

RECRUITER

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Journal

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Features



5 Independence Day — America's Birthday, 4th of July

Independence Day is the national holiday of the United States of America commemorating the signing of the Declaration of Independence by the Continental Congress on July 4, 1776, in Philadelphia, Penn.

6 Patty Shinseki — Sold on SOLD

Patty Shinseki was briefed on "Soldier and Family Well-Being," during her visit to USAREC on May 21. The presentation reinforced that soldiers are the centerpiece, but families are the foundation.



10 ARISS MAP Updates

The MAP is in. The command has continued its transformation to a paperless system by initiating the use of the ARISS MAP. The old way of doing business (paper-based) is almost over.

12 Making the Sale

Delayed Entry Program — you've made the sale but what do you do to keep the DEP member interested.



Departments

- 2 Commanding General
- 3 CSM
- 4 Chaplain
- 8 Pro-Talk
- 27 Safety
- 28 Field File
- 32 News Briefs
- 34 Salutes
- 36 The Test



23 Army Presented Internet Digital Video Award

The readers of Streaming Magazine picked the U.S. Army as having the “Best Government Streaming Program and Deployment” for 2003 for its www.GoArmy.com and www.Army.mil Internet sites.

26 What’s All This Donkey Business About?

Army recruiters at the Wheeling Recruiting Station were preparing to win their first ever Donkey Basketball Game against an opposing team of high schoolers in the gym of Cameron High School in Cameron, W. Va.



14 A Commander Remembers 30th Anniversary of the All-Volunteer Army

On July 1, 1973, the All-Volunteer Army was born and would change the demographics of the Army forever. Recruiters were about to enter uncharted waters. Could they meet mission without draftees? For LTC William E. Rodgers, New Haven, Conn., recruiting commander, it was time to sink or swim.



16 The First 30 Years



July 2003 marks the 30th anniversary of the all-volunteer Army. It is appropriate that we take a look back at the days and events that led up to the successful transition from a dependence on the draft to an all-recruited Army.

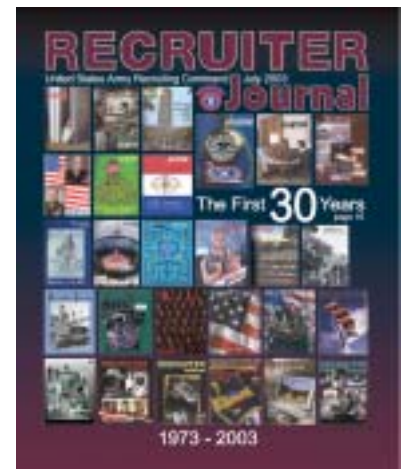


24 The “Sarge” Gets Around!

Tony Schumacher and the Army of One racing took part in a career symposium at Columbus State Community College. Local area students had a unique opportunity to get up-close and personal with Schumacher.



Front cover is a compilation of Recruiter Journal covers from 1973 to present.



Happy Birthday, All-Volunteer Army!



MG Michael D. Rochelle

This July has special significance for Recruiting Command. In addition to marking the 227th year of our independence, we will mark the 30th anniversary of an All-Recruited military force. What a superb confluence of reasons to celebrate — the birth of a nation dedicated to the proposition that all men are created equal and a national celebration of the continued success of an all-volunteer force!

While it may seem quite normal to most who serve in the command today that the nation depends on Recruiting Command to fill the Army's ranks with volunteers, such has not always been the case. Although volunteers have answered the call to service throughout the nation's history, the draft served as the primary source of enlistees from World War II through the Vietnam War.

President Richard Nixon led the nation toward a new vision of military service. During his campaign for president, he made a pledge that was bold for its time — to end the draft and to create an All-Volunteer Force. Thus, on March 27, 1969, he announced the appointment of a commission of eminent citizens and experts, led by former Secretary of Defense Thomas S. Gates Jr., to develop a comprehensive plan for eliminating conscription and moving toward an all-volunteer armed force. Based on the work of this commission, the groundwork for the transition was developed. By December 1972, the last man had been drafted, and on July 1, 1973, the U.S. Army Recruiting Command began its mission of providing the strength to an All-Volunteer Army.

Over the past 30 years, there have been periods of great recruiting success contrasted by periods of extreme recruiting difficulty. However, one thing has remained constant. That constant has been the superb dedication and achievements of the soldiers, civilians, and contract employees of the U.S. Army Recruiting Command.

Many readers may be wondering why the transition to the AVF took place on July 1, 1973. The answer is what has become one of those quirks of our national history. The United States' fiscal year originally was the same as the calendar year. Then,

from 1844 until 1976, the fiscal year ran from July 1 to June 30. Thus, the transition to the AVF was timed to go into effect on the first day of Fiscal Year 1974. The fiscal year period that we now operate under, Oct. 1 through Sept. 30, went into effect Oct. 1, 1976. As a young officer assigned in Europe in 1976, I can recall the mind-boggling transition to a new fiscal year, while struggling with USR preparation.

Today, as we observe Patriots Season and enter the 100 days of summer, our minds naturally turn to the outdoors and recreational activities. As we do, I urge each member of the command to reflect on the challenges, yet proud work of USAREC soldiers, civilians, and contractors of yesteryear. Take a sense of pride that we are standing on the shoulders, while upholding the tradition, of a recruiting system that is the envy of most industrialized nations. Lastly, take pride that individually and collectively we are continuing that legacy.

Happy Birthday, America's All-Volunteer Army!

Over the past 30 years, there have been periods of great recruiting success contrasted by periods of extreme recruiting difficulty. However, one thing has remained constant. That constant has been the superb dedication and achievements of the soldiers, civilians, and contract employees of the U.S. Army Recruiting Command.

Expectations of a Professional

Webster's Dictionary defines a professional as one having great skill or experience and assured competence in a particular field or activity. The fundamental characteristics of Army professionalism, according to FM 1, The Army, are service focus, expert knowledge, unique culture, and professional military ethos. It further describes the Army ethos — a set of guiding beliefs, standards and ideals — as the soul of our profession. The functional aspect of this ethos reflects professional competence and places requirements on individual soldiers beyond that necessary for other vocations. The Army has expressed those requirements as values that each soldier internalizes.

As professional recruiters, you are tasked with executing one of the Army's toughest missions, providing the strength for America's Army and acting as Army ambassadors in Hometown, USA. Regardless of technological advances, professional soldiers will always be the centerpieces of Army formations and certainly, recruiting with integrity to man the Objective Force will always dominate USAREC's focus. The operational environment in the market place is constantly changing. Your willingness to learn and adapt, to commit to a professional competence, and to embrace and live the Army values will shape the course of the command, now and in the future.

As your new CSM, I am a proud professional with over 21 years of dedicated service in USAREC. Know that I am committed and capable. I am in perpetual pursuit of professional competence through self-study, by modeling Army values, and by providing positive and caring leadership, tinged with a confident display of a warrior ethos. Although the command is experiencing unprecedented success, I am acutely aware of the risk factors that may jeopardize sustained success. The commanding general has provided me clear guidance that charts my focus to help execute his vision. I know what is expected of me; I will execute.

So, what can you really expect from the new guy on the block? First, trust that I will always have the interest of the command, the mission, and soldier/family well-being as my top priority. I am here for you, the soldiers, civilians, and contractors of this command. Although I will maintain an aggressive travel schedule, I will endeavor to be accessible and approachable. You can expect for me to know and set the example in all facets of soldiering and recruiting standards. And of course, you can expect for me to enforce compliance of all standards. As USAREC transforms itself, I will be intensely focused on training and leader development. I believe in a doctrinal, systematic, and scientific approach to executing the mission. I am very hands-on and one can expect for me to move them off their comfort zone as I inspect their organization. Again, my whole focus will be toward fostering and developing character, competence, and professional excellence, not persecution or harassment.

Field recruiters, you are respected Armywide for your



CSM Harold Blount

contributions. I am extremely proud of what you do. I have a deep respect for the skills and experience you bring to USAREC, having served in various leadership positions ranging from squad leader to platoon sergeant. In an environment that requires self-motivation and autonomous action, I see it as being paramount that leadership empower you to be self-directed, self-managed, and self-led members of high performing station teams. But with this empowerment and autonomy comes a sacred responsibility of trust to do the right thing. It pains me to see so many outstanding NCOs end their career by failing to exercise proper ethical reasoning when faced with the incessant ethical dilemmas faced daily. It further pains me to find soldiers that don't meet weight, PT, or appearance standards. Embracing and living Army values is a must to maintain a professional deportment. I expect for you to first act like soldiers, NCOs and leaders, and then as recruiters. You must always keep the NCO Creed in mind in everything you do or say. Given all of this, I expect for you to take personal responsibility for your professional competence, warrior attitude, and success. Keep up the good work and know that I am in the fight with you.

Leaders, your soldiers are entitled to outstanding leadership. I know that I can count on you to provide that leadership. I ask that all cadre recruiters — station commanders, first sergeants, and CSMs — do a self-assessment as laid out in Appendix B, FM 22-100, and develop your own personalized self-development plan to address noted weaknesses. I ask this only to facilitate learning and growth. With increasing technology and with the increasing complexity in the recruiting environment, leaders must be equipped with expert leadership skills to lead the Objective Force recruiter to recruit the Objective Force soldier. Your soldiers expect you to model and enforce standards and Army values. I have confidence in your ability to make a difference.

Note that I have not focused on techniques, tactics, or procedures, but on professional competence, behavior, and attitudes. As we continue to conduct recruiting operations, let us all be mindful of the fundamental purpose of our profession.

Betty and I are proud to be here and proud to serve. See you atop "mission box hill."

An Open Door Implies Friendliness and Interest



Chaplain (LTC) Jim Stephen

When Abraham Lincoln was President of the United States, he made himself available to people from all walks of life. Businessmen, clergy, mountaineers, and mothers waited in line at his White House office. He once responded to a letter from someone living far from Washington, D.C., with these words: “I do not often decline seeing people who call upon me; and probably will see you when you call.”

Today, business people have labeled this practice “the open door policy.” And we all know that an open door is a friendly door and that the person inside is interested in us and approachable.

For most everyone, the first step in showing that we are receptive to others is an open countenance. There is a story of a woman who felt she had no friends. She went to an expert on human relations and was told: “Did you know that when others speak to you, you stare at them as if you suspect them of something? Try a pleasant look.” The woman determined to change. After a while, she reported that she had a new problem — how to reduce the number of people who came to see her.

Along with a friendly look goes a cheerful voice. “Hello!” and “It’s good to see you” are simple words that open doors. And if, as we speak, we turn towards our friends, make eye contact, and smile, they feel even more welcome. Inflection makes a world of difference in questions such as “How are you?” and “How have you been?” Others can easily discern if our words are mere convention or if we are sincere. Social success, whether on the street corner or in diplomatic circles, hinges on letting people know we think they are valuable.

A look, a greeting, a thoughtful question — these are the tools of effective people everywhere. They increase productivity; but, even more importantly, they increase good feeling. Certainly, they will work equally well with a new neighbor, a friend on the phone, or a family member. The tiniest act can open a door, and the smallest gesture can keep it open.

Please send your comments to James.Stephen@usarec.army.mil.

A look, a greeting, a thoughtful question — these are the tools of effective people everywhere. They increase productivity; but, even more importantly, they increase good feeling.

Independence Day

America's Birthday — 4th of July

Independence Day is the national holiday of the United States of America commemorating the signing of the Declaration of Independence by the Continental Congress on July 4, 1776, in Philadelphia, Penn.

At the time of the signing, the U.S. consisted of 13 colonies under the rule of England's King George III. There was growing unrest in the colonies concerning the taxes that had to be paid to England. This was commonly referred to as "Taxation without Representation" as the colonists did not have any representation in the English Parliament and had no say in what went on. As the unrest grew in the colonies, King George sent extra troops to help control any rebellion. In 1774 the 13 colonies sent delegates to Philadelphia to form the First Continental Congress. The delegates were unhappy with England, but were not yet ready to declare war.

In April 1775 as the King's troops advanced on Concord, Mass., Paul Revere would sound the alarm that "The British are coming, the British are coming" as he rode his horse through the late night streets. The battle of Concord and its "shot heard round the world" would mark the unofficial beginning of the colonies war for Independence.

The following May the colonies again sent delegates to the Second Continental Congress. For almost a year the congress tried to work out its differences with England, again without formally declaring war.

By June 1776 their efforts had become hopeless and a committee was formed to compose a formal declaration of independence. Headed by Thomas Jefferson, the committee included John Adams, Benjamin Franklin, Philip Livingston, and Roger Sherman. Thomas Jefferson was chosen to write

the first draft which was presented to the congress on June 28. After various changes, a vote was taken late in the afternoon of July 4th. Of the 13 colonies, nine voted in favor of the Declaration, two - Pennsylvania and South Carolina voted No, Delaware undecided, and New York abstained.

To make it official John Hancock, President of the Continental Congress, signed the Declaration of Independence. It is said that John Hancock signed his name "with a great flourish" so "King George can read that without spectacles!"

The following day, copies of the Declaration were distributed. The first newspaper to print the Declaration was the Pennsylvania Evening Post on July 6, 1776. On July 8th the Declaration had its first public reading in Philadelphia's Independence Square. Twice that day the Declaration was read to cheering crowds and pealing church bells. Even the bell in Independence Hall was rung. The "Province Bell" would later be renamed "Liberty Bell" after it's inscription —

***Proclaim Liberty
Throughout All the Land
Unto All the Inhabitants
Thereof.***

And although the signing of the Declaration was not completed until August, the 4th of July has been accepted as the official anniversary of United States independence. The first Independence Day celebration took place the following year — July 4, 1777. By the early 1800s the traditions of parades, picnics, and fireworks were established as the way to celebrate America's birthday. And although fireworks have been banned in most places because of their danger, most towns and cities usually have big firework displays for all to see and enjoy. (www.usarj.army.mil/events/4thofJuly)





Patty Shinseki, wife of former Army Chief of Staff, GEN Eric K. Shinseki, attends a family program briefing at USAREC.

Patty Shinseki – Sold on **SOLD**



Story and photos by Walt Kloepfel, RJ Associate Editor

Patty Shinseki, wife of former Army Chief of Staff, GEN Eric K. Shinseki, visited USAREC on May 21, to learn about recruiting and Recruiting Command's family programs .

Chief of Staff, COL Wanda Wilson, briefed Shinseki on USAREC family programs with a presentation, "Soldier and Family Well-Being."

"We're representing the Army ... about 1,700 cities and towns across the country. You can see that it is very much a total Army team and to be successful with the mission, it is an integrated Army team, active component and Army Reserve," said Wilson.

USAREC's mission statement emphasizes family values. Recruit with integrity, high quality men and women to meet Army mission requirements, while caring for all members of the command. The presentation emphasized that soldiers are the centerpiece, but families are the foundation. Statistics show that 78 percent of USAREC soldiers are married compared to 51 percent Armywide. And that 43 percent have children or parent/sibling dependents. Only 1 percent of USAREC soldiers are single parents.

Two-thirds of recruiting soldiers and families live 50 miles

or more from military installations, hindering delivery of service by distance from service providers. With the absence of the standard military support system, many recruiting families tend to feel isolated, as well as requiring those families to sometimes travel long distances for services.

Enter SOLD

The Spouse Orientation and Leader Development system acts as an umbrella to cover all programs available to the soldier and the soldier's family. SOLD's mission is to enhance the connection of Army spouses as valued leaders in contributing to the readiness and future of the Army and our nation. The SOLD vision is to create an environment and culture in the Army that embraces spouses for their potential and diversity beginning when they enter our gates. And to connect them for a lifetime of growth, development, and service as committed, indispensable leaders both for the Army and the nation in enhancing soldier and family readiness within our communities and beyond our gates.

SOLD is unique to U.S. Army Accessions Command as it is provided by the recruiter upon enlistment as an overall part of the DEP Management Program. SOLD provides USAREC Pamphlet 925, "Guide for New Soldiers and Their Families."

This guide gives general information to the soldier and family on basic training and Army life.

