

RECRUITER

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Journal



Audie L. Murphy



Recruiter

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Public Affairs Officer - S. Douglas Smith
Editor - Pearl Ingram
Associate Editor - Dottie Pack
Associate Editor - Beverly Harrison
Cover Design - Joyce Knight

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10 OSU Pistol Pete joins Army

Stormy H. Phillips, a civil engineer major at Oklahoma State University, better known around campus as "Pistol Pete" OSU's youngest pistol wielding rough and tough cowboy mascot, is trading in his 45-pound mascot uniform for an Army uniform as a force protection military police officer in the Army Reserve.



11 U.S. Army, Lockheed Martin partner in recruiting

USAREC and Lockheed Martin Corporation signed an agreement to provide priority hiring status to qualified soldiers participating in the PaYS program.



12 The Surgeon General of the Army visits Mayo Clinic to assist 3d AMEDD recruiting effort

LTG James B. Peake, The Surgeon General of the Army, visited the Mayo Clinic to assist 3d AMEDD in improving relations.

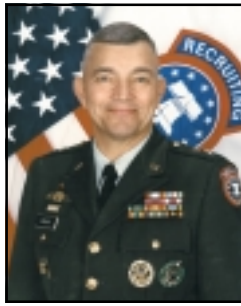


14 What's up with ARISS?

The next big event for ARISS is the Personnel Module that will be fielded in January. PER is the replacement system for CIMS and will provide nearly all administrative support for personnel in USAREC.

From the Commander

MG Dennis D. Cavin



Happy New Year! I trust that each of you and your families enjoyed the holiday season. I know you have returned refreshed with a commitment to do our very critical part in meeting the manning needs of OUR ARMY— active and reserve.

We closed out first quarter of Fiscal Year 2002 in outstanding fashion. We not only met, but exceeded our accession mission for first quarter. In fact for the first time in the history of USAREC, an entire recruiting brigade mission boxed, and to prove it wasn't a fluke, they did it not just in October, but in November too. Congratulations 5th Brigade!

USAREC also continues to build the pool for those critical bathtub months with an increasing number of enlistments from the college market. DEP loss rates are at lower than any model could have projected, and MOS fill is at nearly 110 percent.

The quality level of the force you are building remains top-notch. In fact, through the end of first quarter more than 70 percent of the young people we accessed along with those that are still in the DEP are in the I-III A category. More than 95 percent are high school diploma graduates. That's a significant increase compared to first quarter of last year. We are no longer building up to quality. We are starting off the year with quality first.

Having quality soldiers couldn't be more important with what is going on in the world today. We must have the very best of the best defending America's freedom.

Our Army and our nation need us to continue this momentum. We cannot afford to, as they say, rest on our laurels, become complacent, sloppy, and let distracters pull us away from what we know works — honest hard prospecting, follow-up and closure.

We must also continue our efforts to reach out to young people in underrepresented ethnic groups.

This month we celebrate a great man who embodied the spirit of America. Dr. Martin Luther King Jr., believed in and fought for freedom and equality for all people regardless of race, creed, color or ethnicity. He set a standard of fairness, opportunity, and belief in a better way of life for ALL.

In September of 1963, Dr. King delivered the eulogy at the funeral of four young African American girls. The girls died when a bomb detonated at the Sixteenth Street Baptist Church in Birmingham, Ala., where the four were attending Sunday school. Ku Klux Klan members set off the bomb.

Dr. King said, "Their death says to us that we must work passionately and unrelentingly to make the American dream a reality."

President Bush echoed similar thoughts after the September 11th terrorist attacks. The President spoke of how he now carries the police shield of an officer who died trying to save lives at the World Trade Center. He carries it as a reminder of the lives that ended and a task that does not end.

He said, "I will not forget this wound to our country or those who inflicted it. I will not yield; I will not rest; I will not relent in waging this struggle for freedom and security for the American people."

I ask you to wear the recruiter badge and this uniform not only as a symbol of the important job you do, but also as a reminder of the importance of service and sacrifice — sacrifices like those of the police officer at the World Trade Center, Dr. Martin Luther King Jr., and the thousands of others who died defending principles, freedom, and their fellow Americans.

Keeping the Army fully manned is critical to preserving the freedom for which so many others have fought courageously. It is our job. It starts here in USAREC.

Again, best wishes for a happy, healthy, successful year.

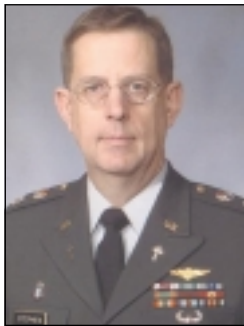
Proud to be here, Proud to serve!



Chaplain's



Motivational Notes



*by Chaplain (LTC) Jim Stephen
HQ USAREC*

“Only half a mile to go”

It wasn't the numbing cold, which defeated the former Olympic champion, Florence Chadwick, on that eventful day in 1952. Nor was it the dulling fatigue, which had accumulated during 15 hours of swimming in the currents off Santa Catalina. Nor was it even the lack of endurance — there was sufficient stamina to complete the last few hundred yards of the 26-mile journey.

But, nonetheless, Florence was hauled from the water less than one-half mile from the shore — a short distance from being the first woman in history to complete the arduous swim from Catalina to the California coast.

No, it wasn't the cold, nor fatigue, nor weakness, which turned success to failure — but lack of vision. Florence couldn't see the shore for the fog. Had she known how close she was to the objective, she would have kept going.

Many of us are like Florence: we have the skill, the

motivation, the will to accomplish our goals, but we lose sight of the objective. We let the clutter and debris of life obscure our vision and thus lose sight of our goals.

To her credit, Florence got up to try again. Everything was the same for the second try: the currents were just as strong, the water as cold, the fog as dense as that which had obscured her vision on the first attempt.

All was the same — except for one thing: Florence! This time, she carried with her a mental image of the shore — an image so vivid and detailed that she could envision every rock of the distant coast. And, when she reached the fog bank which had destroyed her faith only two short months before, she swam on. Now she could look through the mist and obscurity. She knew the shore was there because she could see it — not with the naked eye, but with the mind's eye. She could envision the image of the goal, which she herself had created.

Creating a mental image of our objective is a prime ingredient to success. It's like a road map or blueprint of what we want to accomplish.

The lesson is clear. Through fog and contrary currents, we must hold to our course, keeping a vivid image of our goal in mind, until at last the image becomes reality and the race is won.

Imagine yourself as the recruiter of the year. Picture the board in the office with all of the names and faces, which represent the youth of today that you have put into the Army. When the going gets tough, keep reaching for your goals.

(James.Stephen@usarec.army.mil) 

Sergeant Audie Murphy

Story by Recruiter Journal Staff

Photos by Greg Calidonna, USAREC APA

The first annual USAREC Sergeant Audie Murphy Club Induction Ceremony was held Dec. 6, 2001, at Fort Knox, Ky. The ceremony was hosted by CSM Roger L. Leturno, USAREC command sergeant major, with MG Dennis D. Cavin, USAREC commanding general, as guest speaker.

The SAMC is a privilege earned by a few exceptional NCOs. The SAMC is a means of recognizing those NCOs who have contributed significantly to the development of a professional NCO Corps and combat-ready Army. Members exemplify leadership by personal concern for the needs, training, development, and welfare of soldiers and concern for families. The SAMC is an elite organization of NCOs who have demonstrated performance and leadership qualities and abilities characterized by SGT Audie Murphy. Murphy was an NCO who, as a squad leader, consistently demonstrated the highest qualities of leadership, professionalism, and regard for the welfare of his soldiers.

All RA and USAR NCOs in the rank of corporal through sergeant first class assigned or attached to USAREC units are eligible for the SAMC.



SSG Aaron Hampton

On-Production Station Commander
Bel Air, Md.

SSG Aaron Hampton feels it is an honor to be inducted into the SAMC. This summer he was a member of the U.S. Army Service Pistol Team Shooting Tour, winning an award as the Top Pick-Up Shooter.

In April, he will report to a new assignment with the U.S. Army Marksmanship Unit, Fort Benning, Ga.

He volunteered for recruiting duty three times before he was selected — the first two times prior to his 21st birthday. He says he probably would not be in the Army had it not been for his recruiter and may not have graduated from high school on time. He wanted to offer that same opportunity to others.

“I didn’t know if I could be a good recruiter,” said Hampton, “but I became a good recruiter because of my station commander and my mentors.”

“I have worked with, for, and supervised every personality type you can imagine and every one of them can be a great recruiter if they use leadership,” said Hampton.



SFC Jerry W. Paris

Special Forces Recruiter
Recruiting Support Brigade
Fort Benning, Ga.

The SAMC is a prestigious club filled with great NCO leaders according to SFC Jerry Paris. Paris has been leading soldiers, both in and out of USAREC, since 1993. He also led soldiers during Desert Storm.

“I have been mentored by and taught by some of the best NCOs in the Army and some of those were

Sergeant Audie Murphy Club members,” Paris said.

Paris admits he is competitive and was very confident he would be selected for induction; however, he says the criteria were tough. Paris feels there are people who are born to be leaders and says Audie Murphy was born to lead soldiers, even though he did not have a high school education.

“Being inducted means a lot to me on a personal level,” said Paris. He thanks his wife, Denise, and boys, Mason, Rhett and Carter for his success.

SSG Robert A. Santos

Recruiter, East Cleveland Station,
Cleveland, Ohio

SSG Robert Santos had a personal mission before he set foot inside the East Cleveland Station.

“I know what it’s like to be shorthanded and have to do the work of two people,” said Santos.

In his last unit, the number of soldiers dropped from 13 to six, and he doesn’t want to see that happening to other soldiers.

“When I came to recruiting, I made that (maintaining endstrength) my main focus, because without recruiters going into high schools and out talking to people, we can’t have a strong Army.”

He admits he wasn’t much of a people person when he first arrived at the seven-man station. But he learned quickly how to become an effective communicator.

“The main thing is to have a positive can-do attitude, and you have to spread that around the station. You have to stay positive, and I think that is the key to whether you are successful or not.”

He says recruiting is just like any job. Some days it’s not going to be perfect and everybody has his or her ups and downs.

“You have to realize what the mission is and what the ultimate goal is. You have to think that without the recruiter you have no Army. You have to repeat that to yourself every day — that if I do not go out and do my job, then the Army doesn’t have a job.”

“This experience will help me deal with younger soldiers when I go back to being a platoon sergeant. I’ll always think positively about recruiting,” said Santos.

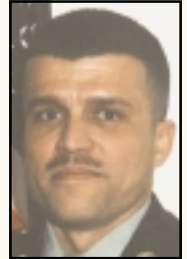
SSG Karen S. Bishop

USAREC Command Retention

SSG Karen Bishop enjoys being a member of USAREC’s retention team and loves her job as a retention NCO.

“Every soldier in the Army is my soldier,” said Bishop, “because I can advise and guide them in their career.”

Becoming a member of the SAMC became a goal for Bishop during the 3rd quarter NCO of the Quarter Board. “Everybody is very competitive,” said Bishop about the board. “You have to do some things to make yourself stand out from



Club members inducted

the other soldiers.”

During the past year she did everything she could to achieve excellence. She worked hard to accomplish the USAREC retention mission. She provided support to brigade counselors and conducted liaison with Department of the Army Retention Branch in order to better assist soldiers. She accepted each new challenge and grew from the experiences.

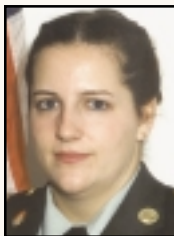
“It was overwhelming,” said Bishop when she learned she had been selected for induction. “I had worked so hard and put so much time into getting prepared. It is probably the most awesome achievement that I will make while I am in the military.”

“He (Audie Murphy) is the most decorated soldier in American history” said Bishop. “He would place the needs of his soldiers above his own welfare. I’m just so proud that I was selected.”

SSG Heather Jackson

Recruiter, San Antonio Battalion

“My first initial reaction was shock, then honor,” said SSG Heather Jackson, upon learning about her induction into the SAMC. “I didn’t see myself as someone that would represent Sergeant Audie Murphy, yet someone else did.”



Jackson realizes her biggest obstacle in recruiting is not being able to speak the language in the Hispanic market. Therefore, she has taken it upon herself to take lessons. She feels her strongest leadership quality is compassion. She genuinely cares about each individual she encounters and tries her best to get them what they want.

“I have always tried to lead by example and have been fortunate to have had good role models and good mentorship,” said Jackson.

SFC Robert Gallardo

Station Commander, Merrillville Recruiting Station, Indianapolis Battalion

SFC Robert Gallardo is still in a state of shock. “I guess this whole thing hasn’t hit me yet,” he said. “Down the road, it will finally sink in that I was recognized by individuals outside my circle who saw something in me.”



Gallardo was nominated by SFC Nelson Balleu, his first station commander and a SAMC inductee, who is now his mentor.

“My first reaction was ‘Wow, the hard work paid off.’ This whole experience has taught me that diligence, being prepared, and taking the time will pay off,” said Gallardo.

This has been a great year for Gallardo. He was promoted to E-7 and graduated distinguished honor grad at ANCOG. A greater honor to Gallardo was being awarded the distinguished leadership award at ANCOG, which is chosen by fellow students. In addition, he and his wife are expecting a child.

