

RECRUITER

United States Army Recruiting Command July 2004

Journal

SUCCESSFUL
MEGA DEP
in Action

page 16



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United States Army Recruiting Command

Journal

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Features

6 Celebrating the Year of the Station Commander

Maj. Gen. Michael Rochelle declared the year 2004 as the Year of the Station Commander during the ALTC held in February.

10 Army Gets New Combat Uniform

The Army will field a new combat uniform designed by NCOs and tested by Stryker Brigade Soldiers.

11 All American Bowl Scores Touchdown in Event Marketing

The Army earns Event Marketer magazine's top "proprietary property" honor for 2004.

12 Our Changing Army

Brigade leadership received the first of the chain-teaching briefings on



the Army Campaign Plan during a video teleconference and were instructed to set up briefings down to recruiter level.



Happy Fourth of July!

Departments

- 2 Commanding General
- 3 Command Sergeant Major
- 4 Chaplain
- 5 The Way I See It
- 8 Pro-Talk
- 21 Safety
- 22 Field File
- 26 News Briefs
- 30 Salutes
- 32 The Test



Front Cover: Eugene Company in Albany, Ore., holds mega DEP function. (Photo by Charles Glenn, Portland Battalion)

13 Recruiting Spouse Gets National Recognition
A 6th Brigade recruiting spouse receives the Emma Marie Baird Award for Army Community Service and Family Team Building efforts.

14 FMRs — Who They Are and What They Do
Field Marketing Representatives, one at each brigade, play an advisory role to commanders in planning local advertising and recruiting events.

16 Mega DEP
Eugene Company, Portland Battalion, shows how to do it. DEP referrals are one of the most valuable tools in the recruiting toolbox and Portland Battalion has had a lot of success by emphasizing it.



Photo by Charles Glenn

18 A Change of Heart
An Iraqi major from Saddam's old Army looks at things in a different light. He now serves in the new Iraqi Army, recruiting new soldiers.

20 The Form 816 Gets a Revision
The USAREC Form 816 is one of the most important tools leaders have to assist in developing, implementing and executing a plan to accomplish the mission.

The True Tip of the GWOT Spear



Maj. Gen. Michael D. Rochelle

From time-to-time, I have experiences and encounters that I share with the command and RJ through this medium.

One such experience was the trip to Fort Campbell several months ago to welcome home a large group of Screaming Eagles. The reason for sharing such experiences is the broader perspective it provides, as well as the extra “boost” it gives when one sees the tremendous support given our Army, our Soldiers and U.S. Army Recruiting Command. I recently had another thought provoking and exhilarating experience that I would like to share.

While participating in a recent change of command ceremony, I had the privilege to again shake the hands of two distinguished gentlemen who honored the incoming and outgoing commanders, as well as the Recruiters on the field, with their presence. One was a former Vice Chief of Staff of the Army, the other a distinguished Civilian Aide to the Secretary of the Army (Emeritus). Both were present two years earlier during the change of command ceremony that installed the outgoing leadership. During the brief, but very pleasant exchange before the ceremony, we discussed the “Tip of the Spear.” We spoke briefly about how many groups and organizations declare themselves as the tip of the spear in the global war on terror; each having an unmistakable claim on the title. In the final analysis, however, Recruiters and station commanders within USAREC truly represent the tip of the spear.

Encounters such as I previously described often linger with me, as I ponder the larger implications. I know, for example, that Army Recruiters realize that without their individual and collective successes, mission is at risk. Yet, how often do we see our individual contributions as crucial to the success or failure of the larger fight? Trust me, each Recruiter’s success sharpens the tip of that spear! Finally, I could not help but ponder how important it is for every leader in USAREC to convey to our families this same message.

Clearly, doing so will not lessen the sacrifices they make in support of their loved one’s pursuit of mission, but it will help place those sacrifices within a larger and clearer context. The exchange with those two distinguished gentlemen confirmed for me what I instinctively knew — USAREC families are also at the tip of that spear.

As we enter the final quarter of fiscal ’04, it will serve us well to ponder the words of the former Vice Chief of Staff and our staunchly supportive Civilian Aide to the Secretary of the Army. Some experiences and encounters are well worth pondering for their broader lessons.

This was such an encounter, and I thought I would share it with the command and the many readers of RJ.

We truly are the tip of the spear! Accordingly, Mission Box is our standard!

**Recruiters and station commanders within USAREC
truly represent the tip of the spear ...
USAREC families are also at the tip of that spear.**

Market-Focused Recruiting (Market Segmentation)

Battlefield intelligence strongly suggests the current recruiting operating environment has changed!

The tactics, techniques and procedures employed in the past are not producing the desired results needed to dominate the market. Have we adjusted our business practices to adequately identify and engage the target market? Have we trained and provided guidance to the field force on their target market?

Lead Source Analysis (LSA) reports reviewed at station, company and battalion level reveal walk-in/call-in and face-to-face activities/production are down FYTD versus last year. Yet, we continue to rely heavily on these lead sources to achieve mission. Though studies indicate a decline in influencer support, we continue to schedule and conduct sales presentations without influencer involvement.

A wise man once said, "If you continue to do the same old things, expect the same old results." Current DOD market share data supports the fact that quality young men and women are joining the military at a high rate, albeit, not as high a rate as last FY. The Army is losing market share across the board in quality, volume and female production at a higher rate than our DOD counterparts. The million-dollar question is what must we do to recapture market dominance.

A thorough understanding of the marketplace and the competition is fundamental to recruiting success. What is the Army image in our market area and what can we do to improve it? How is the mission developed at each level given market factors and resources available? Who and where is our target population? What is the most successful lead source? What key demographic (income, market, lifestyle and education) information must we know about the target market? Are there untapped markets of potential? Does our sales message resonate with today's youth? We must identify our competition and how are they faring in the marketplace relative to market share as well as how they are successful. How do we use market data to develop and direct plans of action to capture 50 percent Grad Alpha and 50 percent Volume resulting in mission accomplishment?

According to URs 350-6 and 350-7, every recruiter will have an identifiable market in which to recruit and it will be outlined on the Operations and Analysis Board. While all leaders are responsible for evaluating the market and directing the recruiting effort, it is critical for field recruiters to understand the

questions posed above and the impact each has on their assigned area. USAREC Pam 350-7 outlines two critical roles for field recruiters in the civilian community: market experts and ambassadors for the U.S. Army. Many tools are available to the field force to meet the requirements of

evaluating the market, developing market expansion plans and targeting the market. There is a wealth of market data/knowledge located on the Center for Accession Research (CAR) Web site linked from the USAREC Intranet home page and TOS reports.