“In USAREC we really do believe families play a vital role in supporting the mission,” said Rose Marie Tinker, Social Science Program Specialist with the Soldier and Family Assistance branch.

“In USAREC, the strength of our command is connected to what’s going on in the homes of families. We’re using the SOLD management system to make sure our programs are exposed to soldiers and family members and services are accessible to them. The traditional family member who physically enters a gate on a post to participate in Army programs and services is not necessarily the typical USAREC family member. The sheer expanse of the command requires leveraging technology. For some, the ‘gate’ becomes the Internet, the toll-free 800 line, or the 24-hour, seven day a week Employee Assistance Program. Our ‘gate guard’ many times is in fact a password,” said Tinker.

While SOLD provides the framework used to house the resources available to USAREC families, it is the Soldier and Family Assistance Program manager that ensures a seamless transition from Army installation to civilian community. The transition begins while the recruiter is in school. A family orientation pamphlet is mailed to the spouse’s home address, as well as an atlas containing the 800 numbers connecting them to a Soldier and Family Assistance Program manager. If the spouse requests, they may also take a USAREC specific Army Family Team Building Level I correspondence course, which teaches acronyms specific to USAREC, as well as information on the training their spouse receives at recruiting school.

SOLD continues to significantly contribute to the total well-being of the command by coordinating efforts which will continue to improve family support throughout the command. SOLD is actively publicizing and looking for ways to improve programs to meet the needs of Army families.

When recruiters are assured of their family’s safety and well-being, they are more focused on their mission.

“You have all done remarkably well. SOLD is something difficult for many to grasp, [but] you have gotten it,” said Shinseki.

When recruiters are assured of their family’s safety and well-being, they are more focused on their mission.



Left to right: Rose Marie Tinker, Patty Shinseki, and COL Wanda Wilson discuss the benefits of SOLD during a briefing held at USAREC HQs.

Five Critical Tasks

By SFC Dwayne M. Gilliard, G-3 Plans and Doctrine

As an Army recruiter, there are things we do and then there are things we do really well. The following five critical tasks are those things we must do really well. The tasks listed in USAREC Pamphlet 350-7, Chapter 1 are:

- **Prospecting**
- **Sales Presentation**
- **Processing**
- **Delayed Entry Program Maintenance**
- **Follow-up**

Prospecting

“Face-to-face” or “telephonic” contact for the primary purpose of creating interest in the Army and attaining an appointment for a sales presentation is how you meet your market.

Telephone prospecting is the fastest, most cost effective way recruiters can contact a large portion of their market. This approach should be tailored to the market you seek, as well as the geographic location. Analyzing your Automated Lead Refinement List contact success is one means of determining the best times to call your market. Once analyzing is complete and the best times determined, you are ready to start your telephone prospecting. Be advised, do not reduce your chance of success with poor time management.

Before you pick up a phone and begin dialing, you must be in the right frame of mind. There should be no distracters on your desk, i.e., packets, school folders, or other administrative items. Your laptop should be operational, and your ALRL list should already be created through your “Create A List” option. This is your pre-call plan. The parameters you set when you created this list should fit the market you plan to penetrate. To get maximum results, be focused and prepared to handle any objection the customer may present. Never shy away from whoever answers the phone. If they are not the individual you were trying to contact, talk to them anyway, you may receive vital blueprinting information. Remember, always end on a positive note. So often recruiters forget small but vital details that could make the difference between success or failure.

Face-to-face prospecting is another way recruiters contact their market. Face-to-face prospecting should happen on a daily basis because you are always in the community. Whether in uniform or not, your community will recognize you. Be aware that each time you are out and about, you represent the Army. Your community identifies you as the Army, and anything you do will have an affect on your ability to face-to-face in that market. One of the most important places to prospect is at your high school. Although you may not be able to do a complete interview, you can establish rapport with students and make appointments.

While at the school, you could also offer your services to the faculty and develop a relationship. While out in your area, talk to everyone you come in contact with. Be forward, let people know who you are and where your office is located. Carry index cards with information on individuals you have been unable to contact by phone. Brochures and pinup items should also be on hand.

There is nothing wrong with area canvassing in conjunction with face-to-face prospecting. Go to the local “mom and pop” stores and get to know them. You will find they have been in the community a long time and can be a great asset. Face-to-face prospecting should not be limited to a particular age group. You should also visit other schools in your community i.e., middle, elementary, and vocational schools. While your initial thought to this idea might be one of dismay, let us not forget that the Army recruiter is also a partner in education.

Once prospecting is complete and you have accomplished your goal of appointments made, it is now time to make your money. A scheduled appointment will bring us to the next step.

Sales Presentation

This is the heart of our business. Without this you cannot even begin to taste success. You have done a lot to get to this point, 20 minutes of a mini-sales presentation on the phone or even time spent face to face, you cannot afford to mess this up. A sales presentation is the pinnacle of your day. Preparation for the sales presentation is one of the most important parts of the presentation. You should try to have the presentation ready prior to the potential soldier arriving for their interview. To get started, you must be technically and tactically proficient with your Recruiter Work Station. The multimedia sales presentation

— Do Them Well

is a wonderful tool if used properly; however, it is not intended to work independently of you. Take time to set up your system to cater to the applicant's needs. You will find this information on the prospect record screen of the RWS. Set the RWS up to work as a dual system, to access your multimedia sales presentation, as well as the RWS. Opening both programs and minimizing the one that is not currently required by your sales presentation can accomplish this. Once you have prepared for the sales presentation you may want to consider checking yourself out, do some mind mapping to make sure you are up-to-date with the latest information. You don't want to sell a program that is outdated or does not fit the applicant's needs. Also, check yourself out, make sure your shoes are wiped off, and if you have just returned from lunch, brush your teeth, bad breath can be offensive. Having a one-shot one-kill attitude will move you gracefully into the next critical task.

Processing

This is the next step in this crucial plan of attack. This happens after you have done a superb presentation and the prospect agrees to join. Moving the applicant through the system is a meticulous process and can be daunting at times; however, do not let this discourage you. There are three parts to cover in processing an applicant. One is to ensure they are mentally qualified. You do this by scheduling them to take the Armed Services Vocational Aptitude Battery. Second, you must ensure they are physically qualified. Third, with the assistance of your station commander, you will guide the applicant through the packet completion.

Delayed Entry Program Maintenance

This portion of the critical tasks can be expounded on forever; however, I will just touch on a few key things. A person enlists in the Army for various reasons. You must remember that they are still civilians and should not be treated as if they had completed basic training. I realize you must begin the process of transition, but this should be a smooth transition so as not to frighten the newly enlisted soldier. Transitioning from a partially structured lifestyle to a fully structured lifestyle in the Army can be frightening in the first 72 hours after enlisting.

Follow-Up

Follow-up is another crucial piece. Don't forget them after they enlist. Stay in touch with your new soldiers. Become their mentor, trainer, and counselor. At some point you will have to wear all these hats. This is not an option and should not be taken lightly. Too many times we lose a potential enlistee due to poor follow-up techniques. Managing an applicant is like managing your checkbook, if you take money out and do not record it in the register, you will find yourself in a financial bind. If you do not stay in touch with individuals that you come in contact with, you could find yourself in a bind in the sense that you have no one to process.

Each of the critical tasks is essential in what we do. Your objective is to fine tune your skills to the point that these critical tasks become second nature. With ease and confidence, you will be able to accomplish your mission and take care of your soldiers.

Bright Idea

The biggest lesson learned by my new recruiter is understanding that you are selling yourself first, then the Army. Also, do not read into the first thing an applicant says for his DBM. When probing and handling objections, there is a cutoff point — sometimes applicants don't know the real reason, cannot express it in words, or just will not tell you.

SSG Lawrence Roberts, Columbus Battalion

ARISS MAP Updates

Adios Paper-Based!



By SFC Jose A. Castillo, Plans Branch, Recruiting Operations, and Jackie Jenkins, ARISS EDS

The MAP is in. The command has continued its transformation to a paperless system by initiating the use of the ARISS Mission Accomplishment Plan. The old way of doing business, paper-based, is almost over. To be successful in recruiting, ARISS must be used. Our business practices must change, just as our tools are changing. By automating the MAP, USAREC has taken another step forward to realizing a paperless system.

Since the implementation of the ARISS MAP in November 2002, it has been continually enhanced to ensure accurate reporting and proper credit is given for recruiter work ethic. However, for recruiters to receive proper credit for their hard work, it is imperative that they enter the required information and follow the procedures that are in place when entering data/leads into ARISS. After all, the required information and procedures are nothing more than what was completed on a 200 card, except now recruiters are required to replicate on a daily basis to ensure they receive credit for their hard work and all reports are updated. To make this process as user friendly as possible, there have been some recent enhancements to ARISS.

You can now enter education level and education code on the RWS-Leads Pre-qualification screen. This does not remove the need to use the education information screen when completing an applicant's enlistment packet. Additionally, if the education level or code is entered on the Pre-qualification screen, the education level and code will not appear on the processing list until they are entered on the Education Screen.

The ARISS processing list report reflects the Makes and Conducts reported on your conversion data report and MAP. Station commanders can use the ARISS processing list report to track which Makes and Conducts are getting counted on the CDC and the MAP. For example, if the processing list shows 12 appointments made for the week but is missing several Education levels/codes and the MAP is only showing six appointments made, then it is likely some recruiters in the station are not correctly entering education level and code.

The following tips will assist recruiters to better understand how to receive proper credit for their hard work.

Tips to receive credit on the Conversion Data Chart and MAP

This is a step-by-step process, which must occur in sequence. If shortcuts are taken you will not receive credit for a Made, Conduct, Test, Test Pass, Floor, or Contract. To start, you will need to enter data in the order of: (1) the Lead Information screen, (2) Education Level and Years on the Education screen or the Pre-qualification screen, and (3) Contact History screen to receive proper credit. Credit will be given only one time for the same person and recruiter. In addition, the projection must originate from the recruiter of credit. After completing the necessary entries, save the screens.

How do I receive credit for an Appointment Made?

RA – GRAD Made: The Lead Record screen must be completed and the PS Indicator must be unchecked or blank. Education Information screen or Pre-Qualification screen must have Education Level of 12 or greater and Education Code equal to one of the following 8, B, D, G, H, K, L, N, R, U, W, G, A, V, X, F. Contact History screen must have an action equal to either Office Visit, Telephone Call, Face-to-Face, or Hot Knock. Result code must be Conducted or Contacted, Status equal to lead, prospect, and disposition of Follow-up and Next action equal to either Initial Appointment, House Call, Office Visit or DEP/DTP Function.

Senior Made: Identical to GRAD Made with the exception of Education Level of 11 and Education Code equal to S or M. Contact History Next action is equal to either Appointment, Initial Appointment, House Call, DEP/DTP Function or Office Visit.

Reserve – GC Made: Lead Record screen must be completed and the PS Indicator must be unchecked or blank. Education Information screen, education level of 10, 11, or 12 or higher and Ed Code equal to one of the following; 9, S, M, 8, B, D, G, H, K, L, N, R, U, W, 6, A, V, X, F. Contact History screen action is equal to one of the following; Office Visit, Telephone Call, Face-to-Face, or Hot Knock. Result is equal to Conducted or Contacted, Status is equal to lead or prospect. Disposition is Follow up. Next action is equal to Initial Appointment, House Call, Office Visit or DEP/DTP Function.

PS Made: Lead Record screen must be completed and the PS Indicator must be checked (number of days less than 180). Contact History screen is the same as GC Made.

How do I receive credit for an Appointment Conducted?

RA – Grad Conduct: Lead Record screen – must be completed and the PS Indicator must be unchecked or blank. Education Information screen, education level is 12 or greater and Education Code is equal to one of the following 8, B, D, G, H, K, L, N, R, U, W, G, A, V, X, F. Contact History screen action is equal DEP/DTP Function, Initial Appointment, House Call, or Office Visit. Results are equal to Conducted. Status is equal to prospect.

Disposition set as determined. Next action set as determined.

Senior Conduct: Identical to Grad Conduct except Education Information screen education level is 11 and Education

Code is S or M.

Reserve

GC Conduct: Lead Record screen must be completed and the PS Indicator must be unchecked or blank. Education Information screen, education level is 10, 11, or 12 or higher and Education Code is equal to one of the following: 9, S, M, 8, B, D, G, H, K, L, N, R, U, W, 6, A, V, X, F. Contact History screen action is equal to one of the following: Appointment, Initial Appointment, House Call, or Office Visit. Results is Conducted. Status is equal to prospect, Disposition as determined, Next action as determined.

PS Conduct: Lead Record screen must be completed and the PS Indicator must be checked (number of days less than 180). Contact History screen is the same as GC Conduct.

How do I receive credit for a Test?

Just like for appointments made and conducted, fill out the Lead record screen, Education Information screen and Contact History. This must be accomplished prior to the applicant taking the ASVAB. Test credit will be given when test scores are received from MIRS and are posted to the MEPS Processing Results screen through normal replication. Remember, you must project every applicant to ensure you receive credit for the test.

NOTE: Credit will be given as required for Test (for same person and recruiter) if scores already exist on MEPS Processing Results Screen. "Test," credit will be given at the time of floor, in addition, the projection must originate from the recruiter of credit.

How do I receive credit for a Test Pass?

Just like for appointments made and conducted, fill out the Lead Record screen, Education Information screen, and Contact History. This must be accomplished prior to the applicant taking the ASVAB. Test Credit will be given when test scores are populated to the MEPS Processing Results screen through normal replication. Test passed is given to those applicants who score a 50 or greater with the exception of Reserve prior service. Remember, always electronically project all applicants to ensure proper test pass credit is given.

How do I receive credit for a Floor?

Just like for appointments made and conducted, fill out the Lead Record screen, Education Information screen, and Contact history. This must be accomplished prior to the applicant going to the floor. Floor credit is given when the GC confirms, in MIRS, the applicant's arrival on the floor. Floor credit will only be counted for those applicants who test passed with a score a 50 or greater with the exception of Reserve prior service. Always electronically project all applicants to ensure proper floor credit is given.

How do I receive credit for a contract?

Just like for appointments, Made and Conducted fill out the Lead Record screen, Education Information screen, and Contact history. This must be accomplished prior to the applicant enlisting. Contract credit is given when the GC

confirms the applicant's enlistment in Request. The MAP will be modified the night of the contract and only if the GC properly verifies the enlistment. Also, contract credit will only be counted for those applicants who test pass with a score a 50 or greater with the exception of Reserve prior service. Remember, always electronically project all applicants to ensure proper credit is given for the contract.

Additional Notes:

1. To receive credit and ensure all information is current on the Conversion Data Chart and MAP, replication must be conducted daily.
2. Credit will be given only one time for Made (duplicate records will not be counted).
3. Credit will be given only one time for Conduct (duplicate records will not be counted).
4. Credit will be given as required for Test (duplicate records will not be counted) if scores already exist on MEPS Processing Results screen (example, a student ASVAB), Test credit will be given at the time of floor.
5. Credit will be given as required for Test Pass (duplicate records will not be counted) if scores already exist on MEPS Processing Results screen, Test Pass credit will be given at the time of floor.
6. Credit will be given as required for Floor (duplicate records will not be counted).
7. Credit will be given only once for a contract unless a previous loss.

For more information go to <http://apps.usarec.army.mil/im/ariss/ariss/ariss/manual/default.asp>.



The ARISS User Manual, Chapter 32, contains complete MAP instructions and guidelines. Appendix A contains complete instructions on how to receive credit for recruiter work ethic on the MAP and CDC.

The old way of doing business (paper-based) is almost over. To be successful in recruiting, ARISS must be used.

Making the Sale — D

By Al Burzynski, Columbus Battalion

In order for a successful corporation, sports team, academic institution, or federal agency to remain competitive, they must be able to find and retain quality people who are committed to winning.

Successful organizations invest a considerable amount of resources in an attempt to find motivated individuals who can take their team to the next level.

Sure, we don't have the ability to offer our prospects lavish corporate perks nor can we initially offer them a salary many of them could garner in the business world.