Gallardo brought his wife with him so she can enjoy this with him. “She realizes the hard work, long hours, and time

away from the family were not wasted,” said Gallardo. “I used the time productively, and I wanted her here to witness it with me.”

SSG Carl Miller

Recruiter, Lewisville Recruiting Station, Dallas Battalion



SSG Carl Miller has not scored less than a 300 on his APFT. This in conjunction with his leadership skills has earned him a spot in the SAMC.

“I have a good sense of job satisfaction as a recruiter,” said Miller. But he feels his greatest challenge is overcoming stereotypes. “There is more to the Army than what many portray as ‘Gomer Pyle’ era.” He works hard to ensure the prospects and their families see the quality of the military and the lifestyle they can have.

“My strongest leadership quality is my genuine concern for the welfare of soldiers, all of them, not just those under my leadership,” said Miller. “I will ensure that each of them is well-trained, motivated, and their families are taken care of resulting in a more productive soldier.”

Miller, who has recently been selected for E-7, doesn’t accept anything less than mission box. “The bottom line is I find folks to put in the Army.”

SFC Roselyn Lachica

Station Commander, Miami Recruiting Battalion




SFC Roselyn Lachica felt she was nominated for the SAMC because of her dedication to duty. After assuming the duties of station commander, the first sergeant knew that when he needed something done, all he had to do was ask Lachica. “They knew the mission would be done regardless,” said Lachica. “They didn’t second guess my abilities or my dedication to mission.”

Lachica feels it is the greatest honor a soldier can receive to be inducted into the SAMC. “For someone to feel you are worthy and to be chosen over the other NCOs in your battalion, then to be able to represent the battalion,” said Lachica, “what a great honor.”

SFC Julie A. Mejia

Great Lakes Recruiting Battalion, Lansing Recruiting Company, Howell Recruiting Station

She was the Top On-Production Station Commander for FY 00 and honor graduate for the Station Commander course in February 2000.

SFC Julie Mejia will complete ANCOG at Fort Gordon, Ga., in March 2002. She will then PCS to Fort Lewis, Wash., to go back to her MOS 31W40 (Signal Operations). Her husband was also a recruiter in the same battalion, same company, but different recruiting station. He was assigned to the Ann Arbor Recruiting Station and is currently at Fort Lewis, Wash. 

DEP losses can be prevented with a little TLC

By Ed Drohan

Raleigh Battalion APA

The life of an Army recruiter is pretty tough. Combine long hours at work, thousands of miles spent on the roads in G-cars each month, and having to deal with school officials and applicants who can sometimes be less than cooperative, and you have a recipe for one of the most challenging jobs in the Army.

So why do so many recruiters make their jobs so much harder? That's exactly what they do whenever they take a DEP loss. All the work that went into finding the prospect, turning the prospect into an applicant, making sure they were prepared for the ASVAB and the physical, and getting them a job and training seat, is all out the window and must be repeated to replace the loss.

The worst part is that so many DEP losses can be prevented. Not only can they be prevented, but according to leaders from MG Dennis Cavin, USAREC commander, to your station commander, they must and will be prevented.

MG Cavin has declared that the maximum DEP loss rate for USAREC will be 12 percent, sentiments echoed by Raleigh Battalion Commander LTC William Pedersen. Unfortunately Raleigh Battalion, despite its outstanding performance by mission boxing in RSM October, still had a 13.7 percent DEP loss rate. In other words, recruiters had to pound the streets and beat the bushes to replace 35 people they had already spent hours beating the bushes to find in the first place.

There are some recruiters, though, that take very few losses from their DEP program. Raleigh Battalion operations NCO SFC Wendell Boykins, for instance, had one of the lowest DEP loss rates in 2nd Brigade during his tenure as a station commander.

He was commander of Henderson Recruiting Station, a three-person station at the time that had only four DEP losses for the year (and one of those was a person who passed away in an accident before shipping). He and his recruiters did that, he said, by establishing and maintaining a good rapport with the applicant and family from the moment they met them, and continuing that close relationship the entire time the person was in the DEP.

"You have to keep treating them the same way you treated them the first day you met," Boykins said. Too many recruiters, he said, tend to drop their relationship

with an applicant once they swear into the DEP, concentrating instead on the next person they need.

A recruiter also needs to establish and maintain rapport with the DEP soldier's parents or significant other, and give them the respect they deserve.

"When you call, don't just ask if Johnny's home," Boykins said. "Talk to mom and dad and see how they are doing, and they will tell you what he's doing."

Frequent contact is also key to preventing DEP losses, Boykins said. He and his recruiters would talk to every member of the DEP at least once a week, but usually more often than that.


"We would have them come by the station, stay in contact with their parents — sometimes the parents would even bring food by the station," Boykins said. "We made them feel like family. They would do their homework at the station, hang out, and bring their friends in."

The Henderson recruiters would also have formal DEP functions on a regular basis, sometimes funded, sometimes unfunded. They took DEP soldiers to Fort Bragg and to museums. They would have Christmas parties and make sure the parents or families were invited as well.

Establishing and maintaining that rapport would pay off for the recruiters. Applicants would be more likely to reveal potential problems during the hot seat interview if they already felt comfortable talking to the recruiter. They would be more likely to divulge possible problems while they were in the DEP, making it easier to solve those problems than if they were discovered on ship day.

The rapport Boykins and his recruiters established and maintained paid dividends in other ways as well. First a low DEP loss rate means fewer contracts the recruiters had to write to make mission. DEP soldiers were also more likely to bring their friends (and potential applicants) by the station if they felt the recruiters cared about them, not only as a number for the month their contract was written in, but for the entire time they were in the DEP, he said.

Recruiters also need to understand how big a motivator fear is — fear of basic training, of Army life, of the unknown in general, Raleigh Battalion CSM Michael Rooney said. They need to talk to their applicants and DEP soldiers and help them overcome that fear by letting them know exactly what will happen every step of the way.

The bottom line, he said, is to follow the Golden Rule. "Treat people the way you would want to be treated." 

TAC tips

The little difference that means a lot: Listen!

Stay focused

Minimize any possible distractions and concentrate on the person doing the speaking. Listen and absorb. Center on the applicant and pay close attention to what is being said and how it is being said and not how others are reacting to or receiving the talk.

Do not interrupt

Regardless of the setting, any interruption will decrease effective communication. Always remember the difference between a question and an inter-



ruption. Questions are asked, usually solicited and almost always welcome — at the appropriate time. Interruptions are usually rude, unwelcome and only serve to distract or upset the applicant. Speakers usually instruct listeners to feel free to ask any questions as they go along or save them until

the end. In one-on-one or smaller settings, interruptions only serve to distance the applicant from you and alienate any others involved in the conversation.

Actively participate

The simple act of “being engaged” by a speaker’s words will produce great dividends. An occasional nod, a small smile or a request to repeat misunderstood words states in large words, “I’m listening.”

Maintain eye contact

One of the greatest lessons learned by the most successful of recruiters is the simple act of “lookin’ em in the eye.” Eye contact communicates an honesty and interest that can melt the hardest sales resistance. Eye contact



should be natural and easy; don’t stare to the point of making your applicant uncomfortable. (But you knew that.)


Interpret both words and emotions

The spoken word is only one component of what is being “said.” The tone of voice, inflections and facial expressions also “speak” volumes. The applicant’s emotion is an excellent indicator of his or her true feelings regarding the subject matter. “Listening” to all the elements presented by the applicant can capture the subtlety and subtext of an entire talk. Get the whole message by also paying attention to the emotions behind the words.

Resist filtering

Hear and listen to what is being said. Keep your mind open and absorb what is being discussed. Do not hear through a filter of some predisposed viewpoint. Do not judge what others are saying by your value system only. You may disagree with a part or all of what is being said but keep that to yourself. Remember, the rule, “never challenge ones beliefs.” Besides, there is usually some value in listening for listening’s sake. The worthiness and value of the talk can be judged at a more appropriate time. You should never instantly filter.

Summarize the message

Ensure a complete understanding of what has been said by offering a quick summary. You will demonstrate an impressive command of the situation with the ability to instantly digest and summarize the other person’s key points. Not only are you exhibiting an indispensable skill, you are complementing the applicant by displaying attentiveness to the applicant and the applicant’s ideas. 

The CLT / Station Com

*By MSG Greg Melcher, NCOIC Training Division,
Recruiting Operations*

Happy New Year! With the start of the new year, let's address some of the challenges facing new station commanders. We will focus on the relationship between the station commander and the command leadership team. Our primary emphasis this month is to identify some common communication barriers within this relationship, establish a general understanding of the roles and responsibilities inherent to each position, and provide potential solutions to a variety of situational problems using tried and proven tactics, techniques and procedures.

The position of a station commander is often the most challenging assignment an NCO will undertake throughout their Army career. Many of our station commanders are new to leadership assignments. This assignment is often the first really visible leadership role. Many leaders (civilian and military) consider the role of a station commander as one of the greatest leadership challenges one can face in the Army. The demands of being a station commander will challenge your leadership experience. You will deal with a constant barrage of complex ethical, moral, and administrative dilemmas. As if this was not enough, you have a CLT placing constant demands on you that only increase the pressure to accomplish your mission.

In addition to the traditional Army leadership challenges, you will struggle to resolve sales management situations that normally require extensive civilian training and experience. Personal and unit motivation will greatly impact your ability to accomplish your very important mission. You must recognize how to apply the latest Army leadership doctrine as well as our civilian counterparts executive sales management techniques. You must drive production with the same finesse and efficiency as you would apply the leadership principles and guidelines outlined in FM 22-100.

The CLT faces similar situations. However, much more of your time is spent driving production. The constant battle with production inhibitors consumes your day.

Many of your planned activities are halted, interrupted, or postponed due to processing issues. Many of these issues are redundant. You develop training to address this need with the understanding that removing the processing delays will free up a great deal of your day. However, the delays continue despite the training delivered just last week. In addition to the processing issues, you will react daily to some type of tasking from a higher headquarters. You will struggle daily to develop a method of managing and implementing the standards established in USAREC Regulation 350-9 and other command guidance.

Many of our solutions to leadership challenges are addressed in FM 22-100. In fact, this manual addresses many of our sales management issues as well. Unfortunately, it does not address all of them. Often our problems are a result of inadequate training practices. We assume the institutional training provided by the Recruiting School is all the training each echelon requires to successfully accomplish their mission. We attempt to develop sustainment training packages to fill the void. Unfortunately, our problems often continue and we stay in a constant state of flux.

It is not possible to address every leadership challenge you will face. I would like to share with each of you (station commander and CLT) a proven technique that may help you manage your daily duties and satisfy many training needs. I will focus on techniques to enhance production while addressing some leadership challenges. The Army determined long ago that using drills is one of the best methods to train a task to standard. Using a drill to learn a task will increase the likelihood of performing that task to standard. Drills create a routine practice that will guide us through many potential obstacles. Although they may vary from battalion to battalion, USAREC has established a drill designed to increase production.

This drill is the "Performance Review." Although there are many variants, the goal is always the same – increase production. Unfortunately, we don't often recognize this procedure as a drill. Therefore, we do not use this system to its full potential. We need to use the production review to create successful habits in our subordinates. The only way to develop habits is to

Standard Relationship

conduct the task the same way every time, whether the production review is in depth or “on the fly.” Developing your production review into a drill will directly result in your unit becoming more efficient, professional, and successful.

I want to pass on another “drill” that I encountered years ago. I tried, with no success, to determine its origin. I modified this procedure to fit my role as a station commander and then as a first sergeant. I would maintain the integrity of the drill regardless of whether my production review was an in-depth review or one by telephone. Performing it established the standard. It will take several weeks before everyone in the organization performs this process to the same standard. I did not need to publish it, only practice it, as you would your rifle marksmanship. The production review below is based on the “Five “P” Concept.”

PERSONNEL

People are the business. Hence, this should be the first item of discussion. Soldiers “out of the net” will greatly impact your ability to accomplish your mission. No soldiers recruiting, no production on the wall. You must establish a standard planning process for any activity that takes a recruiter “out of the net.”

PERFORMANCE

This is our bread and butter. These are lead-generating activities. Always review prospecting activities, do not focus on achievements alone. Make your recruiters and station commanders brief their prospecting plans. Always make prospecting activities your top priority. As difficult as this may sound, prospecting accomplishments should normally trump processing priorities.

Check the recruiter’s plan. Are the prospecting times right, is he/she achieving their goals? CLTs must review station achievements and the MET results. You should have this information in advance. Review past testers. The first sergeant is the organization’s most experienced salesperson. They can often pull a test-qualified applicant through the system because of this experience.

PROJECTIONS

As we enter the age of automation you must not remove the “person” from the processing cycle. Due to the different experience levels of recruiters, station commanders, and first sergeants, we should use our time to ensure all bases are covered. Issues such as buying motives, travel coordination, medical, moral and anything that would impact the applicant’s ability to process must be addressed.

PRODUCTION

There is no greater disappointment than missing your mission because of a last minute DEP loss. It is too easy to neglect our DEP/DTPs in pursuit of that next applicant. Addressing this issue consistently and constantly will reduce your attrition. Many of you could use your experience to save the loss if you knew about it in advance. Use this time to uncover any potential problems.

I used this block to discuss waiver status as well. Some waivers appear to be so complex, recruiters avoid them at all cost. Waivers are freebies. If it has the likelihood of approval, you must get it through the system. We must use our experience to determine if the waiver has merit and if so, pursue it. If not, scrap it.

