

# RECRUITER

United States Army Recruiting Command February 2004

# Journal



## Football Showdown

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United States Army Recruiting Command February 2004, Volume 56, Issue 2

# Journal

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Front Cover: East vs. West in the All-American Bowl in San Antonio, Texas. (Photo by Greg Calidonna, USAAC)  
Back Cover: (Photo credit Mission Support Battalion, USAAC)



## 2004: Year of the USAREC Station Commander



*Maj. Gen. Michael D. Rochelle*

I have designated 2004 as the Year of the USAREC Station Commander.

As we look back over calendar year 2003, we have much to celebrate. We have achieved unprecedented levels of success in recruiting an extraordinarily high quality Army while our nation is engaged in prolonged conflict (the first time under the all-volunteer concept). Indeed, we have simultaneously achieved this recruiting success while the Army we support has continued to transform, but we have also adapted and transformed many of the core processes underlying USAREC mission accomplishment itself. No level of organization within USAREC has been more directly affected by these changes than has the station level. Accordingly, we are going to devote substantial energies during this calendar year toward assuring that level is better prepared for future challenges.

During 2004, with help from the Soldier Support Institute and the Recruiting and Retention School, we will examine the entire suite of training that impacts at station level. Included in this review will be the Army Recruiting Course and, of course, the

Station Commander Course. Implicit in this review of training will be the need for Web-based station commanders continuing professional education and training requirements. Selected station commanders will contribute along with company and battalion level leaders.

In addition to reviews of training, major reviews of existing doctrine, tactics, techniques, and procedures

***We have achieved unprecedented levels of success in recruiting an extraordinarily high quality Army while our nation is engaged in prolonged conflict.***

will be undertaken. With the advent and full implementation of ARISS, many of the USAREC regulations governing day-to-day operations at station level became obsolete. Moreover, our revisions of those regulations have fallen well behind current practices and station operations. During this year, we will close that gap. In order to do so, we will marshal the resources of many leaders in the field, as well as brigade and battalion

leadership. The results of this important initiative will depend on you.

Lastly, this “Year of the Station Commander” will wrestle with the tougher organizational, resourcing, and sustainment issues confronting the most critical leadership level of the command. This will be where everyone will be capable of offering meaningful input to the future of the command. I have often characterized on-production station command as the most difficult leadership challenge in USAREC. At station level, there is never sufficient time to train and never sufficient assets to efficiently accomplish the multitude of market expansion or processing tasks. Additionally, DEP sustainment, which rests squarely on the shoulders of recruiters and station commanders, seldom meets USAREC standards. However, given evolving demands of new Soldier and DEP training and preparation, coupled with the realities of the war on terror, execution of every requirement under the revised DEP sustainment guidelines is a must.

Command Sgt. Maj. Blount and I anxiously await your input. Everyone can contribute to making the Year of the USAREC Station Commander an organizational and command success!

## Leader Coaching Techniques — Achieving the Desired Results from Training

**P**reparing, conducting and evaluating training are fundamental responsibilities of all leaders.

FM 7.0 — Training the Force — states that “Training for warfighting is our number one priority in peace and in war. Warfighting readiness is derived from tactical and technical competence and confidence. Competence relates to the ability to fight our doctrine through tactical and technical execution. Confidence is the individual and collective belief that we can do all things better than the adversary and the unit possesses the trust and will to accomplish the mission.”

Translation and implication for USAREC leaders and war-fighters? When training is conducted it is grasped and applied in the operational setting to achieve the mission.

Operating within a result-oriented culture, it is expected that recruiters and leaders alike maintain the same level of competence and confidence described in FM 7.0. Training is deemed effective only when Soldiers are proficient enough to execute mission-critical tasks to standard. One of the common pitfalls of training is the assumption that once training is conducted, Soldiers somehow know how to apply this training without further coaching or follow up to validate and certify proficiency.

Coaching is the feedback mechanism to overcome this pitfall. It is an ongoing process of assessing individuals proficiency against trained tasks to ensure application and increased productivity.

According to FM 22-100, “Coaching involves a leader assessing performance based upon observations, helping subordinates develop an effective plan of action to sustain strengths and

overcome weaknesses.” Routine observations and assessments reveal varying degrees of proficiency. Some Soldiers can perform tasks to standard, while others can’t; while some tasks are performed to standard, others tasks are not. Subordinates know when you are observing performance and expect you to highlight their shortcomings against the standard. They expect you to coach them through the task performance measures until the proverbial “light bulb” comes on.

While on field inspections in your organization, I usually find myself in the coaching and mentoring mode to reinforce my commitment to Soldier and leader development. I do this out of passion and conviction to structure expectations in this area for all USAREC leaders. I attribute much of my success in this business to my ability to coach subordinates to high levels of proficiency in sales and recruiting management critical tasks. My secret — aggressive and committed coaching — understanding that conducted training, in or of itself, did not necessarily translate into Soldier competence. I wasn’t satisfied until I had certified proficiency in the trained task. I would make a conscientious effort to observe performance as soon as possible after the conducted training. If concluded that individuals still could not perform the task to standard to yield results, I would not only retrain — personally demonstrate the task — but also at every opportunity continue to coach the individual until certified. It sounds like overkill, but I tell you that nothing is more satisfying than to witness true transformation from being totally ineffective to being competent and confident. If it became apparent that my labor was in vain, I would proceed to the next phase — counsel Soldier using DA Form 4856 on the consequences for



*Command Sgt. Maj. Harold Blount*

failing to respond to training. Soldiers knew unequivocally that when trained, I fully expected them to respond through improved performance. More importantly, they knew that help was right around the corner, if needed.

Coaching is a simple process of committed follow-through that yields tremendous results but often not attended to properly. While coaching is not adequately addressed in Army leadership and training doctrine, there is much written on the profession of coaching.

Professional coaches train and nurture players not only on “blocking and tackling” fundamentals, but also on life skills to becoming high-performing team members — synonymous with being “An Army of One.” On game day players are conditioned to have on their “game face” and execute coached fundamentals to win despite perceived obstacles or environmental factors. For Army recruiters it’s game day every day and, of course, we must have on our game faces every day to effectively engage the target market.

Leaders, I ask you to follow my lead and let’s coach our Soldiers to success. We must put the mission first; we must not fail; we must never accept defeat; and we must never leave a fallen comrade.

Noncommissioned officers and leaders with a “warrior ethos” mindset lead the way. Mission Box all the way! HOOAH!

## What's Love Got To Do With It?



By Chaplain (Lt. Col.) Lyndell E. Stike

Some of the most vivid memories of my childhood are of Saturday mornings. This was the time Mom would get up early and fix a hot breakfast of pancakes or waffles. We would plan out our day, which often included going to a city park. It was there that my brothers and I would play on the playground equipment. One of our favorites was the seesaw. Here we would attempt to shoot the other as high as we could. We found ways to balance the beam and even slip off and send the other person plummeting to the ground. Something so simple brought so much fun.

There are many elements that make a great recruiter. One of them is the ability to balance work with family. Families impact our mission; therefore, it is imperative that we are able to identify and develop strong marital relationships.

What does a great marriage look like? What happens when you don't feel in love? How can you keep focused when it seems that all the emotion in your relationship is gone?

The secular world paints a picture of marriage as this endless emotional high when all the fibers of our body tingle at the very name of our beloved. Hearts race, palms sweat, and we seem to forget the simplest of tasks. We can't spend enough time with the other person. We can sit for hours and never say a word. It doesn't matter where we go as long as we are with each other. Money is never a major concern for we can live on "love." Oh, to live every day in such an euphoric world.

Reality says that marriage is a balance between the emotion of love and the fulfillment of commitment. Like that Golden Oldies song, "What's love got to do with it?," the question

needs to be asked. Love is essential, but it cannot be the only ingredient. Those of us who have been married for decades know that there are days (weeks) when we don't feel in love. We don't want to love. We may even harbor bitterness toward our partner. What will get you through these valleys when your side of the seesaw is sitting on the ground?

Commitment should be running high when our love tank is low or on empty. Commitment is that sense of duty we verbalized on our wedding day. Remember what you said? "For better or worse, in sickness and in health, for richer or poorer ..."

These are powerful words that reflect a duty that goes beyond emotions, situations, and personalities.

Your marriage must have both elements — love and commitment. They balance each other. When I feel in love — commitment may not be noticed. And when I don't feel in love — commitment fills the void. It keeps me going, seeking the good, forgiving, and reaching out to the other person.

I enjoyed those Saturdays in the park. It was fun going up and down and sharing the experience with my brothers. Your marriage will go up and down. It is not the end because you don't feel in love; however, it is the time to exercise your commitment.

Looking at your relationship through the lens of love and commitment should allow you to evaluate your relationship honestly.

So, what's love got to do with it? It has the power, when coupled with commitment, to balance the seesaw we call *marriage*.

## A Recruiter Writes:

I have some questions about the College First Program. First, let me give you a little background on the situation I have with a GA. The young man is currently enrolled in American Intercontinental University. According to our battalion education specialist, this institution is listed in the Accredited Institutions of Post-secondary Education book. He is taking his full class load over the Internet. According to USAREC Message 03-20, as long as the institution is in the AIPE, and the required paperwork is filled out at the time of DEP In, my applicant should be authorized to enroll in College First. My battalion education specialist called someone in USAREC, and they told him that this young man could not enroll into the program because it is too flaky and that they could not prove the individual was taking the classes. If the accredited institution signs their name to the UF-1229, then why is this means of continuing education not acceptable to USAREC?

Along these same lines, if an individual, who is already in the College First Program, is actually residing at a particular institution and decides to take a couple of their classes over the Internet does this mean that they will not get credit for carrying the appropriate class load for that semester that USAREC requires and they will not receive their appropriate stipend? The way I see it is if the particular institution is listed in the AIPE, and they sign the appropriate paperwork, then classes over the Internet should be authorized and the individual should be allowed to enlist into the College First Program. The Army recognizes the importance of continuing education and taking classes over the Internet. Look at eArmyU. Why can't USAREC step up and recognize the same educational concept to accept the highly qualified young people that we, as recruiters, strive to enlist on a daily basis? I have not been able to find anything published by USAREC stating that Internet courses are not allowed.

## Chief of Staff Responds:

This program is designed to allow individuals to attend post secondary education institutions on a full-time basis and receive a monthly stipend while in the Delayed Entry Program. The definition of "enroll and attend as a full time student" refers to

individuals physically attending classes at the institution for this program. While individuals can take Internet courses as an alternative to or in addition to attending classes on campus, a full Internet-based curriculum does not meet the program requirement and this method of learning is not applicable. This is primarily because Internet learning and courses are taught on a self-paced curriculum and do not necessarily conform to a specific timeline for degree completion.

According to Section 573 of Public Law 106-55 that governs this program, an individual must be "enrolled in, and pursuing a program of education at an institution of higher education, or a program of vocational or technical training, on a full time basis."

For further information contact Victoria Sorensen at 1-800-223-3735, ext. 6-0481; DSN 536-0481; commercial 502-626-0481; or e-mail at [victoria.sorensen@usarec.army.mil](mailto:victoria.sorensen@usarec.army.mil).

## A Recruiter Writes:

I am sure lots of complaints are sent in about the points system in USAREC pertaining to the awards system. But I feel the more that are sent in the more someone will see it should be changed. I say this because of what happened to me for the month of March when I should have earned my gold badge. But instead, the rolling six months rule took 110 points away from me. That is 110 points that came from my hard work, which also helped in boxing the battalion for that month. I am no super recruiter and admit I had some bad months, no excuses, but I still put a lot of effort into my work. When I read the points this past Friday and saw that I did not earn my badge, I was very disappointed and angry. My station commander chalked it up as the rolling points are supposed to be incentive to work. I do not know who went to psychology school for that, but let me tell you losing 110 points in a flash does not make me want to work harder. I still will, as I have, especially in making the improvements I have.

One last thing, something I heard from someone. Imagine earning your jump wings, Ranger tab, or even the Special Forces tab, and then six months later being

told you have to give it back. Well, that is how I feel. I earned the gold badge, now I have to give it back.

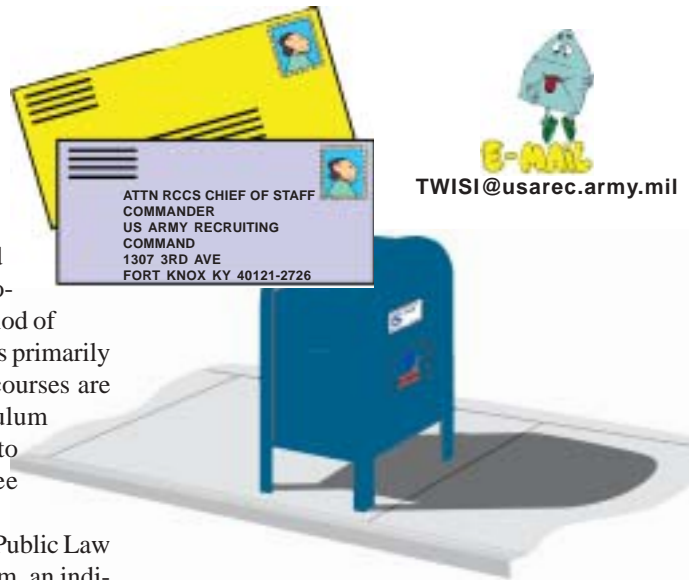
## Chief of Staff Responds:

I understand your frustrations at not qualifying for the gold badge just yet. Let me explain the thought process behind these awards.