One has to wonder how organizations with limited resources can remain competitive in the recruiting wars against its leading competitors in their industry.

Better yet, what would make a high-school All-American, blue chip football player decide to choose a football program with an average winning record over a big-time program that is always in the hunt for a NCAA National Championship?

The answer lies in what we refer to as the Delayed Entry Program or DEP retention program.

For example, one doesn't have to look further than the sports section of the newspaper to find out how a collegiate or professional sports franchise lost the player they coveted to their rival or due to a law violation, drug use, medical reason, deficient grades or personal hardships.

The impact of such a loss can be the determining factor in whether or not a team has a winning season. But, in our case, it's about making sure we have enough quality soldiers to continue defending our nation and protecting the freedom we treasure.

Do you know what differentiates a good recruiting program from a great one? It's the recruiter's ability to do the



SFC Anthony Garrison assists a DEP member in acquiring an Army Knowledge Online account. (Photo by Tom Foley)



SFC James Brazill (center) joins Chillicothe recruiting station DEP members for a taste testing of MREs during a TAIR demonstration. Natick, Mass., is home to the DOD Combat Feeding Program, which is responsible for the design, development, and testing of all military rations for the Armed Forces. (Photo by Tom Foley)

little things to ensure the applicant meets the organization's criteria to join the team while making sure the prospect stays interested and committed.

"The more contact that you have with an individual the better," said the Columbus Recruiting Battalion's top FY 02 USAR recruiter SFC Joseph Watern, Lima Recruiting Station.

He attributes a lot of his and the station's overall success to the tips passed down from Lima Recruiting Station commander SFC Tony Parmer.

According to Watern, his station commander encourages the recruiters to do little things like recognize their recruit's accomplishments through top DEP/DTP awards program (plaques are recycled) and having a quick reaction time to DEP issues and concerns.

Recruiters from the station are encouraged to go the extra mile by occasionally taking lunch to the soldiers at school and sitting down and eating with them. Usually, they take more than they can eat and when the DEP member's friends approach to converse, they are invited to join them for lunch.

Lima recruiting station builds rapport with their prospects by meeting with at least half of their DEP pool every Tuesday. DEP members participate in physical training or review the basic training task list training. This demonstrates the Army's commitment to the future soldiers by giving them the skills and tools to succeed because most will earn a promotion before they ship.

As a result, DEP members are less likely to go AWOL, more amenable to the idea of being encouraged to generate one referral per week, and will serve as a recruiting combat

Delayed Entry Program

multiplier as they share their positive experience with their friends, family, and centers of influence.

A successful DEP retention program relies heavily on employing and effectively executing passive-interrogation techniques. Passive-interrogation allows recruiters to take a proactive role in identifying and correcting potential situations before they become problems.

Parmer's take on passive-interrogation is basic and simple. He likes to ask questions like when was the last time you saw a doctor? A lot of the questions are open-ended fact-finding questions. "The main objective is to get the applicant to talk more than me," said Parmer.

"Passive-interrogation is asking the questions that you want answered by talking to the person not grilling them," said Columbus Battalion's FY 02 top RA recruiter, SSG Steven Holeman, Columbus West recruiting station.

Holeman added; "I just tell them to tell me the truth up front and if they need a waiver then we will submit one."

Recruiters who have taken the time to befriend their prospects tend to have a better chance of reaping the benefits of passive-interrogation.

Another contributing factor that plays a crucial role in the DEP retention program is DEP functions. DEP functions are important because it gives recruiters an opportunity to further build relationships, and it initiates the process of transforming civilians into soldiers.

More importantly, the function serves as a positive reinforcement for prospects by showing them the Army is committed to them and wants them to become a part of our successful team.

"You don't want the DEP to feel like you put them in and forgot about them," Holeman said.

Without a doubt, in order for a DEP function to be successful one must have maximum participation. Below are some suggestions from your cohorts out in the field on how to obtain maximum participation with minimal effort:

- Plan sport competitions pitting station against station and schedule trips to the post exchange.
- Do your job. Don't blow the DEP members off. Ensure they are treated like soldiers, and they will begin developing into a team.
- Host parties around celebratory, holiday, and special events.
- Ask for input from battalion advertising and public affairs when planning events. They can assist you with finding and planning events.
- Create events around DEP interest. For example, many of the DEP members in the Lima recruiting station pool are into the computer world. Parmer would like to sponsor or host video game tournaments around popular games. "If they see we are with the times, we will be welcomed into their world," said Parmer.
- Sporting events tend to bring in the most referrals.
- Make it fun and worthwhile.

To sum up, it defies logic how some recruiting programs put more emphasis on selling the applicant on their team and less time on getting to know the person. Many potential losses could be circumvented by devoting more time to the retention process and valuing prospects as a human resource verses another asset to the team.

Steve Merry, former Columbus recruiting battalion recruiter and current MPRI recruiting manager, Dayton Main recruiting station, has an interesting take on DEP retention, "All you have to do is take care of your DEP members and sincerely care for their well-being. Once they see this in you, not only does it reinforce their decision of joining the Army it also makes it so they don't let you down."



Two Northwestern students model protective equipment developed for military and public service agencies. The equipment was provided as part of a TAIR presentation by SFC Samuel Newland, Senior Enlistment Advisor for the U.S. Army Natick Soldier Center. (Photo by Tom Foley)

A Commander Remembers



LTC William E. Rodgers was the New Haven, Conn., district recruiting commander in 1973.



Retired COL William E. Rodgers today.

30th Anniversary of the All-Volunteer Army

By Walt Kloeppe, *RJ Associate Editor*

Following the wind down of an unpopular war in 1973, the All-Volunteer Army as we know it today was born. Then President Nixon, adhering to a campaign pledge, appointed the Gates Commission in 1969 to develop a working concept of an all-volunteer military force.

On July 1, 1973, the All-Volunteer Army became fact. The Modern Volunteer Army, or MVA as it was known, would change the demographics of the Army forever. No longer would the Army consist of many individuals who did not want to be there. The soldiers would now serve their government on their own accord. Pay hikes were approved by Congress in an effort to make the MVA a viable option for the youth of America.

Though the mission's strength numbers dropped considerably, recruiters were about to enter uncharted waters. Could they meet mission without draftees? For LTC William E. Rodgers, New Haven Recruiting commander in Connecticut, it was time to sink or swim.

When Rodgers assumed command of the New Haven District Recruiting Command, as it was called in those days, it had the poorest production record of any area in USAREC. Records showed that the DRC had never accomplished mission, even during the draft. Rodgers vowed that change was imminent. The system in place just didn't work.

"The District Recruiting Command was broken down into areas. Each area was run by an area commander who was a master sergeant. One of the problems that we had in recruiting was there was a large gap in the command structure from the

lieutenant colonel, who was the DRC commander, to a master sergeant, who was commanding the area. There was a large distance between a lieutenant colonel and a master sergeant," said Rodgers.

It was some time before then Deputy Commanding General, Robert M. Montague Jr., paid a visit to New Haven DRC after Rodgers took over. But Rodgers was more than ready to lay out a plan to the general that he knew would spell success for New Haven.

"I said to him, the thing that we should be doing is putting captains in the areas because captains are on the way up and they can be motivated. He [BG Montague] thought about it and about six months later, the first captains came out to the area. I will say this, the captains that they sent were the highest quality they could lay their hands on. They were superb. That's when the recruiting efforts really got a first-class start. We were able to do so much more [by] having captains," said Rodgers.

Rodgers next step was to identify personnel within the organization who were either incapable or unwilling to do the job. It was time to clean house.

"First, we made a judgement [on] which ones didn't want to and which wants didn't know how to. The ones that didn't know how to, we tried to train. The ones that didn't want to, we got rid of. We cleaned house big time. We were able to do better with less ... once we cut out the guys that couldn't do the job."

Out of a TDA of 108 personnel, 47 were replaced, including an area commander, the operations sergeant, and all of the career counselors.

Rodgers next step was to make the Army's presence felt. A necessity since Connecticut had no Army installations. He met with the governor, the commissioners of education, labor, and transportation, and the mayors of all the major cities.

"We just wanted to get known in the community. A lot of the times we got lip service from these people but not really great support. The war at the time was so unpopular, that they really didn't want to align themselves with any type of military. However, they thought the idea of a volunteer Army was good because the people who were going in the Army were all volunteers rather than drafting their sons."

The all-volunteer Army did cause concerns in recruiting efforts and a lot of pressure on those in the Recruiting Command, especially the Regular Army officers.

"They wanted Regular Army officers commanding the DRC rather than the Reserve guys because the Reserve guys before, if they didn't make mission, drafted to make its quota. We were under the restriction to recruit because there was no draft [now] to do it. We were not happy because our careers were on the line. During that period from 1972 to 1975, a lot of very fine officers got their careers ruined because they weren't able to put the kind of numbers or the kind of quality in the service," said Rodgers.

Policy changes came at a rapid pace. Recruiters were in unfamiliar territory for the first time without the draft and many felt the task of making mission was next to impossible.

"The recruiters at first didn't know how to operate without the draft. They didn't know how to respond to a three- or four-man a month mission. The missions was pretty tough on these guys."

Rodgers felt fortunate though to have many people on board with good ideas. He knew he had to get busy with these fresh ideas. Rodgers contacted the Connecticut Association of Boards of Education in an attempt to get high school student lists released. During that time there were two policies being used by schools, the Greenwich and the Norwalk. The Greenwich's policy language was no release of student names whatsoever, while the Norwalk allowed release if deemed beneficial to the student.

"The schools made the decision," said Rodgers.

The Board of Education did allow Rodgers to write an article for their publication. Well written about Army values and benefits, it was published and later used by many in the command to tell about the benefits of the Army.

"It was still a hard sell though," said Rodgers.

When Rodgers heard about today's "Leave no child behind" policy on schools releasing students' names to recruiters, he felt it was long overdue.

"It gives the recruiting sergeant a very valuable tool, to give them a prospect list. You really didn't have much before."

Rodgers stated that centers of influence back then was one of their most valuable assets as a recruiting tool.

"That was the only place we could ever get any help, usually through those people, like retired military, people of the community who were sympathetic to recruiting efforts."

Rodgers witnessed the transformation of the Army to an all-volunteer force. It was a constant learning process with much

trial and error. While some would assume that the quality of the recruits after the draft's disappearance would increase, Rodgers gave an opposing view.

"The quality of recruiting works in adverse proportion of pressure applied. The more pressure you apply, the type of quality goes down. People will do anything then to make their mission. We got a lot of what I called 'moon men.' To give you an example, a man went down to get his physical after the recruiter brought him in. He wouldn't take his pants off. Finally I went down and told him to take his pants off, the guy had braces on his legs," said Rodgers. The reason he had braces was to make him taller so he could make the minimum height requirement.

"The recruiter knew this," laughed Rodgers. "A lot of people were trying to do things incorrectly. You were under tremendous pressure. You really have to be up and up and stay with it and try to do the job correctly. When I got there [as commander], I said, 'hey, if I'm going to go down, I'm going to go down right.' We finally got that out to the recruiters. We succeeded, we really succeeded. Another thing we did was tell the truth. The command would always call up and ask 'Are you going to make mission?' A lot of guys would 'bs' and say 'Yeah, we're going to make mission.' Then they would call me and I'd say I'm going to do 80 to 85 percent. After you start having people tell you the truth and giving us everything they had, then we began to make mission. The key to make mission is to be honest and tell the truth."

Rodgers said they also relied heavily on their DEP.

"[DEP] are the salvation to recruiting. If you manage the force correctly, you can have your mission made five to six months in the future."

The recruiting policy changes incorporated by Rodgers and his people eventually paid off. In June 1974, New Haven made mission for the first time in history with the largest NPS, PS, and WAC input for one month ever attained in Connecticut. By the end of FY 74, New Haven ranked 12th for the year with a positive increase of 9.8 percent over FY 73. In 1975, New Haven met mission from January through April. New Haven's new record not only spelled success for Connecticut recruiting but it showed that the all-volunteer Army was here to stay.

Rodgers left his recruiting duty to do a second assignment in Korea and later returned to Connecticut as the Senior Army Advisor to the State Adjutant General of Connecticut. Rodgers retired from the Army in 1983 with the rank of colonel.

A lifelong career soldier, Rodgers still keeps up with today's Army and is very pro-active in the Military Officers Association of America.

"I see the quality of the soldiers superior to what I was used to. I find that the National Guard and the Reserve are much, much better than I was used to. I think if that is a gauge, then the recruiting effort is doing a fine job. I find them to look better, communicate better, to know their jobs better, which is really encouraging considering what they face today. As many deployments as they face, and as many multiple deployments that they face, I think that speaks well for what the recruiting effort has done."

THIS IS THE ARMY



SEE YOUR LOCAL ARMY REPRESENTATIVE

The First 30 Years

July 2003 marks the 30th anniversary of the all-volunteer Army. It is appropriate that we take a look back at the days and events that led up to the successful transition from a dependence on the draft to an all-recruited Army.

The modern era of recruiting originated with Richard M. Nixon's 1968 political campaign promise to end the draft. It was given shape by the 1970 Gates Commission Report, which charted a course for maintaining military strength without conscription. The stage was set over the following three years. The Army's end strength dropped from 1.3 million to the 780,000 level that prevailed throughout the 70s and 80s. Entry level military pay was raised in order to attract the new level of recruits. National media advertising began with a Spring 1971 television test. A build up in recruiting forces ensued. Project VOLAR, Volunteer Army, a somewhat controversial experiment in improving soldier quality of life, was initiated.

These specific actions were part of the Modern Volunteer Army (MVA) Program, which was aimed at strengthening professionalism, enhancing Army life and developing a modern accession system. These actions proceeded on a timetable geared to Secretary of Defense Melvin R. Laird's decision that all-volunteer recruiting should begin on July 1, 1973.

Accordingly, the last man was drafted in December of 1972 and reported for training in June 1973. Over 180,000 young men and women enlisted in each of fiscal years 1973, 1974, and 1975,

exceeding the U.S. Army Recruiting Command's nonprior service missions. The MVA seemed successful, but recruiting difficulties in the subsequent years changed that perception sharply.

It is instructive to review the reasons for ending conscription and the controversies surrounding this action, e.g., the quality, representativeness, and motivation of volunteer soldiers, because they involve public policy of continuing relevance. The difficulties faced by the U.S. Army Recruiting Command in the late 1970s and the steps needed to overcome them serve as lessons for the future to preserve recruiting mission success for the Army.

The Gates Commission

The Gates Commission, appointed in 1969 by President Nixon, was chaired by Thomas Gates, Executive Committee Chairman of the Morgan Guaranty Trust Company and a former Secretary of Defense. Its membership included other distinguished businessmen, former military leaders Alfred Gruenther and Lauris Norstad, and a university president, W. Allen Wallis. Distinguished and influential scholars included the economist Milton Friedman, who had earlier advocated the application of economic market forces to military manpower acquisition and retention policy. Roy Wilkins, Executive Director of the National Association of Colored People (NAACP) was a member, as was Georgetown University law student Steven Herbits. The diversified make-up of the commission was clearly intended to generate assurance that the popular political decision to end the draft was reasonably based and supported in wide circles.

The commission was asked to "develop a comprehensive plan for eliminating conscription and moving to an all-volunteer force." It did so by assembling a staff of economists and

manpower analysts who studied military manpower needs and how they could be met through volunteerism.

A main theme of the Gates Commission Report was that conscription imposed a large, implicit (hidden) tax not only on those who were drafted, but also on those who were coerced to enlist because of the threat of being drafted. The report argued that military pay had to be raised, at least to parity with civilian pay, to mitigate the size of this hidden tax placed on a minority of youths who were called to serve the nation. The problem was not, presumably, that 18-year-olds were being taxed, but that it was a tax not all 18-year-olds had to pay.

In conducting and presenting its recommendations, the commission also developed a theoretical case for the increased cost effectiveness of a professional force. Total manpower requirements would be lower as three- to six-year enlistments replaced two-year draft stints. Fewer soldiers would have to be trained and outfitted. An increased measure of professionalism would result from longer average tours, as well as from a recommended policy of making military service more attractive by relieving soldiers of non-military duties and chores.

