

RECRUITER

United States Army Recruiting Command

January 2004

Journal

Audie Murphy
Inductees

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January 2004, Volume 56, Issue 1

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

Commanding General - Maj. Gen. Michael D. Rochelle
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Cover Design - Beverly Harrison

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

Periodicals postage paid at Fort Knox, Ky., and at additional mailing office.
POSTMASTER - Send address changes to:
Cdr, U.S. Army Recruiting Command
ATTN: RCAPA-PA (Recruiter Journal)
1307 Third Avenue
Fort Knox, KY 40121-2726



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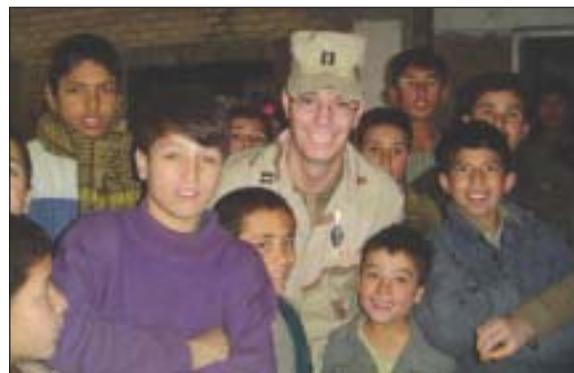
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Martin Luther King Jr.
Birthday (Observed) Jan. 19



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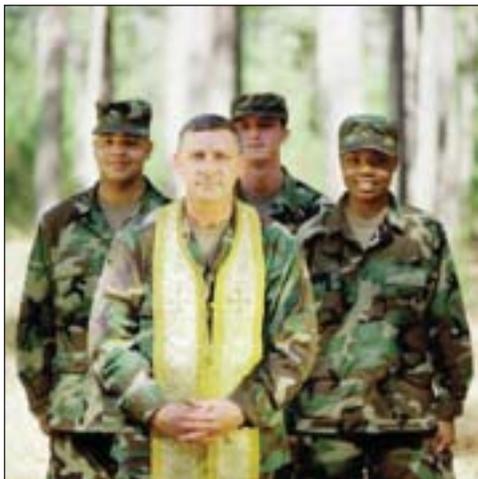
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Fourteen
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inducted into
the USAREC
Sergeant Audie
Murphy Club
(Photo by Mark
D. Smith, TSC)

Calendar 2003

The Year in Review



Maj. Gen. Michael D. Rochelle

I thought it might be useful, as we enter calendar year 2004, to take a brief look at some of the changes we experienced during calendar 2003. In each instance, the change was a big win for the Army and the men and women we Recruit to provide her strength.

We are all aware that the one constant in life is change. If we were not continually changing, we are undoubtedly stagnating. The same is true for organizations. Marcus Aurelius, Roman Emperor from 120 to 180 AD said it best. Emperor Aurelius stated, "The universe is change; our life is what our thoughts make it." Even partially accepting his view, it becomes that if one can dream it or conceive it, perpetual change is a likely consequence of existence.

The changes that we saw during calendar year 2003 were many, yet not as dramatic as some would have us think. During calendar '03, we launched the U.S. Army Reserve Delayed Enlistment Program (USAR DEP). Though only 2d Recruiting Brigade fully implemented the program, two other brigades will enter the program in calendar 2004. A novel concept, the program requires that we

replace USAR DTP losses in precisely the same manner that we do RA DEP losses. The result is vastly improved readiness for the U.S. Army Reserve.

During the past year, we endeavored to move first-term attrition to the left and implemented the Delayed Enlistment Program Asset Inventory (DAI). While there are preliminary indications of positive training base impacts, the jury is still out. I have no doubt the verdict will be a positive one, but that verdict will require a bit more time before the jury. Uncontested, however, is the fact that when discretionary losses were taken outside the 60 day window, they were replaced by quality applicants who shipped to basic training sooner than the average 4.5 or 5.5 months in DEP. That's a win for our Army!

The final change I will mention of 2003, though not the last we experienced, is the shift of the contract month. Since my days as a MEPS commander, I have viewed the mad rush to Army's last day of the month as a self-inflicted foot shot. Not only was it unnecessary, but it was predictably inefficient. Simply track

your station or company's floor conversion on this day compared to all other MEPS processing days and you'll quickly see what I mean. By shifting the contract month ending date to the middle of the month and away from that of the other Services, we made it possible for servicing MEPS to concentrate on providing quality service befitting our quality applicants. There remains more that we must do to take full advantage of the changed environment, but that is work for 2005 and beyond.

That quick walk down memory lane (2003) should give us a glimpse of the year and work that now lies ahead of us. Rest assured that as Marcus Aurelius instructed us, "the universe is change ...". Allow me to take this opportunity to wish the entire USAREC Team, our families and supporters a Happy New Year. Together we will embrace the changes of 2004 with the same courage and positive attitude that helped secure a highly successful calendar year 2003.

Happy New Year, and good Recruiting!

"The universe is change; our life is what our thoughts make it." – Marcus Aurelius Antoninus

Mission Planning — The First Critical Task of Recruiting

Effective planning and taking initiative are imperatives of successful recruiting. The proverbial saying, “a recruiter without a plan is a recruiter destined to fail,” is very much relevant in today’s recruiting environment. All levels of leadership, to include field recruiters, are required to perform mission-planning functions in accordance with UR 350 series. Upon receipt of the mission, leaders must develop strategies to accomplish the mission.

FM 7.0 describes planning as “the means by which the commander envisions a desired outcome, lays out effective ways of achieving it, and communicates to his subordinates his vision, intent and decisions, focusing on the results he expects to achieve ... A plan is a continuous, evolving framework of anticipated action that maximizes opportunities. It guides subordinates as they progress through each phase of the operation ... Good plans foster initiative.” Soldiers must “see” what must be done and then execute if necessary, taking charge of the situation and leading others if a formal chain of command is not present or functioning, such as when ad hoc teams are formed in the midst of battle. Such initiative includes Soldiers demonstrating intuitive decision making, rather than waiting to be told what to do.

Mission planning is the scientific method used at all levels to develop work requirements in order to generate prospecting and processing activities. The mission-planning process synchronizes work plan development from field recruiters to HQs USAREC, where each level supports the next higher level plan.

This process allows leaders to set the conditions for success for a given Recruiting Contract Month by considering variables such as quality contract placement, conversion data development, Mission Accomplishment Plan, construction and Lead Source Analysis compilation.

While UR 350 series spells out mission planning techniques, tactics and procedures, it is highly recommended that recruiting brigades and battalions develop Standing Operating Procedures to provide detailed guidance down to recruiter level on standards, timelines for submission, strategy sessions and the plan approval process. It is also recommended to conduct training and routine coaching sessions on SOP requirements to condition the force to comply with and apply the procedures.

At a minimum, the SOP should address requirements and timelines for development of field recruiter monthly prospecting plans based on recruiters’ contact placement, conversion data and LSA; instructions for recruiting station MAP development centered on recruiter contract placement and station conversion data; Company Leadership Team strategy session with station commanders to review and approve station MAP; development and approval of CLT MAP by Battalion Leadership Team; and procedures for development and approval of battalion MAP by Brigade Leadership Team. In accordance with the “rule of 50,” review plans of immediate subordinate and two levels down to ensure they are mutually supportive.

Once plans are approved, they should be the main focus of Daily Performance Reviews at all levels. Production



Command Sgt. Maj. Harold Blount

managed systems at recruiter through brigade level must be leveraged to ensure activity generated at station level meets or exceeds daily glide path requirements achieving weekly phase lines. Everyone must discipline himself or herself to proactively adjust daily work requirements commensurate with daily shortfalls. All work must facilitate achieving weekly contract goals. It is incumbent on all to use the troubleshooting guide laid out in UR 350-7 to address shortcomings and deficiencies in moving generated activity through the processing cycle. The AAR process should be used biweekly or weekly to gain insights on efficiency and effectiveness in executing mission plans.

Individuals and teams who are able to leverage mission planning and the DPR procedures are better prepared to engage the mission than those who ignore these time-tested TTP. Current and future recruiters must be adaptive thinkers and learners, leverage technology and act independently as required. It is imperative that we continue to transform our business practices to surmount the challenges of the current operating environment. While embracing the Warrior Ethos — the will to dominate every market situation — and by executing viable mission plans, we will not only “see first, understand first, and act first, but also finish decisively” to provide the strength for a nation at war. Good Recruiting!



The Wise Farmer

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

The New Year's parties are over and many of us have already broken our resolutions. We had the best intentions to lose weight, exercise more and spend more time with the family, however, things just happened. Choices were difficult, and at times we chose the easy and less demanding direction.

A hundred years ago, in a Japanese coastal village the ground rumbled one autumn evening. The villagers brushed it off as just another earthquake, but above the village on a high plain, an old farmer wasn't so sure. The dark water acted strangely, moving against the wind and running away from land. Realizing what it meant, the old man called for a torch.

Behind his house a large crop of newly harvested rice lay piled in stacks. It was worth a fortune at the market, but the old man didn't hesitate. He set the torch to the dry stalks and ignited a blaze. Moments later, a large bell pealed in the village temple, sounding the warning of fire.

As the villagers hurried up the cliff, the smiling old man greeted them. "He's crazy!" they thought and began extinguishing the fire.

When the last villager reached the top, the old man pointed out to sea. "Look!" he shouted. On the horizon a long, dim line expanded and rushed toward land. A few moments later they felt the ground rock as the great sea wall crashed ashore. Their homes broke apart like matchsticks and their village disappeared.

A silence overcame the villagers as they stared

down at what would have been their grave. Then the old man softly said, "That's why I set fire to the rice."

The author, Lafcadio Hearn, was trying to teach us about choices. As that old farmer knew, choosing wisely in life often means giving up something good for something even better. And seeing that 'better choice' takes vision.

Leaders must *discern* the future for their organization. Vision development requires a clear understanding of history, trends, and possibilities with the emphasis on possibilities. The visionary looks at the map, talks to the truck drivers, and reads the signs in order to know where the road is leading. The vision may be refined over time, however, until it is clear it can never be communicated properly.

Declaring a lucid vision to our fellow workers becomes essential. Leaders can transmit the vision with powerful presentations, catchy slogans, and creative tools, however, nothing exceeds one-to-one communications. Subordinates should be able to articulate the future and direction of their organization.

Leaders must be able to *deliver* the vision. In order to do so, we must have passion. Passion overlooks the clock, cost, and all the challenges that would detract us. Nothing is more powerful than success. When you bring the head of Goliath, nobody cares about your rank or how much experience you possess. All the degrees in the world cannot spell success.

A new year stands before each of us filled with voluminous decisions. We will be pulled between job, family, and community. At times we will have to surrender to lesser issues in order to fulfill our vision. Regardless of the temptation, our choices must always be driven by our values; values that we have internalized and made our own. May every member of the USAREC family be able to *discern, declare, and deliver* their vision this year.

A Recruiter Writes:

The change to the Army of One marketing program has been a success in changing with the times and adapting to the younger generation, which is our target market. Soon, the recruiting stations will evolve to fit with the Army of One image. I believe in these initiatives; however, a key component of the sales process has so far been left out. The ARISS sales presentation replaced the old sales book that was grossly outdated. The multimedia presentation greatly enhanced the recruiter's effort to present the features and benefits. The problem is we still have the same sales presentation from when ARISS was first fielded. The current multimedia presentation is pre-AAOO, and has many references to Be All You Can Be. Also, it does not accurately reflect the Army of today, but rather that of the late '80s and '90s. Soldiers are in soft caps, and in several clips on the training disc, steel pots! The entire presentation is outdated not only visually, but with programs as well. The education screen might as well be skipped because the programs and dollar amounts have changed numerous times. Why even show the video, when the recruiter has to pull out a sales book to show them the correct figures?

We have been dinged in inspections for posters and RPIs that have the AAOO star with the goarmy.com tag. That seems very minor in comparison to what we have to show our applicants on an initial appointment. If we truly want to reinforce the Army brand, then fielding a new multimedia presentation to every recruiter should be a priority. The sales presentation is the prospect's first look into the Army. Those first impressions make the difference. The main goal of the AAOO campaign was to appeal to the new generation and to market the Army in a manner that relates to the target age group. I strongly suggest that we do that 100 percent and develop a new multimedia presentation. A new program that is designed around the AAOO concept and reflects accurate information will close more sales. This is one of the reasons we

went from sales book to multimedia in the first place. Hopefully this has been already addressed and is in the works. Thank you for taking the time to review my comment.

Chief of Staff Responds:

Your concerns and comments about the ARISS multimedia sales presentation are certainly right on target. We agree that some of the content in the current ARISS multimedia sales presentation is outdated. The Army of One marketing campaign in the U.S. Army Recruiting Command is a success in recruiting the younger generation and should be integrated in all of our programs.

In FY 03, we implemented a new visual information strategy. Our new strategy will reduce the amount of time to produce videos and expedite the updates of the Army's features and benefits to the field. This strategy includes the use of two different vendors to produce videos and uses the latest advances in technology to develop multimedia presentation. We are scheduling the fielding of the new multimedia sales presentation for April 2004. The new product will appeal to the new generation and reinforce the Army of One.

For further information contact Vennice W. Furlow, Chief, Training Development Branch, G-3, DSN 536-0148; commercial 502-626-0148; or e-mail vennice.furlow@usaec.army.mil.

A Recruiter Writes:

I have been in USAREC for more than three years and I have lost numerous recruiting incentive award points because of Basic Training Grads that I could not produce a Basic Training Graduation Certificate or orders showing they completed it. I do believe that USAREC tracks every Soldier that we enlist at least until they complete training. If this is so, why is it on the recruiter to have to call



the new Soldier (recruit) and have them get you a copy of their Basic Training Graduation Certificate to get his points. There has to be a way USAREC can control this, so the recruiter can continue to focus on mission accomplishment as opposed to chasing paperwork to prove they graduated.

Chief of Staff Responds:

There is no reason you, as a recruiter should have to track your BT graduate points. BT graduate reports are provided to your battalion awards analyst on a monthly basis.