POTENTIAL PROBLEMS

Use this block to capture general information. Everything from NCOERs to awards, reports and anything you determine to be important.

As you manage with developing courses of action that enhance your unit’s performance, keep in mind the old cliché “practice makes perfect.” You will enhance your professional working relationship, increase productivity, and create positive quality of life by establishing standard practices. Defining our roles and responsibilities provides the direction all of us require to become more successful. Without this definition, we cannot determine our objectives effectively. Developing and implementing standard practices (drills) will guide you through the difficult times just as practicing drill and ceremony gets us from one place to another in an efficient and organized manner.

OSU Pistol Pete joins Army

By Valerie H. Brannigan, Oklahoma City Battalion

In the days immediately following the terrorist attacks that left our nation in a state of shock, a young, patriotic student enlisted in the Army Reserve. Stormy H. Phillips, a civil engineer major at Oklahoma State University, Stillwater, Okla., wanted to do something to help his country in her time of need. Phillips is better known around campus as 'Pistol Pete,' OSU's youngest pistol wielding rough and tough cowboy mascot.

Phillips will trade in his 45-pound mascot uniform for an Army uniform for his weekend duty as a force protection military police officer in the Army Reserve. Upon completion of his basic training and advanced individual training next summer at Fort Leonard Wood, Mo., Phillips will be stationed with the 366th Military Police Company, Stillwater, Okla.

The Jenks, Okla., native expressed his outrage over what had happened and was determined to serve his country. He wanted to serve just like his grandfather did during the Korean War.

"The very next day I went to the U.S. Army Stillwater Recruiting Station and joined the Army. At first, I was considering active duty and leaving college to go in as an infantryman. But, after talking with SFC Todd Crosby, I thought that the military police would give me a better opportunity to finish college," said Phillips.



Phillips poses with his future force protection unit, the U.S. Army 366th Military Police Reserve Company, Stillwater, Okla.



SFC Todd Crosby, recruiter Stillwater Recruiting Station, enlisted Stormy H. Phillips, Oklahoma State University's youngest Pistol Pete mascot.


"After what had happened, I figured there is no reason why someone like me, who wants to go fight and protect our country, should be sitting here," he said. Phillips will report as a reservist for weekend duty until he completes college.

"I've always thought of a military career, but when I got the opportunity to go to college, I thought that was the best avenue to take... Do college first and go into the military later," he said.

"For me to finish college would not only benefit me, but also benefit the Army later when I go in as an officer after graduation. Now, I can still serve my country if they need me, without completely abandoning school," Phillips said.

Following in his maternal grandfather's, SFC Dan Contralis, a Korean War veteran, footsteps is an honor for Phillips. He is the second male in his family to join the military since his grandfather served.

While his family is proud of him, they still have concerns and are worried about the thought of his having to deploy. "My mother, who listens to National Public Radio all the time, is a little concerned. But my parents have always supported me in whatever I wanted to do, and they have trusted my decisions so far," explained Phillips.

"I just wanted to take *care* of my country and let people know that Middle America *cares* about the whole country," Phillips said. 

U.S. Army, Lockheed Martin partner in recruiting program

Story by Julia Bobick, USAREC Headquarters APA

The U.S. Army Recruiting Command and Lockheed Martin Corporation signed an agreement to provide priority hiring status to qualified soldiers participating in the Partnership for Youth Success (PaYS) program. Lockheed Martin, a Fortune 100 aerospace and technology company headquartered in Bethesda, Md., plans to use PaYS participants to supplement its other recruiting efforts.

Lockheed Martin is the 13th company to join the program since its launch in June 2000.

Participating in the ceremonial signing were MG Dennis D. Cavin, USAREC commanding general, and Lockheed Martin representatives Terry F. Powell, vice president human resources; William W. Hansen, vice president Army programs; and Kenneth J. Disken, vice president human resources for the corporation's systems integration business area.

"The U.S. Army is pleased to have Lockheed Martin join our team as a corporate partner in the Partnership for Youth Success program," MG Cavin said. "Lockheed Martin has a long-standing supportive relationship with America's Armed Forces. They recognize the quality of young men and women who serve this country and are willing to offer our soldiers post-Army employment opportunities."

PaYS is a strategic partnership program between the Army and a cross section of U.S. industries. It was developed to help the Army attract, train and deploy talented young people seeking careers in emergency medicine, electronics and computer services, manufacturing, sales, logistics, construction, communications, and automotive and aircraft maintenance.

"It helps business by guaranteeing participating companies

a consistent, dedicated flow of skilled and responsible job candidates. It's good for the Army. It's good for corporate America and most importantly, it benefits today's young people," MG Cavin said.

Under terms of the agreement between USAREC and Lockheed Martin, enlistees interested in gaining specific job training and qualifications will receive that training while in the U.S. Army. As part of the enlistment process, recruits sign a letter of intent to work for Lockheed Martin upon completion of their term of service. As they near the end of their enlistments, the soldiers will have the opportunity to interview with Lockheed Martin for a specific job at a specific location.

"Lockheed Martin is delighted to support the U.S. Army's recruitment objectives while also gaining access to a pool of talented people whose skills are among those fundamental to our success, and to that of our customers," said Vance D. Coffman, Lockheed Martin chairman and chief executive officer. "Talented people are the foundation of Lockheed Martin's ability to serve our customers and to achieve our vision to be the world's best advanced technology systems integrator.

"The PaYS partnership will provide a source of potential employees who understand the importance of excellence, integrity and teamwork, which are among the values we share with our customers around the world."

About Lockheed Martin Corporation: Lockheed Martin is a global enterprise principally engaged in the research, design, development, manufacture and integration of advanced technology systems, products and services. The Corporation's core businesses are systems integration, space, aeronautics and technology services. Their Web site is www.lockheedmartin.com. **R**

MG Dennis D. Cavin and Terry F. Powell, Vice President, Human Resources, sign the PaYS agreement between USAREC and Lockheed Martin. (Photo by Greg Calidonna)



The Surgeon General of the Army Clinic to assist 3d AMEDD

*Story by Vince Nunez, 3d Recruiting Brigade APA
Photos by Betsy Faber, 3d Recruiting Brigade APA*

When 3d AMEDD needed assistance in improving relations with the Mayo Clinic in Rochester, Minn., they got it from the top with a visit by LTG James B. Peake, The Surgeon General of the Army.

This summer Peake visited the Mayo Clinic, one of the premier medical research, care, and education institutions in the world, to assist the 3d AMEDD through his personal contacts with the clinic.

“Recruiting is an important job, and I don’t get an opportunity often enough to say thank you and help out,” Peake said.

During the two day visit Peake toured the Mayo facility and attended a dinner which he was the featured speaker.

Peake also attended a 3d AMEDD recruiting expo that featured 12 Army medical exhibits. Mayo clinic personnel, including medical students, also viewed the exhibits with many expressing their admiration and new found understanding of the Army Medical Corps.

“This has been a very enlightening experience for me,” said Kendra G. Jones, a first year medical student at the Mayo Clinic who toured the exhibits. I knew very little about the Army and now I’ve learned a lot. I was particularly impressed with the different humanitarian missions the Army participated in,” she added.

After touring the exhibits, Peake and members of the 3d AMEDD staff participated in an informal brainstorming session with members of the Mayo Clinic. The Mayo staff gave their views on military service, perceptions of the Army Reserve, and exchanged ideas on improving Army recruiting effectiveness with Mayo Clinic.

Dr. Kate Stoltz-Smith, Assistant Dean of the Medical Graduate School, mentioned that recruiters have to have a low key approach in dealing with doctors and be good at one-to-one interaction. She also said that hosting training seminars would be effective. “Residents need to know that a lot of the things taught in the Army Reserve can enhance their career at Mayo,” she said.

Another added boost to the Army recruiting effort was that the revered founders of the Mayo Clinic, Drs. Richard and William Mayo, served as Army Reserve

medical officers during World War I and after the war. Since the Vietnam War the Army presence at the Mayo Clinic has decreased, according to LTC (Dr.) Walter B. Franz, a Mayo Clinic consultant and a member of the Army Reserve Medical Corps.

“At least in my 20-year experience at Mayo the relationship has been much less visible. Locally, we had in the past, a very visible reserve medical unit, which was quite active, but this unit was closed during downsizing,” Franz stated.


Army recruiting visibility improved several months after The Surgeon General’s visit according to MAJ Peter B. Olson, Officer In Charge of the Minneapolis Health Care Recruiting Team.

“There has been a great improvement in our relationship with Mayo,” Olson said. “The visit helped open doors that had been previously closed or only opened a crack. We just commissioned the first of many physicians we are working from there. We are also working several nurses from Mayo,” he said.

Olson also noted that they received many more leads as a result of the visit but some of the leads couldn’t qualify for a commission.

LTC Bryant H. Aldstadt, 3d AMEDD commander at the time of the visit, assisted in coordinating the tour. “This was an outstanding opportunity to utilize LTG Peake to aid our recruiting effort, and I couldn’t think of a bigger target than the Mayo Clinic,” he said. “The fact that Mayo wanted him there and is looking to make this a recurring event, made this more than just a single shot activity,” he added.

SFC John A. Certa Jr., the noncommissioned officer in charge of the Minneapolis Health Care Recruiting Team, also noted the dramatic turnaround in the relationship between the Mayo Clinic and the Army. In addition to the one surgeon already commissioned, recruiters are working with 10 other doctors and many other nurses, according to Certa.

“Mayo is going back to being the powerhouse for the Army that it once was during the days of the Mayo brothers,” Certa said. 

of the Army visits Mayo MEDD recruiting effort



SFC John A. Certa Jr., NCOIC of the Minneapolis Health Care Recruiting Team, talks to Kendra G. Jones, a first-year medical student at Mayo.



LTG James B. Peake talks to a doctor from the Mayo Clinic. SFC Robert J. Olson, command retention/transition operations NCO for the 88th Regional Support Command, is wearing the Korean War Army uniform while manning the Korean War booth.



Medical students talk to recruiters around the 3d Brigade AMEDD exhibit.

What's up with ARISS?

By MAJ Michael Slavin
Recruiting Operations Directorate

The Army Recruiting Information Support System Team has fielded dozens of performance enhancements and fixes since the 2000 release during first quarter 2001. These enhancements, coupled with the fact that the recruiting force has learned more about the capabilities of ARISS and its applications, are proving that ARISS can be a truly beneficial tool.

But the ARISS Team is far from finished with their mission. There are new releases on the horizon that will make the system even more efficient and user-friendly and will give leaders better information and decision-making tools.

The next big event for ARISS is the Personnel (PER) Module that will be fielded in January. PER is the replacement system for the Command Integrated Management System, CIMS, and will provide nearly all administrative support for the military, government civilians, and contract personnel assigned to USAREC.

In addition to CIMS being shut down, another antiquated system, Army Recruiting Command Central Computer System (ARC3S), is scheduled to be terminated early this spring. Many of the current work priorities by the ARISS Team revolve around completing several ARISS applications that replace functions currently being accomplished by ARC3S.

But most of the recruiting force is interested in knowing about those ARISS functions that they use everyday. For the LEADS and Mission, Production and Awards (MPA) applications, we just recently completed the deployment of Update No. 4. This package was installed onto laptops during most of the battalion annual training conferences. It contains several enhancements such as new create list functions, several new leads reports, AMEDD Sales Version 5.0, and Personal Information Manager (PIM) that takes appointment and activity planning information entered into ARISS Leads application and populates these dates into the user's Microsoft Outlook calendar.

The team is now working on Updates 5 and 6 and several other top of the system releases. The exact deployment schedule of these items is on hold pending the fielding decision on the server upgrade to Windows 2000. But these updates will provide many more enhancements, including:

- A JRAP Leads "White pages" database that the field can query for leads
- A more efficient method for leaders to conduct Daily Process Reviews
- An automated Conversion Data Report with roll-up capability (recruiter through HQ, USAREC)
- Numerous items to improve school program functionality



■ An automated Mission Accomplishment Plan

Our guidance counselors should be aware of the upcoming Guidance Counselor Redesign (GC-R) project slated for release early next fiscal year. GC-R will provide them with a Web-based application that will automate many of their cumbersome, manual enlistment contract processes.

Besides these releases, the ARISS Team is working to help improve the field's expertise and comfort with using the system. The Information Management Directorate will soon be publishing the revised User's Manual that will update the current reference detailing the critical and common system functions. There is also a wealth of knowledge available on Recruiting Central in the ARISS section <http://apps.usarec.army.mil/im/ariss/ariss> as well as the basic information contained in the ARISS Computer-Based Training (CBT) disk.

Of course, we are always open to suggestions on how to improve performance and ease of use. When you visit the ARISS section of Recruiting Central, simply click on the ARISS Feedback link at the bottom of the page and submit your valued comments. Together, we will continue to make ARISS the tool to keep Army recruiting on the cutting edge of technology. [R](#)

Stop Risky Behavior

— use a common guide to Risk Management

By John Kolkman, USAREC Safety Office

The Army Chief of Staff has directed that all soldiers and civilian workers be trained in Risk Management. The process of Risk Management can be applied to all facets of our lives if it involves risk.