All-Volunteer Force Controversy

The end of military conscription probably came as a relief to most members of the Congress and the public at large because it removed a prime ingredient in the poisonous stew of Vietnam War issues. The system of liberal deferments that had emerged during the period of low draft calls following the Korean War had come to be seen as a means by which the most privileged members of society could avoid service. The switch to a lottery system in 1970 only changed the grounds for a feeling of unfairness, involving victimization of the unlucky instead of the underprivileged.

That the public had become somewhat inured to a peacetime draft at all was a modern (i.e., Cold War) development. Pre-World War II conscription laws were all passed in wartime, under conditions approaching total mobilization, and even then were problematical, sparking riots during the Civil War and large-scale evasion during World War I. However, the Selective Service Act of 1948 instituted peacetime conscription, and by the mid-1960s the military services — specifically the Army — had become habituated to dependence on the draft as a principal means of personnel acquisition. The prospect of its end was met with resistance internally and vocal opposition by veterans groups and some members of Congress.

In retrospect, it seems surprising that the uniformed part of the military establishment would resist a development calculated to produce a better paid, more professional force. However, doubts about the concept ran deep and fueled what was more than a simple reluctance to abandon the status quo.

Grounds for criticism were several. Some have been laid to rest first by recruiting success and then by the performance of all-volunteer soldiers. Others touch on fundamental questions about the affordability of national security requirements, the role of the military in our national life, and the responsibilities of citizenship, persisted in different forms. The most immediate — and most emotionally compelling — concerns were based on fear that monetary incentives and concessions designed to make military life more appealing would attract people poorly

suitable to military service and unlikely to become good soldiers.

The early emphasis on increased pay and benefits inspired comment about a “mercenary” force of low quality people, who would be in it only for the money rather than to serve their country. Among serving soldiers it is likely that such talk summoned up memories of “Project 100,000,” an experiment begun in 1966 in which the military services had to accept conscripts who technically had failed to meet enlistment standards.

The All-Volunteer force backlash was probably also aggravated by the public image of Army recruiting presented through an unprecedented advertising presence on national media. One of the first MVA actions was a test of television advertising which concentrated \$10 million worth of exposure over 10 weeks in the spring of 1971.

The initial MVA advertising highlighted the higher pay benefits and attempted to alter the “Big Green Machine” image of the Army by suggesting that personnel assignments would be less arbitrary and working conditions less regimented. The notion that the Army was becoming more sensitive to the concerns of its recruits was conveyed by a provocative new slogan, “Today’s Army Wants to Join You.”

This advertising campaign concept was soundly based on research into the attitudes and motivations of the “target audience” of enlistment prospects. The measured impact of the TV test indicated that it did do a good job of raising public awareness of new opportunities. However, the effort was flawed in important respects.

First, by underplaying some of the harsher aspects of military life, it misrepresented the extent to which the life of a first-term soldier had indeed changed. Some of the early ads made enlistment seem too much like just another job. Ads designed to appeal to an interest in foreign travel could have been mistaken for civilian travel posters.

The worst of these ads were replaced in fairly short order, but a more fundamental problem involved the very tone of the campaign, which for Army officers and NCOs accentuated fears of a discipline-shattering permissiveness. It is difficult to exaggerate the extent to which this advertising was disliked by serving soldiers, and it was sometimes referred to as a current problem well into the late 1970s, even though the slogan was dropped after a year and advertising introduced in 1973 took on a tougher, more realistic cast.

Although problems of indiscipline and motivation did ensue, the Army found ways to overcome them within the all-volunteer concept by being more selective in whom it recruited. The right kind of volunteers, it eventually turned out, could be turned into excellent soldiers. It is possible that new styles of leadership — appropriate to the 80s and 90s — would appear “permissive” to a veteran of an earlier era, but there is no evidence that the essentials of military discipline were compromised.

The Cost of the All-Volunteer Army

Other criticisms of the all-volunteer concept that persisted well into the 1980s involved its cost, a subject that is less clear cut than it might seem because comparative figures depend greatly on underlying assumptions. Compensation is certainly much higher than would be necessary if 40 percent of the force were

low paid conscripts. A consequence of volunteerism is also an older force, entailing a higher proportion of married soldiers and dependent-related expenses also add to total personnel costs. In addition to pay and benefits for all soldiers, the enlistment bonuses and educational entitlements needed to fill less attractive or more intellectually demanding specialties became large visible expenses, as did the sums needed to market Army opportunities and operate the expanded recruiting establishment.

Finally, the larger percentage of career soldiers in the all-volunteer force has added to long-term retirement system costs.

Enormous savings did certainly accrue, as originally envisioned, from the reduction in personnel turnover due to longer enlistments. However, the prediction of the Gates Commission in this regard was confounded to some extent by the phenomenon of first-term attrition, which for some categories of volunteers could be as high as 50 percent. Minimizing attrition by precluding the enlistment of high-risk prospects became a necessary feature of the recruiting management systems that were eventually developed.

Suffice it to say, the different cost factors were so complex and so interrelated that the cost effectiveness of a volunteer force relative to a conscripted Army became indeterminable. If the “implicit” tax on young conscripts cited by the Gates Commission is considered, it is likely that the All-Volunteer Force is a bargain for society. However, it is a bargain that poses for the Army the problem of using a greater share of its budget to acquire, pay, and take care of its personnel. What was undeniable was the fact that all of the cost of raising and maintaining the force became a part of the Army’s budget, greatly raising the proportion of total expenditures assigned to personnel costs.

The fact that personnel related costs climbed to 60 percent of the defense budget led some critics to charge that the high out-of-pocket manpower cost of the All-Volunteer Force unduly limited total Army strength.

Presumably this constraint on Army manpower exerted a major influence on the Army’s development of weaponry and doctrine. The major modernization of the 1980s gave soldiers high performance weapons designed to offset a numerical disadvantage. Doctrine emphasized mobility and coordinated action as a means of making the best use possible of limited forces, which was in some sense an imperative of the All-Volunteer Force policy.

The cost issue also highlighted the role of a trained and ready reserve component, which necessarily became the focus of some of the Army’s combat capability and much of its combat support. Briefly, an active force big enough to perform all

assumed missions was unaffordable. In fact, the dictionary meaning of the word “reserve,” to keep back or set apart for later, makes its use in describing the non-active component somewhat misleading.

Maintenance of adequate reserve component strength became not only important but a particular challenge because the large number of conscripts who served short-term active duty tours were no longer available as a ready manpower pool from which reserve units could be filled. This generated a sizable requirement for the enlistment of people with no prior military service directly into U.S. Army Reserve and National Guard units.

The added cost of increased military compensation needed to attract new enlistees proved also to be a continuing and multi-faceted issue. The entry-level wage must be continuously adjusted as inflation and labor supply and demand factors dictate if it is to be kept competitive. However, if the wages of the first-term soldiers grow without sufficient adjustment for the upper ranks — a phenomenon referred to as pay compression — the retention of highly qualified careerists becomes problematical.

Those careerists become the

trainers, technical experts, and leaders upon which the ultimate performance of Army units are heavily dependent.

Representativeness

A third category of concern with the all-volunteer concept has been sociological, with much of the discussion revolving around the issue of representativeness. Briefly, critics feared that an Army of volunteers attracted by principally economic incentives would become less representative of the population at large, with various adverse consequences. It was feared that a volunteer Army would be disproportionately drawn from the poor, which by definition also meant heavily weighted with disadvantaged racial and ethnic minorities.

Like all essentially political questions this one is a thicket of pros and cons. Is it fair that the economically privileged escape exposure to combat? But why shouldn’t the people who need it have the opportunity to get the edge on life afforded by Army experience and training? Does a conscript Army, which as we learned in Vietnam cannot be employed easily without a fair measure of public support, provide a desirable brake on military adventurism? Or does that limitation make it too hard for our political leaders to respond to legitimate national security emergencies?

In fact, the racial composition of the Army has changed under the All-Volunteer Force. The Gates Commission predicted



SGT Pamela Parson, San Antonio Recruiting Battalion’s Top RA, Top HSDG and Top RA MC I-III recruiter for April 1985 and Top Year-To-Date I-III producer, demonstrates the JOIN system. Though on production less than a year, she proved that determination and persistence pays off. (U.S. Army photo by Pat Davis)

that black enlistees would be 19 percent of the total by 1979; the actual percentage was 36.7 percent. The notion that an underprivileged segment of the population was being put in harm's way out of economic necessity gained currency among some. These issues have been largely defused with the passage of time under the All-Volunteer Army. That the Army is seen as an equal opportunity employer and an avenue of upward mobility has been demonstrated both by enlistment statistics and by the fact that black soldiers have reenlisted at a higher rate than others.

A relatively unforeseen development, which has been influenced, but not entirely caused by, a switch to the all-volunteer concept, has also been growth in the participation of women in military service.

In part, the increase in female soldiers, from 2.1 percent of the force in 1972 to 15 percent in 2002, reflected a national trend that has seen a major growth in workforce participation by women. However, although a 2 percent legal limitation on enlisted female strength was lifted in 1966, the growth trend did not begin until 1973.

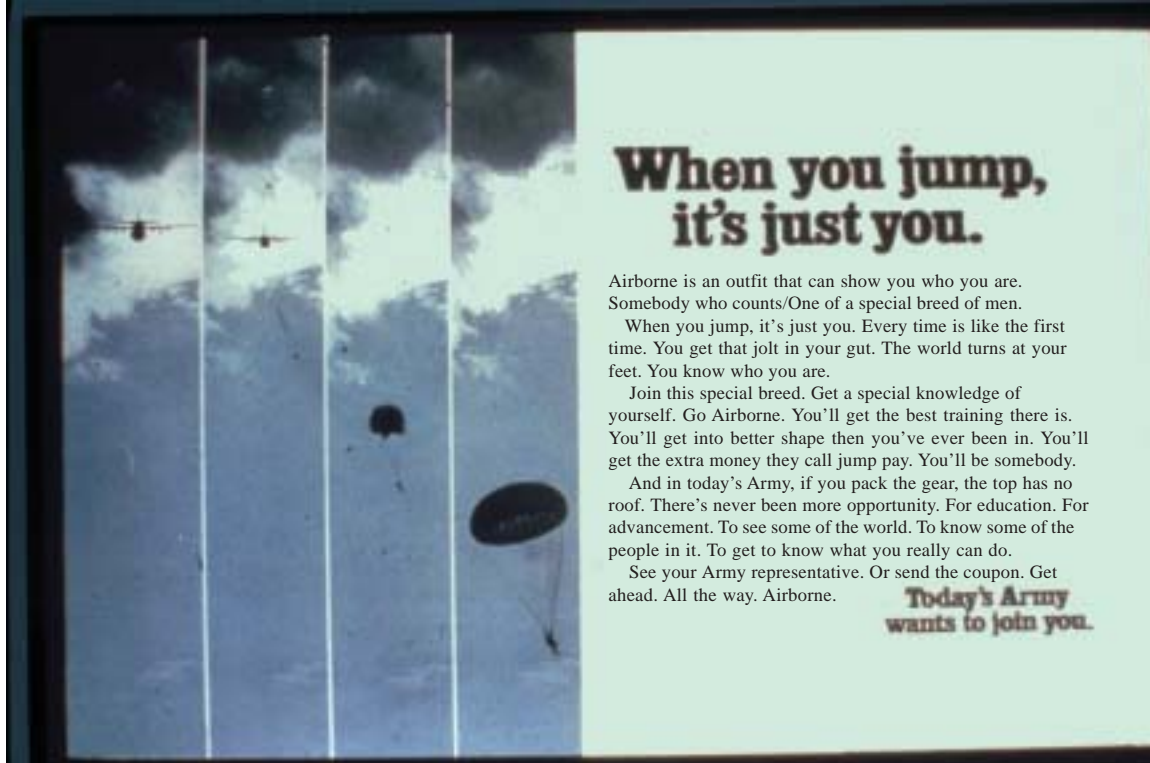
The greatest growth of enlisted female strength occurred in the first six years of all-volunteer recruiting, with an increase to 8.9 percent of the force by 1980. Aggressive recruiting of women in 1979 and 1980 resulted from a Carter administration mandate that female participation in the military be doubled by 1983. However, a downward revision in the Army's goals resulted from 1982 findings of the Women in the Army Policy Review Group, which recommended that 61 Military Occupational Specialties, accounting for over 300,000 jobs, be closed to women. In 2003, only 27 entry-level MOSs are actually closed.

Recruiting Success and Failure

Writing from the historical vantage of 2003, much of the early debate about the soundness of the all-volunteer concept now seems beside the point. Volunteer soldiers performed admirably in the Operation Desert Storm in 1991 and most recently in Iraq.

However, the Army must be maintained as a ready force at whatever strength level is authorized and funded by the Congress. The factors that bear on this argument are the same ones which have become apparent over the 30-year span of all-volunteer recruiting, so it is useful to draw lessons by reviewing that experience.

In very broad strokes, All-Volunteer Army recruiting achieved its numerical goals in fiscal years 1973, 74 and 75, and provided some grounds for optimism. However, this apparent success was built on an insecure foundation. Only 50 percent of FY 72's 182,000 enlistees were high school graduates, a post-World War II low. This inspired concern that the Army would be of low quality, and it also kept future-year recruiting objectives higher



When you jump, it's just you.

Airborne is an outfit that can show you who you are. Somebody who counts/One of a special breed of men.

When you jump, it's just you. Every time is like the first time. You get that jolt in your gut. The world turns at your feet. You know who you are.

Join this special breed. Get a special knowledge of yourself. Go Airborne. You'll get the best training there is. You'll get into better shape than you've ever been in. You'll get the extra money they call jump pay. You'll be somebody.

And in today's Army, if you pack the gear, the top has no roof. There's never been more opportunity. For education. For advancement. To see some of the world. To know some of the people in it. To get to know what you really can do.

See your Army representative. Or send the coupon. Get ahead. All the way. Airborne.

**Today's Army
wants to join you.**

than desirable because non-grads attrit at double the rate of high school diploma graduates. Congress, in legislation authorizing funds for recruiting, mandated improvement, setting as a minimum a 55-percent high school graduate content.

Other factors, which contributed to early success, were the fact that recruiting was adequately resourced, entry level enlisted pay remained competitive throughout the period, and the Vietnam Era GI Bill continued in effect. Also, the country was in recession, with high youth unemployment that began to abate only in 1975.

Beginning in FY 1976, events conspired to undermine the early gains. The youth labor market tightened, as an improving economy gave enlistment prospects more employment alternatives. Cuts were made in recruiting resources; the advertising budget, for instance, was reduced by a third. The Vietnam Era GI bill was allowed to lapse, to be replaced by the far less attractive Veterans Education Assistance Program (VEAP). Entry level pay was not keeping up with the double-digit inflation of the late 1970s, and pay compression was accelerating the loss of experienced careerists, particularly in the technical specialties. The Army Recruiting Command experienced a shortfall of 16,000 in FY 1979, and Army Chief of Staff Edward "Shy" Myer told the Congress that the nation had a "hollow Army."

When in 1980 it was also found that the Armed Services Vocational Aptitude Battery (ASVAB), used since 1976 to classify and select applicants, had been misnormed at the lower end, making a large number of enlistees appear more capable than they really were, the sky did indeed seem to be falling, and the need for a return to the draft was spoken of.

Instead the Army solved the problem with improved incentives, increased resources, and better management of recruiting. The ability to offer a limited number of two-year enlistments as a "market expander," withdrawn in 1976, was restored in 1979. Funds for advertising and recruiter support, which had been cut by about a third in FY 1976 were restored in FY 79 to levels close to those prevailing earlier. Fiscal years 81 and 82 both saw significant increases in military pay. And funding for enlistment

bonuses was increased beginning in FY 81.