Currently two automated systems are merged in order to track BT grads: The Army Training Resource Requirement System and the Recruit Quota System. Unfortunately, if, during the original process of inputting individuals into ATRRS or REQUEST, a wrong social security number is entered it could allow for the graduate to not be listed on the report provided to the battalion awards analyst. These occurrences should be minimal. However, in case this does happen we have allowed the award analyst to use other means to provide the recruiter their well-deserved points (i.e., Hometown Recruiter Assistance Program or Basic Training Graduate Certificate).

For further information contact Kathy Daugherty at DSN 536-0460, commercial 502-626-0466, or e-mail at kathy.daugherty@usarec.army.mil.

Campus Radio Recruiting

ARROW INTO THE HEART OF THE COLLEGE MARKET



By LTC Stewart A. Underwood
Beckley Recruiting Battalion

College radio stations are usually small student-run enterprises whose listeners are generally limited to those involved in campus activities. We found that college radio stations are a cost effective way to penetrate the college market because they require little advertising income and are happy to have the income of only a couple hundred dollars for a week. Larger radio stations will not entertain any project for less than \$1,000. Although limited in listeners, the listeners who are involved are students who we are trying to reach with the message of Army opportunities. Here is a simple, three-step process that we have found to be effective in using college radio stations.

1. Identify high priority colleges with radio stations and prepare the battlefield

Many large colleges have their own radio stations, but even smaller rural schools may have a station that reaches the right listenership. As you identify your priority colleges with radio stations, also identify Centers of Influence, Army alumni and friends of the Army in and around the school. Line the influencers up for interviews through the marketing and production people at the radio station. Prepare ahead of time to tie exhibit space and, if possible, a week or two of Army Week or Army Values into the radio air time.

We also took advantage of a *College for a Weekend* event, which focused on high school seniors and a free campus concert to tie into our Army Week at the university. This enabled us to have a much broader audience than normal.

Work with your Advertising and Public Affairs along with the radio marketing manager to get approved audio commercials on CDs for the station. Set up specific times and dates for interviews with Army alumni based on peak periods from the school. We got the university president and two local business leaders, both retired Army officers, as well as several new

Soldiers in basic training at Fort Hood, Texas, to call in and talk about their Army experiences on the radio show.

The next thing you might want to consider is providing special music for the kind of music venue the radio plays, i.e., hip hop, alternative, etc. Ensure that your exhibit is tied into radio advertising and the best place we found to have the exhibit was in the area where most of the students had lunch. We had recruiters man this table and talk to students as they came and went to lunch and classes until the early part of the afternoon. In addition, we got approval to have the band wear Army T-shirts at the college sponsored concert and we set up the exhibit in the concert hall. This was a great venue to explain how we could help pay for college and how the Army is committed to helping young men and women get an education.



Photo by Phil Cobucci

Capt. Herbert L. Daniel, commander of Roanoke, Va., Recruiting Company, works with disc jockeys at the Liberty University radio station in Lynchburg, Va., to get the Army message out to students and local listeners.



2. “On the Air”

As the Army Week or Day begins, I recommend that someone be on hand to open the week live on the air from the recruiting company or battalion. Putting a station commander or company leadership team in the radio station is a great idea that allows them to take phone calls and take ownership of the effort. Ask the DJ to elicit questions from listeners that recruiters can answer about specific Army opportunities. Another good idea is at the close of each day, get feedback from the radio station manager on calls about the Army both positive and negative, and ask for the phone numbers of the callers so you can return the calls and possibly turn them into leads. Provide key talking points to guest speakers who go on the air so they don't get sidetracked by talking about bad things that happened in the Army. Talking points can be an APA product.

Because we furnished audio clips (the “hooah” sound effect and definition) and other information early on, we found DJs took the initiative to talk about Army opportunities, which gave us more air time. Make sure announcements are made about where and when your recruiters will be set up and anything else you are sponsoring, e.g., concert, classroom presentation, etc. Using the college radio stations linked to an exhibit at the school for a small cost, we were able to penetrate an entire campus and the city with the Army message. This was especially useful when we found a great majority of recruitable age applicants, versus the array of ages and backgrounds that we get through broader mass media.

3. After Action Review

Finally, make sure to conduct an AAR with both the radio station and the company or station at the end of the event and line up procedures to own any residual calls or interest that come up later. You may want to get a copy of the Army discussions that took place on the air for use in the future at an annual training conference or next college radio program. In our case, we were able to get the company commander as the guest host to talk about military opportunities every Friday afternoon for an hour on the college radio station. This is a great way to continue to remind people of Army opportunities after you have initiated fire into this engagement area. I would recommend using this type of radio plan in lieu of marketing through area radio stations whose marketing is much more diverse than the college and high school students we are after.

Ensure the following:

- ★ Have a final IPR at least three days before your Army Week or Day on campus begins and ensure you have the Army alumni lined up to speak on the radio.
- ★ Specify the time and number of Army ads that will play during peak listening hours.
- ★ Move your exhibit space to where students are during different times of the day/week, i.e., cafeteria, concert hall, etc.
- ★ Link up the guest speakers to the radio station personnel and let them know what time to show up because they only have five to 15 minutes on the air.

College Resume Databases – *Make Them Work for You*

Almost every major college and university has offices in career planning whose sole purpose is to get jobs for graduates. Therefore, many universities make up a resume database for all of their seniors and recent grads. This is a gold mine of blueprint information and leads for students and grads “looking for immediate employment.” Although you may not be able to get access to enter the resume database, by developing COIs in placement offices, we have found that they are happy to run key word searches for “military” or “Arabic” or “management,” etc. In one university we found 4,000 resumes on hand and 150 that had some experience or interest in something related to the military or spoke Arabic by doing a simple word search.

It is imperative to remember that nobody in the placement offices gets excited when they hear that their grads can go in the Army, but they do get excited and are helpful when they get the message “full time employment for grads.” Talk up OCS, WOFT, Special Forces, intelligence, logistics, communications and human resource fields.

Another option is to set up your own employment fair with the college. Advertise in the paper that the regional chief of career placement, CLT, will be in the school on this date conducting interviews. Instead of begging for appointments, recruiters will find a line of well-dressed applicants with resumes asking about being pilots, communication operators, etc. If your schools do not have a resume database, this is a perfect opportunity for the recruiter to educate them on this valuable program and assist with developing a program and writing resumes and offering to present resume classes to juniors and seniors who plan to enter the workforce. It is an opportunity you should not miss out on. Contracts are there waiting for someone to call them.

Understanding Your Market Share and Lead Source Analysis Reports

By Sgt. 1st Class Jeffrey W. Fletcher, G-3 Training Plans and Doctrine

Have you ever caught yourself feeling like you were in a rut? Have you ever felt that you keep doing the same things over and over, day after day? Are you talking with the same prospects time and again, getting the same answers of no interest? If so, then it is time to expand your market!

Evaluating the Market Share Report and Lead Source Analysis, formulating a plan of action, and then executing the plan will not only improve production, but get you out of the rut. The first thing you need to know is where can you obtain these two reports.

The Lead Source Analysis can be obtained by logging in to ARISS Top of the System. To get to the ARISS TOS login page, open Netscape Navigator and type in the following address in the Location text box: <http://192.168.250.113:8080/arisstos/>. It would be a great idea for you to add a bookmark to this address for future use.

Once you have arrived at the ARISS TOS login page, type in your Username and Password in the appropriate text boxes and then select the Login button. ARISS TOS will now bring you to the Content Page. Next, select the Reports (HTML) hyperlink from the left side of the screen. Now, you must select Leads as your Report Category. ARISS TOS will show a list of the available reports that you can have generated. Select Leads Source Analysis Report.

Now, you are ready to personalize and tailor your LSA. First, ensure that the RSID information is correct. Second, select the Fiscal Year that you want from the drop down menu. Third, select All for the Lead Source from the drop down menu. Fourth, select the Report

Format in which you want the report to be generated, either HTML or Excel. Fifth, select the Delivery Method, either Send via E-Mail or Display on Screen. Sixth, if you selected the Delivery Method of Send via E-Mail enter the e-mail address to which the report is to be sent. Otherwise, leave the E-Mail text box blank. Seventh, select the Yes or No radio button for whether or not you want a legend to be generated on your report. Eighth, select the OK button to generate the report. Finally, print the report.

To obtain your Market Share Report, go to the USAREC Intranet home page. Look in the Support section under the Statistics and select the Market Analysis hyperlink. You will now be brought to the CAR USAAC page.

Next, point your cursor at Station on the left side of the page. This will open up the Market Analysis pop-up menu. From the Market Analysis menu, point your cursor at Competitive. This will open up another pop-up menu, select Market Share from this pop-up menu. You will now be brought to the Station Market Share Queries page. From under the Detailed ZIP Code section, select the FY radio button. Now, enter your RSID, the FY, the Thru Month and the Format (HTML or Excel) for the information you would like to analyze, and then select the Run Query button to generate the report. Finally, print the report.

The second thing you need to know is what these two reports tell you as a field recruiter. Your LSA will show you the sources you have replicated to the TOS that you have conducted an appointment with over the period of the report. Your Detailed ZIP Code Report, Market Share, will show you how many people have joined the military services from your recruiting station's area. This report is broken down by Zip Code and will show you which military service the

Detailed ZIPCODE Report (Mar
(RMA Structure: LPSC-1 OPRA-5 OPAG
(Note Market Share data is a

FY2003 TH			
ZIP	CAT	ARMY	
XXXX1	GA		
	SA		
	OTH*	1	50.00%
	VOL	1	7.70%
	SEN		
	GSA		
	GRAD		
	FEM		
XXXX2	GA	5	45.50%
	SA	6	54.50%
	OTH*		
	VOL	11	47.80%
	SEN	6	54.50%
	GSA	11	50.00%
	GRAD	5	41.70%
	FEM	3	60.00%
Total	GA	5	33.33%
	SA	6	33.33%
	OTH*	1	33.33%
	VOL	12	33.33%
	SEN	6	31.58%
	GSA	11	33.33%
	GRAD	5	31.25%
	FEM	3	60.00%

Market Share) for EXAMPLE RS
 GR-1 Total-7, RMA Update: 3/19/2003)
 Available thru: Sep FY2003)

thru SEP	NAVY	USAF	USMC	DoD
	1	3		4
25.00%	75.00%			
	1	6		7
	14.30%	85.70%		
	1			2
	50.00%			
1	5	6	13	
7.70%	38.50%	46.20%		
	2	6	8	
	25.00%	75.00%		
1	4	6	11	
9.10%	36.40%	54.50%		
1	3		4	
25.00%	75.00%			
2	3	1	11	
18.20%	27.30%	9.10%		
3		2	11	
27.30%		18.20%		
	1		1	
	100.00%			
5	4	3	23	
21.70%	17.40%	13.00%		
3		2	11	
27.30%		18.20%		
5	3	3	22	
22.70%	13.60%	13.60%		
2	4	1	12	
16.70%	33.30%	8.30%		
2			5	
40.00%				
3	6	1	15	
20.00%	40.00%	6.67%		
3	1	8	18	
16.67%	5.56%	44.44%		
0	2	0	3	
0.00%	66.67%	0.00%		
6	9	9	36	
16.67%	25.00%	25.00%		
3	2	8	19	
15.79%	10.53%	42.11%		
6	7	9	33	
18.18%	21.21%	27.27%		
3	7	1	16	
18.75%	43.75%	6.25%		
2	0	0	5	
40.00%	0.00%	0.00%		

individual joined, as well as the percentage of contracts written by each military service by category.

The third thing you need to know is how to analyze these two reports. First, let's take a look at the LSA. Again, the LSA will only show the sources that you have reported to the TOS, through replication, in which you have conducted an appointment. What you need to consider here is the number of appointments that each source has generated versus the number of contracts that it has generated. Then, compare that to how much time you actually spent trying to generate leads from each source. Are you using your time wisely, or are you spinning your wheels? What source gives you the best contract to time spent ratio? Are you planning enough time in your Planning Guide for this activity?

Next, take a look at all the lead sources. What lead sources are not shown on your LSA? All of these lead sources are contract producers. You must ask yourself why you have been unable to conduct any appointments from any specific lead source. Have you missed a source of contracts? Now, expand your market! Talk to your recruiting station commander and add a little prospecting time in your Planning Guide using one or two of these lead sources that you just found for yourself, then execute your plan!

Next, let us take a look at your Detailed ZIP Code Report. The first thing you must know is which Zip Codes are in your assigned recruiting zone. Look at the total number of contracts written for each of your Zip Codes. How are you faring against your competition? Take a look at the sections highlighted in Zip Code XXXX1. You are definitely losing the battle in this area. The Air Force is taking 75 percent of your GA market and the Marine Corps is taking 85.7 percent of the SA market. As a result, together they are taking 84.7 percent of the total volume of contracts from this area. Could you have used nine more "Alpha" contracts over this timeframe? You have to ask yourself, "What are these services doing to make them successful?" What is it that they are selling to the

individuals in the area? Is it adventure, travel, high-tech training? Compare that to what you have been selling in that area. What RPIs are in your racks? What posters have been placed in this zone? Now, you must make adjustments to reflect the needs of your market.

Document the changes in your planning guide and note any changes in the interest from that area. One example, is that it is always a good idea to document how many of each RPI that you placed in your racks. That way when you check on it the next time, you know what type of information is in demand in that area by the number of RPIs that have been removed from your rack. In contrast, look at the highlighted sections in Zip Code XXXX2. You definitely have the upper hand in this area. You are taking 45.5 percent of the GA market and 54.5 percent of the SA market in this zone. The result of your efforts in this area is that you are taking 47.8 percent of the volume contacts from this area. Again, you must ask yourself why? What are you doing different in this area? What special events have you been involved with in this area? What efforts can you apply to some of the other areas that you are not doing as well?

Again, talk to your recruiting station commander and add a little prospecting time in your Planning Guide using one or two of these lead sources that you just found for yourself. Then execute your plan!

Remember, recruiting is really no different than any other military task. You can achieve your mission if you gather information, analyze the situation, plan a course of action, execute the plan, analyze the results, and start the whole process over again.