Managing risk is the process of identifying a behavior that may be risky and developing controls to reduce or avoid it altogether. Some risky behavior and poor risk management decisions made recently in USAREC have cost the lives of two of our Army family and caused several serious injuries early in this FY 02.

I really can't go into detail concerning the two fatalities other than to mention a few points about decisions that should have been better thought through. While reviewing the main points of the two fatalities, think what you may do in your life to reduce the risks you take.

The first accident, although not fully investigated at this time, has some startling facts. An HRAP soldier was off duty and on a small boat with three friends when the boat capsized or sank. He drowns while the others survive. The details are not yet in, but we do know that the HRAP soldier was a weak swimmer. The accident occurred in late fall, during cold weather.

The HRAP soldier made judgements that many of us may have made differently, but nevertheless, he probably didn't look at the risk he was taking. Those who have been through training in the military recognize the dangers associated with water temperatures during late fall in areas such as Pennsylvania. The cold water automatically causes a person falling in to tighten up and start to lose heat immediately. Throw in that his friends said he was a weak swimmer, and you've got trouble.

With these few facts, I can easily predict this was a high-risk operation that military units train extensively to ensure safety. The HRAP soldier and his friends obviously did not exam the risks they would likely encounter. Risk management

is taught at all levels of Army training as an integrated process of mission planning.

Step one is to identify hazards, all hazards perceived and those that are unlikely to occur. The idea is to be prepared so you list everything that may go wrong. The next step is to assess the hazards. Find ways to counter the hazards you've thought about. Then come up with adequate controls and make decisions. Try to evaluate if the controls would help or hinder safety. The fourth step is to integrate the controls in your

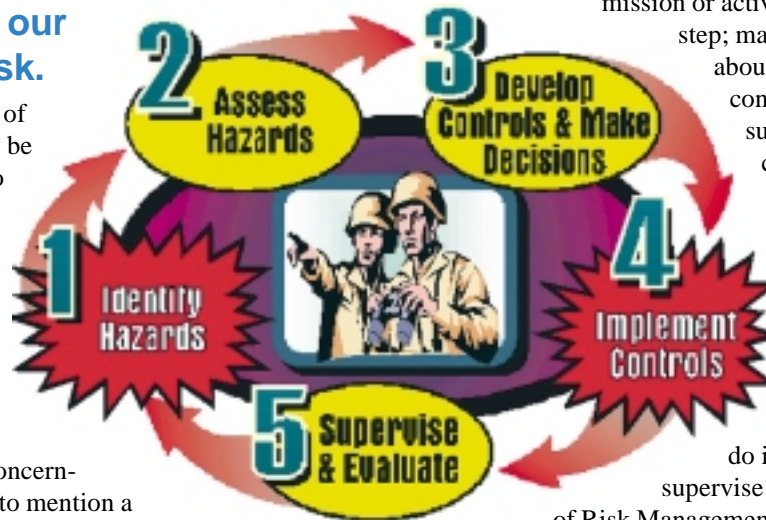
mission or activity. This is the critical step; make a decision right now about the adequacy of your controls. You will need to supervise and evaluate your controls. Then the process starts over.

Could this fatality have been avoided? This is the question commanders and their supervisors ask themselves every time they lose a soldier. All we can do is educate, mentor, and supervise integrating the principles

of Risk Management.

We at USAREC have lost two of our Army family this year, and the year is just beginning. We must all strive to look out for each other and ourselves any time we do something that may involve risk.

With only three months into FY 02, we have matched last year's fatality rate. This impacts mission and our Army, and most importantly it impacts our soldiers' families. Let's think about the risks we take and change our behavior to benefit the Army, our families, and ourselves. [Rj](#)



Fatalities FY 01 compared to FY 02

Fatalities for FY 01 were **two**.
 For the month of **November** FY 02
 there were **two** fatalities.
 Armywide there are 34 fatalities.
 USAREC has **6%** of the total (on/off duty).

Source: US Army Safety Center

A recruiter writes:

One of the reasons I enjoy recruiting is because of automation. With laptops, software applications, ar phones, we look very professional to the civilian co My question is this. If we have ARISS and Outlook must we be forced to use “pen and pencil” items st as Planning Guides, DEP Folders, LRLs, and any other paper based items. Seems to me we are doing double work for inspection.

Sir, please keep in mind that this is not in any way a complaint letter towards my chain-of-command however, it seems that in recruiting we have so little time, so why are we doing double work. For example I use a Palm Organizer as my planning guide. I absolutely love it. There are endless pages to place information plus you back-up your data every day and night. I was told I must have a paper based planning guide for inspections. Now I hear we are completing a new ARISS upgrade to put appointment information into Microsoft Outlook. We’ve had Outlook for 2 1/2 years. Why are we just starting to use the expensive tools we have?

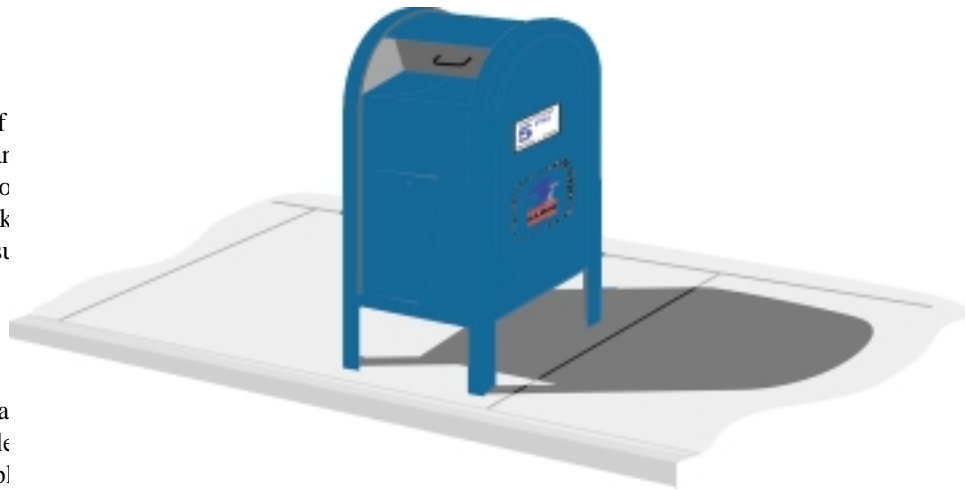
The Chief of Staff responds:

Thank you for sharing your concerns through USAREC’s “The Way I See It” program. Your specific issue of being required to maintain both an automated and a manual recruiting processing system is one expressed by many recruiters.

The Army Recruiting Information Support System (ARISS) is designed to be a fully functional and totally automated system that both improves recruiters’ efficiency and provides leaders with reports and decision-making tools. When we fielded the ARISS 2000 release last fiscal year, we had both technical and training shortcomings that kept the command from using it as the sole source system for which it was designed. We attacked both these shortcomings and currently plan to eliminate the manual system in the next recruiting quarter.

I am pleased that you and many of your contemporaries are experienced with automation and state of the art technologies. Unfortunately, many of your peers are lacking in these skills. That is one of the primary reasons why we are just now implementing some of the “expensive tools” as you refer to them such as Microsoft Outlook. As the field force realizes just how much these features will improve their efficiency and enhance their performance, we will continue to capitalize on other technological advancements.

Thanks once again for responding to the “TWISI” program. Please continue to let us know how we can better support you and your fellow recruiters. For further information contact MAJ Michael Slavin at DSN 536-1137, commercial (502) 626-1137, or e-mail at Michael.Slavin@usarec.army.mil.



A recruiter writes:

I have recently assumed command of Tyler Company, Houston Recruiting Battalion. Upon conducting my duties as the commander, I have quickly noticed the staggering views as I walk on college campuses. I am proud to be a soldier and I believe my uniform means something, but to some people, it’s intimidating. I believe that I can complete my mission as a recruiter without intimidating anybody. Those who I can draw into my presence are all targets of opportunity. My question/recommendation is casual though professional appearance (Army logo polo with khaki slacks/only during campus visits). I am committed to mission accomplishment regardless of appearance.

The Chief of Staff responds:

Thank you for your submission to “The Way I See It” concerning the U.S. Army Recruiting Command (USAREC) uniform policy. I appreciate the opportunity to respond.

The Commanding General’s Uniform Policy was developed to establish a command standard and ensure adherence to AR 670-1, 1 Sep 92, Wear and Appearance of Army Uniforms and Insignia. Currently, there is no established policy allowing for commander discretion concerning the wear of casual dress for college visits.

Just recently, the Commanding General announced that the command is purchasing distinctive USAREC polo shirts so that each recruiter will have two for special recruiting events. As we receive information concerning their arrival, we will forward it through the chain of command. For now, casual dress will remain by exception only until the policy is reconsidered.

I appreciate your inquiry and hope that this information clarifies the intent of the uniform policy. I recommend that you work in close coordination with your chain of command as information becomes available. Thank you again for your concerns and please continue to let us know how we can better support the recruiter. For further information contact MAJ Christopher Gosselin at commercial (502) 626-0092, or e-mail at Christopher.Gosselin@usarec.army.mil.

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KY 40121-2726

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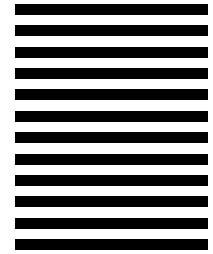


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Fold here first

New Year's resolutions

By Elena Baylor-Elks
Recruiting and Retention School

New Year's Day brings the opportunity to set new goals for the coming year. What would you like to do in 2002?

Most people have heard — and perhaps even made — the typical resolutions: quitting smoking, losing weight, exercising more, etc. But sometimes, our relationships with our families and coworkers have a much greater impact on our health and well being than five extra pounds. Consider your family life and the changes you could make to improve those relationships as worthy resolutions. Perhaps you could resolve to spend 20 more minutes a day with your kids or make every Friday night a special date night for you and your spouse.

Whatever your resolutions may be, Dr. Donald Wetmore offers four suggestions to help you celebrate your achievements come Dec. 31, 2002.

■ **Make your resolution a quantifiable goal.** Goals like, "I will lose some weight" are doomed to failure because the statement has no basis for measurement. "Some" could be two ounces, or 100 pounds. Instead, resolve to lose a specific amount of weight.

■ **Set a deadline.** If you're resolving to quit smoking in 2002, set a date — preferably early in January — and stick to it. Without a date,

you're likely to find that Dec. 31, 2002, has arrived and you haven't quit yet.

■ **Make smaller, incremental changes rather than one giant shift.** People are generally reluctant to change, and the larger the change, the greater the temptation to give up on the resolution. If you resolve to improve your diet, start by adding an extra side of vegetables to your plate, or substituting carrot sticks for French fries. Don't buy a month's worth of tofu and bean sprouts until you're accustomed to that sort of food. If you're determined to exercise more, don't register for a marathon until your body is ready for it.

■ **Be real!** You can only do so much in 12 months. Instead of making 10 resolutions that you're only partially motivated to keep, choose one or two goals that are important to you and focus on them.

University of Hawaii psychology professor David Watson has a few additional pointers. When choosing your resolution, ask yourself if the change you're contemplating really is important to you. If not, you aren't likely to stick to it when the going gets tough.

Next, plan how to deal with the actual process of achieving your goal. If you resolve to lose weight, plan what you're going to change in your diet and what activities you're going to engage in to burn more calories. If, like many others, you're resolving to quit smoking, map out how you will deal with the inevitable withdrawal symptoms and the unexpected cravings for nicotine.



*Ring in the
NEW YEAR!*

Without a detailed plan, the best of resolutions will fall by the wayside under the pressure of habitual behavior.

Last, but far from least, be prepared to make mistakes and deal with them accordingly. Established behaviors doesn't melt away just because we decide we no longer want them.

If you experience a set-back, Dr. Watson suggests that you:

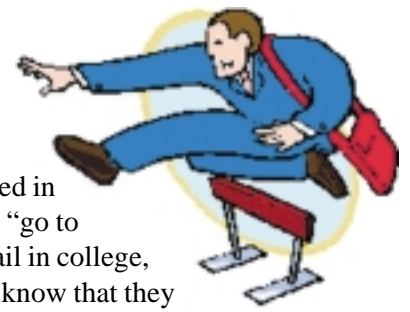
■ **Don't be so hard on yourself.** Accept that you made a mistake and try again.

■ **Use positive self-talk to help you plan better ways to deal with events than the old ways you're trying to change.**

■ **Get back on track as soon as you realize that you've gotten off track.** Don't wait until the next New Year's Day to start again.

With preparation and planning, anything is possible. Set yourself up for success with the goals you make for yourself, your family, and your work. Continue to improve on the things you do well, make changes for the better, and have a healthy, successful 2002. [R1](#)

Overcoming barriers to enlistment



By CPT Dixon D. Dykman, Program Analysis and Evaluation Directorate

The Research and Plans division of USAREC, PAE recently completed a study designed to identify the primary barriers youth have when it comes to enlisting in the Army. The study also determined the underlying causes of the barriers and recommended methods to overcome them. Aeffect, Inc., a professional market research firm, conducted the study that relied on in-depth interviews with recruiters and influencers (primarily high school guidance counselors) to obtain background information on youth attitudes. The researchers then conducted several focus groups with prospective recruits, new recruits, and first-term soldiers from across the country. Finally, the researchers administered a national Web-based survey to refine the data collected from the focus groups. Experts from the research firm analyzed all the data to identify the primary barriers to enlisting and determine the underlying reasons for them.

