cruz

SSG Angela Davis

SSG James Freeland

SSG Lisandra Millet

SSG Estevan Lara

SGT Shane Pennington

SGT Troy Pringle

SGT Brendon Wiese

Recruiter Rings

OCTOBER 2005

COLUMBIA

SFC Jason Herring

SSG Andrea Sturgill

SSG Forrest Westall

COLUMBUS

SFC Marvin Dooley

SFC Jimmie Lawson

SSG Shannon Watson

DENVER

SSG Michael Head

SSG Carmelo Rodriguez

HOUSTON

SSG Shane Odell

SSG William Peery

JACKSON

SFC Beverly Flores

SSG Kendall Wynant

JACKSONVILLE

SFC Gregory Smith

SSG Calvin Clarke

KANSAS CITY

SFC James McKee

MONTGOMERY

SFC Ollie Jackson

SFC Charles Marmann

SFC Eric Norman

NEW ENGLAND

SFC David Dorman

SSG Christopher Hooper

NEW YORK CITY

SFC Luis Aviles

SFC Alberto Garcia

SSG Julissa Brene

SSG Richard Guzman

OKLAHOMA CITY

SSG William Casey

SSG Marcus McMinn

SSG Larry Tiemann

SSG David Ridley Jr.

SSG William Treanor

PHOENIX

SFC Antonio Alejos

SSG Luther Jones

SSG Henry Ledwig Jr.