The analysis of these reports in conjunction with recruiting knowledge significantly assists in identifying market potential down to ZIP code level and focuses recruiting efforts on lead sources that have been productive. For example, the MV50 Micro Vision Household Segmentation and Contract Production data provides users with information in classifying populations into manageable groups and has the capability to analyze historical production by market segment to determine buying habits (propensity to enlist). It also profiles and identifies potential college and high school markets and prioritizes them for penetration. When segment analysis is combined with precision-coded lead lists to identify the MV50 segments, the leads can be identified for future buying potential and prioritized for contacting. Analyzing the historical lead source can determine the most productive prospecting technique and direct recruiters to targeted markets with specific prospecting goals.

The MV50 Segmentation tool is just one of several tools available to analyze market data and trends. There are numerous reports available that provide insight to market uniqueness and assist with market penetration. Each element of the command must understand the dynamics of their market, especially the field recruiter who is truly on point. Understanding market analysis, developing and adjusting prioritized prospecting plans are critical tasks that must be mastered if we are to succeed.

As we place emphasis on demographics, additional consideration must be given to the level of competency and proficiency of our entire field force. If they are not trained, we must get them trained. Also, consider the unique skills and talents of assigned Soldiers and family members and use them in the community. By exploiting the skills of our "Team," we reinforce the Army image and provide our communities an opportunity to see who and what our Army is made of. In doing this, we reinforce that recruiting quality Soldiers is our No. 1 goal.



Command Sgt. Major Harold Blount

“INTEGER!”



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

My wife and I raised two beautiful girls who are now married and have families of their own. During their teen-age years, like many parents, we lived with the fear that someday they would make a life changing decision such as to drop out of school, marry someone we totally disapproved of or even become pregnant. Therefore, I instructed our girls that if they had to share such emotional information they should come to my office, give me the news, and immediately leave the room shutting the door behind them. I knew that my initial reaction would be to say something that could leave emotional scars and start a chain reaction that could forever alter our family. Parents, spouses, and all levels of leadership must understand that if we desire those around us to live lives of integrity we must plant the seed in the ground that will enhance its growth and production.

General Charles C. Krulak’s militaristic etymology of the word integrity can provide us greater clarity.

“During the time of the 12 caesars, a centurion would each morning inspect his troops. Standing in front of each legionnaire, the soldier would strike with his right fist the armor breastplate that covered his heart. The armor had to be strongest there in order to protect the heart from the sword thrusts and from arrow strikes. As the soldier struck his armor, he would shout “integritas,” (in-teg-ri-tas) which in Latin means material wholeness, completeness, and entirety. The centurion would listen for this affirmation and also for the ring that well-kept armor would give off.

At about the same time, the praetorians or imperial bodyguards were ascending into power and influence. They no longer had to shout “integritas” (in-teg-ri-tas) to signify that their armor was sound. Instead, as they struck their breastplate, they would shout “hail caesar,” to signify that their heart belonged to the imperial personage — not to their unit—not to an institution — not to a code of ideals.

A century passed and the rift between the legion and the imperial bodyguard and its excesses grew larger. To signify the difference between the two organizations, the legionnaire, upon striking his armor would no longer shout “integritas,” but instead would shout “integer” (in-te-ger).

Integer means undiminished; complete; perfect. It not only indicated that the armor was sound, it also indicated that the soldier wearing the armor was sound of character. He was complete in his integrity ... his heart was in the right place ... his standards and morals were high.

Leaders at all levels of influence (parents, spouses, and every soldier) can facilitate the development of integrity within their organization by implementing three principles.

- **A LEADER’S ACTION SPEAKS LOUDER THAN HIS OR HER POLICY**

One can make hundreds of edicts, but if our actions do not support our intent they will not change the organization. If a leader is deceitful, never keeps his or her word, or cannot be trusted, others will be inclined to model this style.

- **A LEADER’S REACTION DETERMINES THE LEVEL OF DISCLOSURE HE OR SHE RECEIVES**

If you shoot the messenger you may eliminate the message. How do we receive bad news? Are we open to negative information? We cannot fix or change what we do not know. Take time to reflect upon the message. Seek a sounding board to determine if your emotional response is logical.

- **LEADERS GET WHAT THEY EXPECT**

If you demand full disclosure, you will get full disclosure. If you want 100 percent compliance that’s what will be reported no matter what the truth may be. It is amazing how humans employ selective listening. Leaders can declare their intent and if they are not clear or are ambiguous a subordinate will only hear the ambiguity.

Leaders whether in the office, on the battlefield or in the home must understand the importance of integrity to their organization. We must live it in our lives, expect it from those around us and teach it to our children. May we all reflect upon the values of our character.

Integer!

Station Box Points

A recruiter recently addressed the issue of station box points and the effect on recruiters who did not net a “quality” contract.

In your response to the article, it basically left us (recruiters) in the same place we were before we asked the question. Four “non-quality” contracts and yet no reward for the effort, other than the quote, “find a GSA.” But let’s not forget that without those “others,” mission box would have not been achieved.

The dictionary defines quality as: A distinguishing character which makes something such as it is, a high degree of excellence.

The Soldiers who are fighting in Iraq, Afghanistan, Kosovo, Bosnia and many other places — aren’t those Soldiers quality? Do infantry squad leaders ask them what their AFQT was? Is it an issue when it comes to defending our country from its enemies? Why are we so focused on something which, at the end of the year, will turn into a number and state that the Army achieved their mission for the current FY?

The answer is that recruiters are prospecting in the wrong market. What is the right market — high schools, colleges, universities and face to face? Where are the GSAs? Is there another market out there that we don’t know about?

If “Johnny” wants to be an infantryman (the one job that most people fear) and only scores 35 on the ASVAB, but is willing to do so, and ultimately sacrifices his life for the better of the mission, unit and nation, how can we say that “Johnny” is not quality?

Perhaps we should just raise the bar and make this a “quality only mission” altogether. The AFQT must be 50, for everyone, nothing less, only quality. The Air Force goal is 40 AFQT to join no matter the category. Well, let’s just make it 50, everyone would be quality and we would not waste any effort to recruit those willing to do the job with less than a 50 AFQT.

After all, once in uniform, after BCT, AIT and the long walk from the combat zone, all of them are “quality” Soldiers.

As a recruiter, I understand some of the intent behind the “quality” market, as a Soldier, I never knew about this issue, I never asked my Soldiers for their AFQT.

After mission box, the answer is that we prospect in the wrong market because one GA is better than three others? Then, what is the “right” market? Because at the 5-yard line, on the last day of the RSM, the company, the battalion, the brigade, and USAREC will want that bravo to mission box.

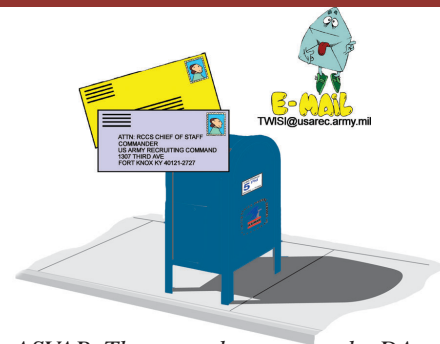
I wholeheartedly agree with you that the young men and women serving on the frontlines protecting America’s freedom are quality Soldiers. We are lucky to have such committed people, protecting our way of life and our interests around the world, as members of the Army Team.