“College/higher education” remains the primary barrier for youth when contemplating enlisting in the Army. Other barriers include: “Lack of trust,” “Limitations on life experiences,” “Isolation,” “Loss of control,” and the belief that “It’s too hard” and “Not worth it.”

Youth view college as a better choice than the military both personally and professionally. They see college as a way to have fun while doing something beneficial to their future. They feel that by joining the Army they will miss out on the “college experience.” Additionally, youth believe that college will better prepare them for the future. Youth also consider attending college to be more prestigious than enlisting in the military.


In addition to the positive aspects, attending college lacks several of the negative aspects of joining the military. Many of today’s youth have a fear of failing in the military. They believe that the possibility of failure in the military is much greater than failure in the civilian sector. Youth worry that the Army is tough on many levels – time commitment, physical requirements, structure, and living conditions. They also perceive that failure in the military carries severe consequences. Some youth even expressed

the belief that if they failed in basic training they could “go to Leavenworth.” If they fail in college, on the other hand, youth know that they can always start again with little or no repercussions. Thus many youth do not believe the rewards associated with military service are worth the risks that they feel are inherent in joining the Army.

Youth are also concerned about losing their identity and independence to the military. They want to have fun while doing something for their future and they do not see the Army as being fun. They think that the Army will curtail their ability to live life to its fullest. Youth want the ability to make their own decisions regarding their future and believe that the Army will restrict that ability. Lastly, some youth fear being isolated from their peers and families at home. Most young adults have not experienced life away from home, and they believe that joining the Army would be too much of a radical lifestyle change.

Aeffect provided many recommendations to address these barriers. While many of the recommendations are not directed to recruiters specifically, there are many things that recruiters can do to alleviate the concerns of youth. If the College First program is available in your area, use it. College First will allow the applicant to have the college experience he or she desires.

Convince prospects that military service and going to college are not mutually exclusive; they can do both at the same time. Recruiters can provide more information on the day-to-day activities of soldiers and communicate the expectations and requirements of recruits at basic training. Recruiters should also share both positive and negative aspects of military service. These measures will help to “de-mystify” the Army and make applicants less apprehensive in their decision to enlist.

Additionally, seek COIs who can provide a non-military testimonial. An employer who would be eager to hire a former soldier would be seen as highly credible to today’s youth. Lastly, attempt to persuade youth from a more emotional and less rational position. Showcase the intangible benefits of military service and make the prospect feel he or she is going to be a part of a tradition of honor and that being a soldier is something he or she can be proud. 

By Victoria Sorensen
Chief, Programs Branch

USAR PaYS

USAR PaYS is still on track for release in 3rd quarter, FY 02. Companies are still being added, but the PaYS staff says they can use your help. If you know of any companies in your respective recruiting area that will benefit from this program, please e-mail the PaYS staff at armypays.com to make a referral.

USAR offers new enlistment program

Effective immediately the “Try a Year in the USAR” program is implemented. USAREC Message 02-022, dated 21 November 2001, Implementation of the United States Army Reserve “Try a Year in the USAR” Program describes the new program that is offered for any Prior Service applicant who had service in any Active or Reserve Component of the Armed Forces. Prior Service applicants with an MSO must enlist for their remaining MSO even though they may only participate in the Selected Reserve for one year. They must serve the remainder of their enlistment period in the Individual Ready Reserve.

Prior Service Applicants’ pay grade will be determined IAW AR 601-210, Chapter 3-18 b or c. This program is only authorized for soldiers in pay grades E-1 through E-5. It is not necessary

for the applicant to hold the MOS for the position in which they are entering. Once assigned to position vacancies commensurate with their grade, soldier will not be reassigned to positions requiring a lower grade without first being administratively reduced. Recruiters and MEPS Guidance Counselors will inform applicants of these requirements prior to enlistment.

Recruiters and MEPS Guidance Counselors will further ensure the enlisting soldier is aware that they are not eligible for the Affiliation Bonus, Prior Service Enlistment Bonus, increased Montgomery GI Bill, or the Montgomery GI Bill Kicker.

Liaison issues from the training installations

There are several issues that continue to be a problem when new soldiers arrive at the training installations. Recruiters and MEPS Guidance Counselors are reminded soldiers arriving for training need to have the following:

-SF 1199A Direct Deposit Sign-up Form

-Access to their bank accounts (i.e. bank ATM card or checkbook)

-Appropriate promotion documentation from the USAR TPU

If soldiers do not arrive with these items, it may delay their training start date. Please make



sure that the “Red Carpet Treatment” doesn’t stop once your soldiers are enlisted.

Operation SMART update

The Operation SMART Web site has seen some changes recently. Originally, it was designed as a means for soldiers to refer a person interested in joining the Army and Army Reserve to the Army Recruiting Command. New modifications allow veteran organizations, as well as any other civilian, to now make a referral to the Recruiting Command. We have also added a report feature that allows the referring individual to see the total number of referrals made by them as well as their organization. If the referral eventually enlists, individuals are rewarded with a coin and certificate from the Sergeant Major of the Army. Ask your COIs to make a referral today at <https://www.usarec.army.mil/smart/>.

City of Folsom celebrates with Veterans Day Parade

Story and photos by Mary Miller, Sacramento Battalion APA

The City of Folsom, Calif., closed off their main streets to celebrate Veterans Day in style.

In addition to Folsom High School's marching band, there was ROTC from Casa Roble, McClatchy, Foothill, and Florin High School ROTC Drill Team — all from the greater Sacramento area.

Capitol Company had a great representation of soldiers and vehicles at the front of the parade. There were Humvees and a deuce and a-half truck. Folsom, Rancho Cordova, Arden and Florin Recruiting Stations all participated in the event.

SSG Edward O'Gara, SSG Richard Jenkins, SGT Daniel May, and SGT Rebecca Willmet, Folsom Recruiting Station, contacted the 319th Army Reserve in Sacramento for vehicles. A helicopter was also on the agenda; however, rain in the forecast prevented its entry. The California Army National Guard loaned the GI Johnny suit, which was worn by DEP member PVT Kyle Campbell from Folsom Recruiting Station.

MAJ Isabella Mayo, Capitol Company commander, rode shotgun in a Humvee with MAJ Russell Smith from the California Army National Guard. Smith jumped out of the vehicle throughout the parade and saluted veterans, gave them pins,

and thanked them for their selfless service to our country. The veterans were very grateful.

O'Gara and Jenkins walked the entire parade wishing the spectators a "Happy Veterans Day" and shaking hands with veterans. The crowd cheered the soldiers through the entire route.

APA Chief, Gil Hogue, acted as a first sergeant for his eight Civil War soldiers who marched in the parade also.

After the parade, SSG Victor Farrier, SSG Michael Kahyai, SGT Bobby Kindavong, SGT Byron Pattillo, Arden station, and SGT William Dressel, Florin station, worked with the 17- and 18-year-olds in climbing the rock wall until heavy rains set in.

O'Gara's recruiters made sure there were plenty of refreshments and finger food available for potential applicants.

The Veterans Day Parade had 703 people participating and 99 vehicles, which included floats, motorcycles, antique cars, an antique truck, wagons, and five horses.



Gil Hogue acted as first sergeant for his eight Civil War soldiers, who also marched in the City of Folsom, Calif., parade.



MAJ Isabella Mayo, Capitol Company commander, walked along side the Humvee carrying GI Johnny. DEP member Kyle Campbell of Folsom High School is a balloon GI for the Day.



A first sergeant, the smallest soldier, discussing Humvees with Mayo before the parade.

New York City educators and community leaders visit Fort Leonard Wood, Mo.

By Emily Gockley, New York City Battalion APA

On a cool fall morning, Oct. 16, U.S. Army New York City Recruiting Battalion commander, LTC Arnold C. Piper, and MSG Rolland Kyser departed Fort Hamilton, N.Y., for Newark Airport. Their mission was to greet and travel with 12 educators and community leaders participating in the New York City Recruiting Battalion's Educators' Tour. The educators and community leaders were invited to visit Fort Leonard Wood, Mo.

COL William Van Horn, chief of staff of MANSCEN (Maneuver Support Center), and his wife, Sharon, greeted the New York group at the Fort Leonard Wood Officers' Club. Mark Premont gave an installation briefing on the history of Fort Leonard Wood U.S. Army Training Center.

On day two of the tour the visitors linked up with their tour guide and drill sergeant, SFC Mark Baldwin of Michigan. They visited the MP and Combat Engineer AIT schools. "I enjoyed talking to the troops and seeing the difference of how they identified themselves before and after enlisting in the Army," said Chanie Wilcher, a guidance counselor at Long Island City High School.

The visitors from New York and New Jersey had the opportunity to talk with the soldiers in AIT. "The highlight of the trip was spending time with the soldiers in training and getting their answers and getting their advice for those thinking of a career towards the military," said Matthew McCauley, a guidance counselor at Massapequa High School. "I was impressed with the soldiers in training and the sergeants who taught them," said Christopher Griffin.

The educators had lunch in a dining facility and another opportunity to talk to soldiers. "Seeing young men and women preparing to serve our country has made me proud of the Army," said Cecila Wolf, a guidance counselor at Aviation High School. "The pride they acquire is very admirable." Janice Holleny, a guidance counselor at Curtis High School said, "I enjoyed being in the classroom with the military police. Their honest response to our questions was impressive. This tour will make me better at my job because now I can give eyewitness information to my students." Janice's son is a ROTC cadet at West Virginia University and will be commissioned into the Army next year.

On day three of the tour the visitors attended a Basic Training graduation. "It was beautiful," said Detective Joseph Nolasco of the 68th Police Precinct in Brooklyn. "The graduation ceremony was very emotional with the parents crying and the Army band playing. The slide shows in the theater with Lee Greenwood singing 'God Bless the USA' was great."



New York City Recruiting Battalion commander, LTC Arnold C. Piper, and education officer, MAJ Brenda M. Arzu, escort educators and COIs during the battalion's Ed Tour at Fort Leonard Wood, Missouri. (Photo by Hsien Murray.)

They also visited an obstacle course and the Fort Leonard Wood Museum. "A must see! The best recruitment tool is this tour. Life in the military is alive and well. God Bless America," said Stephen Marlow, a dean/teacher at Martin Van Buren High School. "An experience of a lifetime. I enjoyed the trip," said Director of Development of Development, Anne Strafaci, Saint Patrick's Church in Bay Ridge, Brooklyn.

"I enjoyed the company. Morale was good and everyone enjoyed learning what Basic Training and AIT were all about," said Baldwin.

"The most important thing for me was to see our young men and women serving our Army magnificently," said Larry Morrish, community activist.

"I came on this tour with no prior experience of the military. My dad fought in World War II and the Army was segregated at that time. Today the Army pays attention to totality of the Army. I learned how the Army benefits individuals and how the Army protects its soldiers. The military is looking to invest in young people," said Tour Orange, director of Educational Opportunities, Fashion Institute of Technology. "The Army also invested the time and money to send us here to observe and investigate Basic Training and AIT. This helps clear up any myths and answered our questions. Each soldier we met exemplified confidence. This is an excellent way for educators to see the system and how it works."

Army soldier is reenlisted by sister

Story and photo by Mary Miller, Sacramento Battalion APA

Reenlistment plans were very certain. However, this reenlistment was a little different — it would be special, and it would always be remembered.

Soldiers and civilians were filled with sentiment as they watched LCDR Synthia Jones administer the Confirmation of Reenlistment to her sister, SFC Corliss Stanton.

“It was an honor for me to be administering the oath to my sister,” said Jones, an executive officer with Director, COMSEC Material Systems (DCMS) for the U.S. Navy in Washington, D.C. “I’ve done many reenlistments, but this one is special, because it is for my sister.”

The unusual ceremony was held in the operations section of the Sacramento Recruiting Battalion headquarters. It was here that Stanton spent many weekdays and weekends working and eventually running the Battalion Operations section since September 1997.

“I felt really proud to have my sister reenlist me,” said Stanton. “I thought ... here I am with one of my ‘big’ sisters, and she is giving me my reenlistment oath. And she and my brother-in-law traveled over 3,000 miles to get here.”

As a soldier, Stanton has spent eight of her 15 years in the military as a recruiter, four were spent with the U.S. Army Recruiting Battalion in Sacramento.

The ceremony was a joyous occasion for both of them, who have followed their father’s military example. SFC Walter E. Stanton retired after serving 20 years in the Army.



LCDR Synthia Jones, USN, renders the Confirmation of Reenlistment to her sister, SFC Corliss Stanton.

Jones, who has served in the Navy for over 16 years, is second in command of DCMS and is stationed at the Naval District Washington Nebraska Avenue Complex in Washington, D.C. She and her husband were honored and pleased to come to California for this ceremony.

Stanton and Jones teased each other about the branch of service they chose. Both of the sisters entered the military within six months of each other.

They have had only one other occasion for Jones to reenlist her sister. In March 1991, they did a similar thing when then Stanton was stationed at Fort Bragg, N.C.

Both sisters agree that timing was key in realizing the family’s plans for this special reenlistment ceremony.

SFC Corliss Stanton left the Sacramento Recruiting Battalion and is now at the MEPS in Springfield, Mass.