The incentive award program was established to recognize consistent excellence in recruiting. Award qualification is based on accumulation of points during a specific six-month or 24-month period depending on the type of award. The sliding window was designed to assist a recruiter in planning their consistent production. Studies have shown if a recruiter achieves one quality and one other contract for five out of the six months and the recruiting station achieves mission box three out of the six months a recruiter will earn his or her gold badge. We view these points as an extra incentive for consistent production, which allows recruiters to earn these coveted awards much quicker than those who make their mission sporadically. It is essential that we can count on every recruiter every month.

Once earned, all incentive awards are permanent, unless you are involuntarily reassigned, the subject of an adverse action or recruiting impropriety, or due to other misconduct.

For further information contact Kathy Daugherty at DSN 536-0460, commercial 502-626-0460 or e-mail at [kathy.daugherty@usarec.army.mil](mailto:kathy.daugherty@usarec.army.mil).



SERVE FOR A SHORT TIME.  
BE PROUD  
FOR A LIFETIME.

## National Call to Service

*Lt. Col. Myra J. Shepherd, G-3 Operations*

***D***o you have trouble targeting the college market or knowing how to sell to these more educated prospects? How are your “some college” enlistment statistics lately? Do you ever wish you had a better offer — something that represented a win-win for both the prospect and the Army?

Well, wish no more. The Army now offers the National Call to Service Program. You may know it by other names: Option

15, the 15-month plus training enlistment option, or even the Accelerated Army Enlistment Option. Or maybe you’re still not aware of one of the most recent additions to the Army’s recruitment offers. This test program has been in effect since Oct. 1, 2003, and was authorized by the 2003 National Defense Authorization Act. The National Call to Service Program is a Department of Defense short-term enlistment opportunity designed to promote and facilitate military enlistment in support of national service. The intent of the program is to expand the college market by providing an effective inducement to penetrate this high quality market because it is believed that it will be attractive to Hi Grads and College Grads who would seek shorter terms of enlistment.

The idea of a shorter term of enlistment has been discussed for several years now. Charles Moskos, noted Northwestern University sociology professor and military anthropologist, as well as co-author of “All That We Can Be,” was a vocal supporter of this concept back in the late 1990s. In fact, research conducted on the college market



indicates that one of the biggest detractors to military service is the length of the commitment and fears of falling behind the career achievements of their peers in the civilian sector.

There are several reasons why this option has merit for military recruiting efforts. The National Call to Service Program enables a high quality applicant to satisfy several competing desires. They are able to serve proudly while gaining valuable skills and experience, along with a choice of tangible benefits — a cash bonus or qualifying student loan repayment options. They can accomplish all of these things while not becoming sidetracked from their long-range aspirations and career goals.

## What do I need to know to offer this program?

Because this is a new program, the appeal is being tested in only 10 recruiting battalions: Albany, Cleveland, Columbia, Kansas City, Miami, Oklahoma City, Raleigh, Sacramento, San Antonio and Southern California. Guidance counselors in these 10 test battalions are required to offer this enlistment option to every hi grad and college grad before any other enlistment option or program. Recent policy change requires that the Guidance Counselor use the code “NC” in all Hi Grad and College Grad REQUEST builds under the recruiting program prior to doing a job search to ensure that every qualified applicant is given the opportunity to consider this enlistment option. The particulars of this program are addressed most recently in the updated USAREC Message 04-040, posted on the Recruiting Central Web site. In this message you will find the details on:

1) MOS availability ( a total of 60 choices are currently available)

2) Program Eligibility and Qualifications — NPS, Tier 1 / Test Category I-III A

3) Incentives and Obligations — possible combinations of service obligations, REQUEST options 152 or 153, educational allowances, and recoupment requirements

## Targeting and attracting quality prospects.

Why pursue the quality market? The Army continues to be a reflection of society as a whole. We have young people who are more motivated and able to continue their higher education than ever before. Our society values education and training and our young citizens desire to improve themselves and prepare themselves for better lives. At the same time, the Army is forced to compete for better-educated individuals and, in fact, the technological demands on our future force insist upon educated and trainable soldiers at every level. We, as an Army, can reach out to young people and help them to achieve their life goals while also serving our nation. The National Call to Service Program is one initiative that has the accomplishment of both goals at its very heart. Positive outcomes from this pilot program could lead to its expansion or the development of other similar programs. Therefore, it is essential that USAREC leaders and recruiters keep college market prospects focused on this enlistment option.

The Army’s advertising agency, Leo Burnett, is developing radio scripts and RPI/Take One kits to support NCS. Field notification will occur once loaded into MOPS.



Sgt. Adrian James, a recruiter in the Springfield (Mass.) Recruiting Station, Albany Battalion, poses with Ryan Gawle, who enlisted for the 15-month option 63B and shipped Jan. 22. (Photo by Sgt. 1st Class Brett Elmore)

# The Standardized Pre-Basic Combat Training Physical Fitness Program

By Sgt. 1st Class Jeffrey W. Fletcher,  
G-3 Training  
Photos by Walt Kloeppe, RJ Staff

**T**hink back to when you were a private in Basic Training. You counted the days until graduation and it probably went something like this: Eight weeks and a wake-up, six weeks and a wake-up, one week and a wake-up, two days and a wake-up, and then the big day came — *Graduation*.

The day you thought would never come, the day that your loved ones traveled a great distance to see you. Every time you received a letter from your loved ones, they talked about the graduation and the plans they were making to attend. You were excited about the fact the drill sergeant and your new battle buddies would meet your parents. Now, just imagine if you had not been able to give your parents a graduation date because you did not know when you were going to start Basic Training. How could your loved ones make plans to attend one of the most important days of your life?

This scene is being repeated thousands of times across basic training land. Many Soldiers arriving at Basic Training are unable to pass the 1-1-1 Pre-BCT Physical Fitness Assessment, which consists of one-minute push-ups, one-minute sit-ups, and a timed one-mile run.

Every year thousands of your Delayed Entry Program Soldiers are placed in the Fitness Training Units. Soldiers stay approximately four weeks at the FTU depending on their progression in the program. Recruiters can have an initial impact on the readiness of the

Army and save millions of dollars per year with the successful implementation of the Standardized Pre-BCT Physical Fitness Program.

## What is the Standardized Pre-BCT Physical Fitness Program?

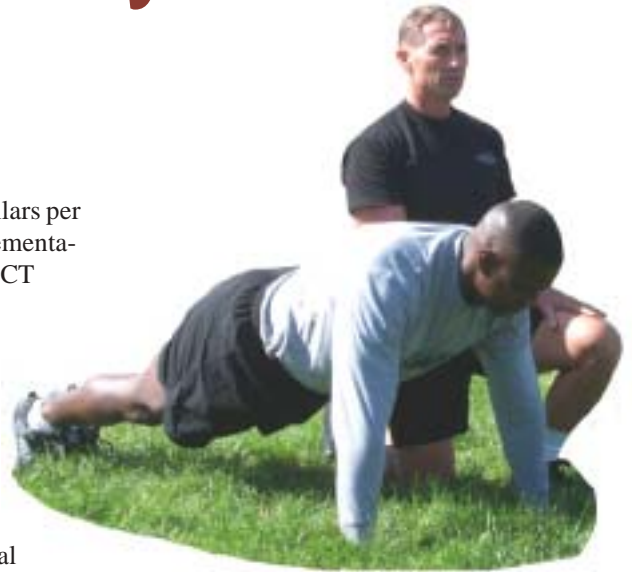
It is a physical fitness program that has been designed by the Army Physical Fitness School specifically for the DEP Soldiers. This PT program was designed to enable all Soldiers to meet the standards on the APFT, while controlling injuries and reducing attrition. Lt. Col. William Rieger, commandant of the Army Physical Fitness School said, “Physical training is designed to maintain physical fitness and controlling injuries. It is not to improve performance on the PT test.” This program is scheduled to be implemented across the DEP sometime in the third quarter of FY 04.

## What does the standardized physical training session consist of?

It consists of three essential elements: warm-up, activity, and cool-down. These elements are integrated to produce the desired training effect. You can learn more about this program by reviewing the TRADOC Standardized Physical Training Guide (Pre-BCT).

## What must the DEP do?

The DEP Soldier should commit to spending approximately 45 minutes per day, four to five times a week for 12 weeks participating in the Standardized



**Lt. Col. William Rieger, commandant of the Army Physical Fitness School, instructs Master Sgt. Rickey Hawkins on the proper way to perform a push-up.**

Pre-BCT PT program. The DEP Soldier should meet with the recruiter every fourth week to take the 1-1-1 Physical Fitness Assessment. The 1-1-1 Physical Fitness Assessment measures the DEP Soldier’s progress while in the program.

## Who said that?

I spoke with three soldiers at the Fort Knox Fitness Training Unit about their stay at the FTU. All three of the soldiers agreed that they felt like failures and did not want to be in the Army after having to stay at the FTU. They felt ashamed and embarrassed to tell their families that they do not know when they would graduate. Their families want to come to the graduation, but cannot make plans because their graduation date is uncertain. When I explained the Standardized Pre-BCT PT Program to these same three Soldiers, they all said that they would have been motivated enough to participate in the program while in DEP without the direct supervision of their recruiter.

When I asked what could I tell your recruiter, they all sounded off in unison, “Tell them to stress the importance of the physical training in the Army.” The effective implementation of this PT program will take care of your Soldiers by ensuring they are prepared for the physical demands of BCT.

## What is your role?

The recruiter will administer the 1-1-1 Physical Fitness Assessment to the DEP Soldier. Based on how the DEP Soldier performs on the Initial Assessment will determine which training schedule the DEP Soldier should follow. The instructions for the administration and scoring of the 1-1-1 Physical Fitness Assessment are referenced in Appendix F of the TRADOC Standardized Physical Training Guide.

There are four training schedules for the DEP Soldiers. The program is designed to take a DEP Soldier at any

fitness level and gradually progress the DEP Soldier to a fitness level of being able to pass the 1-1-1 Physical Fitness Assessment without causing injuries.

Remember, this program is not intended to be a burden on you. Once the recruiter starts the DEP Soldier on the program, the program is intended to be self-sustaining by the DEP Soldier. The program is easily understood, maintained, and accepted by the DEP Soldier. The recruiter needs only to monitor the program and encourage the DEP Soldier along the way. The recruiter will guide and encourage the DEP Soldier to keep trying until they succeed through the DEP Program. When the DEP reports to BCT, they will be physically prepared to succeed. Once the recruiter has given the Initial Assessment and trained the DEP Soldier on the program, the recruiter should assess the DEP Soldier every fourth week using the USAREC 1-1-1 Physical Fitness Assessment Form.

Do not allow anyone to begin this physical exercise program before passing a routine physical examination at the Military Entrance Processing Station. In order for this program to be safe and effective, it must be followed as written.

## He said what?

When Sgt. 1st Class Edgardo Andino, station commander of the Northeast Recruiting Station, Denver Battalion, was interviewed, he said, “This sounds like an awesome PT Program.” He indicated that this would enhance the PT program that is already in place at the Northeast Recruiting Station. His station already has a DEP Soldier led PT program, where the DEP Soldiers run their own PT program two-three times per week. The DEP Soldiers are broken into squads and they perform PT as a squad. They appointed squad leaders for

each DEP Squad, and the squad leader reports to the recruiter who is in charge of the PT program for the month. The squad leader informs the recruiter of the time and location of the PT session and calls in a report as to which DEP Soldiers participated in PT for that session. The recruiters make spot checks at the PT site and occasionally will work out with the DEP Soldiers. Sergeant Andino said, “Having the DEP Soldiers take control of the PT program teaches the DEP Soldier drill and ceremony, teamwork and leadership, which gives the DEP Soldier more of a commitment to the DEP Program.”

## Bright Idea

Recruiters have been trained to apply TEAMS when selling a prospect, but the idea of selling him or her on service to country is the last motive probed when determining the dominant buying motive. In this time of war, we need to sell this convincingly to not only the prospect and their parents, but to DEP Soldiers and their parents. Instead of TEAMS, let's use the STEAM acronym to probe. We've got to establish the right culture within our organization. A culture of pride that each and every Soldier is committed to “... support and defend the Constitution against all enemies, foreign and domestic” and ensuring every American will have the same freedom today and in the future!