The recruiter force was invigorated beginning in FY 79 by detailing some of the best-qualified soldiers to serve as recruiters, and the management structure was thoroughly overhauled by the newly assigned Commander, Maj. Gen. Maxwell R. Thurman. Centralized management information and command and control systems were installed and a new and more precise method of assigning recruiter missions was adopted.

As a result of budget increases Army advertising was seen and heard more frequently, and, beginning in January 1981, that advertising was part of the widely admired and highly effective "Be All You Can Be" campaign.

With these changes in process or in place, the situation began to improve. A very high non-prior service enlistment mission was achieved in FY 1980, and the years immediately following saw the beginning of what turned into a trend of annual quantitative missions accomplished and qualitative standards progressively improved. However, there were still grounds for concern. The country was in recession, and the expected economic recovery evoked memories of 1976. Additionally, a downward trend in the size of enlistment-eligible age groups made the shrinking manpower pool a continuing worry.

To sustain recruiting success in the face of these countervailing forces, funding was maintained at healthy levels and an important incentive was added. When the Veterans Educational Assistance Program (VEAP) was created in 1976, the legislation authorized the individual services to augment the educational entitlements involved for individuals who were particularly well qualified and/or would enlist in hard to fill specialties. Different values of "kickers," as the supplements to the basic entitlement were called, were evaluated in complicated regional tests during the late 1970s and early 1980s. In 1982, approval was obtained to go nationwide with the most generous incentive package. This made it possible to promote what had been referred to earlier as Ultra-VEAP as The Army College Fund, and it gave Army recruiters a most effective tool for use with college bound enlistment prospects. In 1985 the VEAP was replaced by the Montgomery GI Bill, but the Army College Fund has continued to be used as a supplementary incentive for those who can qualify.

To "Survive in 85"

As noted earlier, FY 1985 was seen as a critical year because of the declining manpower pool and increased competition from civilian employers due to economic recovery. Considerable thought and effort went into the development of analytical early warning systems to detect difficulties of the sort that developed in the mid-1970s. Funds for advertising and recruiter support were increased.

The crisis did not, in fact, develop. In FY 85, a slightly smaller recruiting mission was achieved handily and with a slight increase in average quality over the previous year. The percentage of enlistees who were high school graduates dropped only a tenth of a percent, to 90.7 percent, but the percentage who scored in the upper half of the Armed Services Vocational

Since the end of the draft, a lot of young people are discovering a good place to invest their time. The Army.

They've come, over 250,000 strong, for things they may not of found anywhere else. Some came for job training. Where else can you get your choice of over 300 good jobs? Some, for travel. Where else can you get to go almost anywhere in the world?



Aptitude Battery jumped from 47 to 53 percent.

It appeared that recruiting success or failure had become less sensitive to changes in civilian employment, and this impression grew as recruiting objectives continued to be achieved even during the high employment years of the second half of the 1980s. Reasons are not entirely clear but it could be speculated that the structure of youth employment had changed. Instead of competing against the lure of relatively high paying factory jobs, military recruiters could offer an alternative to low paying, dead-end jobs in the service industries. In fact, real wages of high school graduates fell through the decade of the 80s, although the wages of college graduates rose.

Also, it may be that successful marketing directed at college-bound high school graduates using the Army College Fund meant that civilian employment as the principal alternative to military service had become less relevant.

New Challenges

By the late 1990s, failure to meet recruiting missions was once again being felt. Due to a robust economy coupled with a higher percentage of high school graduates continuing on to college, the command failed to achieve the Army's goals for 1998 by a small percentage. However, in 1999, the goal was missed by more than 6,000 accessions, although the Army met its end strength through strong retention.

Some people came for personal challenge. Where else can you get as much responsibility right out of high school? Some, for education. Where else can you get 75% of your college paid for? And some came because they wanted to do something positive for their Country.

If you want to know more about joining the Army, send the postcard. Or call 800-523-1800 toll free. In Pa., call 800-462-4955.



The recruiting climate had changed and the cultural psychology of the target audience had changed. Youth propensity for military service had dropped in 1991 and had stayed down.

New programs began to be tested and initiated. It was felt that the "Be All You Can Be" advertising campaign, created in 1981 by N.W. Ayer and continued by Young and Rubicam, no longer resonated with the youth of the late 90s. Under a new advertising contract, the Leo Burnett agency developed a fresh advertising theme and slogan. The "An Army of One" campaign made its debut in January 2001 with a strategy to target high-quality prospects and drive them to the newly created goArmy.com Web site where online chat takes place between prospects and cyber recruiters.

In 1999 the maximum Montgomery GI Bill plus the Army College Fund increased from \$40,000 to \$50,000. Cash sign-up bonuses are now targeted to specific job specialties, and with a four-year enlistment, recruits can receive as much as a \$20,000 bonus.

Awareness of the changing youth market led to recognition that Hispanic Americans should be more widely represented throughout the Army and a Hispanic outreach initiative began in January 1999. The program was aimed at assisting Hispanic youth in obtaining their GED in order to become eligible for enlistment. A larger Hispanic recruiting objective would grow enlistments to reach population representation in the Army.

The Army developed partnerships with industry in a program

announced on June 5, 2000, by Secretary of the Army Louis Caldera. The Partnership for Youth Success program entitled enlistees to sign a letter of intent for employment with a civilian company member of the PaYS program following enlistment. Efforts also were begun to shift to recruiting those with some college education credits.

Reconnecting with America was renewed with general officers and noncommissioned officers visiting high schools across the country and engaging in events in their local communities. The Hometown Recruiter Assistance Program and the Corporal Recruiter Program were renewed. Development in automation continued which included further developments in the Army Recruiting Information Support System (ARISS).

The U.S. Army Accessions Command was formed and activated at Fort Monroe, Va., in March 2002. The Accessions Command combined U.S. Army Recruiting Command, U.S. Army Cadet Command, and the U.S. Army Training Center at Fort Jackson, S.C., under one umbrella with the task to access, process, and train the applicant from 'first handshake' with the recruiter to the 'first unit' of assignment.

The Recruiting Command has consistently achieved its Active and Reserve Army missions from 2000 to 2003 and both the RA and USAR are projecting mission success in FY 03.

Implications

There can be little doubt that the decision to maintain the strength with volunteers had profound implications for the Army and has in many ways been a transforming one. It has clearly produced a different kind of Army ... or at least greatly accelerated tendencies that have led to institutional changes.

Fears that the need for the Army to be more accommodating to its new recruits would lead to an overall permissiveness detrimental to discipline underrated the professionalism of the NCO corps and the tenacity of military tradition. The need to live up to individual promises recorded in enlistment contracts, however, did enforce a managerial discipline for the way soldiers are inducted, trained, and assigned to units.

The specific type of skill training a soldier enlists for is guaranteed, which means that the recruiting system had to be designed to match the qualifications and availability of each new enlistee to a specific class opening in an Army technical school. Additionally, assignment to a certain Army unit or location is part of the enlistment bargain for some recruits. (An on-line school seat reservation system called REQUEST was phased in during FY 1974, the first year of all-volunteer recruiting, and the use of this tool by Army guidance counselors at the Military Enlistment Processing Stations (MEPS) has become a key to many accession system improvements.)

Finally, the financial incentives and entitlements an individual soldier gains as a result of enlistment must be properly established in each pay record and maintained.

In general, the concept has forced a closer integration of all functions engaged in personnel management and development, including recruiting, training, distribution and strength management. This has been necessary on the one hand to ensure that recruiting promises are kept, on the other by the need to



maximize readiness by getting new soldiers through the training pipeline and into operational units in the most efficient manner possible.

In addition to being much more specific in dealing with individuals, the accession system had to become more controlled in the handling of aggregates, because the Congressional committees responsible for authorizing

and appropriating funds for the operation and maintenance of the Army have become increasingly specific in stipulating personnel strength. Precise year-end management of accessions to conform the Army's end strength to the size stipulated by Congress has become a routine aspect of accession management.

In short, the salesmanship required to succeed in recruiting has become increasingly matched by the administrative challenges of finding the right numbers of highly qualified men and women to meet training seat requirements on just the right schedule.

Recruiting is not only complex, but it is in some ways fundamentally unlike most military occupations. Although a high level of teamwork is involved, an unusual premium is placed on individual initiative and responsibility. Each station carries a mission, but each individual recruiter must exercise an unusual degree of self-discipline to succeed. The psychological resilience to deal with avoidance and rejection by enlistment prospects and occasional hostility from parents is sometimes hard to summon up.

Officers find themselves commanding in anomalous circumstances, giving direction to NCOs who are considerably more experienced in the enterprise than they are. Soldiers and their families who have grown accustomed to living on Army posts find themselves in civilian communities without some of the support systems the Army normally provides.

But on the positive side of the ledger, all-volunteer recruiting has kept the Army from growing insular and separate from other institutions of society. Army recruiters live and work in communities throughout nation. In order to do their job, they must gain community support by making a case for Army service with educators, business people, and community leaders. They must learn to deal with the news media.

Through this activity the public is better informed about the Army, but also soldiers returning to their military specialties after a tour in recruiting have a better understanding of the troops they will lead and the role of the Army in American society.

In 1983 Secretary of Defense Caspar Weinberger declared that the All-Volunteer Force was no longer experimental.

It is wise to put historical controversies behind us and to avoid being bound by anachronistic terms and conventions. But we must also learn from history. And, in a sense, recruiting in the modern era, because it depends on the individual voluntary actions of the thousands who chose to serve, is best viewed not as a routine governmental function but as a continuing experiment in democracy.

Despite the concerns of the late 1990s, if we use the lessons we have learned over the past 30 years, there is no reason to believe that the Army cannot continue to successfully maintain an all-volunteer force, as long as enlistment incentives are maintained, and recruiting manpower and funding are maintained at an adequate level.

On this 30th anniversary of the All-Volunteer Army, the Recruiting Command has achieved historic success. The Army began the 2003 recruiting year with the largest percentage of Delayed Entry Program enlistments since 1996. The percentage of recruits having college credits has steadily increased to 22 percent of recruits having some college credit. In 2002, off-the-street recruiting was revived for the Special Forces MOS and was met with a high interest from those wanting to serve. In addition, recruiting is achieving about 99 percent precision fill in critical MOS accessions.

Today, technology plays a greater role in the recruiting process than ever before. As recruiting moves toward a paperless process, all recruiters have cellular telephones and laptop computers. This allows recruiters to offer their prospects the very best in customer service through a test program referred to as "point of sale." Technology also provides instant information about the Army through the cyber recruiting program. In addition, USAREC now has 10 contracted civilian recruiting companies going about the mission of providing the strength for the Army.

The success of the All-Volunteer Force was shown in the performance of American forces in the Persian Gulf War in 1991 and in their performance in a variety of crises in the past 10 years, including operations in Afghanistan, Operation Iraqi Freedom, and the ongoing war on terrorism.

During the past 30 years, the U.S. Army Recruiting Command enlisted more than 3,400,000 men and women for the active Army and more than 1,319,000 for the Army Reserve.

Today, there are more than 7,300 soldier and civilian recruiters working out of more than 1,600 recruiting stations across America and overseas. All have records of proven ability and potential, and each represents the finest traditions of the Army and military service.

The All-Volunteer Force is widely regarded as the most capable professional force of our time and has become the envy of countries around the world.





Peggy Miles, editor of Streaming Magazine, presents the 2003 Reader's Choice Best in Government Award for GoArmy.com and Army.mil to Gene Gunderson, Soldiers Radio and Television Network; LTC Daniel Berdine, 6th Recruiting Brigade; and Gary Bishop, Army Accessions Command.

Army Gets Internet Digital Video Award

Story and photo by Jayson Sawyer, Strategic Outreach Directorate, Army Accessions Command

The readers of Streaming Magazine have picked the U.S. Army as having the “Best Government Streaming Program and Deployment” for 2003. The Army’s Internet sites www.GoArmy.com and www.Army.mil were cited for excellence at the National Association of Broadcasters Conference held in Las Vegas in April for the development and implementation of streaming digital video content on the respective sites. The monthly periodical that provides the annual awards reports on the business of digital media and interactive broadcasting.

The Army was honored at the International Webcasting Association and Streaming Magazine’s Reader’s Choice Awards reception held April 8 at the South Hall of the Las Vegas Convention Center. Present from the Army to accept the award from the magazine’s publisher and executive editor were Gary Bishop, chief of Web applications for the Army Accessions Command; LTC Daniel Berdine, operations officer for the 6th Recruiting Brigade; and Gene Gunderson, chief engineer for the U.S. Army’s Soldiers Radio and Television Network. Earlier that day, the executive editor of the magazine conducted an interview with Bishop and Gunderson that was Webcast live on NABcast.com and which is still available for viewing online at www.tvworldwide.com/event_030405_nab2003.cfm as an archived streaming video.

“On GoArmy.com, we provide a lot of streaming content,” reported Bishop during his media interview. “The major focus of our advertising and marketing campaign is to bring people to GoArmy.com to better tell the Army’s story. It’s been very successful for us.”

“The magazine’s Reader’s Choice Awards program is recognized within the Internet streaming and broadcasting industry as the definitive award to win that focuses on the most significant companies, organizations, products, and sites that are involved with streaming and Webcasting,” commented Miles. “The Reader’s Choice Awards tells us what’s on the minds of our readers, who they’re using, who they like, and why. Over the years, the majority of all winners continue to dominate, grow, and lead in the streaming marketplace.”

“We’ve been using streaming media on GoArmy.com since 1997 when we began putting out videos of the different jobs within the Army,” explained Bishop. “Many people from multiple organizations are involved in the process. Our advertising agency, Leo Burnett, is an integral part of this, and we also have folks on staff at Fort Knox helping with the Web site as well as outside partners such as the service provider Digital Outpost in California that we depend on to do our encoding.

“The site receives a large number of visitors to the site on a regular basis, averaging anywhere from 30,000 to 50,000 user sessions daily, so being able to serve up streaming media to that volume of people was a challenge especially once the Army moved the focus of its advertising to GoArmy.com. In order to better handle this level of site traffic, we also leverage Akamai’s content delivery network so that we enhance the user’s experience by placing the digital video content closer to our user base.”

Also, this year the Navy was tied for an Honorable Mention in the same category for its streaming video deployment on its Internet sites www.news.navy.mil/local/usna/ and www.navyjobs.com.



Tony Schumacher takes a moment to sign autographs with Columbus State Community College students. (Photo by Tom Foley)



“The Sarge” strikes a pose with the “Mooch,” a.k.a., Lamarr Dionne, an aspiring rapper and Columbus State Community College automotive student. (Photo by Tom Foley)

The “Sarge” Gets Around!

First Stop, Columbus State Community College

By Al Burzynski, Columbus Battalion

Tony Schumacher and the Army of One team racing took part in a career symposium at Columbus State Community College May 8, 2003, sponsored by the U.S. Army Columbus Recruiting Battalion and Columbus State Community College.

Local area students had a unique opportunity to get up close and personal with Schumacher, 1999 Winston Top Fuel champion and the first NHRA Top Fuel driver to post the fastest speed ever — 333.08 mph — and the Army’s recruiting combat multiplier.

His appearance gave potential applicants an opportunity to learn about the Army from a different perspective and without any pressure. Schumacher and his team graciously signed autographs and intermingled with fans before taking part in the career symposium.

“The event also served as a means to further build rapport with the college’s faculty and staff and was a great way of showing our appreciation for all the recruiting support they have provided us over the years,” said CPT Aaron Fitzsimmons, Columbus Recruiting Company commander.

Fitzsimmons added, “The event was very productive and we look forward to continuing building upon the great relationship we have with Columbus State.”

The patriotic Schumacher entertained students by sharing his experiences as a member of the “Army of One” team and answered questions about his life, both on and off the track, while creatively promoting career opportunities in the Army.

“The Sarge” is one of the Army’s biggest devotees. Schumacher’s unique partnership with the Army has allowed him to experience life as “An Army of One” firsthand.

“They have spent as much time assisting me and teaching me about the Army as I have done getting them quality recruits,” Schumacher said.

His experiences range from taking part in a tandem jump with the elite Golden Knights parachute team to flying in a UH-60 Black Hawk and everything in between.