Thanksgiving show dedicated to the Armed Forces



Soldiers from the U.S. Army Recruiting Battalion, Los Angeles, pose with talk show host Jay Leno at NBC Studios in Burbank, Calif., Nov. 21, after taping a special Thanksgiving show dedicated to the Armed Forces. Seated, from left, are SSG Veronica Perez, SSG Samantha Mendoza, SSG Jody Colvin, and SFC Maselino Pese. Back row: SGT Rolando DeLeon, CPT Ben Davis, CPT Kyung Pak, SFC Audra Hicks, SSG Ricardo Heredia, Jay Leno and 1SG Edward Grover. (Photo by Mark G. Wonders)

Golden Knights bring home silver medal

By SGT Mellissa M. Novakovich, U.S. Army Parachute Team

The U.S. Army Parachute Team, “Golden Knights,” four-way formation skydiving team brought home the silver medal from the 2001 U.S. National Skydiving Meet held at Skydive Arizona in Eloy, Ariz., Oct. 20-28.

The Golden Knights Gold Formation Skydiving Team composed of John Hoover, Kurt Isenbarger, Eric Heinsheimer, Chris Talbert, and Sean Capogreco as videographer, earned the silver medal with a total of 211 points. Current world champions, Arizona Airspeed Vertical, edged them away from the gold medal with a total of 213 points.

The four-way discipline is judged by how many times a team can perform a specific set of geometric formations in 35 seconds of freefall. Each formation equals one point. Two points are deducted for incomplete formations and improper hand grips. “Time and memory is key to this event,” said John Hoover, team leader, Golden Knights Freefall Skydiving Teams.

This was the Golden Knights’ first national competition since 1981 when the four-way competition was their primary focus. Previously, the emphasis was on the eight-way competition. “We’ve been training in the four-way since Jan. 22, 2001,” said Hoover. “We had 850 jumps as a four-way team and 100 jumps as an eight-way team.”

According to Craig Girard, team leader, Arizona Air Speed Vertical, they have been training together as a team for two years and have more than 2,000 practice jumps together. “We are currently undefeated in the four-way competition,” he said.

Each round was crucial for the Knights as they teetered on the edge of the gold medal, trailing only a point behind Arizona Airspeed for the majority of the rounds.

The Knights began the competition with round one tied with 21 points and then pulled three points ahead of the defending champions with a total score of 41 to 38 in the Knights’ favor.

In round three, Airspeed turned a score of 23 giving both teams a tie score of 59 points.

Both teams posted a 24-point score in round five, but Airspeed

still led the match by one point, even though the Knights completed three 23-point rounds. Airspeed still inched them out by two points by the end of the competition.

Although pressure mounted throughout the competition, the Golden Knights managed to stay calm and keep their eye on the prize. “I don’t worry about the other teams, I focus on the big picture,” Hoover said.

“We had a little less than half the training jumps as Arizona Airspeed Vertical. Of course we wish we could have won, but things just weren’t going our way, 213 to 211 doesn’t determine the best team,” he said.

The Knights have already set their sights on next year’s competition. “Basically it boils down to your definition of success. I define success as doing the best you can with your resources. We did the


best we could with what we’ve got, and we took second place,” he said. “We were successful, we just didn’t win the meet.”

Arizona Airspeed Zulu, Airspeed Vertical’s sister team, picked up the bronze medal with a score of 193 points.

The Golden Knights Gold FST combined with the Golden Knights Black FST consisting of Brian Krause, Jason Harris, Brooks Weiner, Talmadge Hunter, and James Halterman, videographer, won the silver medal in the eight-way freefall skydiving event, again taking second to Arizona Airspeed 8 with a score of 182 to 155.

The Golden Knights also entered the 16-way event in a ‘pick-up’ team called Magical G.K. Matrix. This compilation of skydivers won the silver medal, missing the gold by only six points. They were beat out by Arizona Airspeed Blue, with a final score of 76 to 70.

“Next year I don’t think the competition will be so close. This year we were just building the foundation, next year we’ll have a fresh coat of paint,” Hoover said.

The competition team will spend the rest of the year training for National Skydiving League Championships held in Lakeland, Fla. 



4-way dirt dive — Chris Talbert, John Hoover, Eric Heinsheimer and Kurt Isenbarger, members of the Golden Knights Formation Skydiving Team, do a ‘dirt-dive’ practicing the formations they will have to perform during freefall. (Photo by SGT Mellissa M. Novakovich)



Members of the Formation Skydiving Team complete a left-handed doughnut formation while in freefall. (Photo by SGT Sean Capogreco/Golden Knights)

AnyServiceMember.Org

As you may have read in the news, the “Any Service Member” and “Operation Dear Abby” mail programs were cancelled on October 30th due to the anthrax threat. It seemed a shame that the tradition wouldn’t continue this year. Thus, the idea for **AnyServiceMember.Org** Web site was born.

AnyServiceMember.Org is a grassroots effort to provide a means whereby people across the United States can post messages of support for America’s military.

Army enacts ‘stop-loss’ for some specialties

Army News Service

An Army-wide “stop-loss” program announced today will keep soldiers in selected military occupational specialties from leaving active duty, mainly those in special operations and some in the aviation field.

Reginald J. Brown, assistant secretary of the Army for Manpower and Reserve Affairs, approved the stop-loss measure Nov. 30.

This selective stop-loss program allows the Army to retain soldiers with critical skills on active duty beyond their date of separation for an open-ended period, officials said. They explained that soldiers affected by the order generally may not retire or leave the service as long as reserves are called to active duty or until relieved by the President, whichever is earlier.

The Office of the Deputy Chief of Staff for Personnel estimates that this stop-loss program will stabilize 994

soldiers in the Army through the end of this fiscal year.

The enlisted specialties affected by this decision include soldiers with the following MOSs:

MOS 18B, Special Forces Weapons Sergeant

MOS 18C, Special Forces Engineer Sergeant

MOS 18D, Special Forces Medical Sergeant

MOS 18E, Special Forces Communications Sergeant

MOS 18F, Special Forces Assistant Operations and Intelligence Sergeant

MOS 18Z, Special Forces Senior Sergeant

MOS 00Z (only those with Career Management Field 18 background)

MOS 67U, CH-47 Helicopter Repairer (all skill levels)

The only commissioned officers affected by the stop-loss will be those in Career Management Field 18, Special Forces.

Warrant officers affected by the stop-loss include those in MOS 180A, Special Forces, and aviation warrant officers with the following specialties:

152C, OH-6 Scout Pilot

153D, UH-60 Pilot

153E, MH-60 Pilot

154C, CH-47D Pilot

154E, MH-47 Pilot.

The stop-loss will also affect all warrant officers with the following Additional Skill Identifiers:

K4, Special Operations Aviation

K5, MH-60K Pilot

K6, MH-47E Pilot.

No new requests for separation will be accepted from soldiers in categories affected by the stop-loss, officials said. But they said some soldiers scheduled to separate prior to Jan. 15 may still be able to do so.

“The intent is to ensure the

Army does not create hardship for soldiers who have begun transition leave,” said Lt. Col. Robert Ortiz, chief of the Enlisted Professional Development Branch under DCSE.

“If you’re a soldier who has already started transition leave and conducted final out-processing and cleared your installation or transition center, the Army will allow you to separate,” Ortiz said.

Ortiz explained that retirements and separations scheduled before Jan. 15 will be looked at on a case-by-case basis.

This initiative freezes soldiers in the Active Army and does not include Active Guard-Reserve, or AGR, members. Ortiz said this stop-loss measure doesn’t affect reserve-component soldiers who have not been activated. He cautioned, though, that stop-loss could be expanded at a future date to include reserve-component soldiers, if operational requirements dictate the need.

The Army last used stop-loss during Operation Desert Shield/Desert Storm in 1990.

The decision to enact stop-loss now was based on a service-wide manning analysis that considered input from all major commands, officials said. Secretary of Defense Donald H. Rumsfeld delegated to the heads of the military departments the authority to implement stop-loss as needed Sept. 19. The Air Force announced a stop-loss policy that began Oct. 2. The Navy began a limited program Oct. 10 affecting about 10,500 sailors in certain specialties.

The Marine Corps has not yet implemented a stop-loss program.

The assistant secretary of the Army for Manpower and Reserve Affairs received authority to implement stop-loss on Oct. 18 from Secretary of the Army Thomas White.

The Army did not immediately enact ‘stop-loss’ because it was already at its congressionally-mandated strength level, according to Brown. In addition, he said National Guard and Army Reserve soldiers were initially able to fill special needs when activated.

The recent Army-wide manning analysis, however, indicated that stop-loss would enable the Army to retain trained, experienced and skilled manpower in certain essential MOSs deemed critical to the defense of the United States, officials said.

Exceptions to the stop-loss policy allow the involuntary discharge of soldiers for criminal acts under the Uniform Code of Military Justice, or for medical reasons. In fact, most involuntary discharges will not be affected by stop-loss, officials said, nor will stop-loss change any Army policies or regulations currently in effect that might lead to an administrative discharge or medical discharge. Additionally, officials said the selective stop-loss does not impact soldiers who meet their mandatory retirement date.

The Army will re-evaluate stop-loss on a monthly basis, officials said, and use it as a tool to maintain unit strength levels.

Martin Luther King Jr. Birthday, January 21, 2002



Ridge describes homeland security strategy

By Jim Garamone, Army News Service

The United States must devise a homeland security strategy that looks beyond recovery efforts and aims at preventing attacks, said Tom Ridge, director of the nation's new Homeland Security Office.

Ridge, a former governor of Pennsylvania, spoke Nov. 15 to the Fletcher Conference here. He said the plan will include a comprehensive statement of all activities to secure the United States from terrorist threats or attacks.

The Fletcher Conference is jointly sponsored by the Institute for Foreign Policy Analysis and the Army. The theme this year is "National Security for a New Era."

He distinguished between a "national" plan and a "federal" plan. The national plan will include all levels of government and the private sector. "The principal challenge of homeland security is to focus all of the resources at our disposal — federal, state, local and private — to safeguard our country from those who try to do us harm," Ridge said.

He said that since Sept. 11, all agencies of the government have worked together to secure vulnerabilities and begin rebuilding. The country must do more, however, Ridge noted.

"We need to be able to detect and deter terrorist threats before they happen — and, if America is attacked again, to be able to trigger a seamless system of rapid response and recovery," he said.

President Bush tasked Ridge to develop the national plan, but the country has not waited for the result. He said all aspects of government from the FBI to the Environmental Protection Agency and from the Coast Guard to the Treasury Department have started working on aspects of homeland security. His job, he said, is to take these many aspects of government and focus them on the terrorist threat.

He said national homeland security strategy will identify objectives in precise and measurable terms. "It means performance, not process," he said. "We're going to know exactly what needs to be done and when we've got it right."

He said the plan will identify the needs and then fill them. Ridge said this means "finding the gap between where we are today and where we want to be tomorrow."

He said no system is ever 100 percent effective but vowed, "we'll try to get as close to perfect as possible."

He said the plan will be forward-looking and require "innovation, discipline, patience and resolve and a willingness to rethink traditional mission and traditional relationship."

The DoD homeland security mission will be examined. "I think as we look at the role that the Department of Defense plays in homeland security ... the most obvious component of the DoD force structure to have a role with domestic security is the National Guard," Ridge said.

"We will have to work within DoD and with the governors to identify what that role would be," he said. "If it requires changing the configuration of some units or

redeploying some of the assets in a different way, certainly that's got to be something we should consider — and we will consider."

Vigilance also needed in 'cyber domain,' says DOD official

By Gerry J. Gilmore Army News Service

The World War II-era adage "Loose Lips Sink Ships" underlined the peril of uttering privileged defense information in public — possibly within earshot of enemy spies.

The United States today is engaged in a war against global terrorism and the need to safeguard classified — and even unclassified — information is especially acute over the World Wide Web, the Defense Department's senior information security official noted Nov. 9.

"I think every American today is being asked to be more vigilant," said J. William Leonard, deputy assistant secretary of defense for security and information operations. "That vigilance needs to exist not only in the physical domain, but in the 'cyber domain' as well."

DoD has myriad systems in place to mitigate possible probing of information-rich conduits such as e-mail traffic, Leonard remarked in an interview with the American Forces Information Service. Nevertheless, he said, information security is everyone's responsibility.

"The best eyes and ears we have out there are our service men and women, civilians and family members," he said.

For example, military members, government civilians, contractors, and family members should be suspicious of e-mail that requests information about DoD operations, Leonard said. All personnel, he added, should be aware of the security impact of information in their business e-mail and avoid including official information in personal e-mails.

"They need to look from the perspective of a potential adversary," Leonard said. Situations of concern, he remarked, involve information that might have force protection or operational capabilities implications.

People who suspect a breach of information security through DoD e-mail traffic or Internet sites "should immediately bring it to the attention of the appropriate person in their command, to make sure it is looked at in that context," he said.

Even unclassified information can be gathered and used by America's enemies, Leonard noted.

"We're in an Information Age. Information is an asset in and of itself," he noted. "Whether it is classified or unclassified is immaterial."

Defense Department leaders and rank-and-file employees alike have a responsibility to safeguard information, Leonard said, just as DoD safeguards its technology, people and equipment.

"The more eyes and ears we have out there exercising vigilance — to include in the cyber area — the safer the environment for all of us," he concluded.

Revised NCO-ER to hit field in January

By SSG Marcia Triggs
Army News Service

A revised regulation on the Noncommissioned Officer Evaluation Report is scheduled to be fielded Jan. 2.