SSG Bryan Reynolds

SSG Jeffrey Sandoval

SSG Lee Williams

SOUTHERN

CALIFORNIA

SGT Peter Concepcion

ST. LOUIS

SSG Cian Bouchard

SYRACUSE

SSG Russell Crenshaw

TAMPA

SFC Eric Phillips

Morrell Awards

OCTOBER 2005

5TH AMEDD

SFC Gerard Bell

SSG Raymond Sassano

ALBANY

SFC Matthew Huestis

BALTIMORE

SSG Carol Bankston

BECKLEY

SFC Montie Albert

COLUMBIA

SFC Kelly Greene

SFC Donald Thomas

DALLAS

SFC Steven Darbyshire

DENVER

SFC David McDonell

SFC Jeff White

GREAT LAKES

SFC Jeffrey Marinuzzi

SFC Craig Russell

KANSAS CITY

SFC Charles Best

MILWAUKEE

SFC Edward Horner

SSG Walter Borgmann

MONTGOMERY

SFC Albert Atkins

SFC Elliot Johnson

SFC Scott Lomax

SFC Tracy Yarbrough

NEW ENGLAND

SFC John McLean

OKLAHOMA CITY

SFC Mark Kicenski

SALT LAKE CITY

SFC William Robb

ST. LOUIS

SFC Christopher Hughes

TAMPA

SFC Edgardo Ortiz-Cruz

SFC Tyrone Palmer

SFC Rodney Scott

SSG Steven Gainey

SSG Alvin Rogers

Top 10% - USAREC Station Commanders

SEPTEMBER 2005

MIAMI

SSG Barrett Taylor

JASPER

SFC Mark Cochran

UTEP

SFC James Minter

BURLINGTON

SFC Jason Provens

ONEONTA

SSG Joseph W. Perdieu

GRAND PRAIRIE

SFC Bertha Middlebrooks

MEADVILLE

SSG Robert Arrington

NEWMAN

SSG Rhonda Ingle

GLASGOW

SFC Donald Walbert

HAZARD

SFC Jason Curry

UNION CITY

SSG Ronald Harritt

TX AMU

SFC Lawrence Kagawa

ARKANSAS CITY

SFC Jay Welliver

N. OMAHA

SFC Andrew J. Privitera

NORTH PLATTE

SFC Billy R. Blair

BOLINGBROOK

SSG Andres Villahurtado

NEW PHILADELPHIA

SFC Doug Hoffman

WESTLAND

SSG Caleb Miles

DICKINSON

SSG Thomas Allen

GILLETTE

SFC Joel Shatten

PULLMAN

SFC Ryan Murphy

ROSAMOND

SFC Nathaniel Leday

BEAR CREEK

SSG Veronica Canalda

PLYMOUTH

SFC James Davison

SUPERSTITION

SFC Medford Elliott

BLUERIDGE

SSG Donald Cato

ANDERSON

SFC Joseph Guilfoyle

ROUND ROCK

SFC Ricky Grelk

CORTLAND

SFC Robert C. Mason

LANCASTER

SFC David Sloan

CORINTH

SSG Louis Sidney

GRAPEVINE

SFC James King

MOUNTAIN HOME

SFC Samuel McMaster

FARMINGTON

SFC Michael Todd

LANCASTER

SSG Shannon Watson

CHILLICOTHE

SFC Joseph Dewey

BAY CITY

SFC Larry Bovee

WINONA

SSG Corey Coubal

CRESCENT CITY

SSG Chad Parmele

LONGMONT

SFC Shannon Rice

SA WES

SFC Terry Ceasor Sr.

MANCHESTER

SSG Jeffrey E. Mcglone

LEWISVILLE

SFC Paul McCune

COLLEGE STATION

SFC Jesse Castellano

SALINA

SFC Don Grigsby

MEMORIAL

SFC Kevin Rutland

AUBURN

SFC Michael Hosmann

GRASS VALLEY

SFC Paul Oquendo

PLATTSBURGH
SFC David W. Bucklin
*ELIZABETHTOWN*SFC Roger Brown
*HINESVILLE*SFC Raul Rios
*TOMBALL*SSG Glenn Marquette
*CONROE*SFC Michael Harrington
*HUMBLE*SFC Jimmy Bowie
*LITCHFIELD*SFC Mark Smith
*SAN MARCOS*SSG Ronald D. Fletcher
*ROLLA*SSG James Maurer
*LAKE JACKSON*SFC Jimmy Riojas
*TYLER*SFC Charles Colbert
*SOUTHGATE*SFC Christopher Cadell
*IRVING*SSG Brian Heffernan
*MUSKOGEE*SFC Dominic Asberry
*AUSTIN NORTH*SFC Albert Jacques
*KENNESAW*SFC Timothy Bundick
*LEXINGTON PARK*SFC Isaac D. Horton
*DEXTER*SSG Herbert E. Robles
*CONCORD*SFC Chad P. Kozdra
*DOVER*SFC Justine M. Beaulieu
*BILLERICA*SSG Winston D. Williams
*RUTGERS OCR*SFC Edward J. Selznick
*LOCKPORT*SSG Scott G. Reed
*JAMESTOWN*SFC Justin K. Blumenthal
*SOUTH HILL*SFC Stephany D. Officer
*N. AUGUSTA*SFC Kevin Henderson
*CLEMSON OCR*SFC Charles Sellers
*GEORGETOWN*SFC Robert Broadwater
*GAINESVILLE*SFC Leo Cornell
*GALLATIN*SSG Jason Hawkins
DANVILLE

SFC Dearl Burchett

*FAYETTEVILLE*SFC Deborah Robinson
*SANFORD*SSG David Decriscio
*ROCKINGHAM*SSG Dale Shavaliar
*GREENVILLE*SFC James Munroe
*TAMPA SOUTH*SFC Gary Utterback
*OLE MISS OCR*SFC Jason Richards
*DYERSBURG*SFC Robert Lipker
*ABILENE*SFC Stuart Randall
*GARLAND*SFC Calvin Lamont
*BROWNWOOD*SSG Gary Quick
*COPPERAS COVE*SFC Norma Perez
*KILLEEN*SFC Mario Gonzales
*PAMPA*SSG Shaun Miller
*BEAUMONT*SFC Johnny Ford
*ROSENBERG*SFC Anthony Moore
*MISSOURI CITY*SFC Manuel Ornelas
*BRENHAM*SFC Brigg Miller
*CLEVELAND*SSG Marshall Gilbert
*NACOGDOCHES*SFC Daryl Mumford
*LUFKIN*SSG Michael Zachary
*ATHENS*SSG Reynaldo Rodriguez
*BOLIVAR*SSG James Brown
*NEOSHO*SFC Gary Holt
*SEMINOLE*SFC Rusty Powers
*DODGE CITY*SFC Walter Hermreck
*LIBERAL*SFC Pablo Villafranco
*SHREVEPORT SO.*SFC Wade Joseph
*SHREVEPORT NORTH*SFC Gary Mitchell
*LAWTON*SSG Dustin Storm
*BROKEN ARROW*SFC Nayon Marrero
JACKSONVILLE