Knowing how to obtain and analyze your Market Share and Lead Source Analysis Reports can be an effective tool in improving your production, as well as a way to break the monotony of everyday recruiting! Find a Lead Source that will allow you to have some fun, and run with it! But don't put "all of your eggs in one basket"! Use every available Lead Source every day. Remember, "Prospect every day in every way!"



Partners with **DELL**



USAREC Commander, Maj. Gen. Michael D. Rochelle signs the PaYS partnership agreement with Dell Inc. Looking on is Dell VP and general manager, Ro Parra.

The U.S. Army Recruiting Command signed in November one of its first major high-tech partners — Dell Inc. — with its Partnership for Youth Success program.

Dell joins a growing list of more than 70 corporations and state and local government agencies in the PaYS program. This partnership with the Army was developed to help attract, train and deploy talented young people who want to serve their country, but also want to help secure their future success once their Army service is complete.

“We see this partnership as a win-win-win situation for Dell, for the Army, and for our nation,” said Maj. Gen. Michael D. Rochelle, USAREC commander.

A young person who has served a tour of duty with the Army comes out with on-the-job skill training and experience, and demonstrates to American industries that he or she has learned a superlative work ethic, Rochelle said. Soldiers are employees you can be proud of. We are also proud to partner with Dell in offering Army veterans the opportunity to interview with a premier company, he said.

Under terms of the agreement between USAREC and Dell, 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 Dell upon completion of their term of service. Other PaYS partners have similar agreements.

As a PaYS partner, Dell has committed to provide members

of the U.S. Army the opportunity to interview for available positions within the company. Only Soldiers who score in the top half of the military entrance exam are eligible for the PaYS enlistment option.

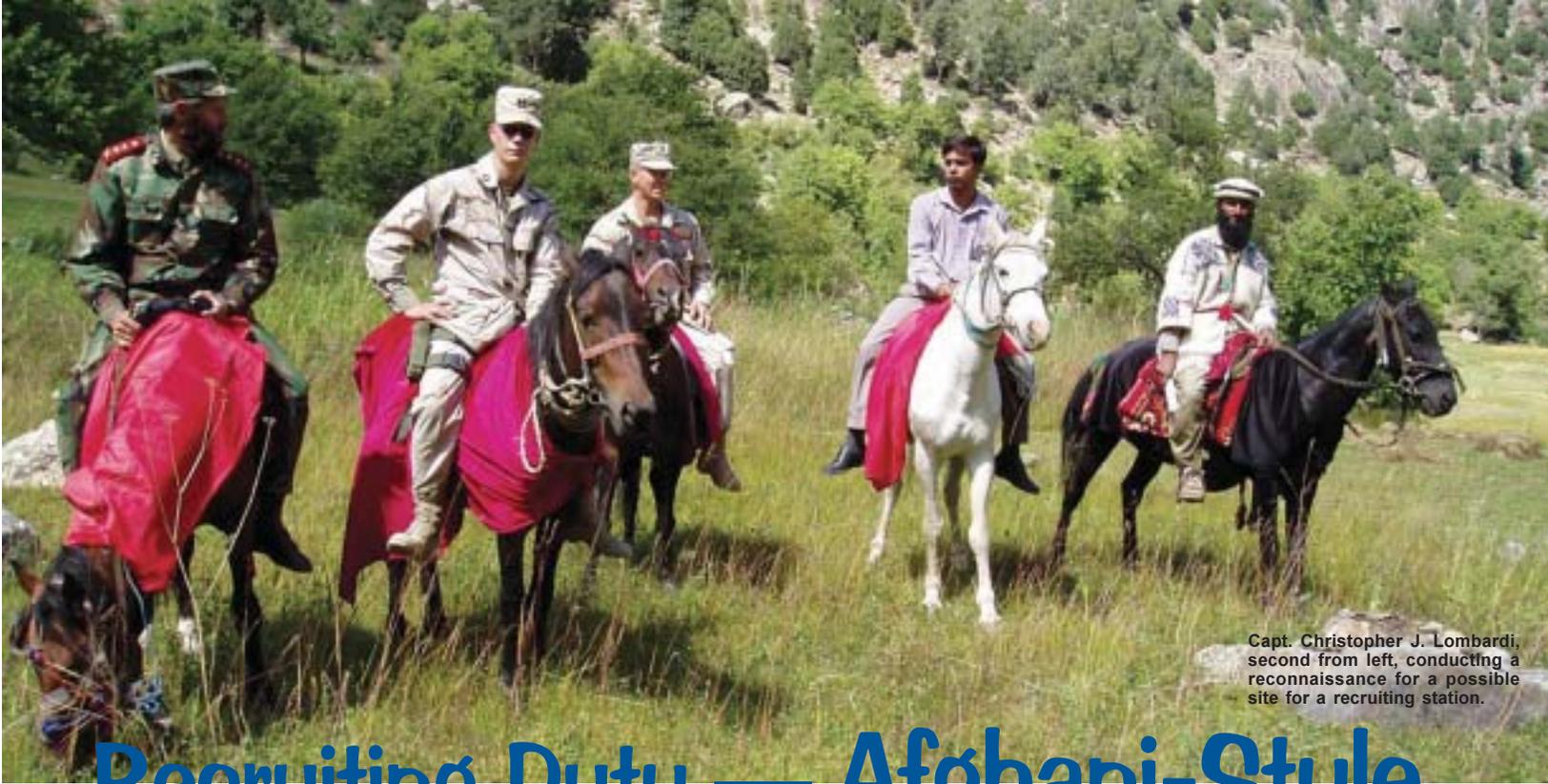
“Dell is a proud supporter of the U.S. Armed Forces,” said Ro Parra vice president and general manager, Dell Americas. “We think the PaYS program is a smart way to for the public and private sectors to work together, continually building the skills sets of some of this nation’s most talented, driven individuals.”

Parra said Dell’s PaYS participation builds on Dell’s commitment to the Army, both in meeting its information technology needs and by supporting Dell’s employees involved in the National Guard and Army Reserve. Dell signed a Department of Defense Statement of Support in August 2001, guaranteeing Dell employees would be granted leaves of absence for military training, consistent with existing laws, without being required to use personal or vacation time.

Dell jobs are scheduled to be available in the Army’s PaYS database soon. For more information, interested applicants may visit their local recruiter or log on to <http://armypays.com>.

Other PaYS partners include Bell South, DynCorp, Goodyear, Southwest Airlines and Target Corporation. To see a complete list of partners, visit the PaYS Web site.

(Editor’s note: From a U.S. Army Recruiting Command Public Affairs press release.)



Capt. Christopher J. Lombardi, second from left, conducting a reconnaissance for a possible site for a recruiting station.

Recruiting Duty — Afghani-Style

By Sean Marshall, 1st Brigade
Photos provided by Capt. Christopher Lombardi

A 1st Recruiting Brigade officer, who has been working to establish recruiting stations for the Afghanistan National Army since July 3, returned home in mid-December.

Capt. Christopher Lombardi, who currently works in recruiting operations for the Office of Military Cooperation in Afghanistan, has been striving “to assist, train and provide technical support to the Afghanistan National Army to develop their recruiting program.”

“Our first priority is working with the Ministry of Defense to establish recruiting stations and policies,” Lombardi says. “After the recruiting stations are established, the U.S.-trained Afghanistan recruiters will begin the process of selecting personnel for the Afghanistan National Army. When 20 to 30 recruits have been selected, they are bused to Kabul for in-processing and basic training.”

“We fly to different provinces to establish recruiting stations, facing many challenges in the process,” Lombardi says about the mission’s responsibilities. “Because some recruits may travel for several days to reach the stations, it is imperative that once they arrive they are

impressed with the opportunities the Army makes available to them. Therefore, as part of each station, tents and latrine facilities are provided.”

“For the most part the Afghanistan people are very hospitable,” Lombardi says. “They want to have a strong army and all of my engagements with them have been positive, although it has been interesting recruiting in a war zone.”

One of the main challenges Lombardi has been facing is logistics. “Obtaining a contract for food and other services for the Afghanistan National Army is hampered by the distance and poor travel networks to the stations,” Lombardi said.

Although traveling through Afghanistan may be difficult, Lombardi does see it as one of the mission’s greatest benefits. “Because the road and communication networks are poor to non-existent we travel in Russian MI-8s,” Lombardi says. “During a recent recon for a recruiting station we first had to fly to a landing zone, then ride horses to reach the site for the inspection. Undaunted by the many obstacles we face, we completed this particular mission and continued to view challenges as opportunities for success.”

Far from home, Lombardi has run into family. “A highlight of my deployment to Afghanistan has been having the

privilege and opportunity to visit and work with my sister, Capt. Lucia Lombardi of the 10th Mountain Division, Fort Drum, N.Y.,” Lombardi says. “My sister was stationed approximately 45 minutes from me.

“I had to coordinate some issues with her and higher headquarters,” Lombardi said. “We usually saw each other once every two weeks. Lucia furnishes the interpreters for my mission, as well as for many others. A stroke of luck or good fortune? I’ll take either.”

Upon his return home, Lombardi plans to return to the 1st Recruiting Brigade, but looks forward to spending time with his family and doing fun activities such as going sledding with his children.



Capt. Christopher J. Lombardi standing among recruits for the Afghanistan National Army.



RACING TO A SUCCESSFUL FINISH

MAXIMIZING YOUR SUCCESS AT RACING EVENTS

Lt. Col. Al Underwood, Beckley Recruiting Battalion

Frequently NASCAR races come to our battalion areas. Although, I was aware of what NASCAR was when I entered battalion command, I had no idea of their complexity, popularity and potential impact on recruiting.

We host NASCAR events each year and we figured out how to make the most of the huge crowd, the interactive area opportunities and carnival-like atmosphere. There are three phases to making the most of a NASCAR event and the interactive area assets that come with it.

The key during the preparation phase is to iron out with the marketing agency representatives exactly what you want. This should be done at least 72 hours in advance and a face-to-face follow up the day before the event, just to make sure nothing has changed. Over the past year, we have discovered there are common misconceptions that need to be worked out.

This is what the CG refers to as “myths and folklore.” The marketing agency reps do have their own agenda, but they have been charged by the Accessions and Recruiting Commands to be amenable to recruiting needs. When I asked them some tough questions, I found that the marketing team is quite responsive. Ask the marketing agency if you can help by placing a greeter (your recon element) at the main entrance to the Interactive Area set-up. Get as many recruiters as possible to work the separate venues within the Interactive Area.

Another misconception is that nobody at national events comes from the local area — more folklore. There are many locals who come to NASCAR events and it can be easy to find them. In the preparation phase, ensure you do an on-site reconnaissance the day before just to meet everyone involved so they will know who you are.

If you employ the following steps, you should maximize your potential at these events. Ensure you have covered each of these at some level with the marketing team before the event.

Engagement Area 1 – Place at least one recruiter with the Army Marksmanship Unit team. Pick someone who has knowledge of shooting. As simple as it sounds, during my first NASCAR event, I found that the mechanic recruiter was standing by the AMU and our infantryman was over by the Pit Crew Challenge.

Engagement Area 2 – Place one soldier *outside*, not inside, the Armor/Aviation Van. Since there is always a sizeable line waiting to go into the van, the recruiter can work the line of people waiting.

Engagement Area 3 – The third engagement area is in the Army game area. You will be told that this is where all the recruiters need to be, however, visitors get involved or confused in the details of the games and don’t talk Army.

Engagement Area 4 – The fourth engagement area is between the tire changing practice site and the race simulator ride, which are contiguous. Again, there will be a line of people waiting outside the simulator that have nothing to do and are looking for someone to talk to.

Engagement Area 5 – The fifth engagement area for a recruiter is at the Pit Crew Challenge. The recruiter at this location needs to have a mechanical background and be one of your most motivated and outgoing soldiers. He needs to not only talk to the people who are waiting to take part in the Pit Crew Challenge, but he also needs to talk to people in the crowd who have gathered just outside the Interactive Area barrier to watch the action. He needs to scan the crowd for appearance and age for prequalified applicants and invite them inside and let them know it is an opportunity to perform pit crew duties on a real NASCAR race car. He needs to encourage those interested in mechanics to talk about it.

Engagement Area 6 – The sixth and most important engagement area for recruiters, company leadership team or battalion leadership team (I have often filled this role myself) is as Recon/Greeter at the initial entry booth. This greeter needs to be the most personable and outgoing member of your team. As your reconnaissance element, he will immediately determine why the visitor is there, their interest in the military, where they are from and what their interests are. He or she needs to be armed with the following three key questions.

Three Key Questions

When your recon element has visually prequalified someone physically, he needs to ask three questions, “Where are you from?” If the answer is anything other than your area of interest, tell them, “We’re glad you are here — have a great day.” But if they say, “I am from X,” and “X” is in your battalion footprint, go to the next question, “Who is your favorite driver?” This will elicit an enthusiastic response from every race fan and loosen them up to discuss more things which they expect will be about their favorite driver. Of course, you can add part B of the second question which is, “Well, how about Joe Nemechek? Do you like him?” The third question needs to be “So, what interests you most here today?” Offer options — shooting, aviation, computers, mechanical — gives them the choices and lets them tell you what they are interested in.

Every entrant into the venue has to wear a sticker. When they get the sticker, this is an opportunity for the recruiter to act. As the visitor approaches, the greeter needs to extend his hand, whether it is a kid, a prospect or a senior citizen and say, “We’re glad you’re here! Or for those who are still fumbling with the sticker, “Let me help you with that.” The greeter must be careful however, not to clog up the flow of people into the Interactive Area. Too long a conversation without pulling the person to the side for a “battle hand off” will make the marketing folks unhappy and defeat the purpose of the Interactive Area and ultimately your efforts.

Battle Hand Off

As soon as your visually prequalified applicant has said, “Yes, I am really interested in shooting” (or flying or whatever), begin building a rapport. Turn and hand signal the Soldier who is working in that venue area. You might have to yell to get his attention since the potential applicant is still in a roped-off area and loudspeakers are blaring. Bring the recruiter over to the prospective applicant and introduce him or her as a subject matter expert. Say, “I would like you to meet Sgt. Smith. Bet you can’t out shoot him. He’s fired M16s, sniper rifles, M-203 grenade launchers, etc.” Tell the prospective applicant that Sgt. Smith will be his escort and will be able to answer all questions about shooting or mechanics, etc., and about the Army opportunities available within those fields.