One of the changes will be less time required for complete-the-record reports. Two optional reports are also being added to the regulation: the senior rater option report and 60-day short tour option report.

NCOs in the zone of consideration for promotion, who have been in their current assignment at least 90 days, will be able to get a complete-the-record report for promotion-board members to see. Instead of having to wait six months to submit a complete-the-record report, as required under the current regulation, the allotted time will be cut in half.

The complete-the-record report is only one of the changes that will show up in the new regulation, but it will be one of the most pertinent for NCOs, said SGM Anthony Everette, the chief and policy maker for the Enlisted Evaluations Branch.

"The complete-the-record report is a significant change primarily because the promotion-board meetings are such a prominent event in all of our lives," Everette said.

Complete-the-record reports are only authorized when an NCO has changed jobs or has been re-assigned, and performance in that slot has not been rated. The six-month provision was a concern for NCOs because they felt that they were at a disadvantage when the board met, Everette said.

The change, however, will not affect the upcoming master sergeant selection board in February, Everette said. Those reports should have a thru date of Nov. 30, and will fall under the guidance of the previous regulation, he said.

Previously, a change of rater could generate a new report, but not a change of senior rater. A Noncommissioned Officer Evaluation Report with just rater input is valid, and is still looked at by promotion board members, but it doesn't allow the individual to have the benefit of the senior rater comments, Everette said.

On the NCOER in Part V, Overall Performance and Potential, the senior rater has to mark a numeral from one to five, with one being the highest, to rate the NCO's overall performance and overall potential for promotion.

Having senior rater comments on the NCOER are extremely important for some NCOs. SFC David Cleveland, an operations sergeant at Fort Monroe, Va., said that the senior rater option report is for him the most important change to the regulation.

"A lot of times, due to rotations, we're not afforded the opportunity to get senior rater comments, but it's important that board members see what our potential is ... from a neutral observer," Cleveland said.

The other optional report to be added to the revised regulation is the 60-day short tour option. It will be granted in instances when NCOs are deployed overseas for 14 months or less, and have more than 59 days but less than 90 days under their current rater. The rater may initiate a 60-day short tour option report.

"This new report will allow NCOs to receive reports highlighting their contributions and accomplishments while on short tours," Everette said. "Due to a high personnel turnover rate in short tour areas, many NCOs were not receiving reports in the past and they instead accumulated a lot of non-rated time."

In another change to NCOERs, the numerical Army physical fitness test score will no longer be required to justify excellence.

Raters may still include the APFT score on the NCOER, but it's not required, Everette said. Instead the rater may simply put, "Awarded Physical Fitness Badge," he said.

Under the new regulation, command sergeants major who work for three- or four-star generals will not have to be evaluated.

"Removing the requirement for command sergeants major to be evaluated was done to eliminate an administrative burden at that level," Everette said. "The NCOER is rarely, if ever, a factor in the selection at that level. They are nominated and hand-picked for assignment."

The last revision to the NCOER under Army Regulation 623-205 occurred in April of 1992. This revision rides the heel of the newly implemented NCOER, Department of the Army Form 2166-8 and the NCO Counseling and Checklist, DA Form 2166-8-1.

A major change to the NCOER is that the values under Part V of the form now reflect the seven Army core values. Both the new NCOER and Counseling Checklist are currently available online at www.usapa.army.mil/forms/forms3.html.

The regulation changes are also outlined on the U.S. Total Army Personnel Command Web site at www.perscom.army.mil under MILPER messages.

"The revised regulation shows a continuous effort to support the advancement of the NCO corps," Cleveland said. He explained that the new regulation will allow "greater flexibility within the rating scheme."

Everette encourages all NCOs and raters to become familiar with the changes so that they are applying the most current policies and procedures.

"Not following procedure could impact the soldier's career and livelihood," Everette said.

Walt Disney and Universal Studios offer military perks

Walt Disney has announced it will give free admittance to active duty military between January 1 and April 30, 2002. The offer applies to all its theme parks and attractions located in California and Florida. Family members may purchase admission tickets at 50 percent discounts.

Tickets will be valid for seven days from date of issue. If active members of the U.S. military are unable to come to the Walt Disney World® Resort during the offer period, their spouses may purchase the Special Offer Tickets one time during this period for up to five family members and friends (including the spouse) at a 50 percent discount off Disney's regular retail price for those tickets. The complimentary and special offer tickets can be obtained only at Walt Disney World theme park ticket windows from Jan. 1, 2002, to April 30, 2002.

More details are available from a special Disney Web site at www.disneyw.co.uk/news26.html. The offer applies to DOD and to Coast Guard.

In addition, Universal Studios is offering free admission for active duty military between Jan. 1 and April 30, 2002. For the Florida parks, military personnel may use a 4-day pass that will be accepted at Universal Studios, Islands of Adventure, and Wet'n Wild. Up to five family members may purchase the 4-day pass for \$71.50, plus tax. Shorter length passes may be purchased at a 50 percent discount. The offer also applies to Universal Studios Hollywood. Spouses and family members of personnel who are deployed overseas in support of Operation Enduring Freedom may take advantage of this offer for any of the ticket media listed above, with proper ID. Offer ends April 30, 2002 - no exceptions.

More details are available at the Universal Studios Web site at www.universalstudios.com/themeparks/orlando/website.index.html.

Rumsfeld to Bush: Don't veto bill over base closure

*By Jim Garamone
American Forces Press Service*

Defense Secretary Donald H. Rumsfeld said he will not recommend President Bush veto the Defense Appropriations Bill over base closure issues.

"I slept on it, and I'm not going to recommend that it be vetoed," Rumsfeld said aboard the plane during a trip to the Caucasus, Central Asia and NATO headquarters. "Needless to say, I wished (the BRAC round) had been earlier, but it is in (the bill)."

The DoD base-closure proposal, entitled the Efficient Facilities Initiative, called for the base closure process to begin in March 2003. The Senate and House members agreed for the process to begin in 2005.

Rumsfeld said the president vetoing the bill would delay important legislation for service members, including a sizeable

military pay raise and infrastructure improvements.

Rumsfeld could not hide his disappointment when he discussed the delay in the program. He said DoD will continue to have 20 to 25 percent more bases than it needs. "We will be spending ... taxpayers' money — hard-earned money — that is being wasted to manage and maintain bases that we don't need," he said.

"Given the war on terror, we will be doing something even more egregious, and that is we will be providing force protection on bases that we do not need," Rumsfeld continued. That will be wasting money and assets that could otherwise be used to fight terrorism. "It's a shame," he said.

Soldiers remember Sept. 11

by Gary Sheftick, Army News Service

From Texas to Germany, soldiers paused for a moment of silence on the morning on Dec. 11 to remember those killed in the Sept. 11 terrorist attack.

At the Pentagon, a remembrance ceremony at 9:30 a.m. marked the spot and time three months ago that a jetliner commandeered by terrorists crashed into the building.

Rows of construction workers in hardhats stood alongside service members and Pentagon employees as the U.S. Army Band (Pershing's Own) played the National Anthem.

A 40-ton crane had raised a huge American flag in front of the construction site prior to the ceremony. As the band played, another 35-ton crane continued to lift reinforcing steel for concrete columns to rebuild the three rings of offices that had been cleared away.

About 200 Pentagon personnel had waded through mud and puddles near the construction site to participate in the outdoor ceremony as the morning's misty drizzle subsided.

Before the remembrance officially began, a volley of musketry echoed from nearby Arlington National Cemetery.

"Three months ago today at this hour, at this place, some 184 people died," said Secretary of Defense Donald Rumsfeld,

including the plane's passengers in his number, but not the five terrorists aboard.

"They died because they were Americans... They died because they were here at this place that symbolizes the power of freedom and strength of American purpose," Rumsfeld said.

"We will remember their lives and the reason for their deaths until freedom triumphs over oppression," Rumsfeld said, referring to a Taliban communiqué last month suggesting that Americans should forget Sept. 11.

"We will remember them and the other victims of that day ... and the heroes, both living and dead," Rumsfeld said about those who pulled the injured out of fire and rubble.

Rumsfeld said that those who died would have been proud to see how the nation has united in defense against terrorism. "In Afghanistan today, our forces are teaching the Al Qaeda a lesson," Rumsfeld said. "No weapon in the world is as powerful as the will of free men."

At many installations across the world, soldiers also paused for a moment of silence either at the time the first plane struck the World Trade Center (8:46 a.m.) or when the aircraft hit the Pentagon.

At Fort Hood, Texas, soldiers in the III Corps headquarters building said a prayer led by their chaplain, after the playing of the national anthem and a moment of reflection.

In Germany, members of the 21st Theater Support Command remembered the Sept. 11 attack by flying their flags at half-mast and observing a moment of silence at 2:45 p.m.

At Fort Leonard Wood, Mo., the 399th Army Band played the National Anthem, followed by a moment of silence at 7:46 a.m. central time. Then MG Anders Aadland, post commanding general, spoke to the audience before they joined in singing God Bless America.

"We didn't interrupt the training either," said SSG Guadalupe Stratman of the Fort Leonard Wood public affairs office. She explained that firing continued on post ranges, except that the National Anthem was played over loudspeakers and "a moment of silence was held at the ranges as well."

Gold Badges

RSM NOVEMBER 2001



ATLANTA

SFC Reginald Rogers
SFC Stephen Browne
SSG James Dinkins
SSG Gerry Gilmore
SSG Glenn Kapheim
SSG Leonard Oliver
SSG Desi Rickerson
SSG Donald Boutwell
SGT Robert Barfield
SGT David Beard
SGT Jeffrey Bearden

BALTIMORE

SFC Charles Thompson
SFC Lasaundra Stuckey
SSG Cheryl Johnson
SSG Robert Gomes
SSG Derrick Prehn
SGT Tamara Williams
SGT Nicholas Kucan

BECKLEY

SFC Randy Gray
SFC Aaron Palmer
SSG Stephen Liston
SSG Jacob Finkle

CHICAGO

SFC Oscar Arroyo
SSG Karl Sabatt
SGT Jason Dallas

COLUMBIA

SSG Michael Burton

COLUMBUS

SFC Mark Gawne
SSG Scott Nichols
SSG James Green
SSG Reid Monteith
SGT Darren Orr
SGT Bryant Gillespie
SGT Steve M. Kappus
CPL Brandie Smith

DALLAS

SFC James Lloyd
SFC Raleigh Betts
SFC Michael Gregory
SSG Scott Rose
SSG Durnell McNeil
SSG Eugene Bush
SSG Steve Bell
SSG Ronald Tonelli
SSG Kevin Smith
SGT Evan Morris

DES MOINES

SFC Jerome Roguski
SFC Joel Carmichael

SFC Daniel Speer
SSG Michelle Flores
SSG Marcus Green
SSG Robert Lewis
SSG Michael Busick

GREAT LAKES

SFC Kevin Dew
SSG Jeff Capps
SSG John Jennings
SSG Chad Smith
SSG Saalih Muzakkir
SGT Travis Lewis

INDIANAPOLIS

SFC William Conwell
SFC Ulysses Albritten
SFC Edward C. Horner
SSG Steven Taylor
SSG Mair Reaves
SSG Gaben Laird
SSG Corey Cook
SSG Joseph Guilfoyle
SSG David Ward
SGT Stacy Turner
SGT Thomas Jergensen

JACKSON

SSG Randall Gentry
SSG Curtis Sweat

JACKSONVILLE

SSG Stevie Lopez
SSG Joseph Fincham
SSG Ned Nicki
SSG Reginald Smith
SSG Isaac Romero
SGT Sharon Mikel

KANSAS CITY

SFC Alvin Beal
SFC Maurice Wearda
SSG Keith Davison
SSG Walter Hermreck
SSG Lewis Mckenzie
SSG Michael Brown
SGT Craig Francis

LOS ANGELES

SSG Kenneth Wood
SSG Diego Perea
SSG David Taylor
SSG Belinda Bradley
SSG Marco Barajas
SSG Owen Fowlkes
SSG Jerry Clardy
SSG Glen Johnson
SSG Charles Baca
SSG Ricardo Heredia

SGT Ronald Cordy
SGT Steven Davis
SGT Steven Anderson
SGT Rolando Deleon
CPL Hugo Martinez

MIAMI

SFC Burry Figueroa
SFC Henry Yamada
SFC Virgilio Carter
SSG Charles Charlestin
SSG Carlos Perez
SSG Jacques Mondelus
SSG Allen Murphy
SSG Glenn Lopez
SGT Joseph Oakes
SGT Alexander Gonzalez
SGT Justin McKenzie

MID-ATLANTIC

SSG Christopher Coleman
SSG Alex Rosado
SSG Chester Underwood
SSG Kenneth Wade

MINNEAPOLIS

SSG Craig Adkins
SGT Jeremy Larson

MONTGOMERY

SFC Baldwino Fajardo
SSG Walter Mosley
SSG Daniel Bulot

NASHVILLE

SFC John L. Crowder
SFC Michael Young
SSG Yulonda Matlock
SSG Richard Ramey
SGT Malik Meadows
SGT Michael Newlands

NEW ENGLAND

SSG Harry Buttery
SSG Garry Monroe
SGT Ryan Hewins
SGT Sean Moser

NEW ORLEANS

SFC Sidney Smith
SSG Mickey Saffold
SSG Robert Blanchard
SSG Sherwood Magee
SSG Larry Tape
SSG Johnny Wilson