**Maj. Steve Arcaya / Sgt. 1st Class Donald Lamberth, Dallas Battalion**



**Lt. Col. William Rieger instructs Master Sgt. Todd L. Kurkoski on the correct way to stretch.**

# Enroll in the Learning Management System

By Vennice W. Furlow, G-3, Training Development Branch

For more than 50 years, a classroom was the primary environment to train Army recruiters. In the past, recruiters had to travel to one location to receive training. Face-to-face instruction was the norm, and the instructor and students were usually confined within the four walls of the classroom. There was an obvious missing link; it was Web technology. As you know, Web technology is changing the way we train. Training is now available on the Internet and through Distributed Learning. The Internet and the USAREC Learning Management System can be used to manage a multitude of training needs of organizations and individuals.

The LMS is a Web site used to manage training for Army recruiters, civilians, and contractors at the lowest level. It will manage DL training for over 7,200 recruiting personnel and will support them in meeting our yearly recruiting goals. Training will be managed from one location and delivered to soldiers anytime and anywhere. The LMS is a new approach to our training solutions and is accessible from all locations via the USAREC LAN. The parameters of traditional training are being challenged by this change.

USAREC has implemented three mandatory pre-resident DL courses. The courses are Station Commander Course, Company Commander Course, and the Pre-Command Course. The LMS helps us train Soldiers and civilians globally in less time and at a reduced cost. There are over 240 lessons in the LMS. The lessons range from recruiter specific lessons to business lessons from the Skillssoft (formally Smartforce) catalog.

Skillssoft lessons in the LMS are available through self-enrollment via the LMS Training Catalog. Some of the Skillssoft lessons include Windows XP and the Microsoft Office suite (Word, Excel, and PowerPoint). Additional Skillssoft lessons are available to authorized users on the Army Knowledge Online (AKO) at <https://www.us.army.mil>. Lessons will continually be added to the LMS to support the detailed recruiter and the

79R Leadership and Professional Development Program. Future courses will include, but are not limited to, New Recruiter Program/Sustainment, Health Services, Recruiter Trainer, First Sergeant, Executive Officer, and Chaplain. Annual organizational training will also be available such as Family Advocacy Program, Ethics Training, Prevention of Sexual Harassment, and Equal Employment Opportunity.



On April 1, 2003, the first students were enrolled in the DL Pre-resident Station Commander Course. Since successful completion of the DL Pre-resident SCC is required prior to converting to 79R, the LMS is a key tool in this process. This course is a TRADOC approved course and the lessons are closed to individuals not scheduled in ATRRS to attend the resident course. Over 500 recruiters have completed the Pre-resident DL Station Commander Course. Recruiters scheduled to attend the resident SCC are required to successfully pass the DL lessons/tests not more than 90 days prior to arriving to the resident course. In order to support your need for professional development, a separate program of these lessons are available to

you for self-enrollment in the LMS. Leaders are encouraged to ensure that detailed recruiters and station commanders are aware of the available training for self-enrollment.

Supervisors can develop a training plan for their subordinates that are aligned with the individual's goals and the objectives of the command. If training needs and deficiencies are identified, a supervisor can assign specific lessons to Soldiers and civilians, and monitor and track their progress through the learning paths. Individuals can also register for lessons in the LMS through self-enrollment without their supervisor. The LMS will make learning a part of the daily work environment. It will deliver training from a single point of management to support our training

programs — including resident training at the RRS. The goal is to optimize human performance through state-of-the-art training.

The LMS architecture will be the backbone for managing training. It will deliver standardized new and revised training and up-to-date doctrinal changes in an efficient and effective manner to the field. By capitalizing on this training method, training is more accessible and more options are available than ever before. It will help to reduce TDY costs and improve productivity with its easy access by reducing time away from other missions. The LMS is a powerful system to enhance instructions in the traditional classroom and provide opportunities for virtual classrooms and chat rooms in the future.

# LMS Self-Enrollment Instructions

## Road to Professional Development Training

**Step 1:** Log on to the LMS via URL address [HTTP://lms.usarec.army.mil/aspen](http://lms.usarec.army.mil/aspen)

**Step 2:** Username. Type your last name in all caps and the last four digits of your social security number: JONES1234

**Step 3:** Password. Type the word “password” in all lowercase letters

**Step 4:** Click login

**Step 5:** On the homepage click on Training Catalog

**Step 6:** At the Content Type box, click on (all)

**Step 7:** At the Learning Experience Keywords box, type OPEN (all caps) for Station Commander and Company Commander lessons\*

**Step 8:** Click on Search and all lessons will be listed

**Step 9:** Select the lesson(s) and then click on Register Me and then click on Continue



**Step 10:** Click on the lesson title to launch the lesson

\*For New Recruiter Program/Sustainment lessons type ARC and for Microsoft lessons type MICROSOFT (all caps) in the keywords box



## A Resource for Problem-Solving

U.S. Army Accessions Command has contracted with EAP Consultants, Inc., an employee assistance program, to provide information and counseling services for military personnel and their family members. The services are available at no cost to USAREC military personnel and their family members. Assistance is available at 1-800-869-0276 or at [www.eapconsultants.com](http://www.eapconsultants.com).

### In-Person Counseling

The service offers in-person and telephone assessment, counseling, referral, monitoring, and follow-up with professional counselors in private offices located in your community. Up to four in-person sessions per separate incident will be provided at no cost to you or your family. While the number of in-person sessions per incident is limited, the number of separate incidents eligible for counseling is unlimited.

Assistance is available for a wide range of personal issues including: stress, marital and family problems, relationships, work-related difficulties, emotional problems, substance abuse, eating disorders, life transitions, crisis, and psychiatric disorders.

The network of providers is carefully selected, screened, and supervised to ensure the highest level of service. The clinicians have demonstrated proficiency and experience providing EAP services.

They have a master's degree or doctorate in the mental health field, at least five years of post-graduate experience, including a minimum of two years EAP experience and are licensed. Many of the counselors have specialized expertise in particular clinical areas that allows them to provide the highest quality of help for specific problems.

### HELPNET

HELPNET, an online EAP and Work or Life Service, is free of charge to you and your family members on a 24 hour per day, unlimited basis. Your use of HELPNET is totally confidential. Your privacy is assured. HELPNET services include:

#### Family & Caregiving

Explore care options, learn about parenting, and child and elder care issues. Review information on K-12 education, college preparation, college financing, and college life. Conduct your own searches for childcare, camps, adoption, elder care, and academic resources.

#### Emotional Well-being

Search this extensive library to learn more about essential mental and emotional health issues including addiction, mood disorders, grief and loss, personal growth, and communication. Confidential assessments help you evaluate important life matters such as anxiety, depression, career motivation, relationship satisfaction, emotional IQ and more.

### Health and Wellness

Find up-to-date expert information about important health topics for the whole family. Our articles, resources, and interactive tools will help you achieve wellness and deal with common health issues.

### Daily Living

Access information and resources about such everyday issues as choosing products and services, avoiding fraud and abuse, caring for your pet, and travel and recreation. Find out how to manage your family's money with our financial information and calculators.

### On-Line Legal and Financial Library

The On-Line Legal and Financial Library for all military personnel and their dependents includes articles providing information on legal and financial matters, and offers a Legal Document Library that gives examples of approximately 50 different legal documents.

Set up in a private "Help Yourself" format, users can access the library at any time. Articles are written in easy to understand language. Information is kept updated by legal and financial experts.

#### Samples of Financial Articles

- ◆ Buying a Home
- ◆ Investment Instruments
- ◆ Fixing Your Credit
- ◆ Retirement Planning
- ◆ Credit Cards
- ◆ Stocks
- ◆ Bankruptcy
- ◆ Mutual Funds
- ◆ Chapter 7

- ◆Financial Planners
- ◆Debt Management
- ◆Protecting Your Estate

### Samples of Legal Articles

- ◆Contracts
- ◆Property Law
- ◆Eviction
- ◆Wills and Trusts
- ◆Consumer Rights
- ◆Child Custody
- ◆Speeding Tickets
- ◆Child Support
- ◆Immigration
- ◆Divorce
- ◆Tenants' Rights
- ◆Domestic Violence

### Sample Documents in the Legal Document Library

- ◆Several Types of Wills
- ◆Request for Credit Information
- ◆Trusts
- ◆Contract for Simple Home Repairs
- ◆Durable Power of Attorney
- ◆Contract for Home Maintenance
- ◆Estate Planning Worksheet
- ◆Contract With Independent

#### Contractor

- ◆Sample Letter to Insurance

#### Company

- ◆Motor Vehicle Bill of Sale
- ◆Sample Letter in Response to

#### Collection

- ◆Promissory Note
- ◆Personal Property Bill of Sale
- ◆Rental Agreement
- ◆General Release
- ◆Receipts

## How to Use EAP Services

EAP Consultants provides a consultation and counseling appointments through a toll-free phone number at 800-869-0276, 365 days a year, 24 hours a day. Information and assistance is also available through their Web site at [www.eapconsultants.com](http://www.eapconsultants.com). You will need your unit's user id and password to access some areas of the Web site.

Contact your battalion Soldier and Family Assistance Program Manager for your unit's user id and password and additional information.

*Editor's Note: Information provided by EAP Consultants, Inc.*

# ARMY

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## One Source

### Army One Source. Real Help. Anytime, Anywhere.

To help you find a healthy balance between your work and personal life, the U.S. Army provides you and your immediate family with access to Army One Source, a pre-paid Soldier and family resource program to help make your life a little easier.

Army One Source is fast, easy to use, and completely private. It's available at no cost to you. And best of all, it is there for you any time of the day or night, wherever you are. The program can give you support, advice and information on a wide range of personal issues, including:

- |                          |                        |
|--------------------------|------------------------|
| Parenting and child care | Education              |
| Older adults             | Midlife and retirement |
| Relocation               | Financial and legal    |
| Deployment and return    | Everyday issues        |
| International            | Work                   |
| Managing people          | Emotional well-being   |
| Grief and loss           | Addiction and recovery |

### Army One Source offers you:

- Phone and online access to experienced, professional consultants — real people you can talk with when you need an answer to a question
- An award-winning Web site with online articles, workshops, locators, self-assessments, and much more
- Pre-paid booklets, audio recordings, and other materials to help you get the answers you need in the format you want
- Face-to-face counseling with a professional provider in your community
- Referrals to resources, services, and support in your community

### How to Access Army One Source services:

You can access Army One Source online at [www.armyonesource.com](http://www.armyonesource.com) (user id: army; password: onesource; unit identification: Recruiting Command), or by phone, toll-free, at 800-464-8107.

Consultants who speak Spanish, simultaneous translation into more than 140 other languages, and TTY/TDD 800-346-9188 are also available.

*Editor's note: Information provided by Ceridian Corporation.*

# Understanding the New ADHQ Prioritization Model

*By Sgt. 1st Class Jose Castillo, G-3 Policy and Master Sgt. Steven Cardwell, ARISS Functional Branch*

**T**ime has surely changed the face of recruiting. Recruiters are receiving more leads than were received only a few years ago. Throughout the past few years, USAREC has instituted several technological advantages, such as cyber-recruiting, ARISS, and advertising leads that will continue to expand the prospecting market.

In February, USAREC will implement new technology to give the recruiter greater opportunity for enlistment of the Advertising Headquarters leads. This new technology is the ADHQ Leads Prioritization Model.

Currently, all leads are prioritized using a numeric scale based on lead type. The new ADHQ Prioritization Model prioritizes ADHQ enlisted leads only, and is based solely on the probability of a successful enlistment. Based on the analysis of more than 600,000 leads, and of those that have become contracts, the model uses many variables to predict if the lead is likely to become a contract.

For illustration purposes, let us imagine a hypothetical incoming lead that contains some blueprint information. The incoming lead is for a potential applicant by the name of John. The blueprint information that is provided is

gender, age, state of residence and education level. The model will take this blueprint information and compare it to all the other ADHQ leads that are in ARISS. Based on this comparison with historical data, the model will assign a probability of enlistment for John. If, for example, 90 percent of the ADHQ leads that were received in the past with the same blueprint information enlisted, then the model assigns an "A" priority to that lead. If on the other hand, 90 percent of the previous leads with this same blueprint information did not enlist, the model will assign a "D" priority to that lead.

The concept is simple, but the mechanics of the model are considerably more complex. Still, the entire daily file of ADHQ leads, as many as 2,000 to as many as 6,000, can be processed through the model within seconds. ADHQ leads will continue to be received as they are today from CC3 (the advertising agency) and processed through the TOS down to the recruiter. However, the model will intercept those leads, process them, assign a priority, and then pass them to the RWS.