Be Directive

Visitors to the Interactive Area are waiting for someone to take charge of them. When you find someone interested or you have just completed a hand-off to one of your subject matter experts, direct the prospect to write down his or her name and phone number or write it for them. They have just done this to get into the exhibit area once, so doing it for the second time usually doesn’t bother them. The other thing to be directive about is after Sgt. Smith has spoken to the prospective applicant a few minutes and has pulled him or her to the side and determined their motivation as adventure, either the recruiter or greeter needs to close the situation by saying, “I’m glad you’re so interested in shooting (mechanics or computers) and I’m sure you would be interested in finding out about a job that allows you to do that fulltime. I have an appointment time

available on Monday or Tuesday. Which day can I show you how you can work in the field guaranteed that you will really enjoy?” Press them for appointments. We got six appointments at the NASCAR race in Richmond in less than 45 minutes.

Work the Lines

People in line at the Interactive Area expect to talk to someone about something related to racing or the Army. As they wait, have a recruiter in that engagement area moving from front to back, greeting each person in the line. This not only helps us literally reconnect the public with the Army, but the recruiter should, of course, take more time with those he identifies as physically prequalified from his area or those that the greeter might have missed. If it is a kid, tell him that you will help make him a helicopter pilot one day.

Marketing Personnel are Recruitable

That group of smiling, well-mannered young men and women hired by the marketing firm to collect leads at the Interactive Area are all potential members of the U.S. Army. When it’s slow at the Interactive Area, ensure recruiters turn their attention to these people and talk to them about their goals in life. At every race, we have enlisted at least one of the team hired by the marketing company. They are usually high-quality contracts.

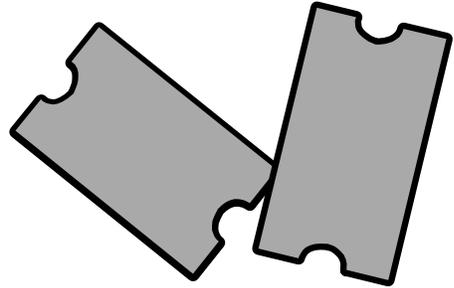
Follow Up

In initial coordination, ask the marketing people for a separate copy of the leads forms from your battalion area at the end of each day. Instead of waiting up to 36 hours to get the information from ADHQ leads, you can get the hot leads the same day and put them to immediate use. The second thing in the follow up is to send a note or some special thanks to the permanent members of the marketing team running the Interactive Area. They travel all over the country and they will be able to help by directing recruiters, if they know your plan. The third thing to followup with is to make sure station commanders, local CLT and the other CLTs are aware of the leads generated that day and when the appointments are tracked, so they can add them to paragraph four of the Form 816.

Through coordination with the Interactive Area marketing personnel, actively elicit responses from the visitors with the three question method. Identify who is physically pre-qualified, what their general interests are, address concerns of influencers on the spot and make PMS for the week in a matter of hours. NASCAR races provide huge opportunities for you to recruit quality men and women and reconnect with America.

Editors Note: According to Capt. Carl R. Fehrenbacher, USAREC Local Advertising and Event Marketing Officer, the Go Army Interactive Zone (GAIZ) will only be at 23 of the 39 Nextel Cup Races in 2004. Go to the G5 webpage (<http://hq.usarec.army.mil/apa/events.htm>) to see if the GAIZ will be at your scheduled race.

Drawing Generates Booth Traffic



Story and photos by Jeff Duran, Chicago Battalion

While attending the recent Assyrian-American convention, the Chicago Recruiting Battalion was faced with the difficulty of introducing the Army to a tightly knit ethnic community for the first time. What's more, the introductory event was to take place at an annual convention full of competing vendors, displays, and activities in the heart of one of the largest cities in the nation offering countless shopping and sightseeing opportunities to convention goers. This challenging recruiting environment called for the most effective event marketing strategy possible. The solution was the time-tested tactic known to marketing teams around the world as give away stuff. Lots of stuff. All with the Army logo and branding.

Actually, that's an oversimplification even if somewhat accurate. "The hardest part of these first events in new communities and markets is breaking the ice and making introductions," said William A. Kelo, Chief Advertising and Public Affairs Chicago Battalion. "It's very easy to put people off or even create cultural misunderstandings when a recruiter is having to make these first contacts cold and be the initiating party. It's much more effective to let the other party make the first contact by drawing them to you through the use of raffles and giveaways."

"The main mission for the convention operation was to develop centers of influence among the leaders in the community while generating prospects for enlistment for the new 09L language option," said Kelo. "The benefit of a multi-day conference is that recruiters can leverage the longer interactive time available for a more nuanced approach to penetrating into a new market like this."

In light of this, Chicago Battalion implemented a threefold strategy. Establish and draw people to the Army interactive area for an initial contact. Get them to return to the Army booth on a recurring basis to build rapport with Army personnel manning the interactive area. Provide opportunities for recruiters and convention goers to informally interact away from the Army display between booth visits.

To attract individuals to the Army's booth for initial brief contact the battalion called on the USAREC national convention team. The national convention staff worked some of their professional magic by establishing a large booth display that

was inviting, well lighted and beautifully branded. Prior coordination with the convention organizers had secured a prime location for the Army interactive site opposite the convention's main entrance and adjacent to the common gathering area in the main lobby. Chicago Battalion continuously staffed the booth with recruiters and battalion advertising and public affairs personnel who were augmented at key periods in the convention schedule by members of the companies most directly involved with the Arabic mission and by Lt. Col. Patrick Healy, Chicago Battalion commander. Also working the convention at critical points in the schedule were Lt. Col. John Vernon, commander of the Great Lakes Battalion and members of the Great Lakes Battalion advertising and public affairs staff and Sgt. 1st Class Brian Oakley, 3rd Recruiting Brigade's linguist.

Use of personal presentation items drew convention goers to the booth. Standard Army branded items available through the Recruiter Store were used for these initial contacts. Items such as lanyards, key chains, Army Game CDs and pens served as "icebreakers" early on.

The second part of the strategy, to get contacts to return to the Army booth on a recurring basis to build rapport with Army personnel manning the interactive area, required a different approach. This phase hinged around continuously drawing for Army-branded merchandise specially purchased for the event. Attendees filled out tickets (LEADS cards) to win a variety of prizes. Tickets for smaller prizes were drawn every half-hour by the recruiters. These prizes kept people returning to the booth to see if they'd won, allowing Army personnel to strike up conversations with returning convention goers.

The winners of the often-hourly drawings were then posted on boards in the main lobby next to the Army recruiters. Attendees would come by, often once or twice an hour, to see if they had won one of the Army-branded hats, T-shirts, executive pens, desk clocks or other items. These specially purchased Army-branded items served as icebreakers for visitors uncomfortable with either English or unfamiliar with the U.S. Army. As familiarity increased everyone's comfort level, conversations with returning attendees and prospects grew longer and more focused. Winners of the regular drawings for these smaller items could still compete for the final drawing



Recruiters from the Chicago Battalion staff the Army booth at the Assyrian-American National Convention in Chicago.

held at the national picnic on the last day of the convention.

More than 2,500 items, including keychains, lanyards and basic items were given away. These items drastically increased the amount of leads and community leaders' information. The amount and quality of the Army-branded merchandise worked extremely well in a community where gift giving is extremely important.

While the recruiters working the interactive area were establishing initial contacts, another recruiting team was working the floor of the convention making themselves available to people and encouraging them to sign up for the raffles. The two groups of recruiters were occasionally rotated so that convention goers who had talked to a particular recruiter at the booth could walk up and continue earlier conversations.

The scope of the program and quality of giveaways had an effect on Tony Lazzar, who hosts an Assyrian radio program, as well as working with the Assyrian Media Center.

"It was the products that made it. They loved you guys," said Lazzar. "It was good marketing out there."

Lazzar commented that communicating through advertising does well for awareness of the Army but it is very important to attend events in a community such as the Assyrians.

"It is different when you are right there. You build a rapport," said Lazzar. He added that because the community is close-knit, you reach well beyond those attending the events.

"Word of mouth is very important," said Lazzar.

Interest in the Army presence resulted in a live interview when Lazzar, broadcasting live from the convention floor, asked for an interview. Oakley and Chicago Recruiting Company commander, Capt. Michelle Hall, discussed life and opportunities in the Army and various language options and

benefits.

Army exposure was further increased when Healy was invited to attend the convention's formal dinner as keynote speaker. Healy used the opportunity to introduce the Army to a key worldwide group of Assyrian leaders.

Additionally, recruiters supported the convention's world-wide soccer match that brought in teams from as far away as Australia. Recruiters at the match used an Army branded tent to hand out branded water bottles and develop enlistment leads.

"The measure of the success of this marketing strategy is contracts. Going into RCM December we've already achieved 400 percent of the battalion's first quarter's total Middle Eastern IRR mission," said Kelo. "The integrated marketing brought everything together."



Sargon Yousif and Susan Shmoon prepare for an enlistment ceremony in front of the Assyrian Museum in Chicago.

Meet USAREC's New

"WE ARE IN A WAR ... I KNOW THAT ITS LEADERS LIKE THESE WHO WILL SEE US THROUGH IT," – Maj. Gen. Michael D. Rochelle, USAREC Commander

By Walt Kloeppe, Recruiter Journal

Ask most civilians who Audie Murphy was and they'll tell you he was a World War II Soldier who became a Hollywood actor. Ask those in the military 'know', and they will tell you Sergeant Audie Murphy was the most highly decorated Soldier in American history, earning every medal for valor the Army gives. As an infantryman, Sergeant Audie Murphy spent more than 400 days on the front lines, earning more than 33 military awards and decorations. He set the bar for every non-commissioned officer in the Army.

In 1986, a group of individuals who recognized what Sergeant Audie Murphy stood for in the NCO Corps, started the first Sergeant Audie Murphy Club at Fort Hood, Texas. It was at a Sergeant Major of the Army conference in 1994 that the SAMC went Armywide.

Induction into the SAMC is not only prestigious but a monumental reflection of an individual's ability and dedication to non-commissioned officer values and leadership.

This year's USAREC SAMC nominees were selected by the battalion command sergeants major of USAREC. Those selected first had to appear before their respective brigade level board. Those passing the board then went to the USAREC level board in Dallas, Texas. Twenty-one NCOs went before the board in September. When the board made its final selections, 14 of USAREC's finest NCOs came away knowing they had 'the right stuff' in their leadership abilities, to be honored with the SAMC medallion.



USAREC Command Sgt. Maj. Harold Blount presents the coveted Audie Murphy medallion to Staff Sgt. Joshua E. Powell of the Miami Recruiting Battalion. USAREC Commander Maj. Gen. Michael D. Rochelle looks on.

Powell was one of 14 USAREC soldiers to be inducted in the SAMC. He is currently assigned to Lake Park Fla. Recruiting Station.

Page 18 lists all the Audie Murphy award recipients.

Photo by Mark D. Smith

Best Audie Murphys



“The board process got harder this year,” said Sgt. 1st Class Michael A. McGee, USAREC Training Division. “Last year they didn’t have to worry about an essay or a PT test.

This year when they got there, we took them promptly out to the Southern Methodist University in Dallas and they took an Army physical fitness test.”

If the Soldier passed the PT test, according to McGee, then they were each given an essay assignment which centered on the topic of each Soldier’s most difficult leadership challenge and how it developed them as a leader.

Sgt. 1st Class Andrea Deramus-Stout, from Dallas Recruiting Battalion, was one of the 14 inductees attending the board in Dallas. She said it was a long desired challenge of hers, which slipped her grasp when she was stationed overseas.

“I used to compete on boards when I was in Germany. They have the Sergeant Morales board. It’s the same as the Audie Murphy board but you can’t compete in the Audie Murphy when you’re in Germany. You have to compete for the Sgt. Morales,” said Deramus-Stout.

Deramus-Stout completed all but one board when she got the opportunity to become a recruiter and left Germany before completing it.

“That was a big disappointment to me.”

When Deramus-Stout got to USAREC, it didn’t take long for her first sergeant to see he had a soldier who was a ‘Cream of the Crop’ NCO.

“My first sergeant recommended me to go for Audie Murphy. It was a great honor. It was a goal I set for myself.”

Deramus-Stout believes soldiers need to look at the heritage of leadership which Audie Murphy left to the NCO corp.

“Everyone should strive to be the type of leader that he was. You shouldn’t just want to be put in a position just because that’s the rank that you hold. You want to be better for the Soldiers you have.”

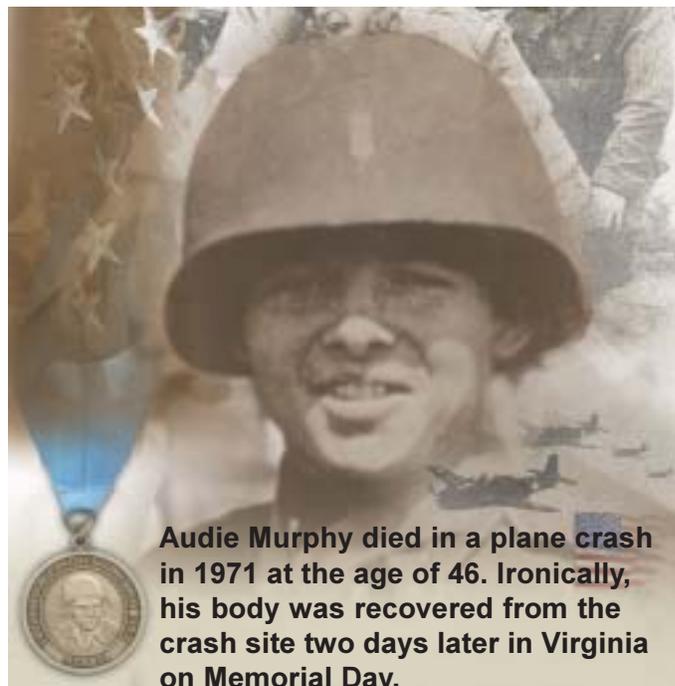
USAREC’s newest Audie Murphy members were inducted into the SAMC during a ceremony on Dec. 4, at Fort Knox, Ky. USAREC Commander, Maj. Gen. Michael D. Rochelle and Command Sgt. Maj. Harold Blount personally presented the awards to the Soldiers.