To answer your question regarding why the command focuses on quality enlistment contracts, we must first recognize the difference between quality Soldiers and quality enlistment standards. First, if it weren’t for the quality standards enforced by USAREC, the Army would not have the caliber of Soldiers we now have fighting the War on Terrorism.

Furthermore, it is imprudent to compare the Army recruiting mission with the recruiting mission of the Air Force or any other branch of service. Nor can we compare minimum qualifications with our sister services. The Army establishes standards that ensure we have the right men and women to fulfill the demands that are created by an Army at war.

There are three basic criteria that determine quality mission standards for USAREC. All three help establish why the command requires Mission Box success to include one GSA production by each member of the recruiting station.

The foremost concern when establishing quality mission standards is direction by the Department of the Army. Each year, DA imposes quality marks. The fiscal year 2004 Active Army quality goals are: at least 90 percent high school diploma graduates, at least 67 percent test score category I-III A, and not more than 2 percent TSC IV. In short, at least two out of every three individuals we enlist must score 50 or higher on



the ASVAB. These numbers are set by DA and are non-negotiable. Additionally, an individual who scores TSC I-III A, who is not a HSDG, does not count as a quality contract. MOS qualification is the second criterion. There are several specialties that require applicants to obtain TSC I-III A in order to qualify for enlistment. In FY 03, the command accessed 4,534 Health Care Specialists (MOS 91W), all were required to be TSC I-III A. With advances in technology, we must ensure we have the right Soldier in the right place, at the right time, fully capable to do the job.

Our third criterion involves attrition rates. Historical data shows that recruits who fail to score in TSC I-III A have a higher propensity to be discharged during Initial Entry Training, while “quality” enlistments are more apt to successfully complete their initial enlistment. Retaining Soldiers throughout their first contractual period saves the Army money and reduces future recruiting accession requirements. This mutually benefits the Army and the recruiters who provide the Army strength.

The command’s success depends on the success of our recruiters. The Army’s success depends on the Soldiers we recruit. We cannot improve morale by lowering standards. The purpose of the Recruiter Incentive Awards Program is to recognize recruiters who participate in Mission Box success. As I stated previously, the standard requires that each recruiter must assist the station by writing a quality contract to share in the station’s Mission Box success.

Recruiting is and always will be a challenging profession. We make a conscious effort to recognize those that live up to the challenge. It is not impossible to write one GSA per month. It is impossible for the command not to expect it.

Celebrating the Year of the Station Commander

By Pearl Ingram, Editor, Recruiter Journal

As any station commander would likely say, it takes long hours, lots of self-motivation, and more than a few well-learned time management skills to be successful.

“Listen to your CLT,” is how Sgt. 1st Class Robert Leader describes his learning experience, “because they know what’s going on.”

Sergeant Leader, who is a fairly new station commander in charge at the Eau Gallie, Fla., station, has been an on-production station commander for five months now. He doesn’t yet have the Recruiting and Retention School’s Station Commander Course under his belt but is scheduled to complete it this month.

Even without the training, Sergeant Leader has done well in the five months he has been assigned as a station commander. He was 2d Brigade’s top on-production station commander for recruiting station month April. He says he expects to grasp more of the management skills and gain a good deal of knowledge about reports by the time he finishes school.

“You take on more responsibility as far as the paperwork portion and dealing with what needs to happen on a day-to-day basis with reports,” he said. “It’s an adjustment.”

Learning the job of managing

Ask a more seasoned station commander, Sgt. 1st Class Elias Gelat, about learning the job of managing a station well and he will quickly say that there’s a lot to learn.

He feels the online station commander’s course covers too many things individual station commanders may not need to know, such as getting plane tickets or bus tickets.

“I’ve never had to deal with that,” said Sergeant Gelat. “I think the course should concentrate more on the end-of-month reports, market analysis, high school programs, and things like that.”

Sergeant Gelat has been a station commander for four and a half years now and was the Station Commander of the Year in 2003. He was at the Annual Leaders Training Conference in Nashville, Tenn., during February when Maj. Gen. Michael Rochelle announced that the Year 2004 would be the Year of the Station Commander.

“I was a little surprised,” said Sergeant Gelat. “They had

never really done anything like that before.”

Sergeant Gelat said he believes the Year of the Station Commander would be the right time to begin a new station commander’s program, somewhat similar to the new recruiter program. His vision would be a mentoring program to help the future station commanders learn about the job before they are faced with the responsibility for making the mission.

“I think training is important. Far too often the training we do is weak,” said Sergeant Gelat.

He would like to see an apprenticeship or mentorship program for new station commanders set up during this year. He said that when he first became a station commander he sought out help from his peers.

“Find the smartest guy you know and ask him what he is doing,” said Sergeant Gelat. “That’s how I learned.”

Command Sgt. Major Michael Horner, 5th Recruiting Brigade, says he missed General Rochelle’s announcement at the ALTC but, he believes, based on world events, the station is where the main emphasis should be.



Sgt. First Class Robert Leader, now a station commander, was selected as the Recruiter of the Year and the Top DEP Sustainment Recruiter for the Jacksonville Battalion during the Annual Training Conference in 2003. Lt. Col. Andrew Yee and Command Sgt. Major Miguel Ramos Jr. made the presentation. (Photo by Ted Jones)



Sgt. 1st Class Elias Gelat, North Richland Hills Recruiting Station, Dallas Battalion, accepts the Station Commander of the Year 2003 trophy from Command Sgt. Major Harold Blount and Maj. Gen. Michael Rochelle during this year's ALTC. (Photo by Bob Stevenson)

according to 1st Sgt. McCartney, they can get overwhelmed and they can forget their most important duty — training the recruiters.

“When that happens the recruiter is just out there fluttering and flapping in the wind so to speak,” said 1st Sgt. McCartney. He says Sergeant Carpenter teaches his recruiters first, which then allows him time to do his job because the recruiters are trained.

Another critical aspect of the station commander's job is analyzing the market said 1st Sgt. McCartney. For example, an accident during a recruit's basic training can turn the market in the station's area immediately he said. But on the other hand, a popular student who enlists can lean the station's market just as far to the positive side in the market.

“So the market is constantly changing at the station level,” said 1st Sgt. McCartney. “They have to constantly and consistently analyze their market and head off trouble before it happens and capitalize on things that are beneficial.”

1st Sgt. McCartney says the station commander is the one person in USAREC who has direct access to the recruiter on a daily basis and it's because of them that a station is either successful or not.

It all goes back to General Rochelle's announcement at the ALTC during early February. All of USAREC will focus on how to keep the station commander successful.

“Of course, the station commander is the center of gravity for the command and is especially needed in the current environment,” said Sergeant Major Horner. “With the projected increased mission and in order to be more productive and efficient, our station commanders have to ratchet up their expertise level.”