NEW YORK CITY

SFC Michael F. Dyer
SSG Roberto Valentin Jr.
SSG James A. Smith
SSG Thomas C. Matthews

SSG Jonathan W. Phelps

SSG Marvin C. Dewey
SSG Patrick A. James
SSG Michael D. Greene
SGT Steven M. Hobson
SGT Marc Pierre

PHOENIX

SFC Gilberto Avilesaroch
SSG Kevin Roberts
SSG Steven Breitengross
SSG Jamie Summers
SSG Ruben Armendariz
SSG Chavez Gadson

PITTSBURGH

SFC Vince Webber
SSG Thomas Ryan
SSG Steven A. Festa

PORTLAND

SFC Jodi Hocking
SSG Tyrone Beckem
SSG Jeffrey Oliver
SGT Daniel Smith

RALEIGH

SSG Leonard Price
SSG Andrew J. Smith
SGT Gregory Cross

SACRAMENTO

SFC Javier Gonzalez
SSG Stephen Loxley
SSG Gilberto Maldonado
SSG Lamont Carney
SSG Cassandra Arceneaux
SSG Jason Ollom
SSG Edward Hernandez
SSG Stephen Geier
SSG James Hill
SGT Justin Thompson
SGT Paul Hampton
SGT Daniel Pratt

SGT Manuel Salinas

SGT Lien Huang

SGT Jeffrey Barton

SALT LAKE CITY

SSG William Thompson

SSG Randy Horton

SGT Justin Pearson

SAN ANTONIO

SFC Ernesto Jilpas
SFC Juan Carrillo-Ortiz
SFC Lori Bailey

SSG Ricky Grek

SSG Douglas Holler

SSG Enrique Cardenas

SSG Jose Flores

SSG Luis Partida

SSG Albaro Gonzalez

SGT Sotelo Sancha

SGT James Snodgrass

SGT Pineda Mendoza

SGT Joseph Navarro

SGT James Lyle

SEATTLE

SFC Thomas Winslow

SSG Henry Murray

SSG Derrick Kelso

SSG Daniel Skiles

SGT Derek Duplisea

SOUTHERN CALIFORNIA

SFC Juan Aponteparsi

SFC Mark Shackleton

SSG Stefan Generally

SSG William Batie

SSG Mario Galvan

SSG Dwayne Wooten

SGT Hernan Fierro

SGT Joseph Beimfohr

TAMPA

SFC Jose Saiz

SSG John Stevens

SSG Tommie Waiters

SSG Ronald Trimmings

SSG Brian Sowder

HQ USAREC

SPECIAL FORCES

SFC Ian F. Gerdes

SSG Richard G. Odom

Morrell Awards



RSM NOVEMBER 2001

BALTIMORE

MSG Brenda Monk
SFC Mark Kenney
SFC William Whitaker
SFC Anthony Ray
SFC George Tiqui
SFC Devilyn Boyles
SFC Ronald Banks
SFC Jason Caswell
COLUMBIA
1SG Dennis Bottoms

COLUMBUS

SFC Charles Young
SFC David Sears
DALLAS
SFC Antonio Pedroza
SFC William Bond
DES MOINES
MSG Joseph Solano
GREAT LAKES
1SG David Groce
HARRISBURG
MSG Thomas Chastain

INDIANAPOLIS

1SG Jerry Barker
SFC Jonathan Adams
JACKSON
SFC Timothy Pratt
KANSAS CITY
1SG James Sprigler
SFC Aubrey Bode
SFC Michael Harris
SFC Jason Lazowski
MILWAUKEE
SFC Michael Cochran
PHOENIX
SSG Nicholas McLain

SSG Ryan Barr

RALEIGH

1SG Richard Armour
SFC William Martin
SACRAMENTO
SSG Timothy Bishop
SAN ANTONIO
SFC Kenneth Tyson
SEATTLE
SFC Adrian Wall
SOUTHERN CALIFORNIA
SFC Kevin Brown

SFC Lawrence Marion
SFC Edward Spurgeon
TAMPA
SFC Patricia Robinson
HQ USAREC SPECIAL FORCES
SFC Christopher Hochstetler
SFC Bernard Gratkowski
SSG William Cruz

Recruiter Rings



RSM NOVEMBER 2001

2D AMEDD

SFC Alex Cazeau
ATLANTA
SFC Kelley French
SFC William Riddle
SFC Craig Whitehead
SSG James Peavy
SSG Robert Thompson
BALTIMORE
SFC William Lewis
SFC James Cox
SFC Percy Brown Jr.
SFC Jeffrey McTerrell
SFC Trent Riley
SSG James Paul
SSG Sandra Powell
SSG Christopher Fludd
SSG Nicholas Clauss
SSG Todd Dreeszen
SSG Keith Brown
SSG Steven Hill
SSG Samuel Thomas
SSG Joseph Mitchell
SSG Manuel Gonzalez
COLUMBIA
SSG Tn D. Scholfield
SFC Bobby Chatman

COLUMBUS

SFC Scott Brandenburg
DALLAS
SFC William Stauter
SFC Ralph Gonzales
SFC Bernard Hooper
SFC Steven Grinie
SFC Anibal Matospadilla
SFC Daniel Jones
SSG Howard Jones
SSG David Mulkey
SSG Chester Long
GREAT LAKES
SFC Robert Goethals
SFC Jeffrey Skinner
SFC Darrick Bentley
HARRISBURG
SFC Melvin Matthews Jr.
SSG Curtis Meadows
SSG Brian Moyer
HOUSTON
SSG Francessie Abram
INDIANAPOLIS
SFC David Murrell
SFC Robert Tally
SSG Andrew Selking
SSG Johnnie Slayton

JACKSON

SSG George Britton
JACKSONVILLE
SGT William Marks
KANSAS CITY
SSG Mark Cardwell
MIAMI
SFC Ellis Colon
SFC Eugenio Velezcruz
SFC Roselyn Lachica
SFC Juan Delamo
SSG Renardo Bastian
SSG Luke Hopkins
SGT Marcelos Taylor
SGT Bienvenido Colon
MID-ATLANTIC
SSG Jacqueline Kelly
SSG Paula Walker
MILWAUKEE
SFC Mark Harrell
SSG James McDuffie Jr.
SSG Ronald Deutsch
MINNEAPOLIS
SSG Danial Hall
MONTGOMERY
SFC Darryl Long
SSG Steven Mitchell
NASHVILLE
SFC Kenny Thompson

NEW ORLEANS

SFC Mark Dallas
SFC Aliston Wilson
SFC Juan Scott
SSG Sebastian Lopez
SSG Gregory Frigon
NEW YORK CITY
SFC Antonio Baird
SFC Nathaniel Melvin
SSG Sherry Johnson
PHOENIX
SFC Julio DeLeon-Perez
SSG Shawn Kerker
SSG Arnie Walters
SSG Andra Rogers
PITTSBURGH
SSG Mica Labiche
RALEIGH
SFC Scott Blevins
SFC Anthony McMillan
SACRAMENTO
MSG Raymonde Hall
SFC Gregory Lowery
SFC Robert Russell
SSG Richard Locke
SSG Timothy Sloan
SSG Keith Anderson
SSG Donald Lenmark

SAN ANTONIO

SFC Randell Paul
SFC Orben Montoya
SSG Wesley Woods
SSG Joel Thomas
SEATTLE
SFC Robert Grant
SFC Heidi Gallagher
SFC Steven Mason
SSG Kevin Heermann
SSG Michael Lehman
SOUTHERN CALIFORNIA
SSG Christopher Rybik
TAMPA
SFC Neftali Perez-Acevedo
SFC Gary Stiteler
SFC Crancena Gaynor
SFC Blake Trimarco
SSG Octavio Mejia-Gonzalez
SSG William Rivera
SSG John Summers
SSG Jose Young
SSG Patricia Brown
HQ USAREC SPECIAL FORCES
SFC Jerry Paris
SFC Oliver Bailey III

The Test

1. What is the requirement for returning personal documents belonging to applicants who are rejected or who are no longer prospects for enlistment?
 - a. Return to applicant
 - b. Retain in desk drawer for one year
 - c. Send to the battalion to be kept on file
 - d. None of the above
2. What an individual buys is usually determined by his/her goals and needs. The most efficient way to find a buyer's goals, needs and desires is to simply _____ and _____.
 - a. Ask and listen (USAREC Pam 350-7, para 5-3b, page 5)
 - b. Give the EST
 - c. DEP and DTP orientation
 - d. None of the above
3. The _____ can authorize transfer of recruiter credit.
 - a. Company commander
 - b. Station commander
 - c. First sergeant
 - d. First sergeant on orders as a company commander
4. USAREC Pam 350-7 illustrates a formula for successful selling that will equal contracts. _____ + _____ = Contracts.
 - a. Employment oriented and college oriented
 - b. Personality and good looks
 - c. Uniform appearance and clean GOV
 - d. Five sales skills and five critical tasks
5. As an exception to policy, applicants that live beyond the 50-mile radius or 90-minute drive time one way may be assigned to a USAR TPU if they have a signed, dated, and written consent from _____.
 - a. Unit commander and applicant parent
 - b. Applicant and unit commander
 - c. Applicant and station commander
 - d. None of the above
6. _____ has the authority to grant exceptions for prior service personnel to enlist without a RE code waiver. This applies only to personnel that were released early to attend school or received SSB /VSI separation pay.
 - a. Commander Recruiting Battalion
 - b. Commander PERSCOM
 - c. Commander ARPERCEN
 - d. HQ USAREC
7. Which regulation gives you a layout on how to assemble a moral, medical, and administrative waiver?
 - a. UR 350-7
 - b. AR 672-1
 - c. AR 670-1
 - d. UR 601-56
8. Upon completion of the ROTC program and attainment of a baccalaureate degree, the cadet will be commissioned as a second lieutenant in the RA, Army Reserve, or the ARNG.
 - a. True
 - b. False
9. USAREC FM _____ will be used to obtain court information when the court will not furnish a copy of the court document or charges a fee other than copying expense but will provide information about the applicant's court history.
 - a. 1171
 - b. 1037
 - c. 1307
 - d. 1117
10. USAREC FM _____ will be used for all required reference.
 - a. DD FM 369
 - b. FL 41
 - c. DA FM 3072-2
 - d. USAREC FM-1118
11. The color "black" represents what on a military map?
 - a. Water
 - b. All relief features-contour lines
 - c. Cultivated land on red-light readable maps
 - d. Cultural (man-made) features other than roads
12. There are 360 degrees or 6400 mils in a circle on a lensatic compass, which are marked with a tick mark every 5 degrees or ____ mils.
 - a. 10
 - b. 15
 - c. 20
 - d. 5
13. Using your compass to determine or follow an azimuth, the arrow on the compass points toward _____ north.
 - a. True
 - b. Magnetic
 - c. Grid
 - d. Lunar
14. What type of heat injury consists of muscle cramps of the arms, legs or abdomen, excessive sweating, and thirst?
 - a. Heat stroke
 - b. Heat exhaustion
 - c. Heat tension
 - d. Heat cramps

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

Mission Box

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



RSM November 2001

Top RA Recruiter

SGT Kashka Thompson (Baltimore) SGT James Rubow (Jacksonville) SSG Aaron Boetsch (Indianapolis) SGT Marty Cooper (Houston) SSG Bruce Parker (Denver)

Top USAR Recruiter

SFC Clifford Stein (Albany) SFC Gerald Bowen (Montgomery) SFC James Mauer (Cleveland) SFC Gary Combs (Kansas City) SFC Robin Aguilar (Seattle)

Top LPSC

Quincy (New England) Lexington East (Nashville) Cuyahoga Falls (Cleveland) Springfield (Kansas City) Wyoming (Phoenix)
Zanesville (Columbus)

Top OPSC

Williamsburg (Baltimore) Madisonville (Nashville) Lancaster (Columbus) Garden City (Kansas City) Sonora (Sacramento)
Ladysmith (Milwaukee)

Top Company

Manchester (New England) Chattanooga (Nashville) Pontiac (Oct and Nov) (Great Lakes) Tyler (Houston) Tempe (Phoenix)

Top Battalion

Baltimore Jacksonville Great Lakes St. Louis None

Top AMEDD

Southeast HCRT Carolina Minnesota New Orleans Northern California

Answers to the Test

1.a. AR 601-210, para 5-1e
2.a. USAREC Pam 350-7 5-3b pg 5
3.a. USAREC Reg 600-22, para 5.6(4) b (1) (b) pg 2
4.d. USAREC Reg 350-7 Ch 2 pg 2 fig 1-1
5.b. AR 601-210, para 6-8c
6.d. AR 601-210 changes, pg 25 para 4-12
7.d. USAREC Reg 601-56 table 2-2/2-3/2-4-pg 14-15

8.a. USAREC Pam 350-6 Ch 1-5 pg 2(c)
9.b. USAREC Reg 601-56 Appendix B-10 page 31
10.d. USAREC Reg 601-56 appendix B-1 pg-31
11.d. STP 21-1-smct pg 24
12.c. STP 21-1-smct pg 46
13.b. STP 21-1-smct pg 47
14.d. STP 21-1-smct pg 489

NCO Creed

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind--accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve: seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