Finally, ADHQ leads will receive different priorities from what the recruiter currently sees on the RWS. These priorities will be A, B, C, D and E. This only applies for ADHQ leads received after Feb. 12, 2004. The ADHQ leads 72-hour contact requirement will remain in effect. However, special



**Prospect climbs the rock wall at the All-American Bowl in San Antonio, Texas. (Photo by Connie Dickey, 5th Brigade)**

emphasis will be given to priority "A" leads. This does not mean that a priority B, C, D, or E lead will not enlist, it simply means that an "A" priority lead is more likely to enlist than the others. Because of this, every effort must be made to contact all ADHQ Leads in order of priority while maintaining the 72 hour contact requirement for all ADHQ Leads. The new ADHQ prioritization model will allow recruiters and leaders to identify, prioritize and plan prospecting to achieve mission success.



# The Gift of Life

By Walt Kloeppe, RJ Staff

**A** lifesaving kidney donor, 1st Sgt. Charles G. Pulliam, wants to make fellow Soldiers aware of the organ donor program and how they, too, can give the gift of life.

“How many Soldiers out there are donors, or have thought about giving [but are] not educated on the process or need to know how to go about giving, whether they do it living or deceased? I want to spread the message to other people so they can get the awareness if they ever decide they can give the greatest gift,” said the first sergeant of Landover Recruiting Company, Md.

Sergeant Pulliam donated one of his kidneys to his ailing father two years ago.

Charlie L. Pulliam led a good life, considering he struggled with diabetes and failing kidneys in his later years. He was a former Soldier, who served in Germany but later returned to North Carolina to become a Baptist minister and raise a family. His son, Charles, and daughter, Sharon, grew up knowing the values of life their father bestowed upon them. One of those values was to serve your country; the other is what makes this a heartwarming story.

Sergeant Pulliam’s father developed diabetes after his military service. At first, oral medication kept the disease under control, but as the years went on, insulin shots became necessary. His kidneys began to suffer the effects of the disease and eventually he required kidney dialysis two to three times per week. His doctor told him he needed a kidney transplant but that the waiting list was long. African Americans and Hispanics are more likely to need an organ transplant because of heart and kidney problems. The doctor also stated that sometimes a donor is never found before it’s too late.

“I knew that time was of the essence,” said Sergeant Pulliam.

In an act of love and unselfishness, he decided to donate one of his own kidneys to give his father some quality of life back. After a series of testing, it was determined that Sergeant Pulliam’s kidney would be a perfect match. The next step was to get permission from the Surgeon General and his command for the procedure. Sergeant Pulliam’s command supported his decision 100 percent and helped wherever they could.

When the doctor finally scheduled surgery for May 2002, Sergeant Pulliam knew he was about to take a big step.

“At the time I was physically ready, but mentally I don’t think I was,” Sergeant Pulliam said. His entire family came to the hospital on the day of the surgery. Their support gave him the strength to give his gift of life. His biggest supporter was his wife, Tammy, who later signed up to be an organ donor after admiring her husband’s courage.

The operations for both father and son were successful. Sergeant Pulliam was given 30 days convalescent leave.

“My command was very supportive in the recovery stage and eventually I started walking again and running.” His life returned to normal and no special diet was required to function on his one remaining kidney.

In no time he was back on track, attending the DA First Sergeant Course and scoring the highest PT score in his class.

All seemed fine for Charlie Pulliam. However, two months after the transplant, Sergeant Pulliam received a call that his father had passed away from a heart attack.

“It was his time to go. I was OK with that. I just know that I extended his life a couple months and I will receive my blessings on the other end. I would definitely do it all over again, whether I



**First Sergeant Charles G. Pulliam, Landover Recruiting Company, Md., prepares to donate one of his kidneys to his father. (Photo courtesy of 1st Sgt. Pulliam.)**

knew he had a day left.

“It’s the ability to give, and that’s my story and I want to tell it at every level.”

Sergeant Pulliam has been in contact with other Soldiers who have donated organs. He plans on retiring in 2006 and wants to pursue the idea of starting a nationwide group of Soldiers who are organ donors or willing to be one.

## How to Become an Organ and Tissue Donor

Transplantation saves lives, but only if you help. All you need to do is say yes to organ and tissue donation on your donor card and/or driver’s license and discuss your decision with your family.

Each day about 68 people receive an organ transplant, but another 18 people on the waiting list die because not enough organs are available.

Talk to your family members about organ and tissue donation so they know your wishes. Even if you’ve signed something, your family may be asked to give consent before donation can occur.

— Department of Health and Human Services Inc.



Photo by Noel Faucett

# Football Showdown East vs. West

By *Connie E. Dickey, 5th Recruiting Brigade*

**E**ast may have won the game but the Army was the big winner of the 2004 U.S. Army All-American Bowl. The Jan. 3 game, broadcast on NBC for the first time, reached new heights in its third year.

A record crowd of 25,812 fans watched the East team pound the West team 45-28 in a classic Texas-style football showdown in the Alamodome in San Antonio. Across the country, more than 2 million households tuned into the game setting a new TV audience record. Thousands of 82nd Airborne Division Soldiers serving in Iraq were able to watch the game live thanks to the efforts of NBC Sports, NBC News and the Army's Chief of Public Affairs.

The game capped off a week of activities for the country's top 80 high school senior football players.

Events leading up to the big day included competitive football skills competitions, a coaches clinic, an NFL

football clinic for local high school football players, band and cheerleader competitions and awareness promotions throughout the city of San Antonio geared to attracting local and visiting youth.

Lt. Gen. Dennis Cavin, commander of the U.S. Army Accessions Command, said the All-American Bowl offers the Army a way to highlight the fact that "talented, committed, disciplined American youth are our business."

He emphasized the Army's pride in sponsoring the games as a way of recognizing the Army's commitment to the youth of America and showcasing the top high school football talent.

"These players represent the best this nation can produce and they do it both on the field and off the field. We believe success in sports bodes well for these players as future leaders in our communities, businesses, and all across our nation. Like every American Soldier serving our nation, they bring raw talent to an organization and prove with fierce



determination that who they are has become better than who they were."

Through the support of the Army's 5th Recruiting Brigade and the leadership of the brigade's commander, Col. James E. Granger, and his staff, the week's events were used as a springboard to bolster recruiting efforts. San Antonio Recruiting Battalion and brigade recruiters were at city venues throughout the week and during the bowl game emphasizing the Army's available career opportunities.

Although the team players practiced hard for the game, they were also treated to a number of all-star speakers. Honorary coaches Herman Boone and Bill Yoast, who were immortalized in the movie "Remember the Titans" for the courage and integrity they displayed while overcoming bigotry and hatred to lead Virginia's T.C. Williams High School's first integrated football team to a state championship, shared their experiences with players, their coaches



**Pvt. 1st Class Nicholas Crawford, a gunner on the Avenger from 1/3 ADA, 3rd ID, Fort Stewart, Ga., mans the Avenger display at the All-American Bowl in San Antonio. Private Crawford served in Iraq from Jan. 28 - July 29, 2003. (Photo by Connie Dickey)**

and parents. Former Notre Dame and Oakland Raider great Tim Brown also dropped by to talk with the players.

Selected members of the teams also visited wounded Operation Enduring Freedom and Operation Iraqi Freedom veterans in the Brooke Army Medical Center and the Warm Springs Rehabilitation Center in the city.

More than 80 veterans of Operations Enduring Freedom and Iraqi Freedom were honored during the weekend

beginning with the awards dinner the night before the game. The “All-American Salute to Freedom” tribute continued during pre-game and half-time activities at the Alamodome where the Soldiers were introduced with each player and coach.

During half-time, special guest, Alicia Keys, added her voice to the tribute. The five-time Grammy award winner not only recognized and congratulated the top high school football players, but also

thanked the Army and the Soldiers for what they are doing on a daily basis.

Interview segments with the players expressing their gratitude to their parents and grandparents, as well as principals, teachers and coaches for the support provided to them were broadcast on jumbo screens throughout the game. Several players used the time to announce nationally the colleges they would be attending in the fall.

While the 2004 U.S. Army All-

American Bowl set records that the Army can be proud of, the real winners were the players. Ted Ginn from Cleveland, Ohio, took home the Ken Hall Trophy as the nation’s top high school player and the Pete Dawkins Trophy as the game’s most valuable player.

Other winners included Ryan Baker (Ind.) and Jeff Byers (Colo.) who were honored with the Army of One Award for their achievements on the football field, in the classroom, and in their communities as volunteers. Byers also earned the first-ever Arena Football League’s Ironman Award as the player who excelled at playing both offense and defense.



**One of the many bands participating in the All-American Bowl Marching Band contest enters the stadium to compete. (Photo by Connie Dickey)**

# TF Soldier Focuses on Warrior Readiness



By Joe Burlas, Army News Service

*This article is the first of a series that will examine the 16 focus areas outlined by Army Chief of Staff Gen. Peter Schoomaker.*

While inculcating the Warrior ethos into all Soldiers of both the active and reserve components is one of their top priorities, so is ensuring that all deploying members of the Army team are properly trained and equipped, according to members of a Fort Benning task force. TF Soldier, a subordinate organization of Fort Benning's Infantry Center, has been charged by the chief of staff of the Army to analyze Soldier training, equipment, and readiness needs for fighting the global war on terrorism and coordinate with other Army organizations to implement programs and policies to meet those needs.

"The Soldier" is one of the focus areas the Army will be directing its resources toward in a systematic and deliberate way in coming years," said Army Chief of Staff Gen. Peter J. Schoomaker during October's Association of the U.S. Army annual meeting.

The Warrior ethos statement contained within the new Soldier's Creed — "I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade." — is a key aspect of The Soldier focus area, said Brig. Gen. Benjamin C. Freakley, chief of Infantry and Fort Benning's commanding general.

"This is about shifting the mindset of Soldiers from identifying what they do as a Soldier — 'I'm a cook, I'm an infantryman, I'm a postal clerk' — toward 'I am a warrior' when people ask what they do for a living," General Freakley said.

The Soldier's Creed helps Soldiers understand that despite very diverse backgrounds, all Soldiers are warriors and members of a team, Freakley said. The creed is also about changing the

Army culture, by encouraging it to examine its beliefs from a warrior's perspective and checking that the Army produces and retains Soldiers of value to the nation, he said.

While General Freakley said he had a hand in helping to develop the warrior ethos and Soldier's Creed, he credited the work of dozens of others, including a warrior ethos task force created by former Army Chief of Staff Gen. Eric K. Shinseki that recommended valuable background information in developing the Soldier's Creed. "The Soldier's Creed training is being implemented throughout the Army, including pre-commissioning instruction, basic training and officer basic courses," said Lt. Col. Peri Anest, TF Soldier operations officer.

General Schoomaker includes instruction on the Soldier's Creed when he talks to each pre-command course for officers preparing to take battalion, brigade, or higher commands, Colonel Anest said.

TF Soldier is helping to ensure that needed clothing and equipment for deploying Soldiers and Department of the Army civilians are issued in a timely manner. Those items include things like moisture wicking undergarments that help prevent chafing in a desert environment, wrap-around sunglasses and hydration systems.

"In the past, Soldiers would have to go off post and buy things like this off the shelf from a commercial vendor," Colonel Anest said. "Under the Rapid Fielding Initiative, we are working with PEO (Program Executive Officer) Soldier to identify clothing and equipment not normally in the Army system and get it into the system. Ideally, these items will become part of a Soldier's basic issue that he carries with him from post to post during his career — similar to what the Special Forces Soldiers do today with much of their gear — but that will be an issue for the Army Clothing Board to

decide. "While much of the new equipment is getting to deploying active, Reserve and National Guard units prior to their departure from home station, some of it may be issued weeks or even months after those units arrive in theater.

"I have to warn you about raising false expectations," said Brad Tesch, a TF Soldier operations specialist. "We have a variety of vendors with different production lines producing at varying speeds. That means we are playing catch up with some of the items."

"Until enough of the RFI equipment is produced to field it to all Soldiers in the Army, TF Soldier and PEO Soldier are working with (Headquarters, Department of the Army) G-3 to prioritize which units get the equipment first and when," Colonel Anest said.

"Other TF Soldier efforts include identifying 40 individual and 10 collective warrior tasks in which all Soldiers will remain proficient. Tasks include reacting to a grenade attack, evacuating a wounded or injured Soldier, avoiding an ambush, and conducting a convoy operation. Training and Doctrine Command is currently working to ensure the tasks are included in enlisted and officer initial entry training courses," Colonel Anest said.

For more information on TF Soldier, visit <http://www.infantry.army.mil/taskforcesoldier>.

# HRAP Revisited

By Lt. Col. Alison E Tanaka, G-3 Plans Division

The Hometown Recruiter Assistance Program represents the Army's ongoing commitment to support recruiting, and more importantly, is one of the greatest recruiting multipliers we have at our disposal at the station level.