During the Year of the Station Commander, Sergeant Major Horner would like to see more emphasis placed on updating doctrine and regulations to catch up with the current recruiting practices.

“There are a lot of things going on within the command and a lot that has been addressed. There are things that are underway and, of course, with technology, we're growing quick.”

A successful station commander

Being a successful station commander takes more than up-to-date regulations and keeping up with myriad reports. According to 1st Sgt. Don McCartney, Yakima, (Wash.) Recruiting Company, his successful station commanders are team oriented.

“In other words, they're out there with the team when they are doing their daily business. They don't sit in the office and do DPR and see the recruiter once a day. They're involved in the hourly processes, and it's with positive motivation that they do that — not by micromanaging.”

Leading from the front is how 1st Sgt. McCartney describes his best recruiters. He says they're not the ‘I say, you do’ type of leader.

1st Sgt. McCartney says the Yakima station has historically been at the bottom in USAREC for years. But with Sgt. 1st Class Jerry Carpenter's positive leadership, right now they are No. 1 in the Seattle battalion.

“That's just unheard of for that station,” said 1st Sgt. McCartney. “He knows how to be negative when he's got to but, it's just his ‘we can do it positive attitude.’”

With all the things station commanders have to do,



1st Sgt. Donald McCartney and Sgt. 1st Class Jerry Carpenter take a look at the Yakima, (Wash.) recruiting market during a station visit in June. (Photo by Roxanne Martin)



ARISS & Leadership ... Keys to Increasing Production

MSG Edward Benedictus, G-3 Training, Plans and Doctrine

Wouldn't it be nice if as a leader you only had to input data into ARISS and the system would do the rest? Unfortunately, "the box" has no leadership skills or abilities. That's where you the recruiter, station commander, and first sergeant come in. The ARISS system was designed to assist the field force in their recruiting efforts. The system is only as good as the user.

How can you help yourself? First, you must lead by example. Lead your soldiers by properly using the ARISS system. One of the biggest mistakes we can make as recruiters is not building

the lead, prospect, or applicant into the system. By failing to do this, we are not allowing the leader to give us the proper guidance in moving the person through the sales cycle. As leaders, it is imperative to **VALIDATE** every appointment that a recruiter makes and conducts. We do this through proper use of Daily Performance Review.

By properly using ARISS from the start, we are allowing the system to help us in a variety of ways. One of the first things it does is help us identify trends. For example, what is the lead source? Where is the appointment scheduled to be conducted?

How can this help us as a recruiter? One way in which it can help is in determining if we are having no-show trends. If you are scheduling all of your appointments to be conducted at the recruiting station and are then being no-showed, you may have a problem. It can also help the station commander develop a training plan for the individual recruiter, or in some cases, the entire station. If the data is never properly built into ARISS, it may take longer for the leader to determine trends.

In addition, ARISS can help us move the applicant through each step of the sales cycle. During this process, the station commander can *direct* the recruiter into moving the applicant through the sales cycle. This is where the station commander uses remote and face to face DPR to inform the recruiter what the next step will be. When used properly and effectively, ARISS can become one of the most effective tools the recruiter has in his possession to achieve mission.

When used effectively, it can help a recruiter synchronize all his tools into one centralized location. What am I talking about? The ARISS system was developed so that all the tools needed for the recruiter to do their job would be readily accessible. For example, you can build your planning guide through Outlook and your lead refinement lists can be loaded into the ARISS system. These are just a few of the many benefits the ARISS system has. By continual use of the ARISS system, proficiency in projecting and processing applicants will increase the amount of time you have to do other things.

Leadership is fundamental to the success of each individual recruiter. As a station commander, the ARISS system is designed to help you be more effective while performing DPR with your individual recruiters. The same can be said while performing DPR between the first sergeant and the station commander. There are many examples of how proper leadership, when used in conjunction with the ARISS system, will help overall station and company efficiency.

The following are just a few: Have you heard the phrase “I can’t see the forest because of the trees?” This is how it can feel for a recruiter who is “struggling” to write contracts. Sometimes, as a recruiter, we are only concerned with making or conducting as many appointments as we can. Often it’s because we feel that is what the station commander wants. As the station commander, you are charged with analyzing your individual recruiting strengths and weaknesses. Once you start to notice a recruiter’s production slipping, the ARISS system can be used to determine where the disconnect may be. This is vital to the overall success of the station. Remember station commanders, it starts with *you* enforcing the standards and ensuring your recruiters are building all applicants into the ARISS system.

As a former first sergeant, I understand that sometimes we feel as if we have too many other “tasks” to complete and that we don’t have the time to use the ARISS system. I learned

quickly that the ARISS system when used properly could help make our jobs much easier. You are the senior NCO in your company. You are charged with ensuring your entire recruiting company is not only trained but trained to standard. By doing a thorough analysis of your company’s trends, you can determine sales training problems not only by station but for your entire company.

Remember, not everyone is going to be at the same proficiency level on the ARISS system. We should all, however, be proficient enough to use it to *help* make our mission. The ARISS system is an asset available to us. It *cannot* replace solid leadership. Every recruiter from the detailed recruiter to the USAREC command sergeant major is a noncommissioned officer and a leader of Soldiers. Leaders make things happen.

Bright Idea

It is frustrating to a recruiter to have an otherwise perfect applicant breeze through the ASVAB and hot-seat interview, only to get to the Military Entrance Processing Station and become a Refuse to Enlist because the applicant failed the color blind test even though he or she had 20/20 vision.

In order to come up with a practical solution to this problem, the Indianapolis Recruiting Battalion began to think out of the box. We envisioned that if we were able to give a pre-screen for possible color-blindness or red-green deficient, we could begin the process of preparing our applicants for the shock of the possibility this might happen at MEPS. The applicant can then consider the many other options the Army has to offer.

Self-visual exams are available online through several Web sites.

Maj. Edward J. Daes



Sgt. 1st Class Jeff Myhre, the Program Executive Office NCOIC, sports the Army Combat Uniform, the recently approved wear for Soldiers. It contains 20 new improvements.

Army Gets New Combat Uniform

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

The Army will field a new combat uniform designed by NCOs and tested by Stryker Brigade Soldiers in Iraq. Three different versions of the ACU have been developed, and more than 10,000 uniforms have been produced and dragged through the sand in Iraq and at Army training centers. Even more will be issued by April 2005 to Soldiers in deploying units. Fielding to the total Army should be complete by December 2007, said officials from the Program Executive Office, known as PEO Soldier.

There were 20 changes made to the uniform, to include removing the color black and adapting the digital print from the Marine Corps uniform to meet the needs of the Army, said Sgt. 1st Class Jeff Myhre, the Clothing and Individual Equipment noncommissioned officer in charge.

“The color scheme in the ACU capitalizes on the environments that we operate in,” Myhre said. “The current colors on the ACU are green-woodland, grey-urban environments and sand brown-desert.”