SSG William Treanor

*BEEVILLE*SFC Simon Perez
*PORTLAND*SFC Elvin J. Nuells
*SA SOUTH*SSG Yvette Garcia
*REAGAN*SSG Carlos Santiago
*SA NORTHEAST*SFC Ray E. Kruithof
*SA NORTHWEST*SFC Randolph A. Garcia III
*E. OMAHA*SFC Benjamin T. Caswell
*WEST PLAINS*SFC Jeffery Miller
*DECATUR*SSG John O'Reilly
*JACKSONVILLE*SFC David Berchtold
*DE KALB*SSG Keith Tunstall
*WILMINGTON*SFC Anthony Garrison
*LAKESIDE*SFC Frank Hernandez
*MILWAUKEE*SFC Jeremy Cousineu
*FOREST LAKE*SSG Jerald Bye
*MILILANI*SSG Debbie Carreira
*ASTORIA*SSG John Funneman
*KAUAI*SSG Kalani Kaneko
*KOREA*SFC Hyong Kim
*BARSTOW*SFC Carols Gonzalez
*SPRING VALLEY*SSG Daniel Fernandez
*OGDEN / OGDEN*SFC Doug Romero
*SPARKS / SIERRA*SSG Scott Kuhn
*JURUPA VALLEY*SSG James Smith
*SANTA BARBARA*SFC Samuel Cobley
*SIERRA VISTA*SFC James McCoy
*CLOVIS*SFC Joseph Seidel
*GLEN FALLS*SFC Stacey A. Ford
*MERCED*SFC Jeffery Wilson
*PEARLRIDGE*MSG John Samillano
HEMET

SFC Ronnie Sarmiento

ROCKVILLE

SSG Charles Carroll

HAGERSTOWN

SSG Joseph M. Longo

KEENE

SFC Joseph J. Blount

POWERS

SFC Jerome Lister

SECURITY

SFC Max Burda

NEWPORT NEWS

SFC Billy Scott

NORFOLK

SFC Rene L. Hutchins

HANOVER

SFC Joseph C. Wetzel

WILKES BARRE

SFC William M. Coulter

NEW KENSINGTON

SFC Robert Miles

PARK

SSG Rigoberto Duran

E. WENATCHEE

SFC Larry Camero

LACEY

SFC Ernest Simpson

RICHMOND WEST

SFC Randal Westfall

GLEN BURNIE

SFC Daniel Kelley

CHARLESTON S

SFC Maurice A. Frink

CHURCH AVENUE

SFC Pedro V. Santiago

WURZBURG

SFC Robert G. Curtis

CENTURY III

SFC Jose L. Torres

COLONIAL HEIGHTS

SFC Henry P. Mabry

DURANGO

SSG John Hargraves

CENTENNIAL

SSG Somnuk Songserm

SUSANVILLE / SIERRA

SFC Ricky Reynolds

GRAND JUNCTION

SFC Brent Jagger

JAMAICA

SFC Everton L. Johnson

KINGSPORT

SFC Nathan D. Billips

MADERA

SSG Christopher Claypool

NY TIMES SQ

SFC Donnell A. Britt

MATTYDALE

SFC Shawn M. Law

SHAWANO

SSG Armando Gonzales

SONORA

SFC Jeffrey Lyon

LANCASTER

SFC John Espanola

Top 10% - USAREC Station Commanders

4TH QUARTER 2005

TX AMU/CONROE
SFC Lawrence Kagawa
LONGMONT
SFC Shannon Rice
NAPERVILLE
SSG Andres Villahurtado
UNIV TEXAS EP OCR
SFC James Minter
GRAPEVINE
SFC James King
HAZARD
SFC Jason Curry
SA WEST
SFC Terry Ceasor Sr.
FARMINGTON/CAPE G
SFC Michael Todd
GRAND PRAIRIE
SFC Bertha Middlebrooks
MOUNTAIN HOME
SFC Samuel McMaster
BURLINGTON
SFC Jason Provens
LIVONIA
SFC Steven Anderson
OGDEN
SFC Teddy Desouza
WAYCROSS
SSG Liashonda Bains
HUMBLE/CONROE
SFC Jimmy Bowie
THE DALLES
SGT Stephen Vigil
ROCK SPRINGS
SSG Peter Martin
DOVER
SFC Justine M. Beaulieu
GLASGOW
SFC Donald Walbert
TULSA SOUTH
SFC Keith Green
SAN BERNARDINO
SFC Joseph Russell
COLLEGE STA/CONROE
SFC Jesse Castellano
BATESVILLE
SSG Michael Hein
ROSAMOND
SFC Nathaniel Leday
LAWTON
SSG Dustin Storm
SA NORTHEAST
SFC Ray E. Kruihof
SANTA MARIA
SFC Dean Villanueva
NEWARK
SFC Frank McJessy
GRAND ISLAND
SFC Jacques H. Dake