This program allows recent graduates of Initial Military Training to return to their hometown on temporary duty in a permissive TDY status to assist local recruiters. Having recently left their hometowns, these Soldiers know and have access to the population of young people eligible to enlist. They can also dispel myths about the Army and encourage those concerned about the rigors of training. By maintaining the number of Soldiers participating in HRAP at 40 percent, we can balance the requirements of the Army while ensuring that we maintain this vital and much needed program.

Just imagine a Soldier who has completed One Station Unit Training enroute to first duty assignment who has the potential to provide leads, assist you with presentations and penetration of a market that's been eluding you for the past few months. All you have to do is ask for them. Sounds simple, right? The short answer is an unqualified yes, but read on to hedge your bet that you've got the right Soldier for the right reason.

Before you even begin to tap out a request for a Soldier to return to you for HRAP, consider what you're trying to achieve. Ask yourself, "How does this asset fit in and does it support what I'm trying to accomplish?" Consider that a Soldier who speaks only English may be of minimal value to you as you attempt to break into the Hispanic market in your local area. Consider that a Soldier with only a high school diploma and no college may have the same trepidation as you when called upon to provide a presentation at the local college. The bottom line is, know the level of detail that gets to the specific market you want to penetrate. Target those Soldiers who come from areas you're trying to penetrate or markets you're trying to expand.

Now that you've done your homework and know what you're trying to achieve, let's consider who should be brought back under this program. Your quest for potential HRAP Soldiers will begin in the Delayed Entry Program. While a member in the DEP, you'll get to know (read as *must know*) the strengths and weaknesses of each individual and what they can leverage for you. Again, go back to what you *need* in order to accomplish your mission. Your assessment should also take



into account their appearance and moral character, public speaking skills, motivation, and any other indicator that would identify them as an asset rather than a liability. Remember, setting the stage for success for you, as well as for the Soldier on HRAP duty begins with you.

## Quick 9-Step Process for HRAP

from USAAC HRAP SOP published Oct. 1, 2002

- ◆ Recruiter requests individual via the ARISS-RWS drop down menu, which populates the DD Form 1966/3.
- ◆ Inprocessing Army Training Center agency (Recruiting Battalion, MILPO, etc.) sends list of recruiter requested Soldiers to installation HRAP coordinator.
- ◆ Installation HRAP coordinator consolidates lists, enters names into the HRAP database and sends lists through chain of command to drill sergeant.
- ◆ Drill sergeant approves or disapproves each individual on the list and nominates any additional Soldier meeting the requirement.
- ◆ List goes up the Initial Entry Training chain of command for approval to the first lieutenant colonel then back to installation HRAP coordinator.
- ◆ Installation coordinator changes status of Soldiers in HRAP database with: rejected by drill sergeant, adds new drill sergeant nominees and updates status of Soldiers initially requested by recruiters.
- ◆ HRAP database sends message to recruiting station commander to accept or reject drill sergeant nominees.
- ◆ Station commander indicates accept or reject on new nominees in the HRAP database and database is updated.
- ◆ HRAP coordinator notifies drill sergeant of changes to drill sergeant nominee as accepted or rejected.



## Are You a Hazardous Driver?

Is your life stress-filled? Are you outgoing, gregarious? Confident that your behavior is acceptable? Have you ever told a “white lie” to protect someone’s feelings?

Better be careful on the road. According to research on a group of Boston drivers, these personality characteristics are common among bad drivers – those motorists you see speeding, tailgating, ignoring the rules of the road, or behaving rudely.

The research, reported by Insure.com, uncovered “several personality attributes that seem clearly linked to accident involvement,” said Donald Bashline, owner of RightFind Technology, an insurance industry product-development firm that commissioned the study.

While cautioning that the research was based on a small group and should be considered a hypothesis rather than a conclusion, Bashline found witnessing participant responses was “a revelation.”

The study involved a focus group of 30 drivers aged 18-59 who, over the past three years, have collectively been involved in 84 accidents, received 49 speeding tickets, 39 moving violations and 92 parking tickets.

Answer the following study questions to find out how closely you fit the dangerous driver profile.

- When you reach a stop sign and no one is coming from another direction, do you roll through instead of stopping? An overwhelming majority (87 percent) of the study’s bad drivers said they should be able to speed, go through stop signs, and break other driving rules and regulations as long as no one gets hurt.
- Do you talk on the cell phone while driving instead of

pulling off the road and stopping to talk? Some 77 percent of bad drivers admitted they frequently or occasionally talk on cell phones while driving. Only 13 percent claim they never engage in such a practice.

- Do you bring food or beverages, including coffee, in the car, driving with one hand while using the other to eat or drink? Most – 60 percent – of study participants said they either frequently or occasionally eat while driving. Several even confessed to spilling drinks and attempting to clean up the spill while driving.
- When looking for a parking space in a crowded area, do you become so focused on the search that other cars and pedestrians become invisible to you? More than half the study’s bad drivers said they focus on the search so exclusively they become oblivious to other vehicles and people, and they often were involved in accidents whether on the street or in a parking lot.
- Do you hate to drive behind SUVs or other large, view-obstructing vehicles? More than 60 percent of bad drivers said they become frustrated when not able to see around tall, wide SUVs. More than 70 percent believe SUVs should be required to drive in a separate lane on the highway.
- Does your driving behavior change when you encounter areas with greater police presence? Nearly all study participants agreed that they drive more carefully when they know police are nearby. In addition, most participants said they regularly check their rearview mirrors for police cars.
- Does listening to music divert your attention from what’s happening on the road? Some 93 percent of participants said they listen to the radio while driving, and 73 percent listen to

*Certain personality traits are common among dangerous drivers. Take the 'bad driver' test to find out if you fit the profile.*

## Protect Against Aggressive Drivers

According to U.S. Department of Transportation figures, two-thirds of the country's traffic fatalities in the '90s were caused by aggressive driving incidents – tailgating, speeding, improper lane changes, and red-light running.

A few safety measures, however, can help drivers take control and reduce the stress level on crowded highways:

- Do not tailgate, insist on the right of way, flash your headlights, honk, or tap the brake. These actions may provoke aggressive drivers and increase your own stress level.
- Respect the speed limit and your fellow drivers.
- Never rush yellow traffic signals. Red-light runners killed 768 people in California alone in a four-year period.
- Give yourself time to get where you're going. Allot more time during peak commute hours.
- Never drive when you are upset, or if you have been drinking.

music. Most said listening to the radio often distracts them, and in some cases they said listening to loud music caused them to be more aggressive on the highway.

- Are you often involved in confrontations on the road, through verbal arguments or hand gestures, because of your own – or others' – driving habits? While 87 percent of bad drivers consider themselves at least somewhat, if not very, courteous drivers, at least half also admitted making obscene or rude gestures or comments to other drivers, particularly those who cut in front of them on the road. Participants also said they appreciate a thank-you gesture for letting another driver into their lane, and often give a wave of thanks themselves when they cut into traffic.

- Does your "work hard, play hard" lifestyle sometimes leave you sleepy behind the wheel? About 50 percent of those in the study said they have almost fallen asleep while driving, and another 10 percent stated they have wanted to shut their eyes while driving and almost did. The study found that most participants led busy lifestyles that sometimes left them sleep-deprived.

- When driving with passengers, do you turn around to talk, taking your eyes and mind off the road? Nearly all group members acknowledged being distracted by passengers in their vehicles. Most drivers, particularly those with young children, said during conversations they turn their heads and stop paying attention to the road.

If you found yourself agreeing with the focus group answers, it's likely you tend to be a more aggressive driver. You may also pay more for your auto insurance. Within the study group, 53 percent pay an auto insurance surcharge because of their driving records.



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**CSM Diana Martinez, 5th Brigade, congratulates the first Dell PaYS enlistee, Yesenia Guerrero, following the signing of her contract.**

## Dell and Army Unite with Partnership for Youth Success

*Story and photo by Stephen Nolan, San Antonio Battalion*

Now that Dell is a Partnership for Youth Success member, recruiters are able to offer enlistees future opportunities with a major high-tech corporation.

As a PaYS partner, Dell committed to provide members of the Army the opportunity to interview for available positions with the company following their initial enlistment. The first enlistee took advantage of Dell's PaYS program Dec. 17 and signed on as

a future sales representative with the company.

Yesenia Guerrero, a 19-year-old graduate of Liberty Hill High School in Liberty Hill, Texas, enlisted as a 42A, Human Resources Specialist, and rounded out her Army contract with a future opportunity with Dell.

This option is only available to Soldiers who score in the top half of the military entrance exam.

Guerrero decided to join the Army because it could provide her with the exact job she wanted.

While in the Army, Guerrero plans to use tuition assistance and take college courses in business administration.

Dell Inc. is a provider of products and services required for customers worldwide to build their information-technology and Internet infrastructures.

During the signing ceremony, Ro Parra, senior vice president and general manager for Dell Americas said, "PaYS is a strategic opportunity for the Army and Dell. It allows both organizations to benefit from the pool of talent and bedrock of leadership."

Parra continued, "PaYS will bring back leadership skills to Dell after service to the nation."

Maj. Gen. Michael D. Rochelle, USAREC commanding general, echoed Parra's comments by saying, young persons who have served a tour of duty with the Army return to their communities with on-the-job skill training and experience and demonstrate to American industries that they have learned a superlative work ethic. General Rochelle said, "They are employees you can be proud of."

General Rochelle stated that this partnership is a win-win situation for Dell, the Army, and the Nation.

"The Army extends its gratitude to Dell in offering Army veterans the opportunity to interview with a premier company," said General Rochelle.

In addition to the PaYS commitment, Dell signed a Department of Defense Statement of Support in 2001, guaranteeing Dell employees would be granted leaves of absence for military training, consistent with existing laws, without being required to use personal or vacation time.

## Husband and Wife Go Army

*Story and photo by Capt. David Share  
Harrisburg Battalion*

Robert and Angela Porambo enlisted in the Army with a ship date for both of them after Angela finishes her associate degree in computer networking from Lehigh Carbon Community College, Allentown, Pa., in May.

The Porambos were able to get the 73D accounting training and four years of active duty after their basic training.

Angela first met recruiter Staff Sgt. Robert Duffy and Capt. David Share of Allentown Recruiting Company at the community college when both Soldiers were giving an anthrax presentation to an evening biology class.



**Staff Sgt. Robert Duffy (center) with DEP members, Robert and Angela Porambo (left and right), after they finished the Land Navigation course during a company DEP function shortly after their enlistment.**



## Sharks Help Take a Bite Out of Army Recruiting

By Mary Miller and John Heil  
Sacramento Recruiting Battalion

The Sacramento Recruiting Battalion recently entered a local advertising agreement with the San Jose Sharks, National Hockey League, and San Jose Stealth, National Lacrosse League, teams.

The package included four tabling days with the Sharks and four with the Stealth. It also included several Sharks tickets and autographed Sharks hockey pucks to use as a drawing for lead cards at tabling events. A scrolling zamboni signage right above where the visiting goalie resides for the season wrapped up the bulk of the package. The signage displays "goarmy.com" with the Army star for three minutes at a time. Every time fans at the HP Pavilion Shark Tank, see the Sharks score a goal they will be looking right at the "goarmy.com" sign.

Announcements over the loudspeaker for a drawing for movie tickets, Sharks upcoming game tickets, autographed pucks, etc., along with the Army star on the jumbotron are other added bonuses to the package. The autographed pucks have been used for a variety of purposes including the drawings for lead cards at the games, DEP referrals, COIs such as the police department in San Jose who received a Mike Ricci autographed puck. The Police Department can help the Almaden recruiting office receive



**ICE SHARKS!** The San Jose Sharks take to the ice during an NHL game.

criminal records more expeditiously.

"I feel privileged that the recruiters of my station and the Monterey Bay company have this type of exposure with our recruiting booth being strategically located just outside the doors of a key entrance at the arena," said Sgt. 1st Class Mark Wilder, Almaden Recruiting Station commander.

Recruiting side-by-side with Sergeant Wilder are Staff Sgt. John Hunn, Staff Sgt. Jesse Togawa, Staff Sgt. Joseph Schwener, Sgt. Nicole Simonson, and Sgt. Eliezer Fournier.

The recruiting events are successful because all the 17-to-34 year olds are anxious to win an attractively encased official hockey puck autographed by one of five star Sharks players. The players are Scott Parker, Mike Ricci, Mike Rathje, Alyn McCauley and Jonathan Cheechoo. The Sharks (12-9-10-3 record) with 37 points are currently in second place, two points behind Los Angeles for first place in the Pacific Division. So far after two tabling events and a free COI event, Monterey Bay recruiters have pulled in close to 100 leads, six COIs, 13 appointments and five contracts.