Every change was made for a reason. The bottom pockets on the jacket were removed and placed on the shoulder sleeves so Soldiers can have access to them while wearing body armor. The pockets were also tilted forward so that they are easily accessible. Buttons were replaced with zippers that open from the top and bottom to provide comfort while wearing armor.

Patches and tabs are affixed to the uniform with Velcro to give the wearer more flexibility and to save the Soldier money, Myhre said. Soldiers can take the name-tapes and patches off

their uniforms before laundering, which will add to the lifecycle of the patches.

The ACU will consist of a jacket, trousers, moisture wicking T-shirt and the brown combat boots. It will replace both versions of the BDU and the desert camouflage uniform. The black beret will be the normal headgear for the ACU, but there is a matching patrol cap to be worn at the commander’s discretion.

At \$88 per uniform, about \$30 more than the BDU, Soldiers will eventually reap gains in money and time by not having to take uniforms to the cleaners or shine boots.

The life of the ACU began in January 2003 when PEO Soldier teamed with Myhre, Master Sgt. Alex Samoba and Staff Sgt. Matt Goodine — from the 1st Stryker Brigade, Fort Lewis, Wash.

The team looked at a number of uniforms and took the best part of each uniform and combined it into one. They built their first prototype and delivered 25 uniforms to Stryker squads at the National Training Center. After listening to their comments, the team went back to the lab and created prototype two.

Twenty-one uniforms were then delivered to Stryker Soldiers at the Joint Training and Readiness Center, Fort Polk, La.

“We watched them as they entered and cleared rooms, as they carried their rucksack and all of the things they had to be able to do in the uniform, and then we came up with prototype three,” Myhre said.

Two issues of the third version were given to the Stryker Soldiers deploying to Iraq. Three months ago, Myhre was among a team who visited Iraq to get more feedback from Soldiers.

“We would talk to Soldiers right after they had completed a mission while the benefits of the uniform were still fresh in their minds. We wanted to know how did the uniform help the mission.”

Uniform changes include:

- Mandarin collar that can be worn up or down
- Rank insignia centered on the front of the blouse
- Velcro for wearing unit patch, skill tabs and recognition devices
- Zippered front closure
- Elbow pouch for internal elbow pad inserts
- Knee pouch for internal knee pad inserts
- Drawstring leg cuff
- Tilted chest pockets with Velcro closure
- Three-slot pen pocket on bottom of sleeve
- Velcro sleeve cuff closure
- Shoulder pockets with Velcro
- Forward tilted cargo pockets
- Integrated blouse bellows for increased upper body mobility
- Integrated Friend or Foe Identification Square on both left and right shoulder pocket flap.
- Bellowed calf storage pocket on left and right leg
- Moisture-wicking desert tan T-shirt
- Patrol Cap with double thick bill and internal pocket
- Improved hot-weather desert boot or temperate-weather desert boot
- Two-inch, black nylon web belt
- Moisture-wicking socks

All-American Bowl Scores Touchdown in Event Marketing

By Steve Johnson, Manning, Selvage & Lee Public Relations

The U.S. Army All-American Bowl plowed through a crowded field to earn Event Marketer magazine's top "proprietary property" honor for 2004. The award was presented in April to members of Accessions Command's Strategic Outreach Division and staff from Relay Sponsorship and Event Management at a ceremony in Chicago.

It also goes into the trophy case with the "Top 25 Marketer" honor also given by Event Marketer magazine last year.

"All of us who work on this project, whether with the Army or Relay share one passion — a passion for the men and women of the United States Army. And we dedicate this award to them," said Tom Tiernan, of the Outreach and Event Marketing Division.

Event Marketer's Ex Awards is a competition recognizing outstanding event and experiential programs. Judged by a



The Army's All-American Bowl earned Event Marketer magazine's top proprietary property honor for 2004. (Photo by Greg Calidonna)

panel of experiential marketers, the organizers believe event programs are emerging as "the marketing medium of the 21st century, where the many 'established' marketing disciplines come together to support a LIVE expression of the brand."

"Young Americans have a broad range of interests, and we need to use a broad range of vehicles — such as media, Internet, partnerships, etc. — to reach them," said Lt. Gen. Dennis D. Cavin, then commanding general for the Army Accessions Command.

"Sports marketing makes compelling business sense when you consider the massive fan base in sport venues," he

continued. "Sport venues provide an extraordinary opportunity to deliver the Army's message to a large youth and influencer population in an environment where they are more receptive to the message."

The All-American Bowl has become the Army's crown jewel event in its strategy to use sports and entertainment to connect with young Americans and their influencers. Since 2002, when the Army came aboard (the first All-American Bowl was played in January 2000), the game has grown to more than 25,000 spectators from 17,000; and it is broadcast reaching more than 2 million households.

"The U.S. Army All-American Bowl is a visible symbol of the Army's commitment to providing young Americans door-opening opportunities that empower success," said Col. Thomas Nickerson, Director of Strategic Outreach.

The Army's sports event marketing program began in September 2000 when the Army began its partnerships with the National Hot Rod Association and Schumacher Racing. The program has now grown to include partnerships with the Professional Bull Riders and Professional Rodeo Cowboy Association, NHRA, NASCAR, Arena Football, Major League Soccer, Spring Break at South Padre Island and Panama City Beach and several programs designed to reach minority prospects.

During the 2004 game, played Jan. 3 in San Antonio, Event Marketer visited with General Cavin, members of his USAAC staff, and the Relay team. The result was a four-page cover story that highlighted the Army's event marketing initiative — specifically the game, the National Hot Rod Association drag racing team, the NASCAR program, and the Army's partnership with Arena Football — and how it fit into the larger, multi-discipline outreach strategy of "An Army of One."

In the article (February/March 2004), the author outlined the 11 marketing rules by which the Army lives:

- Be dominant
- Have one face
- Drill it down
- Use events as door-openers
- Bridge the gap
- Leverage events as content
- Lead with leads
- Green the troops
- Don't forget the influencers
- An experience can be virtual
- Run events as you run your business

In the end, the Army outreach strategy continues to receive critical acclaim for the success it achieves. And now success can be measured not only in contracts, but also in trophies.

Our Changing Army

From the Army Campaign Plan Briefing

A Department of Army requirement for officers and enlisted personnel to be briefed on the Army Campaign Plan had its head start June 24 at Headquarters, USAREC. Brigade leadership received the first of the chain-teaching briefings and were instructed to set up briefings down to recruiter level by July 13.

“This is green tab business,” said Maj. Gen. Michael Rochelle, USAREC commander, during a video teleconference with brigade commanders. He asked commanders to include families whenever possible and present the briefing at Family Readiness Group meetings and the Army Family Action Plan conferences.

The campaign addresses personnel policies to facilitate changes for Soldiers and families and provide them with better stability and predictability. The changes will allow for flexible projections in key regions and reduce the Cold War overseas basing burdens.