Sgt. Herbert C. Campbell reflected upon his accomplishment.

“I’ve always tried to do things to not just meet the standards but to be the best, to exceed the standards ... that’s what Audie Murphy means to me,” said Campbell.



USAREC Commander, Maj. Gen. Michael D. Rochelle pins the Army Commendation Medal on Sgt. 1st Class Javier Ratliff, San Antonio Recruiting Battalion. *Photo by Mark D. Smith*



Audie Murphy died in a plane crash in 1971 at the age of 46. Ironically, his body was recovered from the crash site two days later in Virginia on Memorial Day.



SFC David C. Blancett
3d Brigade, Minneapolis Battalion

- Honor Graduate PLDC '97
- Station Commander, Hibbing RS
- Recruiter Badge w/3 Sapphires
- Recruiter Ring



SSG Dong Hyun Kim
6th Brigade, Southern Calif. Battalion

- Asst. Station Commander, Garden Grove, RS
- Top Brigade Recruiter June 02
- Top DEP/DTP referral Recruiter Award
- Gold Recruiter Badge w/2 Sapphires

SSG Herbert C. Campbell
3d Brigade, Cleveland Battalion

- Distinguished Honor Grad, Recruiter Course
- Ironman for class/Army Recruiter Course
- Distinguished Honor Grad, BNCOC
- Recruiter Badge



SSG Joshua E. Powell
2d Brigade, Miami Battalion

- FY 03 2d Brigade NCO of the Year
- 6 Army Achievement Medals
- Three Foreign Decorations



SFC Christian J. Carr
HQ USAREC

- NCOIC Strength Management Branch
- Commandant's list, PLDC/BNCOC/ANCOG
- Graduated ANCOG with 100% GPA
- Adjutant General NCO of the Year, Fort Knox



SFC Javier Ratliff
5th Brigade, San Antonio Battalion

- 5th Recruiting Bde Soldier of the Year
- USAREC NCO of the Year runner-up (2002)
- Recruiter Ring

SFC Andrea Deramus-Stout
5th Brigade, Dallas Battalion

- Lawton W. RS, Top RA Recruiter of the Year
- 5th Bde – 1st runner-up, RA Recruiter of Year
- Station Commander, Temple RS
- Recruiter Ring



SSG Rebecca A. Roberson
1st Brigade, Beckley Battalion

- Dental Specialist/Military Police
- PLDC Commandant's List
- Gold Recruiter Badge w/3 Sapphires



SSG Mathew DeVault
6th Brigade, Southern Calif. Battalion

- Expert Infantry Badge
- Asst. Station Commander, San Clemente RS
- Gold Recruiter Badge w/1 Sapphire



SSG Craig L. Russell
3d Brigade, Great Lakes Battalion

- BNCOC Distinguished Honor Graduate
- 3d Brigade Top New RA Recruiter
- Gold Recruiter Badge w/3 Sapphires

SSG Marc R. Grandia
1st Brigade, New England Battalion

- Expert Infantry Badge
- 5 Army Achievement Medals
- Recruiter Ring



SSG Naji A. Shaheed
2d Brigade, Tampa Battalion

- Medical Specialist
- Combat Lifesaver Instructor
- DOD Islamic Lay Leader Course Graduate



SSG Brian D. Heffernan
5th Brigade, Dallas Battalion

- Distinguished Honor Graduate PLDC
- Top Brigade Recruiter June 02
- Gold Recruiter Badge w/3 Sapphires



SSG Robert A. Webb
5th Brigade, San Antonio Battalion

- Combat Infantry Badge
- Patriot Electronics Systems Repairer
- Silver Recruiting Badge w/3 Gold Stars

Creating Your Own Opportunities ... The Key to Rural Recruiting

By Michele D. Johnson, Minneapolis Battalion

“In a rural recruiting community the relationship you have with your community will determine how successful you are in that area. You don’t have a lot of opportunities to receive the same support from USAREC that the bigger cities do, so you have to be creative and provide your own opportunity.”

Action on these words, spoken by Staff Sgt. Wesley Annable of the Dickinson Recruiting Station, has gained him recognition within his North Dakota community.

Annable also caught the attention of 3d Brigade commander, Col. David Ellis. During a recent visit to Annable’s far-west North Dakota station, Ellis and Lt. Col. William Roston, Minneapolis Recruiting Battalion commander, had the opportunity to see first-hand what the community has been providing the Army in return for the support the station has given.

Over the past two and a half years, the Dickinson Station has built an outstanding relationship within the community. Annable and DEP members have been active in local civic events, such as the summer’s “Rough Rider Days” and the annual rodeo. Hard work, but a pay-off made in satisfaction and team building for his program and participants.

Annable has also given of his personal time by providing leadership classes for the local youth leadership program sponsored by the Dickinson Chamber of Commerce, another supporter of the recruiting station.

“Through these relationships the station has been offered booth space at expos and local events that otherwise would have cost the Army \$100 to \$200 per event. The best thing about it is that it allows you to make a lot of contacts and you usually have a lot of fun doing it!” stated Annable.

The Dickinson Recruiting Station participated in a benefit golf scramble sponsored by a local television station and other local businesses. As a result of these contacts, the TV station has aired features on Dickinson Station DEP members. Variations of these features,

sponsored by local businesses, have included the DEP members’ high school, the MOS they enlisted for, when they leave, and where they are going to basic training. Each DEP member is furnished a copy by the TV station as a thank you, raising their level of pride that much more. People have remarked that they’ve seen their friend or neighbor and had no idea they had joined the Army.

“DEP members and their families think this is great!” Annable said. “It has really helped promote a positive image for us. The community is now recognizing our Soldiers for their courage and motivation to serve their country. We have received a lot of support from the community,” said Annable. “Other organizations have shown an interest in getting involved.”



Staff Sgt. Wesley Annable, with Shelly Njos, Account Executive with the local television station that announces DEP members’ enlistments.

Chaplain Recruiting Achieves Mission Box



*By Master Sgt. James M. Peters, NCOIC,
Chaplain Recruiting Branch*

“While it is always exciting when USAREC achieves enlisted mission success, it is especially gratifying that we also made our chaplain mission for the first time in several years,” says Chaplain (Lt. Col.) John Armitstead, Chief, Chaplain Recruiting Branch. “Our six Chaplain Recruiting Teams worked very hard this past year and their efforts resulted in accessioning 121 chaplains and 109 chaplain candidates. In fact, the number of chaplains brought in this year broke a 17-year record.” As a result of their efforts, Armitstead reports that the Army met its authorized active duty basic end strength for the first time in many years. Special recognition goes out to the 2d Brigade Chaplain Recruiting Team for winning the CRT of the Year Award for the second year in a row. And, congratulations are in order for Sgt. 1st Class Diana Blissett, 2d Brigade CRT, for becoming the first chaplain recruiting NCO to earn the coveted Glen E. Morrell award.

“While it’s true we’ve helped the active duty side of the house get healthy, the Reserve Component still has many vacancies. So, this year, we will concentrate on the Reserve chaplain accessioning needs,” said Armitstead. In light of that, the Chief of Chaplains has directed that within five years the chaplain candidate “pool” will be raised from its current level of about 300 to 600. “We get many inquiries from chaplain leads that are just too old. Since most seminary students are younger and within the age standards, we believe that having more chaplain candidates will, in

turn, give us more chaplains down the road,” Armitstead said.

Many of you may not know that USAREC recruited chaplains or you have no idea what the difference is between a chaplain and a chaplain candidate. A chaplain applicant is someone who meets all the basic qualifications including the required education. A chaplain candidate is someone who is in seminary pursuing the required degree. After seminary, they may then apply for a re-appointment as a chaplain. USAREC has managed the chaplain recruiting mission since FY 97.

While still maintaining proponency, the Chief of Chaplains entrusts the operational aspects of the Reserve chaplain mission to USAREC. Structurally, there is one CRT at each of the five brigades. Each CRT is made up of one chaplain and two NCOs. The 1st, 2d, and 5th Brigades each have an additional chaplain. One of the NCOs is a chaplain assistant, 56M, and the other is a 79R.

The 79R positions were authorized

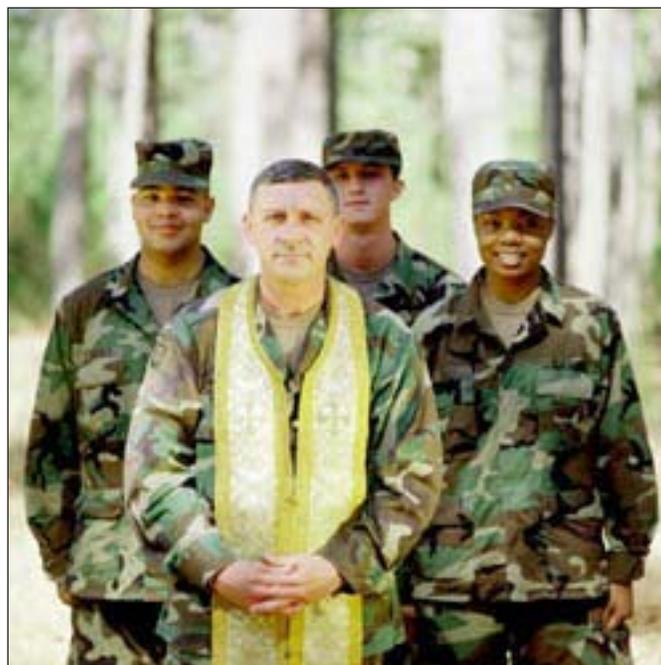
this past year. These seasoned veterans with their recruiting expertise and sales experience were a key factor in achieving mission success. The five brigade CRTs recruit from the Protestant denominations within their brigade boundaries and the Special Category CRT recruits for the entire country from the Roman Catholic, Jewish, Muslim and Orthodox faiths.

Chaplain and chaplain candidates must meet the basic medical, moral, and legal accession requirements. They must be commissioned before their 40th birthday. Although some age waivers are available. It is not a requirement that a chaplain must first be a chaplain assistant before applying for chaplaincy. While this myth was circulating quite a bit around the recruiting world several years ago, it is not much of a problem now. Every once in a while, we do get word of an enlisted Soldier who has entered the Army even though he meets the basic chaplaincy qualifications. While not impossible, it is difficult to convert these folks from their enlisted contract to appointment in the chaplaincy.

We greatly appreciate all the leads the enlisted recruiters have given us over the years and we need your continued support by referring all chaplain leads to your brigade CRT.

The future for chaplain recruiting will continue to be challenging. When USAREC first assumed this mission in FY 97, the annual mission was only 100. For FY 04, it is 240 — a 140 percent increase.

We have the funding and personnel to do the job, but we will continue to need your support and prayers. Visit our Web site at <http://chaplain.goarmy.com> for more information.



Crash Course in Seat Belts

Reprinted with permission from *Countermeasure Magazine*

My buddy and I left home on a Saturday morning to go play a round of golf. It was finally our day off and it looked like a great day to be outside. We washed and waxed the car to perfection and then hopped in to drive to the post golf course, which was only a few blocks away. It only took a few minutes to get there, so no seat belts were used. Riding along in my nice clean car, we were engrossed in a conversation about — what else? Golf! That great shot I had made last week on hole number 5 was spectacular! All of a sudden, just out of the blue, a tree came out of nowhere — WHAM!

My vehicle came to an abrupt stop. My beautiful car! My buddy. My family. My future. My life — gone in less than a second.

I remember coming to with people all around me. I was in the hospital. My mother was holding my hand and calling my name. Other people were there also — people dressed in white that I didn't know. My head felt heavy and I just wanted everyone to go away so I could go to sleep. My eyes finally found the darkness.

I became a statistic that day. My buddy lived, but he had a severe limp that would be a constant

Remember it's the law! Soldiers are required to use seat belts anytime they are driving or riding in a military vehicle or POV. The regulation applies even in the absence of a state law to wear seat belts. It includes both on and off military installations. Nearly 45 percent of all fatalities involving vehicles could have been prevented if seat belts were worn. Army Regulation 385-55 sets the standard; first-line leaders must enforce it.

reminder of that day. He was also discharged from the Army because of his disability.

Cars can be lethal weapons. In fact, they are the leading cause of death among Soldiers.

The best defense? Seat belts. Still want to play against the odds? Read the following about what happens when an unbelted driver crashes into a solid immovable tree at 55 mph.

One-tenth of a second. The front bumper and chrome "frosting" of the grill work collapse. Slivers of steel penetrate the tree to a depth of 1 1/2 inches or more.

Two-tenths of a second. The hood crumbles as it rises, smashing into the windshield. Spinning rear wheels leave the ground. The front fenders come into contact with the tree, forcing the rear parts out over the front door.

The heavy structural members of the car begin to act as a brake on the terrific forward momentum of the 2 1/2-ton car. But the driver's body continues to move forward

at the vehicle's original speed — 20 times the normal force of gravity; his body now weighs approximately 3,200 pounds. His legs, ramrod straight, snap at the knee joints.

Three-tenths of a second. The driver's body is off the seat, torso upright, broken knees pressing against the dashboard. The plastic and steel frame of the steering wheel begins to bend under his terrible death grip. His head is now near the sun visor, his chest above the steering column.

Four-tenths of a second. The car's front 24 inches have been demolished, but the rear end is still traveling at an estimated speed of 35 mph. The body of the driver is still traveling 55 mph. The rear end of the car, like a bucking horse, rises high enough to scrape bark off low branches.