"We have done real well with the Sharks and look to continue that success when the Stealth season starts," said Capt. Barbara Streater, Monterey Bay company commander. People have been very interested in us and receptive to our presence at the games."

In order to have the chance to win a puck at each game, each potential applicant fills out a lead card and at the end of the contest, Sergeant



**Sgt. 1st Class Mark Wilder, Almaden Recruiting Station commander, helps son, Ryan Christopher, draw a winning lead card at a Sharks game.**

Wilder's 10-month-old son, Ryan, pulls out the winning lead card.

On Tuesday, Oct. 21, 2003, lots of young men and women came back to the booth to watch as Wilder's son pulled out the winning lead card from An Army of One plastic bag displaying the name of Megan Wickeroth from Concord, Calif.

Megan and several of her friends shrieked when Wilder announced her name after pulling the card from his son's little grip.

Megan graduated from Clayton Valley High School and was pleased that she was able to choose one of her favorite player's autographed pucks. All the others who filled out a card wanted to know when the Army would be back so they can have another chance to win.

"Bringing the DEP Soldiers to the games has been a big plus," said Sergeant Fournier. "They work hard at the games to bring in referrals. This is a great opportunity for us to gain exposure to a large audience and meet people who may not have had the chance to learn about the Army."

"This is my first chance to work an Army event," said Sergeant Simonson. "This is a good opportunity for me to get out and meet the community."

## Albany Battalion Rattles Sabers

*Story and photo by Anna Buonagura, Albany Battalion*

Rewarding Soldiers for their achievements, usually in battle or merit, spans back to medieval times when Soldiers were inducted into knighthood. Becoming a knight brought honor and dignity to those who were fortunate enough to acquire the position. At that time, the ceremony entailed placing a saber or sword on each shoulder of a Soldier to dub him a knight.

Today's Albany Battalion Soldiers earn their ceremonial knighthood in a different, but no less important, way. Recruiters who serve their company and battalion with honor serve the Army with honor. Their efforts to recruit young men and women into the Army make them a valuable asset to our country. To be in the Order of the Saber, a recruiter must qualify by contracting seven net or five quality grad seniors in a quarter. Albany Battalion continues this tradition.

The "Saber Ceremony" honoring achievements in third and fourth quarter, FY 03 began with recruiters in full dress blues marching into the banquet room at the Southbridge, Mass., Conference Center. As they took their places in two rows, the order to kneel on their right knee was issued to the first row. With saber in hand, Albany Battalion commander, Lt. Col. Sandra Luff, ceremoniously placed the blade of a saber on the shoulder of each recruiter, in turn, bestowing the honor of the Order of the Saber. As Luff faced each recruiter, she offered words of praise for their dedication and accomplishments to the battalion and the Army.



**Hartford, Conn., recruiter, Staff Sgt. Robert Bridges, is ceremoniously honored for his abilities in recruiting quality men and women. Using a saber, Lt. Col. Sandra Luff, Albany Battalion, dubbed 26 recruiters at the Saber Ceremony.**

## Keeping Soldiers in Boots

*By Jerry Patton, Beckley Battalion*

The Beckley Battalion once again leads the 1st Recruiting Brigade in reenlistments. Reenlistment NCO, Staff Sgt. Gregory Koval, recently received an Army Achievement Medal for his outstanding management of the Beckley Battalion Reenlistment Program. The Battalion finished the fourth quarter, FY 03 at 215 percent overall for mid-career Soldiers and career Soldiers, which was the best in 1st Recruiting Brigade. Again in first quarter, FY 04, the Beckley Battalion finished No. 1 in the brigade, with an overall mission accomplishment of 183.5 percent.

"Taking care of Soldiers is the most important thing, and that is an everyday

process," said Sergeant Koval.

"First and foremost, I try to ensure that I personally meet the Soldier and sometimes their spouses on the day that they in-process at the battalion. I make sure that all retention interviews are done while the Soldier is here. Then once they start working at their assigned station, I try to talk to them as often as possible — and not just about reenlistment. I talk to them about anything and everything, always trying to relate to the Soldier and listen to their problems.

"Unfortunately, I sometimes have to be the bearer of bad news," he said. "Letting a Soldier know that he does not qualify for an option is tough on both of us, but overcoming those obstacles and finding a

way to ensure that the Soldier is still happy with his decision is my ultimate goal."

"When the reenlistment day rolls around, I make sure that it is a very special day for both the Soldier and their spouse. By the time they get here, the Soldier has already decided to reaffirm his commitment to honorably defend the Constitution of the United States against all enemies, foreign and domestic — for as many more years that they are re-enlisting for. That's what makes this day so special."

"This job has been the most personally rewarding job I have ever had since I've been in the Army. I get to help great Soldiers continue their careers in the best Army in the world."

## Family Success Drives Recruiting Success

*By Sara Keller, Milwaukee Battalion*

Staff Sgt. Chris Collier and Staff Sgt. Robyn Collier, husband and wife, know how to be successful recruiters. They look at the pressures of recruiting as a driving force and they set daily goals to keep themselves on track. More importantly, they believe in the product they sell.

Accordingly, no one attending the Milwaukee Recruiting Battalion Annual Training Conference on Oct. 11 was surprised to learn that these deserving Soldiers were among the 19 recruiters who received the recruiter ring that evening. It was an exciting first for the battalion as this was the first instance that husband and wife recruiters were presented with the ring at the same time. Indeed, it was an outstanding personal achievement for the Colliers. But, if you ask them, their success as recruiters can only be attributed to their success as a family.

Chris and Robyn, a Signal Intel Analyst and Signal Identification Analyst respectively, are DA-selected recruiters. Previously stationed in Japan, the Colliers reported to Appleton Company's West Bend and Sheboygan Recruiting Stations two-and-a-half years ago ready to put people into the Army. But, they didn't come into recruiting alone. Their daughter, Sierra, now 5 years old, joined them, and soon thereafter, baby, Brianna, was born.

With two recruiters in the family and small children at home, the Colliers have worked hard to achieve balance between the demands of work and family. Both ascribe their success, in part, to a supportive chain of command who helped set up a flexible work schedule that would permit at least one parent to be home with the children in the evenings.

The support was especially evident when Robyn was pregnant with Brianna. Robyn experienced complications with the pregnancy and she needed four months to recover. "First Sergeant Guenther called me every week to see how I was doing. He didn't take anyone else's word for it," explained Robyn. Also, the Colliers pointed out that the command was always quick to

recognize a recruiter's success. "Such recognition of individual accomplishments was great," noted Robyn.

The support at work, while a critical component to the Collier's family routine, cannot compare to the support they give each other at home.

"There's a lot of cooperation between us," explains Chris. "We give each other personal time."

"And, we never talk about recruiting at home," adds Robyn.

But, as the Colliers continued to explain how each partner contributes to the success of the family, it became even more apparent that their success lies in the small things they do for each other. Chris delights in the pot of fresh coffee that greets him every morning, readied by his wife, Robyn. "She always puts us first. Even when she is stressed or doesn't feel well." Robyn chuckles as she tells how pleased she is with her husband's attentive loading and unloading of the family's dishwasher.

"He knows it is just something I don't like to do, so he does it. He is so helpful."

They don't ask a lot of each other. They don't need to. As Chris explains, their success as a family stems from their unselfish commitment to each other.

"Honestly, I am very happy to have earned the recruiter ring, but there is another ring more important to me, my wedding ring."



**USAREC Command Sgt. Maj. Harold Blount presents Staff Sgt. Chris Collier with the Spouse Certificate of Appreciation as wife and fellow recruiter, Staff Sgt. Robyn Collier looks on.**

## TIME Names 'American Soldier' as Person of the Year

By Joe Burlas, Army News Service

For the second time since it started conferring the honor in 1927, TIME magazine has selected the American Soldier as its Person of the Year. TIME announced its 2003 choice Dec. 21.

The American Soldier was first selected as TIME's Person of the Year during the Korean War in 1950. "Look at the covers (of TIME) for the past year and you will see that one-third of them have to do with the war in Iraq," said Mark Thompson, TIME's Pentagon correspondent.

"Our editors looked at the key figures of the war – Saddam, Bush, Rumsfeld – and decided they didn't quite fit. The American Soldier did." TIME traditionally selects the person or persons that have been centrally involved in the major history-making issues of the year for the honor, Thompson said. The editorial article that justifies TIME's selection, Dec. 29, 2003 – Jan. 5, 2004 issue, praises Soldiers.

"For uncommon skills and service, for the choices each one of them has made and the ones still ahead, for the challenge of defending not only our freedoms but those barely stirring half a world away, the American Soldier is TIME's Person of the Year," stated the article.

The Person of the Year issue contains a supporting article, "Portrait of a Platoon," written by TIME correspondents Romesh Ratnesar and Michael Weisskopf who followed the survey platoon of 2/3rd Field Artillery Battalion, 1st Armored Division, for several weeks recently. That story

includes details of almost daily patrols through the streets of Baghdad, the improvised explosive device ambush that killed the platoon leader and a grenade attack that injured both reporters and two Soldiers. Weisskopf lost a hand Dec. 10 while trying to get rid of the grenade that was thrown in the High Mobility, Multi-Purpose Vehicle he was riding.

Another supporting article, "Families of Soldiers," tells the survey platoon's stories through loved ones' eyes — some supportive of Operation Iraqi Freedom; some not.

## No War Trophies Allowed from Iraq and Afghanistan

By Jim Garamone, American Forces Press Service

Do not even think about bringing back to the United States war trophies from your service in Iraq and Afghanistan.

With about 140,000 American service members due to rotate out of Iraq and Afghanistan, U.S. Central Command officials are very clear that service members cannot bring home weapons, ammunition and other prohibited items.

A few Soldiers of the 3rd Infantry Division understand how serious the command is. Some Soldiers tried to smuggle weapons back from Baghdad, and they have gone through courts martial. Others received Article 15 administrative punishments. "There is a whole spectrum of punishments, depending on the severity of the offense," said Maj. Robert Resnick, an Army lawyer at Fort Stewart, Ga.

Army Gen. John Abizaid, the commander of U.S. Central Command, has put out the policy. Basically, under no circumstances can individuals take as a souvenir an object that was formerly in the possession of the enemy. The taking of war

trophies goes against the coalition mission in Iraq and Afghanistan, officials said.

"We didn't go into Iraq or Afghanistan to conquer them, but to liberate them," said Marine Capt. Bruce Frame, a Central Command spokesman. "Taking articles from those countries sends the wrong message."

Service members with questions should work through the chain of command, CENTCOM officials said, adding that service members will be given ample briefings on what is allowed and what is not. In the case of Iraq, unit commanders will brief service members on the policy before leaving for Kuwait.

In Kuwait, military police will explain the policy and will permit an amnesty period before searching gear and vehicles. In the United States, U.S. Customs Service officials will examine individual gear.

In Afghanistan, unit commanders will explain the policy, and MPs there also will explain it and offer an amnesty period before the service members board the planes. Again, Customs will examine gear and baggage upon return to the United States.

The same prohibitions pertain to American civilians serving in the Central Command area of operations.

Other federal laws pertain to other items. For example, service members cannot bring back plants, animals or other organic materials.

Some Marines returning from Afghanistan in April 2002, for example, tried to bring back the skulls of sheep attached to their guidons. The Customs agents met the Marines as they landed on the beach at Camp Lejeune, N.C., and confiscated the items.

No one can bring back

antiquities into the United States, and of course, no one can bring drugs or drug paraphernalia into the United States.

The overall prohibition does not pertain to souvenirs that can be legally imported into the United States, officials said.



## Nemechek Drives the 01 Army NASCAR

Joe Nemechek is a name recruiters need to remember when talking to NASCAR fan prospects. He will be driving the 01 black U.S. Army Chevy Monte Carlo for the 2004 season.

Nemechek started his racing career on two wheels taking home more than 300 trophies in motorcross before the age of 20. In 1986, he made the switch to four wheels and joined the world of stock car racing. He won championships and rookie of the year honors in three different series before claiming Rookie of the Year in the Busch Series in 1990. In 1992, he led his family-owned Busch Series team to the championship.

In 1994, Nemechek motored into the NASCAR Winston Cup Series. Since then he has won numerous Pole Awards earning the nickname "Front Row Joe." He has three Winston Cup Series wins.

In 2003, Nemechek joined the Army racing team for the final four races of the season. He signed on for the 2004 season, giving driver Jerry Nadeau more time to recover from injuries he received in a May 2003 accident at Richmond.

## TRICARE Reserve Family Demonstration Benefit Extended Through 2004

To ensure continuity of care for family members of the 163,000 National Guard and Reserve personnel called to active duty for more than 30 days in support of federal contingency operations, the Department of Defense Military Health System has extended the TRICARE Reserve Family Demonstration Project for an additional year. The demonstration which began on Sept. 14, 2001, and was due to end Nov. 1, 2003, is now extended through Oct. 31, 2004.