The current Army is a divisional one but will become brigade-based under the Army plan. Brigades will transform into Units of Action and divisions will transform into Units of Employment. More combat power will be generated by adding up to 15 brigades over the next six years and by standardizing Brigade Combat Teams/Units of Action providing a deeper rotation pool. Standardizing both Active and Reserve Component units means units will deploy less often, on a more predictable schedule, and have more time to train.

Stabilizing the Force

The Army’s goals are to relieve stress by reducing PCS moves, increasing tour lengths, and stabilizing Soldiers and families. Enlisted Soldiers can reenlist for their present unit or for the needs of the Army if they desire to PCS. There will be more brigades but smaller ones to allow predictability in deployments.

Rebalancing the Force

High demand units such as infantry, military police and civil affairs will be increased, while heavy forces will be reduced. Military positions will be converted to civilian where possible. Faster deployments and interchangeable units will increase capability for a wide range of missions.



Photos courtesy of Army News Service

Redesigning the Organization

The Army will create smaller units. Brigade-based, tailorable units will have increased manning levels and standardized unit designs to provide modularity. Modularity means that units will be of standard configuration and organization. Units will be more alike than different.

Redefining the Culture

The Army culture will change. Today’s wartime decision-making requires a more joint and expeditionary mindset on the part of leaders and Soldiers. This mindset is in keeping with the Soldier’s Creed and the embedded Warrior Ethos. The brigade-based units will be designed to take advantage of joint, interagency, and multinational capabilities.

The Army’s reorganization schedule will be aggressive, rapid, and challenging. The design is truly a paradigm shift. These changes will encompass the most comprehensive restructuring of the Army since World War II, and it is not being done during peacetime. This is truly not “business as usual.”

All of this will improve the Army’s contribution to the Global War on Terrorism, as well as other strategic commitments, and it will do a better job of taking care of Soldiers and their families.

The Army Campaign Plan briefing is posted to the Army home page at <http://www.army.mil>. An Army Reserve and a family briefing are also available for download.

Recruiter's Spouse Receives National Recognition

By Rae Nola Smith, Public Affairs Specialist, Salt Lake City Recruiting Battalion

After years of volunteer service to the Army Community Service and most recently to the Army Recruiting Command Family Team Building Program, JoAnn Czech was the recipient of the Emma Marie Baird Award for Outstanding Volunteer Service. Presentation of the award took during a ceremony at the 6th U.S. Army Recruiting Brigade, Las Vegas, Nev., in June. She is the only recipient of this Department of Army award for 2004.

This prestigious award is named for Lt. Col. Emma Marie Baird, who served in the Army for 24 years and was one of the first women to join the Women's Army Corps in 1942. Following her discharge she stayed in the Army Reserve and was recalled to active duty in 1951. She was the first woman assigned to the U.S. Military Academy staff and faculty. In 1963 she was selected to develop a plan to create an Armywide community social service program and assigned to the Pentagon. She worked to address the growing needs of military families and eventually the creation of Army Community Service in 1965. Colonel Baird received the Legion of Merit twice and was known as the "Founder of Army Community Service."

Czech will be recognized as one of only 44 ACS volunteers who have received this Department of Army level award since its creation and approval by the Secretary of the Army in 1988. It is traditionally presented to volunteers who have demonstrated "extraordinary dedication and sustained service to Army Community Service."

Criteria for the award includes service resulting in benefits to her nominating agency or community, initiative and originality, leadership resulting in improved productivity or services, and a pattern demonstrating excellence and achievement which



JoAnn Czech, from Ogden, Utah, pictured with her daughter Megan. Czech received the prestigious Emma Marie Baird award for 2004. (Photo by Jo Kinchington)

has previously been recognized by awards endorsed by the commander of the U.S. Army Recruiting Command. She recently received the Volunteer Gold Award, the highest Recruiting Command award for volunteers.

Salt Lake Battalion Soldier and Family Assistance Program Manager, Jo Kinchington, nominated Czech for the award. "Ms. Czech's hard work and dedication to enhance quality of life for recruiting families is exemplary. This award recognizing her achievements in family life programs is a credit to herself, her family and the United States Army," said Kinchington.

Czech has contributed more than 4,000 hours of service to ACS since 1985 when she first served as the Assistant Volunteer Supervisor for the program at Harvey Barracks in Kitzingen, Germany. She has served as the AFTB Program Coordinator for the Salt Lake City Recruiting Battalion and has been directly involved with the creation, education and implementation of the AFTB Instructor Training course. She is responsible for certifying new instructors and master trainers for the battalion and has represented the battalion at numerous conferences. She is also the AFTB representative for the Ogden Recruiting Company and has served one year on the Department of the Army Family Team Building Advisory Council and Army Family Action Plan.

Czech's volunteer involvement also reaches into her local community where she serves as the PTA President, volunteers once a month at the Ogden Food Bank and serves in various positions in her church. She has relocated seven times in the past 22 years and has been involved with ACS in each location. She receives support from her husband, Sgt. First Class Daniel Czech, a guidance counselor for the Salt Lake Recruiting Battalion and her three children, Daniel, serving an LDS mission in Italy, Matthew, a sophomore at Brigham Young University, and Megan, a student at Grandview Elementary in Ogden, Utah.

FMRs



SGT Michael McGee (left) and CPT Eddie Pressley (right) Glenview Company, Chicago Battalion, take on table duty at a Block Party concert event at the New City YMCA in Chicago. (Photo by Jeff Duran)

— who they are and what they do for recruiting

By Pearl Ingram, Editor, Recruiter Journal

The field marketing representatives — one at each brigade — may not be someone recruiters know by name; however, they are someone who works for recruiters via somewhat unusual means. Employed by Moroch company, a subsidiary of Leo Burnett, the Army’s contracted advertising agency, FMRs help bring in leads through event marketing and advertising buying negotiations.

If you’ve noticed this contracted Advertising and Public Affairs person showing up at events in your area, you may have speculated about what this person does for recruiting. Or better yet, you may have speculated about what this person can do for you.

FMRs play an advisory role to brigade commanders and partner with the APA chiefs in planning local advertising activity and recruiting events. They look for cost effectiveness in spending advertising dollars and they help with integrating the local advertising plan with the national plan. They also assist in developing the annual marketing plan for brigade and battalion APAs and assist in execution and support of local recruiting events. They act as stewards of the Army brand.

“They know how to go into negotiations and how to work a deal,” said Maj. Carl Fehrenbacher, operations officer for local advertising in USAREC G-5. “Before, there were buy packages. Now they can ask, ‘can you knock this down’ and ‘what else can we get.’ The military and GS just aren’t trained in that field because there is no formal training within the Army for advertising.”

Major Fehrenbacher equates what the FMRs do for recruiting to buying a new car. Do you just walk in and buy, or would you shop around and then negotiate a deal?

According to Robert Flammond, FMR at 3d Brigade, Fort Knox, Ky., the focus at each brigade can be somewhat different, based on requirements of the commander and the APA chief. But whatever they do, their focus is getting the best buy for the Army’s advertising dollar and bringing in targeted leads for recruiters.