ANDERSON
SFC Joseph Guillfoyle
IRVING
SSG Brian Heffernan
BROWNWOOD
SSG Gary Quick
AMARILLO
SFC Charles Curless
BEAR CREEK/NORTH
SSG Veronica Canalda
TOMBALL/NORTH
SSG Glenn Marquette
CONROE/CONROE
SFC Michael Harrington
ARKANSAS CITY
SFC Jay Welliver
SHREVEPORT NORTH
SFC Gary Mitchell
ROUND ROCK
SFC Ricky Grek
BEEVILLE
SFC Simon Perez
N. OMAHA
SFC Andrew J. Privitera
WEST PLAINS
SFC Jeffery Miller
DANVILLE
SSG Lawrence Pounds
MOUNT PLEASANT
SFC Cesar Tricoche
CLEMSON OCR
SFC Charles Sellers
ELIZABETHTOWN
SFC Roger Brown
GALLATIN
SSG Jason Hawkins
TAMPA SOUTH
SFC Gary Utterback
UNION CITY
SSG Ronald Harritt
HOLLAND
SFC John Delk
NEW PHILADELPHIA
SFC Doug Hoffman
TAYLOR
SSG Richard Wadlington
MASSILON
SSG Phillip Haessley
VINCENNES
SGT Roger Nelms
KOKOMO
SFC Scott Voorhees
ESCABANA
SFC Erik Hoversholm
CRAWFORDSVILLE
SFC Jammie Weaver
DEXTER
SSG Herbert E. Robles

MIDDLETOWN RI
SFC Geoffrey F. Seay
ASTORIA
SFC John Funneman
CRESENT CITY
SSG Chad Parmele
HEMET
SFC Ronnie Sarmiento
SAN MARCOS
SSG Ronald D. Fletcher
TEXARKANA
SFC Lawrence Nelson
WARRENSBURG
SFC Curtis Gowan
PORTLAND
SFC Elvin J. Nuells
SA SOUTH
SSG Yvette Garcia
LEWISVILLE
SFC Paul McCune
MERCED
SFC Fernando Rodriquez
LK JACKSON/SOUTH
SFC Jimmy Riojas
WISE
SSG Matthew B. Bentley
PARK
SFC Rigoberto Duran
FORT SMITH
SFC Carlos Watson
JACKSONVILLE
SSG William Treanor
NATCHITOCHEs
SFC Robert Soden
MUSKOGEE
SFC Dominic Asberry
POTEAU
SFC Michael Long
LEAVENWORTH
SFC Tasha Hernandez
KINGSVILLE
SFC Christofer Nenninger
MONROE
SFC John Farris
MIAMI
SSG Barrett S. Taylor
NEW BRAUNFELS
SFC Heather Wiatrek
GILLETTE
SFC Joel Shattan
SAN MATEO
SFC Louis Gonzales
KATY/WEST
SFC Jonathan Jackson
CENTENNIAL HILLS
SSG Shawn Henson
KILLEEN
SFC Mario Gonzales