“I tell people when I grow up, I want to be a Special Forces soldier or a Black Hawk helicopter pilot,” said Schumacher.

“Special Forces soldiers are the baddest guys on the planet, but if I couldn’t be an SF soldier, being a helicopter pilot transporting members of Delta Force would be cool also.”

In short, the recruiting event was a tremendous success according to SFC William Laughman, U.S. Army Columbus South Recruiting Station.

“The event generated a lot of interest from students who normally wouldn’t inquire about the Army,” said Laughman.

“You couldn’t ask for a better promotional asset to elevate Army awareness than the Army of One drag racing team.”

In fact, two young men from the college have committed to enlist and several others who were on the fence are in the process of becoming part of the world’s greatest Army.

“Having a champion with the celebrity status and credibility of “The Sarge” attributing his team’s success to the Army’s core values while promoting the 212 ways young men and women can join a winning team is priceless,” said Columbus Recruiting Battalion Commander, LTC Anthony MacDonald.

Tony “THE SARGE” Schumacher Wins at the Lucas Oil Route 66 Nationals



By Steve Oldham, U.S. Army Top Fuel Team

You couldn't have asked for a better ending to a great weekend as “The Sarge” won in his hometown of Joliet, Ill., at the Lucas Oil Route 66 Nationals on June 1.

The pilot of the U.S. Army Top Fuel dragster beat the reigning POWERADE champion, Larry Dixon, with a pass of 4.530-seconds to Dixon's 4.615-seconds at 321.50 mph.

“I can't put into words right now what I am feeling,” said Schumacher. “To win here in hometown is awesome.”

This win for the U.S. Army team, washes away past demons for the team at this historic track. In the last four races, “The Sarge” has gone out in the first round here in both the spring and fall races.

“It feels like I finally got this monkey off my back here,” said the 1999 Top Fuel Champion. “With this being my hometown and home track, I've wanted to do good here every time out, but for some reason, it just didn't happen for us.”

With this win, Schumacher moves from 10th in the points standings, to eighth, seven points behind the seventh place Doug Herbert.

“The team worked very hard and very long to get things the way I wanted them,” said Alan Johnson. “We didn't have much time between this race and Topeka, and for this team to come together like this is incredible.”

“It took 10 other guys on this team to do this, this U.S. Army Team is truly an Army of One,” said Schumacher.



The “Sarge” Visits USAREC

The “Sarge” stands at attention at Flagg Field during a recent visit at HQ USAREC. Though Tony couldn't make it, the “Sarge” road crew brought the dragster in for former CSM Roger Leturno's retirement ceremony.



Left to right: SFC Lawrence Gianangeli, SFC Aaron Friday, SSG Jason Belcher, SSG Bruce Boyer, and 1SG Jerry Long, of the Wheeling Recruiting Station, hash out a game strategy with their four-legged teammates “Killer” and “Steroid.” (Photo by Pamela Schimmel, Cameron High School faculty)

What’s All This Donkey Business About?

By Karen Brockunier, Pittsburgh Battalion

“OK, here’s the game plan. Sergeant G — you guard the one with the long floppy gray ears. Sergeant Belcher — you’re on the fat little one with the gray muzzle; Sergeant Friday — stay on that black one’s tail; and I’ll take care of that mean-lookin’ spotted one. Let’s go on out there and show the crowd that now there’s over 200 and *one* ways to be a soldier.”

That team of sergeants — all Army recruiters at the Wheeling Recruiting Station and their company (Fairmont) first sergeant — weren’t preparing to do battle against a strange new enemy wandering over the West Virginia countryside. But they *were* preparing to win their first ever Donkey Basketball Game when they met the opposing team of high schoolers in the gym of Cameron High School in Cameron, W. Va., on April Fool’s Day (a purely coincidental date).

The Army recruiters were “recruited” for the game when one of SSG Dale Treadway’s new soldiers, Cameron senior James Farmer II, called him to see if he wanted to buy a ticket to the Donkey Basketball game being held at the school as a fundraiser for their Future Farmers of America organization. Treadway thought it might be fun, so he volunteered to be a team member and then went on to rope his fellow recruiters into the whole deal. Four of the six players — SFC Aaron Friday, SSG Jason Belcher, SSG Dale Treadway and 1SG Jerry

Long — have at least a little experience in riding (horses). SFC Lawrence Gianangeli and SSG Bruce Boyer had never ridden *any* kind of animal.

The words might not be funny in and of themselves but when Treadway — in his best old-country-boy Beckley, West Virginia drawl — said before the game, “I saw the training film and donkeys are not cooperative,” it’s funny.

As it turns out, “not cooperative” was a bit of an understatement. Boyer’s donkey wouldn’t even let him get on — and when Boyer turned him over to Long at half time it was evident that the donkey didn’t make a big distinction between an E-6 and an E-8, because he wouldn’t let Long ride either. Treadway’s donkey deposited him on the floor where he was almost run over by Gianangeli and his donkey. Gianangeli’s donkey actually was cooperative — to a point. The “point” being the free throw line — where he stopped dead and refused to go any farther. Friday had a “good” donkey; unfortunately, that same adjective can’t be used to describe Friday’s shooting ability. The Army team ended up losing both games.

Gianangeli swears that “... the guy who owned the donkeys had them trained. He had this big stick and all he had to do was pound it on the floor or wave it in a certain way and those donkeys would just throw you right off or refuse to move another inch.” As good an explanation as any.

Do You Really Know What RISK MANAGEMENT Is?

By John Kolkman, Command Safety Office

Every day as we respond to the nation's needs of putting highly qualified people in the Army, we expose our soldiers to hazards in uncertain and complex environments. We do this with the full knowledge that there are inherent risks associated with any recruiting operation. The nature of our mission will not allow for either complacency or a cavalier acceptance of risk. The purpose of risk management is to identify operational risks and take reasonable measures to reduce or eliminate hazards.

Risk management allows us to operate successfully in risky environments. Leaders at every level have the responsibility to identify hazards, to take measures to reduce or eliminate hazards, and then to accept risk only to the point that the benefits outweigh the potential losses.

The Army's doctrinal manuals articulate the risk management process, our principal risk reduction tool. Risk management is not an add-on feature to the decision making process but rather a fully integrated element of planning and executing operations.

The U.S. Army Training and Doctrine Command and the U.S. Army Safety Center are working together to provide commanders with additional tools to help identify and assess risk with greater precision, while suggesting control measures to reduce the level of risk.

However, articulating risks, collecting data, quantifying risks, and making a decision is a command responsibility. The goal at USAREC is to make risk management a routine part of planning and executing recruiting missions. Risk management helps us preserve mission resources and retain the flexibility for unexpected changes in mission.

Proper risk management is a mission multiplier that we can ill afford to squander. Ultimately, leaders across the Army will make decisions that place our soldiers in "harm's way." That is inherent in the responsibility of command. In USAREC, "harm's way" is not an option. Leaders are responsible and accountable for assessing their operation as a total system and ensuring that planning, risk

management decisions, and execution proactively identifies hazards, assesses the associated risks, and identifies control measures necessary to reduce the risks to the level commensurate with their commander's intent.

The degree of risk determines the level of acceptance decision authority. When resources to control a risk are not available, the risk issue must be elevated to the next higher command. This process continues until the information is presented to the level of command that has the resources and authority to eliminate the hazard or control it to an acceptable level. In this manner, a conscious and informed decision is made to commit the resources to control the hazards or accept the risk.

The command has tools to help you, but they are tools at best, and no tool can substitute for the exercise of responsible judgment. Order USAREC Risk Management Form 1144. Place it in all recruiter's day planners, vehicles, and equipment log books, and encourage its use during off duty at home.

USAREC expects leaders to create an environment in which the lives and well-being of our soldiers, civilians, and families are an integral part of the accomplishment of the mission. Our soldiers deserve no less.

For more information on risk management go to <http://safety.army.mil>.

Risk Management Matrix

		HAZARD PROBABILITY			
		Frequent A	Likely B	Occasional C	Selected D
SEVERITY	Catastrophic I	EXTREMELY HIGH		HIGH	
	Critical II	HIGH		MODERATE	
	Marginal III	MODERATE		LOW	
	Negligible IV	LOW		VERY LOW	



World Boxing Federation Cruiserweight World Champion, Dean Williams, signs up at the Scranton (Penn.) station.

Boxing Champ Joins Army

By Sonya Forbes Patterson, Harrisburg Battalion

Signaling the end of his career, the World Boxing Federation's world champion traded his boxing gloves for combat boots.

Dean Williams, who holds the WBF's Cruiserweight Division world championship title, walked into the Scranton Recruiting Station and told recruiters that he wanted to enlist in the Army.

"I walked into the office and told them who I was and what I had done, and they looked at me like, 'yeah, right,'" Williams said.

That was eight months ago. In August, Williams leaves for basic training at Fort Knox, Ky.

The 31-year-old boxer, known in the boxing world as the "British Bomber," dreamed of joining the Army since he was a child.

"I wanted to join the Army, it has been a lifelong dream," Williams said. "I always wanted to be a paratrooper," he added.

Last year he was reflecting on his life and his boxing career realizing his career as a boxer would soon be over, and it was time to start thinking about a new career.

Although Williams always wanted to join the Army, "It just happens I took another avenue to this stage in my life," he said.

As a young boy, one of William's trainers was a British

paratrooper and another served with the Special Forces. "They were my role models," Williams said. "I always wanted to be a paratrooper, but my boxing career got to a stage where it was becoming greater and greater."

"As a fighter, stepping into the ring, you can't do that past a certain age. Although there is no age limit and fighters, such as George Foreman, have fought in their 40s to early 50s, it is very hard on your body," he said.

Williams searched the Army's Web site to see what the age limit was for enlisting. After noting that he was still eligible, he walked into the recruiting station and told recruiters that he wanted to join the Army.

Williams sensed the recruiters were a little leery when he told them he was the world champion, so the following day he brought in his championship belt and some pictures, "to show them I was the real deal," he snickered.

"I think joining the Army is more exciting for me than winning the belt because it has been a lifelong dream," Williams said. "It is really something special to me and it means a lot to me. I'm really dedicated and looking forward to the challenge ahead of me," he exclaimed.

Williams said if he could have joined for 20 or 25 years, he would have signed up.

Basic training for Williams won't prove to be much of a challenge. Running six-minute miles, six miles a day including mountainous terrain to prepare for a fight, he feels he has a lot to offer in that respect.

After basic training at Fort Knox, he goes to Missouri for truck driver training and on to Georgia for airborne school and then to his assignment at Fort Bragg, N.C.

After Williams is assigned to Fort Bragg, one of his goals is to box a fight to defend his championship belt and donate the purse money to the Army's Emergency Relief Fund.

Williams won his world championship title in a fight with Eric Reinhart on Sept. 22, 2001. Williams just came off of a winning fight when he received a call at the last minute asking him to fight Reinhart because the original champion belt fighter could not make it. Williams won the championship when he knocked Reinhart out with a body punch during the second round. "My strength is my body punches and one of Reinhart's weakness is a punch to the body," Williams smiled.

Williams grew up in the Welsh mining town of Wales, in the United Kingdom. He started boxing at the age of eight because he was picked on and bullied in school.

Although he started boxing at 8 years old, he couldn't compete until he was 10. Williams won his first 34 fights. "I was thirty-four and 0 in my career as an amateur," he said. He fought in more than 100 amateur fights by the time he reached his early 20s.

During his 20-year boxing career, Williams trained with famous boxers, such as Teddy Atlas, Freddie Roach, Tommy Hernes, Larry Holmes, Emanuel Stewart, Tim Witherspoon, and the heavy weight champion of the world, Lennox Lewis.

Williams recently left for a fight in Germany. He is tentatively scheduled to fight in Scranton, July 3, his last fight before leaving for basic training. He is dedicating this fight to the U.S. Army.

Enthusiastic Enlistee Makes Good Recruiter for Union Recruiting Station

Story and photo by Leslie Ann Sully, Columbia Battalion

Miranda Pearson from Woodruff, S.C., wants to make sure other young people understand what the Army has to offer. But what sets her apart from other people who have joined the Army and have then helped recruiters recruit is that she wants everyone to know that the type of job they will get if they choose to enlist depends on them. "I tell them they can get a book and study if they want to improve their chance of scoring well on the test."

Pearson joined the Army as a Food Service Specialist in the last week of March. She received \$50,000 for college and a \$4,000 sign-up bonus. "I am happy because I love cooking and got a job I wanted. I had two jobs in mind; my other choice was Veterinary Food Inspection Specialist but I missed that job by three points on the test," Pearson said. She further explained that her score on the ASVAB gave her a choice of 28 jobs.

Pearson started thinking about joining the military last year and she approached the Navy first. "The recruiter did not sit down and explain everything to me, and so I started looking elsewhere," Pearson said. She then met SSG David Philbeck, Union Recruiting Station, when he came to her house on a routine visit of the area. "That is how we make it out here (in our rural recruiting area). We don't really have a place to P-3 so we make house calls," Philbeck said. He met Pearson on Monday and scheduled an appointment for Tuesday. "She called me on Monday night to remind me about our appointment the next day. That impressed me," he said.

Three days after joining, Pearson called Philbeck and asked if she could help him recruit. Philbeck first took her to Limestone College with him. When he saw how the students gravitated toward her, he decided to bring her to his next high school visit. "She is my spark plug," he said. "She is so motivated." As she



Miranda Pearson answers questions from Gaffney (S.C.) High School students after her presentation to their class.

went on more visits with Philbeck, it seemed natural to have her conduct the appointment. "She gives out her number to people and they call her. Then we follow up on the questions," he said.

She has made house calls and talked with several groups of people. "I talk to whomever we encounter. One time I met a father that said his daughter already had money for college. I told him that was a start but asked if he knew that the Army could provide her with job experience and money for college. Just because someone has a degree does not mean they will get a good job right away, I said. I didn't change his mind, but I did make him think." She said the rejection didn't bother her at all.

"The Motorcity Madman" Visits With Soldiers During Concert



Rocker Ted Nugent, aka 'The Motorcity Madman,' visits with Army soldiers backstage during his concert in Nashville, Tenn. Nugent, (second from right), best known for his lead guitar talent and such hits as Stranglehold and Cat Scratch Fever, shows off his "Army of One" T-shirt. Also shown are (left to right) SFC Lewis Long, Fort Campbell's LaPointe Health Clinic; PFC Timothy Isley, Company A, 3rd Battalion, 187th Infantry, and 1SG Eric Dodson, Clarksville Recruiting Company. Isley, who was recruited out of Lexington, Ky., two years ago, was wounded in Afghanistan. (Photo by Theresa Rachael Shope, Nashville Battalion Public Affairs)

A Full Contact Family

Story and photo by Rae Nola Smith, Salt Lake City Battalion

By day, MAJ Christopher Beveridge deals with the demanding tasks of the executive officer for the Salt Lake City Recruiting Battalion. When he has time off, he spends it with his family and trains in the internationally recognized martial art of Taekwondo. This 2,000-year-old sport develops discipline of mind, body, and character, focusing on self-defense rather than attacking skills.

Eighteen months ago, two of his sons, James, now 10, and Logan, now 8, began training. Three times each week James and Logan would don their uniforms (doboks) while the rest of the family enjoyed the sport from the sideline. Beveridge watched and encouraged the boys for three months and then decided he wanted some of the action. Not to be outdone, Davis, the youngest one in the family decided to begin lessons.

They all take their training seriously, having earned their blue belt, red stripe, with a final goal to advance to the coveted black belt. James and Logan were both selected for the school's prestigious S.T.O.R.M. Team (Special Team of Role Models). Members of the team are selected for their leadership qualities. They must have at least a 3.8 grade point average, a natural ability for



The Beveridge team ready for competition.

Taekwondo, and be willing to work with and help others.