3d Brigade FMR Mission: Sustain and expand a proven program that can reach a large number of GA and SA prospects in order to generate qualified leads, appointments and ultimately contracts for the seven battalions in the 3d Recruiting Brigade.

“When I first came here,” said Flammond, “I knew field marketing was this untested entity. People weren’t sure what this was going to be.”

Then again, today’s FMRs are not entirely a new concept. During the 1980s, FMRs worked in brigade APA offices, just as they do today. Flammond says this idea is not at all unusual, as many agencies place advertising representatives within the offices of their client. He says it helps build a closer relationship and the agency can best serve the client.

“We have here, like in the other accounts, offices within the market and they deal directly with the client,” said Flammond. “Similar to what we’re doing here, where there’s not a complete office of staff but there’s account people who deal with the client on a day-to-day basis. The creative product is done in another location.”

Flammond gives a great deal of credit for his success to the previous 3d Brigade APA chief, Connie Shaffery, for getting him started on what has become a highly successful path for 3d Brigade.

“I think she realized my strength was in strategic planning and event marketing, and she really gave me the rope to do what I wanted to do with the position with her guidance,” said Flammond.

Although Flammond is the son of a retired sergeant major and has a bachelor’s degree in advertising, he said he still had a lot to learn. It was the brigade chief who taught him. He says the five FMRs continue to share their experiences through conference calls and quarterly meetings.

“We talk about issues out in the field that we need to bring back to Leo Burnett to have a larger discussion,” he said. “We talk about if we’re all doing the same things and if we’re all moving the account forward.”

Flammond is in constant touch at the battalion level and says he probably talks to three or four battalion chiefs each day.

“Some of the things I have done are really honed in on how can I help the recruiters on the local level. I’m probably gone 80 percent of the month going to battalions.

“I’m very ingrained in the local event marketing and advertising. I help battalions write their marketing plans. I’ll look at their marketing plans, like Cleveland for instance, and say I think you should rephrase this, add something, or do that.”

Cleveland battalion public affairs specialist, Perry Edelbergs, said Flammond has presented ideas that he had not yet thought about doing.

In fact, according to Flammond, there hasn’t been one battalion who did not say, ‘Hey, this is free help. Why would you want to turn it down?’ With his experience in negotiating contracts and having the availability of a large advertising agency to make buys, Flammond can get the best for the Army.

“If a battalion chief said to me, ‘You know Robert, I don’t want to do that.’ Then that would be OK,” said Flammond. “I think my job is to at least let them know it’s there — educate them if they’re not aware.”

The Moroch company is headquartered in Dallas, Texas, and has offices throughout the country. Its business is primarily in the field marketing arena, which means the company places its marketing representatives in the office with the client. The account reps are then able to deal with the client on a day-to-day basis.

“FMRs are a very good thing,” said Major Fehrenbacher.



SSG Jared G. Strickland, Bel Air Station, Mt. Clemens Company, manning the World Wrestling Entertainment event in the Joe Louis Arena, Detroit, Mich. (Photo by Mark Czarnecki)

Recruiters who participate in marketing events can provide feedback on how they view the success of the event to their brigade FMR. The field marketing representatives are:

1st Recruiting Brigade

Adrienne Hairston

2d Recruiting Brigade

Tina Hapner

3d Recruiting Brigade

Robert Flammond

5th Recruiting Brigade

Adrian Salvatierra

6th Recruiting Brigade

Edmund (Ray) Rodriguez

Multi-Cultural FMRs

Richard Campbell

Vital Group, New York City, N.Y.

Elias Lucero

The Cartel Agency, San Antonio, Texas

Mega DEP

Eugene Company shows you how to do it

Photos and story by Charles Glenn, Portland Battalion APA

Eugene Company recently held a mega DEP function in Albany, Ore. The event was coordinated primarily by Albany Recruiting Station Commander, Sgt. 1st Class Tim Hodges, but all the recruiters and staff of Eugene Company played significant parts in setting the event up and in its success.

The beginning of the function featured the singing of the national anthem by Laurie Peterson, who was a DEP referral attending the event with her friend. It so happened that the battalion commander, as well as the command sergeant major were also in attendance, and according to Sergeant Hodges, Lt. Col. Thomas Eisiminger, the battalion commander, was instrumental in getting Peterson to join after speaking with her during the function.

“She signed up last week,” said Sergeant Hodges.

That’s just one small success story among many for the Eugene function. There were 150 guests at the event, but only 111 DEP members. Do the math, said Sergeant Hodges, and that’s a success story.

“When you take away a handful of parents and a few battalion representatives, that leaves more than 35 DEP referrals — that’s huge,” he said.

DEP referrals are one of the most successful tools in the recruiting toolbox, and Portland Battalion has had a lot of success by emphasizing it. According to the numbers, they played a huge role in making Portland Battalion the top battalion in USAREC for Fiscal Year 2003.

After the opening comments by Colonel Eisiminger and Eugene Company commander, Capt. Christopher Reese, a local veteran entertained the group with some magic tricks. One included a length of rope, which had Colonel Eisiminger scratching his head and wondering “how did he do that?”

This was the fourth such function for Eugene Company, but the first for its new commander, Captain Reese. It was also the first one for Sergeant Hodges, who said he was against it initially.

“I’ll be honest, I didn’t like the idea at first,” he said. “But this has turned out great and it’s definitely something we’ll continue to do.”





Shane Miller, 18, from Drain, Ore., takes part in the mega DEP softball tournament on the Roseburg station team.

Events included a softball tournament, a three-on-three basketball tournament, several volleyball games and a horse-shoe contest as well. DEP members waiting for their turn to play could also take a look at Staff Sgt. Ryan Fox's mini-stock race car, which the Roseburg station recruiter drives during the Douglas County Speedway's racing season. A popular attraction for the younger crowd was the rock wall, and the static display of motorcycles were nearly always surrounded by admirers. The food included traditional favorites — hamburgers, hot dogs, potato salad and chips — and the whole event, according to Sergeant Hodges, cost the command less than \$1,000 total.

The Albany Station's softball team has won the tournament for two years running, and they did very well again this year, but the '04 champs were the DEP members and recruiters from Grants Pass.

"That's the first time a small station ever did that well in the tournament," said Sergeant Hodges.

After the final softball game, the entire group of DEP members formed two lines facing each other for a balloon toss competition, which to the surprise of the attendees, eventually turned into an egg-toss competition.

Christy Betts, a DEP member from the Bend Station, is scheduled to attend basic training in July and will go on to train in aviation operations. She liked the event and was surprised at how much fun it was.

"It really is a lot of fun — a lot more than I thought it would be," she said. "I especially like the rock wall, although I'm still trying to get to the top."

Racing Recruiter

According to Roseburg Station recruiter, Staff Sgt. Ryan Fox, Douglas County Speedway in southern Oregon provided four contracts for the Army last year. When compared to other high-population lead sources like colleges or high schools, that's a lot — but the secret, says Sergeant Fox, is that the recruiters who are working the crowd at a place like the Douglas County Speedway are having just as much fun as the fans.