COPPERAS COVE
SFC Norma Perez
RICHMOND WEST
SFC Randal Westfall
KOREA
SFC Hyong Kim
VACAVILLE
SSG Jack Cunningham
ABERDEEN
SSG Alan Hallstrom
LACEY
SFC Ernest Simpson
SECURITY
SFC Max Burda
RUSSELLVILLE
SFC Charles Rock
CLEVELAND/CONROE
SSG Marshall Gilbert
WOODLANDS/CONROE
SFC Prentice Williams
TYLER/TYLER
SFC Charles Colbert
SELMA
SSG Jose Acuna
AIEA PEARLRIDGE
MSG John Samillano
EASTPORT
SFC Coby Heath
KINGSPORT
SFC Nathan D. Billips
HANAU
SFC Freddie L. Blue
LAUREL
SFC Trent L. Riley
SOUTH SALEM
SFC Ernest Babbs
HYATTSVILLE
SFC Gerald C. Ford
NORFOLK
SFC Rene L. Hutchins
MANCHESTER
SSG Jeffrey E. Mcglone
OLEAN
SSG Franklyn W. Riggs
CHEEK TOWAGA
SFC Kelvin B. Cooper
KEENE
SFC Joseph J. Blount
CLOVIS
SFC Joseph Seidel
ROSEVILLE
SFC Andre Wilkerson
COLONIAL HEIGHTS
SFC Henry P. Mabry
WHEELING
SSG Brent E. Barr
PLYMOUTH
SSG Brian M. Favreau

CENTURY III
SFC Jose L. Torres
*EL CENTRO*SFC John Lowndes
*LOCKPORT*SSG Scott G. Reed
*GENEVA*SSG Raymond Kerr
*DISTRICT HEIGHTS*SFC Joel D. Hogan
*GLEN BURNIE*SFC Daniel Kelley
PORTERVILLE

SFC Kenton Peterson

LAKE HAVASU
SFC James Butler
*YUCCA VALLEY*SFC Bart Vandecar
*CONCORD*SFC Chad P. Kozdra
*AGANA GUAM*SFC Eugene Pereira
*MILILANI*SSG Debbie Carreira
*NEWPORT NEWS*SFC Billy Scott
CASA GRANDE

SSG Henry Ledwig

MATTYDALE
SFC Shawn M. Law
*LONG ISLAND CITY*SFC Kenneth M. Woods
*BAYRIDGE*SFC Pedro R. Oliveras
*CROWN HEIGHTS*SFC Anthony J. Harris
*DUBOIS*SFC Robert F. Siegel
*GRANTS PASS*SSG James Perry
WINNEMUCCA

SFC Gregory Dorsey

CANON CITY
SSG John Wylie
*HANOVER*SFC Joseph C. Wetzell
*MADERA*SSG Christopher Claypool
*CLARKSBURG*SFC Clay E. Boyes
NY HARLEM

SSG Richard A. Guzman

Top 10% - USAREC Station Commanders

FISCAL YEAR 2005

TX AMU/CONROE
SFC Lawrence Kagawa
*CHARLOTTESVILLE*SSG Clifford E. Washam
*MANCHESTER*SSG Jeffrey E. Mcglone
*NEWPORT NEWS*SFC Billy Scott
*NATCHITOCHE*SFC John Farris
*FLORIDA AVE.*SFC Johnnie A. Favor
*HEIDELBERG*SFC Steven D. Crager
*NORFOLKS*SFC Rene L. Hutchins
*FARMINGTON*SFC Michael Todd
*PORTLAND*SFC Elvin J. Nuells
*DUBOIS*SFC Robert F. Siegel
*SA WEST*SFC Terry Ceasor Sr.
*CHINO*SFC Leticia Rocha
*BEEVILLE*SFC Simon Perez
*PORTLAND*SFC Anthony F. Zarate
*PORTSMOUTH*SFC Wayne O. Jones
*SECURITY*SFC Max Burda
*MOUNTAIN HOME*SFC Samuel McMaster
*LONGMONT*SFC Shannon Rice
AGANA GUAM

SFC Eugene Pereira

*CLEBURNE*SFC Stephen McCourt
*LEWISVILLE*SFC Paul McCune
*ERIE*SFC Ronald J. Miller
*SA NORTHEAST*SFC Ray E. Kruithof
*ROSEVILLE*SFC Andre Wilkerson
*WILKES BARRE*SFC William M. Coulter
*OLD PUEBLO*SFC Rodney Mills
*CLARKSBURG*SFC Clay E. Boyles
*BATESVILLE*SSG Michael Hein
*LAWTON*SSG Dustin Storm
*PLACERVILLE*SFC James Glenn
*SAN BERNARDINO*SFC Joseph Russell
*ROGERS*SSG Luis Ayala-Pagan
*GRAND PRAIRIE*SFC Bertha Middlebrooks
*POTEAU*SFC Michael Long
*HEMET*SFC Ronnie Sarmiento
*LOGAN*SFC Robert Lynn
*PASO ROBLES*SFC Harold Crothers
VIRGINIA BEACH