Beveridge and Logan recently competed in the Utah State Taekwondo Championships, each earning the privilege to attend the national championships. Beveridge received gold medals in sparring and forms (Poomse). He will travel to the 29th U.S. National Taekwondo Championship in New Orleans, La., to compete in the single elimination competition. "The top three in each division, in every state, earn the right to attend. I am confident that he will bring home the gold in his division," stated Master Fiedler. Logan won the bronze in sparring and forms and qualifies for the 2003 U.S. Junior Olympic Taekwondo Championships in Orlando, Fla.

Aside from bringing the family closer through athletics, Taekwondo has paved the way to New Orleans and a chance to win another gold medal.

Master Fiedler has been involved in the sport for 32 years and a Master for eight years. He is certified through the World Taekwondo Federation and also serves as the Utah State President for the U.S. Taekwondo Union. Fifty-three of his students have medaled in national competition.

Last Year's Army NASCAR Driver Visits with Recruiters

By SPC Jorge Gomez, Fort Lee Public Affairs

On the eve of competing in the 2003 NASCAR Busch Series at Richmond International Raceway, Brian Vickers took time out of his hectic schedule to visit Fort Lee and Richmond Recruiting Company soldiers.

Vickers, who drove for the Army during the Hardee's 250 race last year, was able to fit into his schedule a last second appearance at the installation's Williams Stadium. It wasn't long before a local company of Beckley Recruiting Battalion soldiers conducting common task training recognized the young celebrity.

They immediately bombarded the Thomasville, N.C., native with questions such as *How fast does your car go? What kind of gasoline does it take? How did you land the job? Didn't you drive for the Army last year? And, Are you interested in a career in the Army?*

As he answered their questions and autographed photos, one recruiter's voice lifted above the others, "Not only does he drive a \$5 million car, but he's young enough to be my kid."

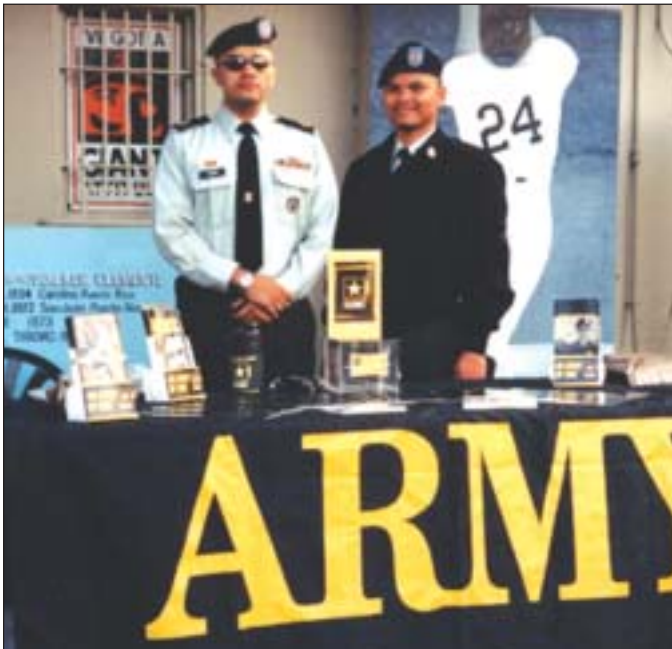
SSG Tony McCarty, Farmville Recruiting Station, Richmond Recruiting Company, said it was a great gesture on Vickers' part to pay the soldiers a visit, but he wasn't about to leave until he had a photo with Vickers' autograph and date.

"The fact that he dates it will have an added value to it," McCarty said. "When Vickers makes it bigger in his career, this autograph will have a lot a value."

Vickers then took a short trip to an advanced individual training dining facility where he met and talked with soldiers and drill sergeants about his experiences as a race driver.



NASCAR driver Brian Vickers signs an autograph for SSG Ronald Cunningham, Colonial Heights Recruiting Station, Richmond Recruiting Company, during his visit to Fort Lee, May 2. (Photo by SPC Jorge Gomez)



SSG John Hunn and SSG Edward Agleham work the Army booth at the main entrance to San Jose Municipal Stadium. The Army collected 19 qualified leads, three COIs, and five contracts from the event.

U.S. Army Night with the San Jose Giants Baseball Team

By John C. Heil III, Sacramento Battalion, and Mike McCarroll, San Jose Giants

On Friday, April 18, 2003, the U.S. Army hosted a San Jose Giants Minor League Baseball event at San Jose Municipal Stadium. The Army received 5,000 personalized general admission tickets that were distributed to recruiters in the San Jose area. The San Jose Giants also distributed 500 Army Night tickets to San Jose high school seniors.

The game on April 18 included a U.S. Army booth positioned at the stadium's main entrance to greet fans as they entered the ballpark. Distributed to fans upon their entry were Army sports bottles, rally towels, and MRE food packs.

The U.S. Army was also featured in pre-game ceremonies. High school students competed in a contest prior to the game date for the opportunity to sing the game's national anthem. Melissa Simon and Megan Wall were the winners. Both high school juniors want to enlist in the Army in the future. As well as throwing out the game's ceremonial first pitch was CPT Brent Streater, of the Naval Postgraduate School, accompanied by a future Green Beret, Matthew San Filippo.

During the game, the U.S. Army co-sponsored an in-between inning promotion where three different colored horses raced behind the outfield wall. The blue horse was victorious resulting in the fans sitting in the section directly behind home plate having Army sports water bottles tossed into their section. The U.S. Army also conducted a prize drawing for one

lucky fan to win AMC movie passes. This promotion included fans signing up to win at the Army's booth, public address announcements reminding fans to enter, and the winner being announced to the crowd.

The U.S. Army Night was promoted in the days leading up to the game with in-stadium flyers posted at the ballpark as well as on the Giants Web site at www.sjgiants.com.

A total of 19 leads, three COIs, five contracts, and community awareness resulted from the event.

"It was a really successful Army event," said CPT Barbara Streater, Monterey Bay Company commander. "The fans were extremely receptive. They were glad to have us out there. Baseball being an All-American sport really worked for us."

"The event was highly beneficial," said SFC Mark Wilder, Almaden Recruiting Station commander. "It was awesome for creating leads, good for DEP retention, and overall very worthwhile."

The Sacramento Battalion also had Army Nights with the Stockton Ports and Modesto A's Minor League Baseball teams in May and plans for more events with the teams in July.



Andrew Streater draws out the winning entry for the Army's drawing of free movie tickets. Andrew is being held by his mom, CPT Barbara Streater, Monterey Bay Company Commander.



Make MWR Your First Stop for Fun and Travel

By Harriet Rice, USACFSC Public Affairs

For the best vacation deals and to take advantage of special military offers, recruiters and their families should make Morale, Welfare, and Recreation their first stop.

This summer, many theme parks, regional attractions, and vacation destinations salute the military with free admissions and deep discounts that last through late fall and early winter.

"Military members and their families enjoy additional savings by purchasing tickets to all kinds of events by logging on to www.offdutytravel.com and clicking on the 'Ticket' links," notes Dan Yount, chief of the Leisure Travel Office at the U.S. Army Community and Family Support Center.

That Web site, www.offdutytravel.com, is the one-stop online "go-to" source for information about every conceivable discount, adds Yount.

For example, there are all-inclusive resort vacations (this means unlimited food, activities, and beverages including those dispensed from the bar) at to-die-for locations in the Caribbean and throughout the United States, as well as discounted RV rentals and much more.

While commercial businesses and theme parks tout their own Web sites — a tempting shortcut to buying tickets and making reservations — purchases

through MWR/ITR outlets and online generates commission revenue that supports local MWR programs and services for military members and their families.

"Losing that kind of local income can mean higher prices for installation MWR programs and services or, in some cases, program or facility cutbacks and even closures," Yount points out.

For recruiters stationed near major military installations, that might mean a visit in person, by telephone, or online to the Information, Tickets, and Registration or ITR office. Any military ID card holder can use any branch of services' ITR, regardless of location.

With families looking to take affordable vacation breaks, retiree grandparents traveling with their grandchildren, and redeployed single soldiers ready for an adventure break, ITR staff are there to help plan getaways, book package tours and cruises, provide tickets to local attractions at discount prices, and provide maps and travel information.

The major theme parks — Disney, Universal Studios, Anheuser-Busch — are all offering free passes to military members. "However, the free admission applies only to active duty military members and members of the reserve component activated since September 2002," says Yount.

Information about all the various passes and offers appears on www.offdutytravel.com at the menu item "Special Free Admission Offers." "We have all the information, including any blackout dates and the application form a soldier needs to bring to the box office to obtain the free admission," says Yount, adding that soldiers should be prepared to provide written documentation and identification to verify their eligibility. Family members must be accompanied by their sponsors in most instances. Retired military and Department of Defense civilians are still eligible to purchase the regular military discount tickets.

"You'd really be hard-pressed to beat some of the travel, entertainment and vacations deals that are being offered to the military right now," says Yount.

Recruiters might also consider the opportunity to take advantage of affordable admissions, vacations, and

deep military discounts through MWR as a selling point when they speak to prospects and their families.

The U.S. Army Community and Family Support Center, based in Alexandria, Va., is the headquarters, Department of the Army agency responsible for Morale, Welfare, and Recreation programs that serve soldiers and families worldwide. For additional information about MWR, log on to www.armymwr.com.



eCybermission Needs Ambassadors, Guides

Army News Service

eCybermission, the Army-sponsored new Web-based science, math and technology competition for middle school students, needs Army volunteers for next year's contest.

Specifically, eCybermission officials are looking for soldier, Army civilian or retiree volunteers to serve as "ambassadors" to promote the contest in their local middle schools and "cyberguides" to assist competitors conduct online research.

The Army launched eCybermission last October. More than 900 teams comprising 3,228 students participated the first year, with 442 teams submitting entries. National eCybermission winners for academic year 2002-2003 were honored with a formal dinner and savings bonds awards in Washington, D.C., May 30.

In the competition, students work as part of a three- to four-person team with an adult supervisor on one of four mission areas: sports and recreation, arts and entertainment, environment, or health and safety.

Top prize is a \$5,000 savings bond per team member. All participants get an eCybermission T-shirt.

Last year eCybermission was offered

to seventh- and eighth-graders. This year's competition will expand to include sixth-graders as well.

Officials said they hope for a more robust eCybermission ambassador force to help make more schools and students aware of the competition.

Volunteers must have a National Agency Check clearance, officials said. Ambassadors and cyberguides will be trained prior to assuming their eCybermission duties.

Ambassadors must be willing to contribute 15-20 hours a month between August and November. Cyberguides should have a science, math or technology background and be willing to work two shifts of one to two hours per week.

To volunteer as an ambassador, visit www.ecybermission.com, or e-mail ambassadorprogram@eybermission.com.

Special Operations Recruiting Company Seeks Recruiters

The SORC is seeking individuals to recruit for Special Forces and for the Special Operations Aviation Regiment. Recruiting for Special Operations units requires the ability to interact effectively with prospective candidates as well as senior Army leadership. Interested soldiers should meet the following criteria: be a competent briefer, be highly motivated, capable of working alone without direct supervision and, in addition, meet the following prerequisites.

- **Male**
- **MOS 79R**
- **SSG through junior SFC (less than three years TIG)**
- **No history of recurring disciplinary action**
- **GT score of 110 or higher**
- **Score of 229 or higher on the APFT (17-21 age category)**
- **Airborne qualified or volunteer for airborne duty**
- **Prior demonstrated success as a station commander with 1-2 years experience**
- **Cannot possess a P-3 profile**

Interested station commanders should mail a copy of their 2-1, ERB, DA photo, last five NCOERs, DA Form 705 (PT Card), and contact information to Special Operations Recruiting Company

Headquarters, BLDG D-3404, Darby Loop, Fort Bragg, N.C. 28310.

POC is 1SG Christopher Hochstetler at (910) 432-1650 or e-mail at Christopher.Hochstetler@usarec.army.mil.

Check It Out

If you haven't taken a look on your Recruiter Workstation C:drive lately, you may be surprised as to what you can find. Look at C:\MYARMY for regulations, pay charts, and the 2003 Pocket Recruiter Guide. The MYARMY folder will continue to get additions to assist in recruiting work.

USAMU Soldier Sets World Record, Wins Gold Medal in World Cup

By Paula J. Randall Pagán, U.S. Army Marksmanship Unit Public Affairs Office

A soldier with the U.S. Army Marksmanship Unit has set a new world record. USAMU international rifle shooter SSG Jason A. Parker triumphed over more than 100 of the world's best Air Rifle shooters to win the Gold Medal and set a new world record in the Men's Air Rifle event.

Parker shot a near-perfect score of 599 points out of a possible 600, which tied with Konstantin Prikhodtchenko of Russia. But in the finals, Parker shot a 103.5 out of a possible 109, beating the Russian shooter who scored a 101.5 in the finals. Parker's final score of 702.5 is 1/10th of a point above the former world record set by Leif Steinar Rolland of Norway in 2001. Parker set the former world record in 1998.

The soldier competed in the USA Shooting National Championships at Fort Benning from June 19 to 28 and will travel to Santo Domingo, Dominican Republic, to represent the United States in the Pan-American Games Aug. 2 to 9.

Parker is the Air Rifle World Champion and won an Olympic Quota Slot for the United States to compete at the 2004 Games in Athens, Greece, when he won

the Gold Medal in Air Rifle at the World Cup in Atlanta, Ga., last year. The shooter, who is the Air Rifle National Champion, as well as the 300-Meter Standard Rifle National Champion, also won the title of World Military Rifle Champion at the 2001 Conseil International du Sport Militaire (CISM) Shooting Championships in Lahti, Finland.

The 29-year-old, who attributes his success to his parents, was raised in Omaha, Neb., and graduated from Bryan High School of Omaha in 1992. He received a degree in psychology from Xavier University of Cincinnati, Ohio, in 1996, where he shot on the university's rifle team. He enlisted in the Army in January 1997 and was assigned to the U.S. Army Marksmanship Unit International Rifle Team in April 1997 after he completed Basic and Infantry Training at Fort Benning.

"I couldn't be where I am today without the Army or the Army Marksmanship Unit," Parker said. "They provided every resource I needed to be where I'm at. To me, being a soldier means doing the right thing, and I would recommend the Army as a career to others."

In 1998, Parker set two world records in Air Rifle and was listed in the Guinness Book of World Records. At the 2000 Olympics, the soldier competed in the Air Rifle competition and was one of the few shooters to make it to the finals. He ended up in fifth place, just missing an Olympic Medal by 7/10ths of a point.

"My three greatest shooting achievements are setting three world records, being the best CISM shooter and becoming an Olympian, and my present goal is to make the 2004 Olympic Team," Parker said. "Becoming an Olympian had been a dream of mine since I was a teenager and the Army gave me everything I needed to attain this goal. I tell young

people who want to make it to the Olympics, "Once you have a dream of what you want to be, make a plan and stick with it, and remember it takes hard work and a lot of discipline."