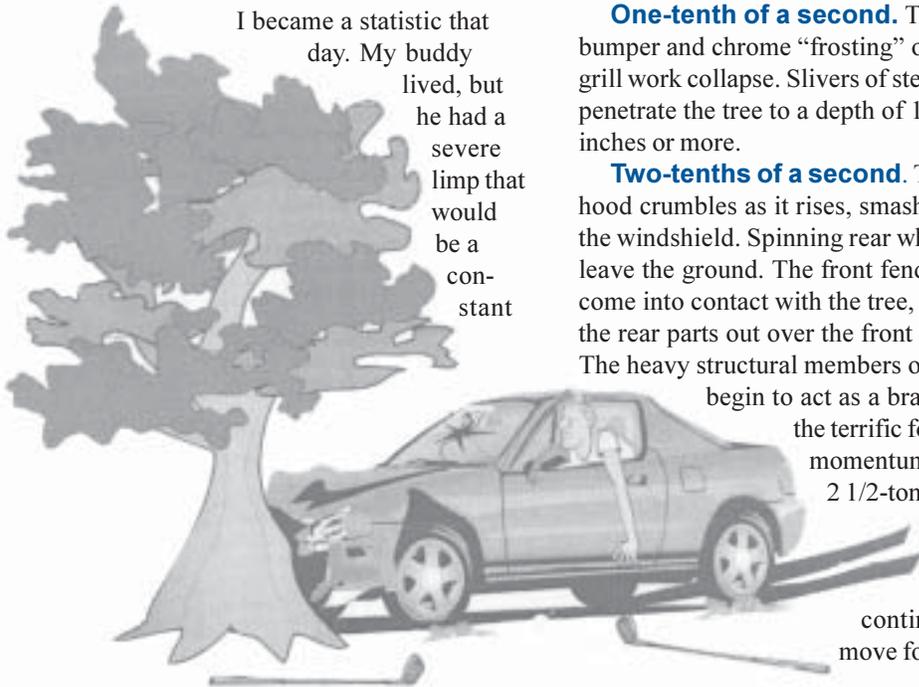
Five-tenths of a second. The driver's near-frozen hands bend the steering column into an almost vertical position. The force of gravity crushes his chest against the steering wheel, rupturing arteries. Blood spurts into his lungs.

Six-tenths of a second. The driver's feet are ripped from his shoes. The brake pedal shears off at the floor board. The chassis bends in the middle, shearing body bolts. The driver's head smashes into the windshield. The rear of the car begins its downward fall, spinning wheels digging into the ground.

Seven-tenths of a second. The entire writhing body of the car is forced out of shape. Hinges tear, doors spring open. In one last convulsion, the seat rams forward, pinning the driver against the cruel steel of the steering shaft. Blood leaps from his mouth; shock has frozen his heart. The driver is now dead.

Elapsed time: only seven-tenths of a second.

Wearing seat belts and encouraging others to wear them show you care. Fastening your seat belt should be as automatic as turning on the ignition. Take the time to develop the seat belt habit. Sure, buckling in takes a few seconds ... but the one time that you don't — could be the one time you wish you had.



Enlistee Has Hopes of Qualifying for U.S. Olympic Equestrian Team

By Mary Auer, Indianapolis Battalion

Most applicants' concerns about an Army enlistment focus on the challenges of basic training or adjusting to a military lifestyle. But for Pvt. Amber Burnside of New Haven, Ind., the primary worry was finding an Army installation with suitable stabling for her horse.

With good reason. The 8-year-old thoroughbred gelding named Jumpshot is not your average equine — nor is Burnside your average enlistee.

A handsome chestnut with dark dapples and a white blaze, Jumpshot — with Burnside on board — won the 2002 Reserve Grand Champion trophy of the Sunrise Circuit, a series of show jumping competitions based in Arizona. In doing so, they just missed surpassing Amber's own trainer, former U.S. Olympic Equestrian Team member Laura Lee Leywood of Prescott, Ariz., who took Grand Champion honors.

Burnside, who is currently completing basic training at Fort Leonard Wood, Mo., has Olympic aspirations of her own. A former student at Ivy Tech State College in Fort Wayne who said she joined the Army to further her career goal of becoming a veterinarian, Burnside plans to apply for admission to the Army's World Class Athlete Program as soon as she completes AIT as a motor transport operator at Fort Leonard Wood.

If she is accepted into the program, she may become the third Indiana Soldier to qualify for a U.S. Olympic team. Former Spec. Doug Sharp of Jeffersonville won the bronze medal in the four-man bobsled at the 2002 Winter Games in Salt Lake City, and 1st Lt. Anita Allen of Star City will compete in the decathlon at the 2004 Summer Games in Athens, Greece.

Pvt. Amber Burnside sitting on her Grand Champion horse, Jumpshot.



For the immediate future, Burnside hopes she and Jumpshot will be among participants in the 2004 Rolex competition to be held in Lexington, Ky. By that time, she will be stationed at Fort Hood, Texas, where adequate stabling should be available for her prize-winning mount.

Burnside said her acquaintance with horses began at the age of 6, when a physical therapist recommended riding as treatment for her brother, who has multiple disabilities. "I tried it, too; I enjoyed it, and stayed with it," she explained. By the time she was 10 years old, she had a horse of her own, an Arabian-quarterhorse mare named Little Bit she trained as a jumper.

She has owned Jumpshot for little over a year and has been stabling him at a boarding center about three miles outside New Haven. The feisty chestnut had originally been intended for another of Leywood's clients, but proved to be a tougher customer than his prospective owner had bargained for. "But I had ridden him and I liked him," Burnside recalled, "so I decided to take him."

Since then, the two have teamed up to compete in the 2003 Nationals, held in Scottsdale, Ariz., as well as shows on the Sunrise Circuit and the Red Cedar Circuit in Indiana, winning ribbons at every show in which they have participated.

And if you're wondering why an enlistee with an interest in the veterinary field decided to train as a truck driver, her recruiter, Staff Sgt. Richard Asta of the Fort Wayne South station, offers a simple explanation.

"When she sat down with the guidance counselor, she wanted to know which MOS had the shortest training time," he said. "That meant the shortest amount of time away from her horse."

Grandson of Medal of Honor Soldier Continues His Legacy

Story and photos by Stephen Nolan, San Antonio Battalion

San Antonio and the Army community will always miss Army Chief Warrant Officer Louis R. Rocco, Medal of Honor recipient, who was recently honored at Fort Sam Houston Veterans Cemetery. However, his legacy will continue with his grandson, Dell W. Rocco-Dubois, who enlisted in the Army Oct. 29 as a 91D, Operating Room Specialist. The younger Rocco will attend basic training at Fort Knox, Ky., followed by his military occupational specialty course at Fort Sam Houston.

Rocco hopes to carry on the family tradition as proudly and



Newly enlisted Pvt. Dell W. Rocco-Dubois, stands proudly with his recruiter, Staff Sgt. Christopher A. Phillips, from the Reagan Recruiting Station, San Antonio, Texas, and Maj. Gen. Alfred A. Valenzuela, U.S. Army South.

successfully as his grandfather. The enlistment ceremony was officiated by Maj. Gen. Alfred A. Valenzuela, commanding general, U.S. Army-South at the MEPS, Fort Sam Houston. "Your grandfather would be proud of your desire to serve your country. I know he is smiling down on you at this moment in your life," said Valenzuela.

Chief Warrant Officer Rocco (then Sgt. 1st Class) was awarded the Medal of Honor for actions northeast of Katum, Republic of Vietnam, May 24, 1970, while assigned to U.S. Advisory Team 167, U.S. Military Assistance Command. Rocco died Oct. 31, 2002.

Husband and Wife Leave Teaching to Join Army

Story and photo by Christopher Wilson,
Oklahoma City Battalion

When Marc and Liz Stomprud's teaching contracts expired, they decided to take another career path — they joined the U.S. Army.

"We were teaching at a Christian school in Texas," explained Marc, a 1996 graduate of Duncan High School. "Our contracts came up, we decided not to go back, then we thought about the Army."

The couple first got the idea of military service while visiting some friends in the Seattle area.

"Our friends suggested the Navy, but we weren't sure the Navy was right for us," Liz explained.

They returned to Oklahoma and started talking to recruiters with the Oklahoma City Recruiting Battalion's Memorial Recruiting Station. Both had degrees and considered entering the service as officers. Marc's experience as a youth minister and the desire to choose his own job eventually led them both to enlist.

"I agreed that if he enlisted, I would too," Liz explains of her decision. "Sometimes I wonder why, though."

"I like the fact that you can pick your job when you enlist," Marc explained of

his choice. "Student loan repayment and great health benefits were also a plus."

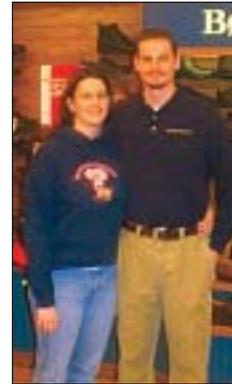
"We both have student loans to repay," Liz added. "There were so many job opportunities, there's things you can do after the Army, and enlistment bonuses."

Marc decided to enlist as a chaplain's assistant and Liz will train to be an Army linguist.

"I was looking for something with my degree, but nothing interested me," Liz said, referring to her psychology degree. "Sgt. (Shawn) Phillips and Sgt. (Scott) Burgamy were talking about needing linguists and I learned that they teach you another language."

Liz's linguist training will force the couple to spend a year apart after they complete basic training. She will have to spend roughly a year at the Defense Language Institute of Foreign Language Center at the Presidio, Monterey, Calif.

"We won't be together in training. I'm going to South Carolina and he's going to Missouri. Then we'll be apart for a year while I'm at Monterey," she said. "It'll be hard but I think our marriage is strong enough."



Liz and Marc Stomprud, both teachers, decided to leave teaching to enlist.

Marc added. "Hopefully I can visit once a month. Other than that we can just call or write to stay in contact." The pair are excited about the new experiences that will come with Army service.

"I'm looking forward to seeing the world and meeting new people," Marc said. "In my actual job, I just want to do my best to help out."

"I'm looking forward to Basic Training. Not the physical part, but just the experience. I think it'll bring a lot of discipline and growth," Liz commented. "And I can't wait to get to language training. I always wanted to learn Russian, so maybe they'll let me learn that."

Marc and Liz both leave for basic training in May.



Opinion Writer Joins the Army

By John C. Heil III, Sacramento Battalion
Photo courtesy of "The Dispatch"

A member of the media joined the Army recently out of the Gilroy Recruiting Station, Gilroy, Calif. Stephanie Smith, who writes a biweekly column for "The Dispatch," joined the Army on Sept. 20, 2003, and will leave for basic training on July 14, 2004.

Smith, a 17-year-old senior at Gilroy High School took over the opinion column at the beginning of this school year when her friend left to start college. Stephanie is excited about her opportunity in the Army.

"I want to prove to myself that I can survive basic training," said Smith. "I am very patriotic. I want to serve

my country. I am really excited. Staff Sgt. (Wayland) Chock told me about all the great benefits about being in the Army. He knew everything. He makes the Army seem cool. He has the answers for almost everything, and when he doesn't know the answer, he researches and finds the answer for you."

Smith, who enlisted for three years, hopes to start college while she's in the Army. Of course, the \$33,000 she will receive for her education will help significantly.

Even though she's a paid journalist and has written stories about construction at the school and high school legislation, Smith wasn't interested in continuing her journalism career in the Army. Instead, she will come in as a Unit Supply Specialist.

Stephanie, who has spent some time in Germany, Great Britain and The Netherlands, said she would love to be stationed in Europe. Stephanie really felt this was the best decision for her future.

"If I really like it, I might make it a career," said Smith.

Minnesota Vikings Support Mega-DEP Event at Winter Park Training Camp

Story and photos by Michele D. Johnson, Minneapolis Battalion

The Minneapolis Recruiting Battalion's three-year relationship with the Minnesota Vikings football team has provided a variety of opportunities, such as school visits with NFL team members and Army participation during half-time at home games. But this year's partnership provided the best of the best when 291 DEP members, guests, and recruiters spent a cool fall day at the team's training camp, Winter Park, in Eden Prairie, Minn.

The day began with physical fitness, weight training and nutrition education taught by Capt. Jeffrey Thompson, St. Paul company commander. Next came learning the "right way" and the "wrong way" to do push-ups and how to prepare for and be successful at PT tests, taught by Minneapolis Company recruiters.

By the end of training the Vikings had entered the field and were out in full force, practicing for the upcoming weekend's game against the Denver Broncos. While Daunte Culpepper, Randy Moss, Chris Hovan and other well known Vikings were out doing what they do best, DEP members were given a few words of advice and inspiration by one of the Vikings famed "Purple People Eaters," Carl Eller.

Eller, whose on-field accomplishments have included Rookie of the Year, two time "League's Most Valuable Lineman," six Pro Bowls and 12 NFL Hall of Fame nominations, addressed the crowd. Eller shared his own goal-setting experiences, stressing that personal success comes from reaching farther, setting your sights higher, going that extra mile, and taking control and responsibility for your own life's destiny.

Eller's words were coming from deeper roots than just the ball field but as the founder of Triumph Services, a chain of chemical dependency rehabilitation facilities located in the metropolitan area of the Twin Cities. Also a certified chemical dependency counselor reciprocal, Eller was also the National Football League consultant on alcohol and drug abuse matters, developing the league's first Employee Assistance Program. He



Minneapolis Recruiting Company Soldiers teach the correct way to do push-ups and how to make it through a PT test.



Vikings head coach, Mike Tice, introduces hard-hitting safety and free-agent, Brian Russell.

helped the NFL start the Chemical Dependency Education and Awareness Coaches Training program for its 28 member teams and was the executive director of the U.S. Athlete's Association, a national network of students organized to promote positive chemical-free lifestyles.

After lunch and a chance to see the Vikings' scrimmage, next up was Vikings head coach, Mike Tice. The 6-foot-7 inch Tice continued the "don't give up" and "take action" talk when he introduced free-agent Brian Russell. Originally signed by the Vikings as a rookie free agent in April of 2001, the hard-hitting safety played in every game in 2002 with two starts, finishing fifth on the team with 15 special team tackles. "He's a team player and he doesn't give up" Tice said. "That's one of the reasons he's on our team."

All in all, the day maintained the theme that an individual's success is both defined and driven by their desire to learn, by creating opportunities from adversities, and by taking every step farther than anyone expects.



Football legend Carl Eller, a member of the Vikings original "Purple People Eaters," meets with DEP members and signs autographs as the Vikings practice at Winter Park training camp.