“The continued deployment of National Guard and Reserve personnel away from home in support of Noble Eagle/Operation Enduring Freedom and Operation Iraqi Freedom makes it essential for the Military Health System to ensure their family members have access to a quality health care benefit whenever they need it,” said Dr. William Winkenwerder, Jr. assistant secretary of defense, health affairs.

TRICARE eligibility for these family members begins the day the sponsor is activated if mobilization orders are for more than 30 days. National Guard and Reserve family members may use TRICARE Prime, a benefit that has no copayments or cost shares, if it is available in the area where they live; or they may use TRICARE Standard or Extra. Under the demonstration, for Reserve and Guard families using TRICARE Extra or Standard, the TRICARE annual deductible, \$150 per individual or \$300 per family (\$50/\$150 for E4s and below) is waived. Waiving the deductible helps family members who may have already paid an annual deductible under their civilian health plan avoid

any further undue financial hardships.

The demonstration also waives the non-availability statement pre-authorization requirement for non-emergency inpatient care at a civilian hospital and authorizes payment by TRICARE to non-participating providers of up to 115 percent of the TRICARE maximum allowable charge enabling National Guard and Reserve family members continuity of care with their civilian providers.

Information on the TRICARE benefit for members of the National Guard and Reserves and their family members is available on the TRICARE Web site at [www.tricare.osd.mil/reserve](http://www.tricare.osd.mil/reserve). Sponsors and family members also may contact the TRICARE Information Center toll-free at 888-DOD-CARE, 888-363-2273.



## Marksmanship Unit All-Army Championships Set for March

### USAMU Public Affairs

The U.S. Army Marksmanship Unit will host the All-Army Small Arms Championships in conjunction with the U.S. Army Infantry Center March 14 to 25. The last All-Army Championships were in 1994.

Soldiers and units will compete with the M-16 rifle or M-4 carbine, M-9 pistol and M-24 or M-14 rifles against counterparts from the regular Army, Reserve, National Guard and Cadet Command. The USAMU has a limited number of weapons available for Soldiers and cadets who do not have assigned weapons.

“The advanced shooting experience gained in these challenging matches will translate

into better trained and confident Soldiers, ready to meet the challenges of the global war on terrorism,” said USAMU Commander Lt. Col. David J. Liwanag. “These championships are the pinnacle of in-service Army competitive marksmanship training.”

Soldiers who excel in the All-Army Championships may be selected to compete on the Army, Army Reserve or National Guard Rifle and Pistol Teams in the Interservice and National Championship competitions. Winners of designated matches and classifications may be awarded Secretary of the Army Trophy rifles.

Rifle matches will be shot at ranges from 200 to 500 yards. Pistol matches will be fired under combat time standards at seven to 25 yards. All firing will be done with helmet and individual combat gear (minus body armor and mask). Long-range matches will be fired at ranges of 600 to 1,000 yards.

Matches are open to all Soldiers worldwide of any military occupational specialty, and U.S. Military Academy and ROTC Cadets. Squad-size teams will be from brigades, divisions, major commands, each individual state and territory and Army Reserve major subordinate commands.

For more information on the All-Army Small Arms Championships contact Michael J. Behnke, USAMU chief of competitions, at (706) 545-7841 (the DSN is 835) or [michael.behnke@usarec.army.mil](mailto:michael.behnke@usarec.army.mil).

## Army to Expand Stop-Loss Program

### By Donna Miles American Forces Press Service

Army officials expanded the stop-loss/stop-movement program to include more Soldiers deployed in support of the war on terror.

The Army announcement broadens the number of Soldiers whose separations, retirements and reassignments are temporarily placed “on hold.”

The expansion of the stop-loss/stop-movement program comes as the Army prepares for a major rotation of troops in Iraq.

Lt. Gen. Dennis Cavin, commander of U.S. Army Accessions Command, said during a CNN interview that the stop-loss program is designed “to provide continuity and consistency” for deployed units.”

He insisted that the program does not mean that the Army has a shortage of qualified troops to support the war on terror. General Cavin said the Army remains “very successful” in its recruiting efforts and continues to “bring in top-quality men and women who want to make a difference.”

The current stop-loss restrictions took effect Nov. 13 and cover active-duty Soldiers while they are deployed outside the continental United States in support of Operations Enduring Freedom and Iraqi Freedom.

The restrictions bar voluntary separations and retirements for Soldiers in designated units beginning 90 days before deployment until 90 days after their units return to their home stations.

## Conditional Promotion Policy Clarified

### By Spc. Bill Putnam Army News Service

The Army News Service article posted Nov. 25 on the conditional promotion policy being rescinded prompted a lot of questions from Soldiers in the field.

“Can a specialist be conditionally promoted to sergeant with the new changes coming up?” asked Spc. Mitchell Bosch,

a Soldier in the Hawaii-based 65th Engineer Battalion, via an e-mail to Army News Service.

Other Soldiers around the Army have e-mailed or called Army News Service asking the same question.

They can be promoted, said Sgt. Maj. Julian Edmondson, the personnel policy integrator at the Deputy Chief of Staff for Personnel, G-1.

Under the new policy dated Oct. 10, the Army stopped all conditional promotions from sergeant to sergeant first class after Jan. 1.

Here's how the new policy looks:

- A sergeant has to graduate from the Primary Leadership Development Course to be considered for promotion to staff sergeant.
- A staff sergeant has to graduate from the Basic Non-commissioned Officer Course to be considered for promotion to sergeant first class.
- A sergeant first class has to graduate from the Advanced Noncommissioned Officer Course to be considered for promotion to master sergeant. The only exception to the new policy is conditional promotion from specialist or corporal to sergeant.

They don't need to attend PLDC to be promoted, Edmondson said. In fact, the requirement for a specialist or corporal to complete Primary Leadership Development Course within one year of promotion has been waived, Sergeant Edmondson said. "Now there is no (noncommissioned officer education system) requirement for PLDC," Sergeant Edmondson said. Under the old policy, a Soldier promoted to sergeant had to finish PLDC within one year to keep the rank. That's changed, Sergeant Edmondson said. Now, a Soldier promoted to sergeant

doesn't need PLDC at all to keep the rank but will need it for consideration for staff sergeant, he said. "Before, they had to go (to school) to keep it. But not now," Sergeant Edmondson said.

## Tilley Hangs Up His Muddy Boots

*By Sgt. 1st Class Marcia Triggs  
Army News Service*

Through tearful eyes and a wavering voice, retired Sgt. Maj. of the Army Jack Tilley promised his wife no more deployments and muddy boots, but long walks and more days to do yard work.

Tilley ended a 35-year career in the Army Jan. 15 at a ceremony held at Fort Myer in Arlington, Va. He has made it known to his close friends that he is looking forward to retiring in Florida, but he struggled to clear the lump in his throat and fight back the tears to make his farewell speech as the 12th sergeant major of the Army.

"Although I am taking off my boots for the last time this morning," Tilley said, "I am a Soldier, no matter what uniform I wear."

Standing at 5 feet 7 inches tall, he is no giant, but whenever Tilley walks in a room he's looked up to by both junior Soldiers and senior leaders.

Army Chief of Staff Gen. Peter Schoomaker said that he has only worked with Tilley for about five months, but he sees that he's a ball of energy ... devoted to improving the quality of life of Soldiers and their families.

"He has worked tirelessly behind the scenes ... He has testified before the United States Congress communicating Soldiers' concerns about housing, health care and compensation," Schoomaker said. "And Congress listened, and they

approved increased base pay and targeted pay raises for our NCOs."

Soldiers don't expect to get rich soldiering, Tilley said. They only ask that their leaders train them hard and truly care for their welfare, he said. Soldiers learn very quickly if you have their best interest at heart, Tilley added.

The Army's Soldier of the year, Spc. Russell Burnham, said that Tilley has done so much for him by giving him a chance to earn his current title. It was Tilley's idea to honor a Soldier and NCO of the year at the Department of the Army level two years ago.



**Retired Sgt. Maj. of the Army salutes while his wife Gloria stands at a modified position of attention during his retirement ceremony Jan. 15 at Fort Myer in Arlington, Va.**

The list of people who have met Tilley and grown to love or admire him extends past his military life, and it was apparent when country music singer Darryl Worley made changes to his schedule to make an appearance at Tilley's retirement dinner. In attendance at his retirement ceremony was Karri Turner from the J.A.G. television series; John Layfield, known as wrestler Bradshaw; and Meredith Whitney from Fox news.

Tilley said he has a lifetime of memories from visiting Soldiers in all four corners of the world, but he has also provided Soldiers with memories of him doing one-arm pushups, telling his one and only joke of a private he ran into at the airport who didn't recognize him, and then there is the sight of him grooving on stage doing the electric slide.

Thanks to Soldiers, Tilley said he survived the streets of Saigon and was able to stand in the streets of downtown Baghdad 35 years later.

Now Tilley is going to focus on being a husband, father and grandfather. He choked up when he talked about how his sons grew up without him at home most of the times.

## Soldiers, Officers Can Now View Records Online

*Army News Service*

Soldiers can now review their personnel information on the Web in a one-page Enlisted Records Brief.

Official photographs were added last month to the online Officer Records Briefs, which first became available on the Web in June. The ERBs went online in December.

MyERB and MyORB are now both on the U.S. Army Human Resources Command

home page at <https://www.hrc.army.mil>. Just click on the “Active” link at bottom right. Then the MyORB and MyERB links can be found in the left chimney.

The Web-based solution enables active-duty Soldiers to prepare for promotions by reviewing their records summary via the Internet, HRC officials said. Army Reserve Soldiers and officers can review some of their personnel information via the My2Xcitizen portal. Both the HRC and Reserve portals require Army Knowledge Online accounts and passwords.

“We believe that Soldiers’ access to their personnel information is the best it’s ever been with the ERB going online,” said Col. Reuben Jones, commander of the Enlisted Records and Evaluation Center.

“If Soldiers need to make changes they should still contact their S-1,” Colonel Jones said. “Once changes are made in eMILPO, Soldiers should see corrections to their ERB within 24 to 48 hours.”

The ERB virtually replaces two forms — the old three-page ERB and the four-page DA Form 2-1 for enlisted personnel, officials said. They added that the new ERB is now available for viewing 24/7 on the EREC homepage.

Similar to the ORB, the ERB contains personnel information used to manage professional development, assignments, and promotions such as assignment history, civilian and military education, awards and decorations, special skills, and individual qualifications. Both documents are updated from the data stored in eMILPO.

Currently, only the ORB includes a photo. The ERB will incorporate enlisted official photographs from the Department of the Army Photo Management Information System,

known as DAPMIS, in a couple of months, officials said.

The ORB site has had about 25,000 “hits” since Dec. 18 when the photos were added.

“It is important that everyone ensures . . . personnel information is accurate and updated,” said Brig. Gen. Rhett Hernandez, director of Officer Personnel, HRC. “MyORB with the photo is another step toward that end state.”

*(Editor’s note: Shannon Brown, chief of the HRC Information Management Branch and Sgt. Maj. Deborah Seimer, the EREC sergeant major in Indianapolis, Ind., contributed to this story.)*

## Preston Takes Oath as 13th SMA

*By Joe Burlas  
Army News Service*

Introduced by Army Chief of Staff Gen. Peter Schoomaker as the right man for the job, Sgt. Maj. Kenneth Preston was sworn in as the 13th sergeant major of the Army during a Pentagon ceremony Jan. 15.

As sergeant major of the Army, Preston will act as the Army chief of staff’s personal adviser on all enlisted-related matters, particularly in areas affecting Soldier training and quality of life. That job entails extensive travel throughout the Army to observe training and talk with Soldiers and their families. He will also sit on a variety of councils and boards that make decisions impacting enlisted Soldiers and their families and testify before Congress on Soldier issues.

“(Preston) is the finest non-commissioned officer in the (NCO) Corps,” Schoomaker said.

“We have a real Soldier here. I am confident he will serve our Soldiers well as we transform and reorganize our Army.”



**Sgt. Maj. Kenneth Preston takes oath as 13th Sergeant Major of the Army from Chief of Staff of the Army Gen. Peter Schoomaker while his wife, Karen, looks on. Photo by Joe Burlas**

One of the Soldiers Preston will serve is his own son, Spc. Michael Preston. Michael is a member of the 327th Military Police Company, an Army Reserve unit based in Maryland and currently deployed in Iraq. Michael was able to attend the swearing-in ceremony as he was home on leave under the Central Command Rest and Recuperation Program.

Because his son is a reservist, Preston said he believes that he will be able to better serve the Army Reserve and National Guard as Michael has no problem discussing reserve-component issues — “the good and the bad” — with his dad.

“With 20 to 25 percent of our forces currently in Iraq being Guard or Reserve, their issues are important,” Preston said.