SSG William Reynolds

*PARK*SFC Rigoberto Duran
*METRO CENTER*SSG Matthew Michler
*CRESENT CITY*SSG Chad Parmele
*SUSANVILLE*SSG Robert Palmatier
*WALDORF*SFC Jere Smith
*BANGOR*SFC Steven J. Vachon
*LAKE HAVASU*SFC James Butler
*IRVING*SSG Brian Heffernan
*CHEEKTOWAGA*SFC Kelvin B. Cooper
*DENBIGH*SFC Robert W. Sprouse
*FRESNO*SFC Raymond Lolinco
*KILLEEN*SFC Mario Gonzales
*SUFFOLK*SFC Vince E. Blackmon
*GRESHAM*SFC Kevin McDonald
*BAKERSFIELD WEST*SFC Jerry Clardy
*DEL RIO*SFC Brian R. Amirault
*LYNNHAVEN*SSG Andrea T. Feliciano
*FORT SMITH*SFC Carlos Watson
LANCASTER

SFC John Espanola

*KOREA*SFC Hyong Kim
*VICTORVILLE*SFC Ben Gibbins
*EASTPORT*SFC Cody Heath
*OGDEN*SFC Teddy Desouza
*MADERA*SSG Christopher Claypool
*TRANS MOUNTAIN*SFC Jerry Tillison
*IMPERIAL BEACH*SSG Ernesto Lozano
*ROY*SFC Douglas Romero
*PORTERVILLE*SFC Kenton Peterson
*WHEELING*SSG Brent E. Barr
*YUCCA VALLEY*SFC Bart Vandecar
*ANCHORAGE SOUTH*SFC William Roepe
*CITADEL*SFC Francis Donaldson
*JACKSONVILLE*SSG William Treanor
*UNIV TEXAS EP OCR*SFC James Minter
*AIEA PEARLRIDGE*MSG John Samillano
*POWERS*SFC Jerome Lister
*CAMP ZAMA JAPAN*SFC James Butler
*WINNEMUCCA*SFC Gregory Dorsey
RIPLEY

SFC Laurence G. Stein

1. Which of the following is one of the recruiter's five critical tasks?

- a. Interview and counsel
- b. Generate alternatives
- c. Analyze and compare
- d. Execute the decision

2. The FSTP is a preparation program where the recruiter leads the Future Soldier through preparation for what challenge?

- a. Training events
- b. Processing
- c. Goal development
- d. Basic training

3. What leadership style must a recruiter use to lead someone to join the Army?

- a. Interpersonal
- b. Transactional
- c. Personal
- d. Transformational

4. What is not considered to be part of a recruiter's personal strengths required to be successful in any endeavor?

- a. Mental toughness
- b. Physical toughness
- c. Emotional toughness
- d. Tough leadership

5. What specific characteristic of sustaining operations is exhibited when a commander maximizes the use of limited resources while establishing RSS priorities and directing priorities of support?

- a. Simple
- b. Flexible
- c. Executable
- d. Capable of accomplishing the mission

6. What enables shaping and decisive operations by providing support performed at any echelon?

- a. Support
- b. Sustaining operations
- c. Leadership
- d. Soldiers and equipment

7. Commanders integrate operational and RSS planning through what?

- a. COP
- b. SOP
- c. METL
- d. RSS

8. A commander's first step in shaping operations is what?

- a. Conferring with senior leaders
- b. Determining required troop strength and necessary equipment
- c. Executing a time line or matrix
- d. Gathering intelligence pertinent to the recruiting battlefield

9. What ROS element enables the station commander to fight the current battle while shaping the future?

- a. Processing
- b. After-action review
- c. Prospecting
- d. School programs

10. What ROS element is one of the most important roles of a recruiter?

- a. Defining excellence
- b. Being mission focused
- c. Leading Future Soldiers
- d. P2 Prospecting