Sgt. 1st Class Eric Nebres, San Jose Central Recruiting Station, and Tony Lam after he lost 100 pounds to join the Army. Photo by Sgt. 1st Class Poutoa Fuega

DEP Soldier Loses Over 100 Pounds to Join the Army

By John C. Heil III, Sacramento Battalion

There are a lot of diets out there. There are a lot of different exercise machines available to the public. For Tony Lam, however, losing weight is simple. Lots of running and one meal a day is all it takes.

The 6-foot Lam walked into the San Jose Central Recruiting Station, San Jose, Calif., on Dec. 10, 2002, weighing in at 315 pounds. Sgt. 1st Class Eric

Nebres, the station commander met with Lam that day. "Automatically, my first thoughts were ... here's a young man who wants to join but needs a lot of work," said Nebres.

Immediately, Nebres began to see results. Each time Lam came back to the station his weight was lower and by Oct. 24, 2003, he was down to 222 pounds and was able to officially start his dream of a career in the U.S. Army.

"My motivation was that I wanted to join the Army," said Lam, a Vietnamese-American. "I want to work with weapons and defend my country."

"I've seen people lose 30 pounds but never what he has accomplished," said Nebres. "Everything we've asked him to do for the Army he's done. I wanted to see him improve each time and he never backed out of it. He had no major strategy, just eat once a day and run, run, run. He just used discipline."

The other side of losing weight involved only one meal a day between noon and 4 p.m. Lam said he only drinks

water and avoids fast food and deserts.

By Nov. 5, Lam weighed in at 203 pounds at the station, which is real close to his goal of 186 pounds by the time he leaves for basic training on Feb. 10, 2004.

Lam, who entered the Army as an infantryman ultimately wants to enter the Special Forces.

Before his interest in the Army, Lam played video games, did homework and went out with his friends. Now all he does is work out and focus on his dream of being in the Special Forces.

"With his motivation and energy, he'll have no problem," said Nebres of Lam's pursuit of a career in the Special Forces. "He brings a positive mind and a hunger for it. I think he'll make it."

From Aug. 22 until he joined on Oct. 24, Lam had to lose 3 percent of his body fat and he did. Overall he went from 32 percent body fat down to 22 percent over the course of 11 months.

"My dream of being in the Army is what gave me my motivation to lose the weight. I was already interested in joining the Army prior to walking into the recruiting station. Sgt. 1st Class Nebres told me what I needed to do. I can't wait for basic training."

Army Green is in the Family Genes

By Mary Miller, Sacramento Battalion

Talk about following the family genes. On Nov. 12, 2003, Sgt. 1st Class John Miller's oldest son, Michael Hilderbrand, was sworn into the Army Reserve as a cable systems installer.

"I feel very proud to have my son enlist," said Miller, who has been a recruiter in Vacaville and Fairfield Recruiting Stations of the North Bay Company in California for 11 of 21 years of Army service.

Miller's father and uncle enlisted in the Army as teen-agers. Miller's father completed a two-year tour while his Uncle Don retired as a master sergeant after 24 years of service in the Army.

As a Reserve Soldier, Hilderbrand will be assigned to B Company, 319th Signal Battalion at Camp Parks in Dublin, Calif.

When asked why he joined the Army, Hilderbrand said, "I was thinking about my dad before the swearing in ceremony and I know he enjoys his Army career. When my father explained the benefits of outstanding direction with all the



Sgt. 1st Class John Miller congratulates his son, Michael Hilderbrand, on his 8-year enlistment in the Army Reserve after his swearing in ceremony.

excellent Army training, I knew this is a great decision. But most of all, I knew that my dad would only guide me in a way that would benefit me."

"This is special for me to be enlisted by my own father. I'm looking forward to the challenges in basic training at Fort Sill, Okla., in June 2004," said Hilderbrand.



Former Recruiter Killed in Iraq

Sgt. 1st Class Jose A. Rivera, a former New York City Recruiting Battalion recruiter was killed in action in Iraq. Rivera was part of a patrol when his unit came under rocket propelled grenade and small arms fire in Mumuhdyah, Iraq, Nov. 5. A memorial, hosted by the recruiting battalion, was held at Fort Hamilton, N.Y., Nov. 24, 2003. During his three years as a recruiter, Rivera wrote over 120 contracts culminating in an award for fiscal year 2003 Soldier of the Year, New York City Recruiting Battalion, posthumously. In 2002, Rivera was runner-up regular Army Recruiter of the Year. (Submitted by Christine Cuttita, New York City Battalion)

Army Still Looking for Corporal Recruiters

Army News Service

The U.S. Army Human Resources Command is still looking for volunteers for the Corporal Recruiting Program.

The program began in 1999 on a trial basis and since has allowed privates first class and specialists to do one-year recruiting tours to tell the Army story.

"I feel that I'm doing as well as my counterparts with my

youth and familiarity of the community being my biggest asset," said Cpl. Nicholas Sholty of the Baltimore Recruiting Battalion.

Sholty was born in Boonsboro, Md., where he attended and graduated from Boonsboro High School in 1999. He was interviewed by a recruiter once in high school, but decided to walk in and join the Army in Sept. 2000 on his own after one year at the Hagerstown Community College.

After attending entry-level training at Fort Benning, Ga., he was assigned to 17th Signal Battalion, Kitzingen, Germany, as a radio operator. He joined the corporal recruiting program five months ago.

He has enlisted six soldiers so far - two from his high school, two old friends and two people he met while prospecting.

He is currently assigned to the Hagerstown recruiting station in the vicinity of Boonsboro.

The volunteer corporal recruiting program is open to interested privates first class and specialists who meet recruiter qualifications as outlined in Army Regulation 601-1. The qualification criteria can be accessed via the Internet at http://www.USAPA.ARMY.MIL/PDFFILES/R601_1.PDF. Additionally, Soldiers must be single and have at least 24 months time remaining in service upon signing in at their recruiting unit.

The U.S. Army Human Resources Command will make the final corporal recruiter selections. Once selected, applicants will be scheduled for a six-week recruiting course at Fort Jackson, S.C.

Corporal recruiters are assigned to recruiting areas near their hometowns. Other incentives include 38 promotions points for completing the re-

cruiting course, \$450 a month in special-duty pay and the opportunity to select their next overseas assignment or assignment to any U.S.-based installation with a corps or division.

Those interested in applying should contact their Retention NCO or call Sgt. 1st Class Mark Johnson at DSN 221-7902 or commercial 703-325-7902 at Human Resources Command, Alexandria, Va.

(Editor's note: Information provided by HRC Public Affairs.)

Army to Enforce Seat Belt Use With 'Click It or Ticket'

by Sgt. 1st Class Marcia Triggs, Army News Service

Drivers and passengers who get caught on Army posts not wearing a seat belt during the holiday season can expect harsher penalties, according to officials at the U.S. Army Safety Center.

The Army is aggressively enforcing seat belt use by joining the nationwide "Click It or Ticket" campaign. Military police will issue tickets to drivers and passengers who are not

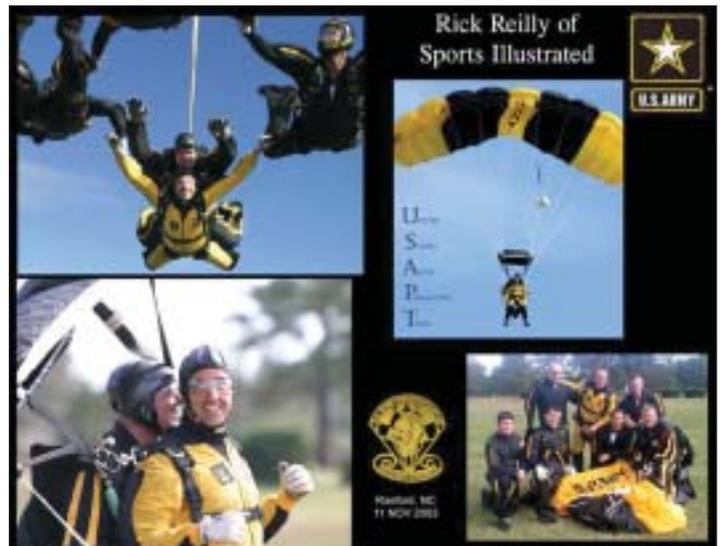
buckled up. Along with the ticket, offenders at some installations can expect other penalties, such as suspension of their on-post driving privileges.

"The Army can and must take positive action to save the lives of our Soldiers and civilian employees," stated a message released to all Army activities Nov. 26 by Director of the Army Staff Lt. Gen. James Lovelace. "We must increase seat belt use both on and off the installation."

Over the past three years the Army has lost 318 Soldiers in privately owned vehicle accidents, and a significant number of those Soldiers were not wearing seat belts, according to the message.

Secretary of Defense Donald Rumsfeld formed the Defense Safety Oversight Council earlier this year, and has challenged all Defense agencies to reduce the number of accidents and injuries recorded in 2002 by 20 percent in fiscal year 2004 and 50 percent in 2005.

One way the Army is hoping to decrease its accident numbers is by displaying zero tolerance when people disregard seat belt laws during holiday weekends. The "Click It or



Sports Illustrated columnist Rick Reilly jumps with members of the U.S. Army "Golden Knights" Parachute Team. Photo by Kathryn Pardo

Ticket” campaign will run over all of the 2004 national holiday weekends.

U.S. Army Europe has already initiated the program, and it revokes the driver licenses of first-time offenders for seven days. Lovelace’s message directed other major commands to also take a hard stance.

“USAREUR ... successfully increased seat belt usage. The USAREUR campaign should be used as a model to implement campaigns Armywide,” stated the message.

Tomorrow’s Uniforms Offer New Capabilities, Less Weight

By Donna Miles, American Forces Press Service

They call it the “Christmas tree” effect. Defense engineers come up with the latest new gadgets and gizmos to help troops on the battlefield, and — just like ornaments being added to the holiday tree — they “hang” them on the warfighter.

As a result, troops frequently carry a full combat load of 75, 100 or even 150 pounds.

“What warfighters are carrying today is just ridiculous,” said Robert Kinney, director of the Individual Protection Directorate at the U.S. Army Soldier Systems Center at Natick, Mass. “Our challenge is to provide greater protections and capabilities, but with less weight and bulk.”

Kinney and an army of engineers and researchers at the center, which conducts research and development for

all the military services, is committed to reducing the load being carried by service members — while making them safer and more formidable on the battlefield.

Their goal, he said, is to incorporate new, lighter-weight materials to reduce troop loads by almost half, to 50 pounds or less.

At the same time, Natick engineers are exploring advanced technologies that will give warfighters of the future capabilities once thought restricted to the fictitious Power Rangers, Terminator and Contra series characters.

Tomorrow’s warfighters, Kinney said, will wear uniforms with built-in chemical- biological protection, embedded with electric wires and fiber optics that give sophisticated battlefield capabilities. Uniforms will be

waterproof and flame-resistant, with built-in insect repellent, antibacterial agents that help stop open injuries from getting infected, and even antimicrobial agents that keep odor in check. New synthetic materials being explored will make the uniforms warmer in cold environments, cooler in hot ones, and lighter in weight and bulk.

In addition, uniforms of the future will be able to adapt quickly to changing conditions. They’ll change color, chameleon-style, to reflect the

surrounding environment. Boots will come with snap-on soles for different terrains and removable liners that can be replaced when they get wet.

Headgear will take on a whole new dimension, protecting against ballistic and fragmentation while serving as the wearer’s personal “control center.”

Tomorrow’s helmets will integrate thermal sensors, video cameras, and chemical and biological sensors. They’ll include a visor that can act as a “heads-up display monitor” equivalent to two 17-inch computer monitors in front of the wearer’s eyes. And powering all the warfighter’s gear will be a single battery, capable of running 24 hours or longer before being recharged.

As futuristic as these technologies may sound, many are being incorporated into the Army’s Objective Force Warrior — which LeeAnn Barkhouse, business liaison for the program, describes as a “system of systems” being developed for warfighters in 2010 and beyond. The program is expected to become a prototype for all the military services, she said.

Barkhouse said Objective Force Warrior introduces a far-ranging array of new capabilities, many of them embedded directly into the warfighter’s uniform to reduce the heavy, cumbersome add-ons that have evolved over time. And unlike the current combat load, which imposes immense weights on the warfighter’s back and shoulders, Barkhouse said the new system will center its lighter load at the body’s strongest point: the waist and hips.

Gone will be the “Christmas tree effect.” In its place, she said, will be a system that works with, rather than against, the warfighter’s body — and offers almost unimaginable new capa-

bilities. “It represents a tremendous advance,” Barkhouse said.

Reserve and Guard Receive Unlimited Commissary Benefits

Army News Service

The National Defense Authorization Act for Fiscal Year 2004 granted Army Reserve and National Guard members, along with their families, unlimited access to commissaries.

Guard and Reserve members were authorized only 24 commissary shopping days per calendar year until the president signed the National Defense Authorization Act Nov. 24. The bill contained provisions eliminating the restrictions. Commissaries have immediately adopted the new provisions, which means Guard and Reserve members will no longer have to present a Commissary Privilege Card when they shop.

“Instructions have gone out to all continental U.S. stores informing them that reservists now have unlimited shopping and telling store managers how to welcome members of the National Guard and Reserve to the full use of the commissary benefit,” said Patrick Nixon, deputy director of the Defense Commissary Agency. “Commissary shoppers will begin to see banners saying ‘Welcome Guard and Reserve to Full Time Savings,’ along with other events recognizing these new full-time shoppers.”

Nixon noted that special thanks should go to Charles Abell, principal deputy under secretary of defense for personnel and readiness. Abell acted immediately to provide interim authority for the Reserve component to have full-time commissary shopping just in time to take advantage of holiday savings.



Unlimited commissary benefits have been extended to:

—Members of the Ready Reserve (which includes members of the Selected Reserve, Individual Ready Reserve and National Guard) and members of the Retired Reserve who possess a Uniformed Services Identification Card.

—Former reserve-component members eligible for retired pay at age 60 but who have not yet attained the age of 60 and who possess a Department of Defense Civilian Identification Card.

—Dependents of the members described above who have a Uniformed Services Identification Card or who have a distinct identification card used as an authorization card for benefits and privileges administered by the Uniformed Services.