Gold Badges

RSM MAY 2003



ALBANY

SFC Mable Martinez
SSG Fred Witcher
SSG James Edwards Jr.
SSG Fritz Chatelier
SSG Herbert Hatch III
SGT Erick Ingram

ATLANTA

SSG Joseph Pagano
SSG Stephen Fuller
SSG Kevin McMullen
SGT Roy Turner
SGT Christopher Long
SGT Cedric Harris

BALTIMORE

SFC Jerry Queen
SSG Liviu Ivan
SGT Santos Carreras
SGT Adam Breen
SGT Jason Hasselius

BECKLEY

SSG Steven Stinson
SSG Deborah Cunningham
SSG Rusty Martin Hicks
SGT Mason Ogletree
SGT Jason Depp

CLEVELAND

SFC Gregory Wilkins
SSG Kevin McMullen
SSG Ryan Robrahn
SSG Robert Allbritten

COLUMBUS

SGT Jose Serrano
SGT Anthony Porreca

CHICAGO

SGT Nathan Edwards

DALLAS

SSG Derrick Ross
SSG Terica Shepard

DENVER

SSG Eric Duckworth
SSG Travis Behr

SSG Timothy Pickel
SGT John Bosco
SGT Lasandra Fonder

GREAT LAKES

SFC John Howard
SSG Yancy Shinkle
SSG Brian Jefferds
SSG Donald Hardy
SGT David Bankston

HARRISBURG

SSG Rodney Lindsay
SSG Gerald Kibler

HOUSTON

SFC Russell Merchant
SSG Rodney Baldwin
SSG Orlando Adams

SGT John Doyle

INDIANAPOLIS

SGT Dion Hinze

JACKSON

SSG Timmy Truitt
SSG William Adamson

JACKSONVILLE

SFC Michael Carey
SSG Patrick Shaughnessy

LOS ANGELES

SSG Dean Villanueva
SSG Ramesy Robertson

MIAMI

SSG Dacia Peek
SSG Carlos Nevarez-Ayala

SSG Marvin Solis

SGT David Guffey
SGT Vaughn Charles

MINNEAPOLIS

SGT Jason Miller
SGT Carlos Bothel
SSG Thomas Allen
SGT Jeremey Haugen

MONTGOMERY

SSG Kenneth Webb

NASHVILLE

SSG Jeffery Shott
SSG Carmen Elston
SSG James Glenn
SSG Antonio Villari
SSG Bobby Kindavong
SSG Michael Kayhai
SSG Scott Seeley
SSG Bryan Zipp
SGT Jason Elemen

NEW ENGLAND

SFC Richard Seals
SFC Cameron Button
SFC Reynaldo Cox
SSG Gary Lausier
SSG Cesar Cruztalavera
SGT Glenn Eisenberg

NEW YORK CITY

SSG Leroy Harry
SSG James Caruana
SSG Johnny Santana
SSG Jeffrey Priest
SSG Matthew Lafata

OKLAHOMA CITY

SSG Joseph Roche
SGT Rene Vilorio
SGT Julissa Brene
SSG Gregory Stephens
SGT Christopher Cozad
SGT Isidro Carranza

PITTSBURGH

SSG Albert Taylor
SSG Joseph Morra
SSG Christopher Woods
SGT Brent Barr

PORTLAND

SSG Robert Rose
SSG Earnest Norris
SSG Phillip Roberson
SSG Lance Anderson
SSG Robin Forrey
SGT Jon Hunt

SACRAMENTO

SFC Clement Julian
SSG Edward Agleham
SSG Jesse Togawa
SSG Ralph Guillermo

SSG James Glenn
SSG Antonio Villari
SSG Bobby Kindavong
SSG Michael Kayhai
SSG Scott Seeley
SSG Bryan Zipp
SGT Jason Elemen

SALT LAKE CITY

SFC Froilan Arias
SFC Mark Saltz
SSG Bob Apodaca
SGT Norman Burriss
SGT James Rogers
SGT Matt Bennett

SAN ANTONIO

SSG Robert Anderson
SSG Booker Newton

SEATTLE

SSG Steven Swift
SSG Lorraine Zambrano
SGT Michael Brobston
SGT Allen Taylor

SOUTHERN CALIFORNIA

SSG Kelley Beavers
SGT Laschwann Killens
SGT George Ohan
SGT Douglas Oliver
SGT Laurina Banks

SYRACUSE

SSG Wayne Bort
SSG Russell Crenshaw
SSG Mathew Rado
SSG Eric Peisel
SGT Carl Golden
SGT Ronnie Clark

TAMPA

SSG John Triplin
SSG Gary Utterback

Recruiter Rings

RSM MAY 2003

5TH AMEDD

SFC Jeffrey Franklin
BALTIMORE
 SFC Nigel Allen
 SFC Nilsa Davila-Arand
 SSG John Tramack
 SSG Ronald Eckert
 SSG Vernon White
 SSG Michael Pate
 SSG Rudolph Bryant
 SSG April Habib
 SSG Teddy Wakeman
 SSG Kelly Bennett
 SGT Kenneth McEnaney

CLEVELAND

SSG Shawn Back
COLUMBIA
 SFC Charles Thomas
 SSG Michael Burton
 SSG Monica Godfrey

COLUMBUS

SFC Larry Grube
DALLAS
 SFC Reginald Richardson
 SFC Darwin Buggage
 SSG Javier Marroquin
 SSG Richard Griffis
 SSG Reginald Johnson
 SSG David Curtin
 SGT Michelle Bessard

SGT Robert Jenkins
 SGT Shawn Miller
DENVER
 SFC Pedro Valazquez-Caraballo

DES MOINES

SFC Stephen Harvey
 SSG William Wagoner
 SSG Christopher Jackson
 SSG John McClenny
GREAT LAKES

INDIANAPOLIS

SFC Joseph Lucas
 SFC David Pruni
 SFC Garry Merritt
 SSG Theodore Cooper
 SGT Thomas Jergensen

JACKSONVILLE

SSG Jeffrey Petersen
 SSG Thomas Trentacosta
 SGT Sharon Mikel
MIAMI

SFC Edward Sanchez
 SFC John Garcia
 SSG Reinaldo Boneta
 SGT Gerardo Ortiz-Burgos

MID-ATLANTIC

SFC John Hershaur
 SFC Troy Finley

MILWAUKEE

SSG Dale Marks
 SGT Brian Demerath
MINNEAPOLIS

MONTGOMERY

SFC Charles Womack
 SFC Michael Ball
 SSG Tiffany Tappin
NASHVILLE

NEW ENGLAND

SFC Kevin Bishop
 SFC Daniel Wahl
 SSG Charles Zappone
 SSG Jason Krogstie

NEW YORK CITY

SFC Horace Brown
 SFC James Smith
 SFC Patrick Cole
 SFC Issac Blake
 SSG Roberto Valentin

NEW ORLEANS

SGT Marc Pierre
 SFC Eric Lea
PHOENIX

PHOENIX

SFC Michael Vasko
 SFC Chris Grant
 SSG Christopher Riggs

PITTSBURGH

SSG Michael Rawl
PORTLAND
 SFC Edwin Tabunar
 SFC Scott Hampe
 SFC Spencer Marks

SFC Ryan Akau
 SSG Konrad Wilson
 SSG Shannon Correa
 SSG Robert Kosirog
 SGT Sharon Padua

RALEIGH

SSG Bryon Vickers
 SSG Frank Miller Jr.
 SSG Jason Crider
 SSG John Jones Jr.
 SGT Michael Felder

SACRAMENTO

SFC Jerry Estrada
 SFC Mark Wilder
 SSG Edward Ogara
 SSG Justin Thompson
 SSG Charles Gunn

SAN ANTONIO

SFC John Tijerina
 SFC Jose Ramirez
 SSG Jose Flores
 SSG Leovardo Tellez
 SSG Lee Pitts

SEATTLE

SSG Charles Noble Jr.
 SGT James Lyle
SEATTLE
 SFC Ernest Simpson
 SSG Jason Orahoad
 SSG Jerry Nix
 SSG Donald McClure



SOUTHERN CALIFORNIA

SFC Coe Phillips
 SFC Joseph Russell
 SFC Jose Mendez
 SFC Michael Patterson
 SFC Lillie Mcneill

SSG Jason Montano
 SSG Rene Paredes Jr.
 SSG Ronnie Sarmiento
 SGT Marco Andrade
 SGT Hernan Fierro

ST. LOUIS

SSG Cortez Gillespie
 SSG Aaron Nielsen
 SSG Timothy Erskine
SYRACUSE

SSG Michael Traux
 SSG Crystal Cole
TAMPA
 SSG Steven Gainey
 SSG Ricardo Ibanez-Cintron
 SSG Tyrone Palmer

Morrell Awards

RSM MAY 2003

1ST AMEDD

MSG Wylette Tillman-Provo
 SFC Daron Seymore
 SFC Derryn Knight
 SFC Erick Kramer

HQ USAREC

SPECIAL MISSIONS
 SFC Michael Howland

BALTIMORE

SFC Michael Turner
 SSG Nicholas Kucan
COLUMBIA

DALLAS

1SG Melvin Williams
 SFC Victor Manuel

SFC Cedric Taylor
 SFC Elias Gelat
 SFC William Stauter
 SSG Gerardo Esquivel
DENVER

INDIANAPOLIS

1SG Merle Collard
 SFC Robert Bishop
 SFC Charles Alden

JACKSON

MSG Vincent Lewis
 SFC Neal McMillan
 SSG Kenneth Fauska

KANSAS CITY

SFC Cary Rowe
 SFC Mike Aikins

SFC John Originales
 SSG Kurt Hopson

LOS ANGELES

1SG Juanito Vargas
MIAMI

MILWAUKEE

SFC Demetre Riles
 SFC Brett Fischer
 SSG Brian Pollack

MONTGOMERY

SFC Brian Adams
 SFC Chris Anderson
 SSG Ronald Hurd

NASHVILLE

MSG Ronald Steele
NEW ENGLAND
 SSG Daniel Will

NEW ORLEANS

MSG Gregory Smith
OKLAHOMA CITY

MSG Michael Leach
PHOENIX

PORTLAND

SGT Thomas White
 MSG Timothy Kerber
RALEIGH

SACRAMENTO

SFC Ryan Commedo
 SFC Ira Mullinax
 SSG Michael Card

SEATTLE

MSG Drew Pokorney
 SFC Keith Anderson
 SFC Earl Raehsler
 SFC Timothy Sloan



SEATTLE

SFC Heidi Gallagher
ST. LOUIS

SYRACUSE

SFC Todd Crofoot
TAMPA
 SFC Jeffrey Foster
 SFC Michael Van Dyke
 SFC Rodger Stephenson
 SFC Gregory Calvin

The Test

1. What is the USAREC regulation for the Health Professions Scholarship Program Instruction Handbook on applicant and selectee processing?
 - a. USAREC Reg 350-6
 - b. USAREC Reg 601-37
 - c. USAREC Reg 601-56
 - d. USAREC Reg 601-105
2. Opportunity training consists of pre-selected, prepared instruction on critical tasks that require little explanation.
 - a. True
 - b. False
3. There are three pillars of the leader development process. What are they?
 - a. Institutional Training, Operational Assignments, and Self-Development
 - b. Institutional Training, Organizational Assignments, and Self-Determination
 - c. Institutional Teaching, Operational Assignments, Self-Development
 - d. Institutional Tutoring, Operational Analysis, and Skill Development
4. Any DEP loss taken within 15 days of ship date will not be eligible for recontracting for 60 days.
 - a. True
 - b. False
5. According to FM 7-22.7, leadership is defined as:
 - a. Influencing others in such a way as to gain their trust and confidence
 - b. Influencing subordinates in such a way as to accomplish assigned missions as situations may dictate for the good of the organization
 - c. Influencing commanders and fellow leaders alike by inspirational trust and confidence
 - d. Influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.
6. The team building stages in FM 7-22.7 consist of three parts, formation stage, sustainment stage, and _____ stage.
 - a. encouragement
 - b. entitlement
 - c. enrichment
 - d. enlightenment
7. Recruiting station commanders will ensure that lead generation activities and prospecting efforts are sufficient to support the minimum USAREC prospecting goal of _____ appointment conducts and _____ test per recruiter per week.
 - a. four, one
 - b. two, one
 - c. three, two
 - d. four, two
8. The _____ is responsible for ensuring newly assigned recruiters are adequately sponsored to achieve a smooth transition to USAREC.
 - a. assigned recruiter
 - b. station commander
 - c. first sergeant
 - d. company commander
9. Recruiting station commanders will maintain a brown folder, vital to training, on recruiters assigned to the recruiting station. Each folder will contain the following except:
 - a. Personal Data Form
 - b. PT card and any profiles
 - c. Additional duty orders
 - d. Last two completed NCOERs
10. AMEDD recruiting station assigned recruiting territory is determined by:
 - a. AMEDD recruiting station commander
 - b. AMEDD detachment first sergeant
 - c. AMEDD detachment commander
 - d. AMEDD team officer-in-charge
11. IAW STP 21-1-SMCT, a victim of heat stroke will most likely demonstrate the following symptom:
 - a. muscle cramps
 - b. chills
 - c. rapid breathing
 - d. seizures
12. Of the heat injuries listed below, which has a symptom of excessive sweating?
 - a. heat exhaustion
 - b. heat stroke
 - c. heat cramps
13. When providing aid to a victim with heat exhaustion in a “no chemical environment,” which is an appropriate measure of first aid?
 - a. Pour water on the casualty and fan them.
 - b. Have casualty drink two canteens of water slowly.
 - c. Have casualty sit upright with knees to chest.
 - d. Do not move victim until medical aid arrives.
14. When evaluating a casualty, what is the first measure taken upon contact with the soldier?
 - a. check for breathing
 - b. check for bleeding
 - c. check for responsiveness
 - d. check for shock
15. If the casualty is not breathing, what measure must be immediately started?
 - a. move to shady area
 - b. begin mouth-to-mouth resuscitation
 - c. begin chest compressions
 - d. check for bleeding

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

Mission Box

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



RSM May 2003

Top Regular Army Recruiter

SFC Dale Kelly
New York City

SSG Malcolm Davis
Miami

SSG John Delk
Great Lakes

SSG Hugo Garcia
Dallas

SSG Bryn Luckenbill
Phoenix

Top Army Reserve Recruiter

SFC Steven Crager
Albany

SGT Willa Smalls
Columbia

SGT Todd Fitzwater
Cleveland

SFC Bertha Middlebrook
Dallas

SFC George Ybarra
Phoenix

Top Limited-Production Station

Erie
Pittsburgh
SFC Eric Hawes

Mobile West
Montgomery
SFC Gregory Pamplin
Brandon
Tampa
SFC Rodney Weibley

Cincinnati Western Hills
Columbus
SFC Michael Page

Cedar Rapids
Des Moines
SFC Richard Neese

Kapolei
Portland
SFC Natanael Lebron

Top On-Production Station

Auburn
New England
SFC Gerry Rutledge

High Point
Raleigh
SFC Jason Powers

Caro
Great Lakes
SFC Ronald Voisinet

Wentzville
St. Louis
SFC Christopher Figura

Metro Center
Phoenix
SFC Steven Bafford

Top Company

New Haven
Albany

Greenville
Columbia

Boardman
Cleveland

Dallas
Dallas

Phoenix Central
Phoenix

Top Battalion

Pittsburgh

None

Cleveland

None

Portland

Top Army Medical Department Detachment

None

Carolina

Indianapolis

New Orleans

Southern California

Mission Box Brigade

6th Brigade

Answers to the Test

1. d. USAREC Reg 601-105
2. a. FM 7-22.7, para 4-37, page 4-14
3. a. FM 7-22.7, para 1-59, page 1-26
4. a. CG Message #03-03 (DEP/DTP Asset Inventory)
5. d. FM 7-22.7, page 3-2 (under figure 3-1)
6. c. FM 7-22.7, page 3-13, figure 3-2,
7. a. USAREC Reg 350-7, chap 4, para 4-3 (Note), pg 5
8. b. USAREC Reg 350-7, chap 2, para 2-3, pg 4
9. d. USAREC Reg 350-7, chap 8, para 8-2c(4), pg 10
10. c. USAREC Reg 601-37, chap 5, para 5-6a
11. d. STP 21-1-SMCT, Task 081-831-1008, para 1c(8), pg 490
12. c. STP 21-1-SMCT, Task 081-831-1008, para 1a(2), pg 490
13. a. STP 21-1-SMCT, Task 081-831-1008, para 2b(2), pg 491
14. c. STP 21-1-SMCT, Task 081-831-1000, para 1, pg 474
15. b. STP 21-1-SMCT, Task 081-831-1000, para 2b, pg 474

THIS IS THE ARMY



When you jump,
it's just you.



GO FROM
HIGH SCHOOL
TO FLIGHT
SCHOOL.



ARMY.
BE ALL YOU CAN BE



BEING A SOLDIER MEANS
SOMEBODY'S ALWAYS GOT YOUR BACK.



THIS UNIFORM DIDN'T CHANGE ME.
EARNING THE RIGHT TO WEAR IT DID.



THE ARMY
WILL SET
THE WAY

THIS UNIFORM DIDN'T CHANGE ME.
EARNING THE RIGHT TO WEAR IT DID.



U.S. ARMY

AN ARMY OF ONE