Serving the nation in the military is a family tradition, Preston said. His mother served in the Air Force and his father in the Army during the 1950s. Both attended the swearing-in ceremony. All of his uncles served in the military, during

World War II or the Korean War. Four of those uncles were also present for the ceremony.

Among Preston’s stated priorities in his new job are: ensuring Soldiers are properly trained and equipped to win against the nation’s enemies; instilling the warrior ethos in all Soldiers as “every Soldier is a rifleman first;” facilitating change as the Army embraces new formations, technologies and tactics; and caring for Army families.

“Our enemy on freedom’s frontier is adapting to our tactics everyday and so must we adapt and change out tactics to defeat this threat,” Preston said.

“With the foundation of basic Soldier skills to build upon, we will continue to chart an azimuth to adapt to this ever-changing battlefield.”

Preston has served in the Army for 28 years, mostly in armor units. Prior to his selection as sergeant major of the Army, he was the command sergeant major for Combined Joint Task Force 7 in Baghdad, Iraq.

# Gold Badges

**RSM DECEMBER 2003**



**1ST AMEDD**

SFC Patrick Garnes

**ALBANY**

SGT Roxane Wilson

**ATLANTA**

SSG James Holmes

**CHICAGO**

SSG Byron Davis

SSG Seagram Porter

SSG Christopher Narvarez

**COLUMBIA**

SSG Lawrence Bruns

**GREAT LAKES**

SSG Michael Glaspie

SSG James Whitenack

SSG David Bean

**HARRISBURG**

SSG James Throne

SSG Craig Myers

SSG David Dixon

SSG Dondi Nelson

SSG Dixie Anderson

SSG Gregory Newton

SSG Misty Yocum

SGT Brian Shaw

SGT Kevin Wethley

SGT John Adams

**HOUSTON**

SFC Adam Cary

SSG Earl Benton

**INDIANAPOLIS**

SGT Aiden Hinkley

**JACKSONVILLE**

SSG Chad Lucas

SSG Lafayette Clemmons

SSG Anthony Barnett

SSG Amy Jackson

SSG Gregory Smith

**KANSAS CITY**

SSG Larry Jones

SSG Donald Comstock

SGT William Shook

CPL Justin Bush

**MIAMI**

SSG Solomon Consuegra

SSG Gregory Finney

SGT Terrence Johnson

**MID-ATLANTIC**

SFC Glenford Turner

**MILWAUKEE**

SSG Calvin Gee

**MONTGOMERY**

SSG Michael Cornelius

SSG Anthony Hughes

**NASHVILLE**

SSG Assane Gueye

**NEW ENGLAND**

SSG Christopher Hooper

SGT David Robinson

**NEW ORLEANS**

SSG Kyle Kennedy

SSG Earnest McGowan

SSG Clay Usie

SSG Randy Bloodsworth

SGT Joseph Nickels

**NEW YORK CITY**

SSG Jorge Rodriguez

SSG Jeffery Priest

SGT Tamika Carroll

SGT Noemi Padro

**PITTSBURGH**

SFC Kenneth Varnes

**PORTLAND**

SSG Osu Spellman

SGT Ron House

**RALEIGH**

SGT Kevin Cook

CPL Alicia Durant

**SACRAMENTO**

SFC Reynaldo Ruma

SSG Nheil Mendoza

SSG Tracy Snyder

SSG Joseph Schwener

SGT Gary Martinez

**SALT LAKE CITY**

SFC Kurt King

SSG Antonio Carreras

SSG Montie Long

SGT Robert Palmatier

SGT Wendy Garcia

SGT Joel Chaney

**SAN ANTONIO**

SSG Candido Trillo

**ST. LOUIS**

SGT Charles Reynolds

**TAMPA**

SFC Lepond Brooks

SSG Michael Miller

SSG Toby Hansen

SSG Eric Crockett

SGT Randall Lewellen

SGT Ike Parham

# Morrell Awards

**RSM DECEMBER 2003**

**3D AMEDD**

SFC Andrew Engelbert

SFC John Bohmer

SFC Philip Stevenson

**ATLANTA**

SFC Thomas Contway

**COLUMBIA**

MSG Walter McAllister

**HARRISBURG**

MSG Jerome DeJean

**MINNEAPOLIS**

SFC James Webeck

**OKLAHOMA CITY**

SFC Jerry Lindsey

**SACRAMENTO**

SFC Eric Nebres

SFC Paul Sandoval



**SEATTLE**

SFC Sean Lee

SFC Juan Morales



# Recruiter Rings

**RSM DECEMBER 2003**

*1ST AMEDD*

SFC Roger Vance

SFC Dina Cochi

*3D AMEDD*

SFC Alvin Flowers

*ATLANTA*

SFC Shantrell Collier

SSG Terry Peterson

SSG Nelson Rodriguez

SGT Christopher Long

*BALTIMORE*

SGT Kory Robers

*BECKLEY*

SFC David Owens

SSG Robert Rue

SSG Matthew Bentley

SGT Crystie Blue

*CHICAGO*

SFC Thomas Melton

SSG David Cooper

SSG Ramiro Soza

*CLEVELAND*

SFC Louis Davis

SFC Nathaniel Turner

*COLUMBIA*

SFC Anthony Gist

SFC Ernest Sanders

*COLUMBUS*

SSG James Ratliff II

*DALLAS*

SSG Thomas Morgan

SGT Gary Quick

*DES MOINES*

SFC Malik Stuckey

*JACKSON*

SSG Colin Gilman

*INDIANAPOLIS*

SFC David Alexander

SGT Alissa Walton

*LOS ANGELES*

SFC Audra Hicks

SFC Jerry Clardy

SFC Ezequiel Plata-Santos

SFC William Goodman

SFC Tompall Cromer

SFC Ricardo Heredia

SFC Arturo Ramos-Martinez

SSG Manuel Perez

SSG Kenneth Smith

SSG Monte Keeling

SSG John Fulton

SSG Bryan Williams

SSG Valerie Crowder

SSG Kevin Miller

SGT Steven Landon

SGT John Espanola

*MIAMI*

SFC Nazario Claudio-Colon

SFC Moises Candelario

SFC Carmelo Ferrer

SFC Carlos Rentas

SFC Roman Nelson

SSG Danny Morales

SGT Javier Zuniga

*MID-ATLANTIC*

SFC Marcos Munozramos

SFC Leonard Gardner

*MILWAUKEE*

SSG Michael Lewis

*MINNEAPOLIS*

SFC David Hodapp

SFC David Rieger

*MONTGOMERY*

SFC Raph Minh Tranreno

SFC Richard Creager

SSG Gerald Owen

*NASHVILLE*

SFC Gary Cable



*NEW ENGLAND*

SFC David Pratt

SFC John Rogers

*NEW ORLEANS*

SSG Benjerman Daffern

SSG Jorge Palacios

*NEW YORK CITY*

SFC Kenneth Woods

*PORTLAND*

SFC Palaie Gaoteote

SFC Kelly Sanchez

*SACRAMENTO*

SFC Latina Smith

SFC Francisco Arteaga

SFC Bolivar Toro Jr.

SFC Steven Harris

SFC Poutoa Fuega

SSG Douglas Lesh

*SAN ANTONIO*

SFC Candi Zaccheus

SSG Randolph Garcia III

SSG Joel Arellano

SGT Benito Lopez-Fondeur

*ST. LOUIS*

SFC Dustin Winn

SGT Matthew Dennis

*TAMPA*

SFC Jose Lamberty

SSG Naji Shaheed

**1. What is the basic doctrinal document for risk management?**

- a. FM 101-5
- b. FM 7.0
- c. FM 21-20
- d. FM 100-14

**2. How many steps are there in the risk management process?**

- a. three
- b. five
- c. seven
- d. nine

**3. What is the USAREC form number used for risk management?**

- a. USAREC Form 1144, Rev 1
- b. USAREC Form 1088
- c. USAREC Form 1322
- d. USAREC Form 1877

**4. How many steps are there to a recruiting station briefing?**

- a. two
- b. four
- c. five
- d. six

**5. When giving a recruiting station briefing to a visitor, what part of the market analysis board do you use to begin the briefing?**

- a. Left side — USAREC Form 816-A
- b. Center — Operations and Market Map
- c. Right side — USAREC Form 711-3
- d. None of the above

**6. When briefing the station's USAREC Form 816-A, the briefer should read the assets form from top to bottom, and then ask for questions at the conclusion of the briefing.**

- a. True
- b. False

**7. What USAREC form is used to compute recruiter incentive points?**

- a. USAREC Form 711-3
- b. USAREC Form 986
- c. USAREC Form 215
- d. USAREC Form 598

**8. An adjusted assignment strength may be authorized to be used to compute the award points of a limited production station commander.**

- a. True
- b. False

**9. How often are small computers and business machines inventoried by serial number?**

- a. Monthly
- b. Quarterly
- c. Semi-annually
- d. Annually

**10. What USAREC form is better known as a "Serious Incident Report (SIR)"?**

- a. USAREC Form 958
- b. USAREC Form 967
- c. USAREC Form 940
- d. USAREC Form 533

**11. When performing "Self-extraction from a minefield," what is the acronym used to remember the sequence of events that should be followed?**

- a. SUNNY
- b. SANDI
- c. RAINY
- d. WINDY

**12. When performing "probing" activities for mines, what is the safest position in which to place your body?**

- a. Prone
- b. Sitting
- c. Standing
- d. Kneeling

**13. When performing "probing" activities for mines, at what angle should you insert your probe into the ground?**

- a. 25 degrees
- b. 30 degrees
- c. 45 degrees
- d. 90 degrees

**14. When performing "probing" activities, what is the correct method you should use to find a clear path to an area of safety?**

- a. Stop, drop, and roll
- b. Look, listen, and feel
- c. Hop, skip, and jump
- d. Look, feel, and probe

**15. When informing higher headquarters of the presence of a minefield, what type of report would you send?**

- a. UXO Spot Report
- b. Green Two Report
- c. Red One Report
- d. SALUTE Report

**The answers to this month's test can be found on the opposite page.**

# Mission Box

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

1ST



Brigade

2D



Brigade

3D



Brigade

5TH



Brigade

6TH



Brigade

### RSM December 2003

#### Top Regular Army Recruiter

SSG Dennis Kelly  
New York City

SSG Stephen Fuller  
Atlanta

SFC Dean Johns  
Chicago

SSG Armondo Mendoza  
Dallas

SFC John Samillano  
Portland

#### Top Army Reserve Recruiter

SFC Jacquelyn Green  
Baltimore

SFC William Kendall  
Raleigh  
SSG Terry Sheppard  
Tampa

SGT Charles Battle  
Great Lakes

SGT Seann Rodda  
St. Louis

SFC Darlene Carpino  
Phoenix

#### Top Limited-Production Station

Altoona  
Harrisburg  
SFC Travis Summers

Madison  
Nashville  
SFC David Martin

Bismark  
Minneapolis  
SFC Jimmy Barker

St. Joseph  
Kansas City  
SFC Rickey Paige

Mesa  
Phoenix  
SFC Nicholas McLain

#### Top On-Production Station

Wellsboro  
Harrisburg  
SSG Virgil Cuff

Cullman  
Montgomery  
SSG John Murphy

Indianapolis Downtown  
Indianapolis  
SGT Gary Mountjoy

Wentzville  
St. Louis  
SFC Kenneth Schoelhamer

Susanville  
Salt Lake City  
SFC Ricky Reynolds

#### Top Company

North Shore  
New England

Augusta  
Columbia

Bloomington  
Indianapolis

Liberty  
Kansas City

Tempe  
Phoenix

#### Top Army Medical Department Detachment

Southwest

Georgia/Alabama

Ohio

Dallas

Rocky Mountain

### Answers to the Test

1. d. USAREC Reg 385-2, App. B, para B-5
2. b. USAREC Reg 385-2, App. B, para B-1
3. a. USAREC Pam 385-2, App. B, para B-2
4. b. USAREC Reg 350-7, App. C, para C-5 a-d
5. b. USAREC Reg 350-7, App. C, para C-5 c
6. b. USAREC Reg 350-7, App. C, para C-5 c
7. d. USAREC Reg 672-10, para 3-13
8. a. USAREC Reg 672-10, para 3-3d(2)(a)
9. b. USAREC Reg 380-4, para 6-10
10. a. USAREC Reg 380-4, para 9-5b(1)
11. b. STP 21-1-SMCT Task 052-192-1042, pg. 3-147
12. a. STP 21-1-SMCT Task 052-192-1042, pg. 3-149
13. b. STP 21-1-SMCT Task 052-192-1042, pg. 3-150
14. d. STP 21-1-SMCT Task 052-192-1042, pg. 3-149
15. a. STP 21-1-SMCT Task 052-192-1042, pg. 3-153



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