Army Chief Leads Soldiers to be 'Adaptive'

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

The Army's chief of staff said he wants Soldiers to be more adaptive, and he's leading by example by becoming acclimated to being thrust into the media limelight.

"Both junior Soldiers and leaders need to be more adaptive and capable of doing a wider range of missions with a greater degree of skill," Gen. Peter J. Schoomaker said during an hour-long interview Dec. 4, a portion of which will be aired later this month on Army Newswatch. "Leaders can't just manage change, they have to lead it."

Schoomaker, who regularly uses analogies to explain his points, compared his definition of an adaptive Soldier to a track team. "We're not looking for an individual who is just

good at sprinting a quarter mile or throwing a javelin," Schoomaker said.

"We're looking for someone who can compete in a decathlon or pentathlon."

An example of more versatile Soldiers is the 1,200 National Guard troops who will be reclassified from field artillery and air defense artillerymen to military police. A total of 10 units will



Army Chief of Staff Gen. Peter Schoomaker ponders before answering a question during an interview at the Pentagon Dec. 4. Photo by Sgt. 1st Class Alberto Betancourt

rotate into Fort Leonard Wood, Mo., for the 5-week training, said officials from the Fort Leonard Wood Public Affairs Office.

The new job specialty will assist guardsmen in supporting the Global War on Terrorism, but when and where they will deploy has not been released, officials said.

The retraining of the guardsmen supports Schoomaker's vision of reorganizing the Army to be more "Relevant and Ready."

Relevant and Ready is all about anticipation, Schoomaker said. It's not about preparing for yesterday's challenges, he added.

"My measuring stick is not if we're the best army in the world, but are we as good as we can and should be,"

Schoomaker said. "There's one million Soldiers in the total Army, and not all of that structure is as available to us as it should be."

Part of the Army's new Transformation goal is to transform Soldiers from pure specialties to being warriors first, Schoomaker said. Soldiers must be able to protect themselves, live in the field and understand the fundamentals of being a Soldier, he added.

Since assuming his position, Schoomaker hasn't announced a new weapons system or any changes to the military uniform, but he is focusing on ways to immediately improve the Army.

His 16 focus areas have been dubbed "The Way Ahead." At the top of the list, which can be found at www.army.mil, is "Soldier" and Schoomaker said the Army is investing in the quality of the Soldier and not the quantity.

Increasing the number of military personnel currently serving is not the key to fighting terrorism, Schoomaker and his service counterparts said during a recent conference on national security.

"If we add to the force, we run the risk of not having money for ammunition, fuel and the money to modernize," Schoomaker said. "You cannot overcome challenges with a mere quantitative edge, it's the quality of the Soldier."

However, Schoomaker said that he would not totally dismiss the notion of increasing troop end strength, but it's not currently in the plans.

New Safety Ideas Jump Out of Conference

By Kathryn Pardo, Army News Service

The U.S. Army Safety Center hosted a conference Nov.

17-21 in Atlanta, Ga., attended by about 500 service member and civilians from across the military.

The conference provided strategies that leadership can actually use to reduce accidents Armywide, said Mario Owens, a Safety Manager in the Army Safety Office in Arlington, Va.

Educational courses, best practice workshops and special meetings took place during the course of the conference. A vendor trade show also informed the attendees of means to lower the number of accidents Armywide.

The purpose of this year's conference was to "drive the Army toward the DOD mandate by informing, training and motivating the leaders responsible for implementing the Army safety program," said a message sent by Brig. Gen. Joseph A. Smith, the Director of Army Safety, to all Army activities Oct. 9.

"This year's conference is results-oriented," stated the message from Smith. "The Army is committed to meeting the Secretary of Defense's goal."

Rumsfeld set a goal to "reduce the number of mishaps and accident rates by at least 50 percent in the next two years" in a May 19 memorandum to secretaries of the military departments.

Smith is committed to having less than 100 fatalities Armywide this year, or at least lowering it to that level by fiscal year 2005, said Fran Weaver, Safety and Occupational Health Manager, Policy and Strategy Directorate at the Army Safety Center, Fort Rucker, Al.

The conference focused on accidents involving personally owned vehicles, and operational accidents on both air and ground, Owens said. It also

focused on Soldier decision-making.

One of the new initiatives introduced at the conference was an advice column with a kangaroo named Joey. Hopefully Joey will “bridge” Soldiers and experienced safety experts at the center, said Weaver.

Soldiers can write to Joey about their safety mistakes, and he can “tell them how to do it right,” she said.

A new Web-based risk assessment tool was also demonstrated at the conference, said Col. Tim Sassenrath, the deputy director of Army Safety. This new initiative is for POVs, military aviation and military vehicles, and it is under development.

Smith and Command Sgt. Maj. Mark L. Farley, the command sergeant major of U.S. Army Pacific Command, also called USARPAC, spoke along with others, at the conference.

Farley’s presentation, titled “Risk Management: Promoting Decision Making Training as a Soldier ‘Life Skill,” focused on ways in which leadership can help soldiers make good decisions and avoid accidents.

“Safety is an integrated function. It is a Soldier function and it is a command function,” said Weaver.

“USARPAC has taken an interest in getting to the heart of the problem,” Weaver said, “and Farley is the champion of this effort at his command.”

More Soldiers die in POV accidents every year than were killed by enemy fire during Operation Iraqi Freedom and Operation Enduring Freedom, according to the Army Safety Center Web site. These accidents occur when Soldiers are on their own time.

This conference, with the theme “Go for the Goal,” aimed to give commanders tools to

communicate safety messages to their Soldiers.

“The conference was a good opportunity for everyone to recognize the problem and discuss possible solutions,” said Sassenrath.

“Everyone who attended the conference felt that they had the necessary tools to reduce accidents, and that reducing accidents by 50 percent Armywide is an attainable goal,” said Sassenrath.

(Editor’s note: Kathryn Pardo is an Intern in the Office, Chief of Public Affairs, Community Relations and Outreach Division.)

New Army Web Site Focuses on ‘Way Ahead’

Army News Service

“The Way Ahead” Web site went online at <http://www.army.mil/thewayahead>, outlining the Army leadership’s plan to increase wartime relevance and readiness and institutionalize a Joint and Expeditionary mindset.

“We are accelerating change to help our Soldiers and our nation fight the current war on terrorism,” said Acting Secretary of the Army Les Brownlee.

The Army will reorganize its combat and institutional organizations and redesign its formations to provide modularity and flexibility. It will also rebalance the Active and Reserve forces and emphasize adaptability in leaders and Soldiers.

“The Way Ahead” Web site mirrors a pamphlet of the same name soon to be published, officials said. To expedite change, Army Chief of Staff Gen. Peter J. Schoomaker established focus areas to immediately channel Army efforts.

“We are re-examining

doctrine, training and systems to support joint and expeditionary capabilities, along with our ability to sustain land campaigns during war fighting and peacekeeping,” he said.

Army agencies are finalizing plans for each of the focus areas below, with implementation decisions to be announced in the near future:

- * Develop flexible, adaptive and competent Soldiers with a warrior ethos.

- * Prepare future generations of senior leaders by identifying and preparing Army leaders for key positions within joint, interagency, multinational and Service organizations.

- * Focus training at Combat Training Centers and in the Basic Command Training Program to meet requirements of the current security context and the Joint and Expeditionary team.

- * Train and educate Army members of the Joint Team.

- * Conduct a holistic review of Army aviation and its role on the Joint battlefield.

- * Accelerate fielding of select Future Force capabilities to enhance effectiveness of the

Current Force.

- * Leverage and enable interdependent, network-centric warfare.

- * Create modular, capabilities-based unit designs.

- * Retain campaign qualities while developing a Joint and Expeditionary Mindset.

- * Redesign the force to optimize the active and reserve component mix.

- * Ensure stability and continuity, and provide predictability to Soldiers and their families.

- * Provide intelligence to commanders with speed, accuracy and confidence to impact current and future operations.

- * Enhance installation ability to project power and support families.

- * Clarify roles and enable agile decision-making.

- * Redesign resource processes to be flexible, responsive and timely.

- * Tell the Army Story so that the Army’s relevance and direction are clearly understood.

(Editor’s note: Information provided by Margaret McBride at Army Public Affairs.)

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SFC Dereck Wilson

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SFC Clifton Fields

SSG Vickie Heard

SSG Michael James

SGT James Benn

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SFC Paul Matthews

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SFC Herbert Auza

SFC James Banks

SFC Jose Mendez

SSG Jason Montano

SSG Jerry Smith

ST. LOUIS

SFC William Livengood

SFC Patrick Waddell

TAMPA

SFC Darin Rosales

1. What type of activity is required to be documented in both the planning guide and the ARISS Recruiter WorkStation?
 - a. productive
 - b. non-recruiting
 - c. recruiting
 - d. personal
 - e. non-productive
2. What are the critical mission tasks that must be reflected in a recruiter's two-week work plan?
 - a. time management
 - b. prospecting and DEP maintenance
 - c. lead generation and prospecting
 - d. area canvassing and advertising
3. School folders (UF 446) must be maintained for a minimum of _____.
 - a. three years
 - b. four years
 - c. two years
 - d. one year
 - e. five years
4. Health Professions Scholarship Program (HPSP) participants incur a contractual military service obligation of _____.
 - a. six years
 - b. eight years
 - c. three years
 - d. five years
 - e. two years
5. Recruiters have the authority to disapprove a legitimate waiver request or to forward an applicant's request to the Recruiting Battalion commander.
 - a. True
 - b. False
6. Courtesy shippers are not required to attend DEP functions or to follow up with the newly assigned recruiter.
 - a. True
 - b. False
7. Prospecting is broken down into how many general categories?
 - a. one
 - b. two
 - c. three
 - d. four
 - e. five
8. What regulation can information on recruiting in the college market be found?
 - a. UR 601-104
 - b. UR 601-210
 - c. UR 601-91
 - d. UR 672-10
 - e. UR 600-22
9. A recruiter should schedule an appointment for a sales interview within how many days of the prospect's agreement to a sales interview?
 - a. five days
 - b. one day
 - c. two days
 - d. three days
 - e. seven days
10. Graduate automated and paper based LRLs are maintained for a period of _____.
 - a. two years and then destroyed/deleted
 - b. one year and then destroyed/deleted
 - c. three years and then destroyed/deleted
 - d. five years and then destroyed/deleted
 - e. Grad automated LRL and LRLs are never destroyed/deleted
11. When reacting to a gas attack, what is the first step you do when donning your protective mask?
 - a. Clear the mask
 - b. Check the mask
 - c. Zip the front of the hood closed by pulling the zipper slider downward
 - d. Stop breathing and close your eyes
 - e. Open the mask carrier with one hand
12. In order to complete MOPP Level 1, you must ensure the following is done.
 - a. Secure the jacket to the trousers by snapping the three snaps across the back of the jacket to the trousers.
 - b. Put on the older model chemical protective overboots over your leather combat boots, lacing them according to the instructions provided in the package.
 - c. Don the protective mask
 - d. Put on the chemical protective gloves (rubber gloves and liners).
13. How much time do you have to go from MOPP Level 3 to MOPP level 4?
 - a. there is no time limit
 - b. within 8 minutes
 - c. within 30 minutes
 - d. within 10 minutes
 - e. none of the above
14. You have a casualty who has signs or symptoms of an injury. What is the first step to evaluate this casualty?
 - a. Check for breathing
 - b. Check for bleeding
 - c. Check for responsiveness
 - d. Check for shock
 - e. Check for burns
15. Which of the following is not a type of heat injury?
 - a. heat cramps
 - b. heat nausea
 - c. heat stroke
 - d. heat exhaustion

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

1ST



Brigade

2D



Brigade

3D



Brigade

5TH



Brigade

6TH



Brigade

RSM November 2003

Top Regular Army Recruiter

SSG Jay Langlais
New England

SSG Majid Salahuddin
Raleigh

SFC Patrick Beierman
Milwaukee

SSG Daniel Crowe
New Orleans

SSG Darrell Proechel
Los Angeles

Top Army Reserve Recruiter

SFC Michael Towne
New England

SFC Denis Brogan
Tampa

SFC Lloyd Cossey
Chicago

SSG John Dotson
St. Louis
SGT Wendell Green II
San Antonio

SGT Thomas Black
Southern California

Top Limited-Production Station

Binghamton
Syracuse
SSG Amedeo Trotta

Melbourne
Jacksonville
SFC Willard Holland
Lumberton
Raleigh
SFC John Watkins

Racine
Milwaukee
SFC Rex Ramsey

Carbondale
St. Louis
SSG Julius Lindsey

Mesa
Phoenix
SFC Nicholas McLain

Top On-Production Station

Edinboro
Pittsburgh
SSG Ronald Miller

Oxford
Jackson
SFC Teresa Howard

Dekalb
Chicago
SSG Kai Ruxlow

Independence
Kansas City
SSG Russell White

The Dalles
Portland
SFC Jeffrey Winters

Top Company

Bangor
New England

Fayetteville
Raleigh

Pierre
Milwaukee

Liberty
Kansas City

Tempe
Phoenix

Top Army Medical Department Detachment

Central

Florida Team

Ohio

Dallas

Rocky Mountain

Answers to the Test

1. c. USAREC Reg 350-6, app B, para c(3)
2. c. USAREC Reg 350-6, ch 2-2(b)
3. c. USAREC Pam 350-13, ch 4-3(b)
4. b. USAREC Reg 601-105, ch 4-5
5. b. USAREC Reg 601-56, ch 1-7
6. b. USAREC Reg 350-6, ch 5-2a
7. d. USAREC Reg 350-6, ch 3-7 a-d
8. a. USAREC Reg 350-6, ch 3-10

9. d. USAREC Reg 350-6, ch 3-15
10. c. USAREC Reg 350-6, ch 3-11, para g/ch 3-14, para e
11. d. STP 21-1-SMCT Task 031-503-1035
12. a. STP 21-1-SMCT Task 031-503-1015
13. b. STP 21-1-SMCT Task 031-503-1015
14. c. STP 21-1-SMCT Task 081-831-1000
15. b. STP 21-1-SMCT Task 081-831-1008

The Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

WARRIOR
ETHOS

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough,
trained and proficient in my Warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies
of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