11. What ROS element must be planned and consistently executed?

- a. School visits
- b. FSTP
- c. Prospecting
- d. Processing

12. Why would a commander synchronize applicant processing?

- a. Simplicity
- b. Even flow throughout the month
- c. Always more cost effective
- d. Guarantees MAP and ROS integration

13. A commander conducts a shaping operation to do what?

- a. Create and preserve conditions for the success of decisive operations
- b. Develop a variation of after-action reviews
- c. Expose missed decisive operations
- d. Prevent subordinate leaders from using their own ingenuity

14. What is the prime characteristic of a shaping operation?

- a. Shaping operations determine the strength of the formation required
- b. Shaping operations are always stand-alone
- c. Shaping operations statistically occur after decisive operations
- d. Shaping operations are capable of accomplishing the planning objective

Accessions Support Brigade Assets Schedule

2nd Quarter FY 06

Mission Support Battalion

Interactive Van

Jan 2, Fla.
 Feb 3-4, Ga.
 Feb 7, Ala.
 Feb 25, Fla.
 Mar 1, Calif.
 Mar 3-5, Okla.
 Mar 16-17, Okla.
 Mar 24-26, Ariz.
 Mar 25-26, Fla.

Adventure Van

Jan 3-7, Texas
 Jan 13, Texas
 Jan 26-31, Minn.
 Jan 27-29, Texas
 Feb 9-12, Texas
 Feb 18-26, Ariz.
 Mar 9, La.
 Mar 13-17, Texas

Multiple Exhibit Vehicle (H2 Hummer)

Dec 31-Jan 8, N.Y.
 Jan 1-3, La.
 Jan 3-7, Texas
 Jan 13-15, Tenn.
 Jan 13-22, Mich.
 Jan 21, Fla.
 Jan 27-29, Tenn.
 Jan 28, Fla.
 Jan 30, Fla.
 Feb 1-19, Ill.
 Feb 4-5, Fla.
 Feb 7, Mo.
 Feb 19-20, Neb.
 Feb 24-26, Ga.
 Mar 11, Mo.
 Mar 12-20, Fla.
 Mar 17, N.Y.



Army Marksmanship Trailer

Jan 3-7, Texas
 Jan 12-15, Calif.
 Jan 19-22, Calif.
 Feb 25-Mar 5, Ohio
 Mar 10-19, Wis.
 Mar 16-19, Texas



Conventions

Jan 1-8, Texas	Feb 15-18, Texas	Mar 8-12, La.
Jan 4-7, Fla.	Feb 15-17, Md.	Mar 9-12, Minn.
Jan 7-11, Fla.	Feb 19-23, Nev.	Mar 16-19, La.
Jan 11-15, N.Y.	Feb 22-26, La.	Mar 17-19, La.
Jan 18-20, Colo.	Feb 22-26, Ga.	Mar 17-21, Calif.
Jan 26-29, Mass.	Feb 22-26, Nev.	Mar 19-23, D.C.
	Feb 23-26, Ill.	Mar 22-26, Texas
		Mar 24-26 Ga.



Army Marksmanship Unit

Competition Team Mar 3-14 Ga.

Army Parachute Team

Jan 15 - Mar 10, Yuma, Ariz. Training
 Mar 16-20 Spring Break, Fla.
 Mar 16-20 Spring Break, Texas

Point of contact for the Accessions Support Brigade Assets schedule is Master Sgt. Lawrence Shelton at (502) 626-1496 or lawrence.shelton@usaac.army.mil.

Answers to the Test

- | | | |
|--------------------------|---------------------------|---------------------------|
| 1. a. UM 3-0, para 14-9 | 6. b. UM 3-0, para 12-2 | 11. c. UM 3-0, para 10-22 |
| 2. d. UM 3-0, para 14-20 | 7. a. UM 3-0, para 12-7 | 12. b. UM 3-0, para 10-40 |
| 3. d. UM 3-0, para 14-13 | 8. d. UM 3-0, para 11-7 | 13. a. UM 3-0, para 11-1 |
| 4. d. UM 3-0, para 13-4 | 9. c. UM 3-0, para 11-12 | 14. d. UM 3-0, para 11-5 |
| 5. c. UM 3-0, para 12-7 | 10. c. UM 3-0, para 10-41 | |



Season's
Greetings