"I went to every race I could get to last year," said Sergeant Fox. "I'd go and watch the races, and then I'd hang out with the drivers and look at the cars."

In addition to having specific days each year that the Army gets a lot of recognition, the local recruiters also sponsor the "junior fan club," which is a way for young fans can get close to the racing action, as well as get exposure to the Army.

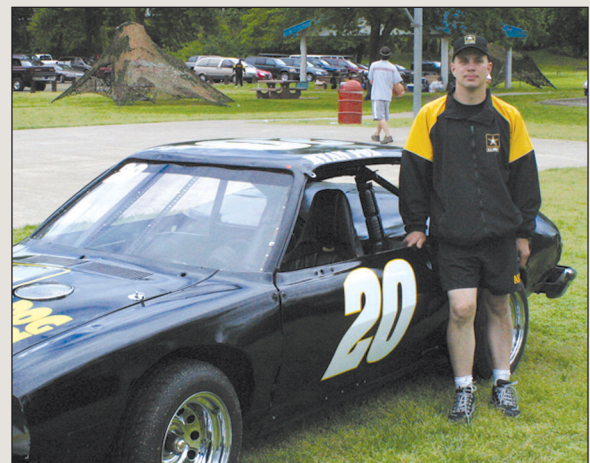
Fox is preparing to get even more involved at the speedway, and much more involved in racing, specifically. He recently purchased a race car and will be competing as early as next month.

"It's a mini-stock class car — a production model Ford Pinto with a four-cylinder, 2.3 liter engine," explained Sergeant Fox. "It was a top-five car last year, so I stand a good chance of making Rookie of the Year."

The two most unique things about this is that Sergeant Fox has never raced cars before and he's paying for it all out of his own pocket.

"My dad was a race-car driver for awhile when I was a kid, and I've wanted to get into it ever since," he said. "But I don't have any experience or anything ... I'm just a huge NASCAR fan and I've been watching these races for years. I know a lot about it."

"I think this is going to benefit me on two levels," he explained. "First, there is the visual thing — getting the logo out there in public — but maybe even more important is that when I do my presentation, I'm going to be able to show pictures of me and the car, and explain to people how being in the Army is allowing me to live part of my dream."



Staff Sgt. Ryan Fox, Eugene Company, with his personal recruiting tool, a mini-stock race car.

A Change of Heart

An Iraqi Major from Saddam's Old Army Looks at Things in a Different Light

By Col. Paul L. Aswell, Assistant Chief of Staff, G-1

Major Ahmed Lufti Ahmed looked into the eyes of the American sergeant and knew he was about to die. The English-speaking Iraqi Army officer stood facing the sergeant at a U.S. check point on a Baghdad bridge one sunny afternoon in early April 2003.

Ahmed is now an officer of the new Iraqi Army who I met in Baghdad while working at the Coalition Provisional Authority Headquarters. Ahmed's journey to that meeting on the Baghdad bridge began in 1970.

Graduating with a chemical engineering degree from Bagdad University, Ahmed began his military career in 1993 as an inspector/tester of surface-to-air missile fuels. His career was distinguished by rapid promotions and the respect and recognition from his superiors for his solid performance in this highly technical field.

His fortunes changed in 1999 after his sister married a Kurdish man. When she and her new husband left Iraq illegally, Iraqi officials punished Ahmed for their action. "They wrote in my record I would never see Baghdad, never, I would never live in Baghdad," Ahmed said.

He was moved from his prestigious laboratory job to a field job in southern Iraq. His new assignment was with an air defense missile battery near Basrah, into the No Fly Zone, an area in southern Iraq patrolled by U.S. and coalition aircraft. Ahmed was not allowed to bring his wife and five children with him on the assignment and was rarely allowed to return home for visits.

The Iraqis called the zone "Manta Al Mot," the Area of Death. Ahmed commanded a missile battery supported by radar units. If the radar operated for as few as two minutes, Ahmed remembers, American aircraft would attack. Iraqi radar operators from supporting units would normally turn on their radar and drive away before the air strikes began.

His battery suffered eight or nine attacks. "I asked my commanders why we open our battery in this Manta Al Mot, why we not go to Baghdad?" asked Ahmed. With disgust he recalled that his headquarters replied, "Don't ask us this again, do your duty. From Baghdad they gave us this order, from Baghdad!"



Maj. Ahmed Lufti Ahmed, an officer in the New Iraqi Army, at the headquarters in Baghdad. He is now a member of the staff of the newly established Ministry of Defense and is personally responsible for recruiting more than 600 soldiers of the new Iraqi Army.

After years of attacks and the deaths of many of his soldiers, Ahmed couldn't remain silent.

"I went to Baghdad to speak with the leaders of Air Defense and told them there is much blood in the area but no solution." His persistence was rewarded when his unit was allowed to rotate to an area north of the No Fly Zone with small portions of the unit rotating back to the combat area in Basrah every 20 days.

Operations in Basrah became difficult. "I told my battalion commander that the liquid (fuel) of the missiles is bad and not

working,” Ahmed recalled. The commander replied, ‘Shut up, it’s not your job.’”

“The fuel expired in 1980 and we used (it) until 2003,” said Ahmed.

In a practice firing, the missiles only flew seven kilometers, not the 35 kilometers they were designed to fly. “The authorities arrested the battery commander for the missiles,” Ahmed recalled. “They took him to Abu Ghraib. They had wanted to improve the missiles and make them fly farther, instead, because of the fuel, they hit a village and killed civilians. This happened twice.”

Ahmed was successful in keeping his battery combat ready, but not without cost. After one attack, “I don’t forget this day because if I don’t open my eyes maybe I be dead this day. Nine soldiers were dead of my battery of about 200.

“Anytime the airplanes see any explosions (launches) on the ground, they come down,”

Ahmed’s perseverance was rewarded in 2002 with promotion to major and an assignment to the Air Defense School in Al Hillah. His commander told him, “You are a very good officer, patient and experienced and we need you to teach soldiers and explain to them the Area of Death. Tell them your experience, how when there is no radar, no nothing, how you can use your eyes, your ears.”

His teaching career came to an abrupt end in March 2003. “When the war started,” he recalled, “my commander told me to take my soldiers to secure the area and I take my soldiers and wait. When the war is beginning we took even the students to protect the country. We thought the American helicopters would come to Hillah.”

From the first night, his student conscripts began to leave. “I started with 2,000 soldiers and went to the forest,” Ahmed said. “We heard of the big explosions in Baghdad. My soldiers, all of them, ran away. Every day more and more left. They all went home.”

By the time he reported to his headquarters that his last student conscript had gone home, the coalition had entered Baghdad. Ahmed recalled, “My brigadier came to me and told me to go to my home because he knew all my soldiers had gone home.”

Ahmed asked his one remaining subordinate, a captain, what he recommended. “He gave me advice to wait and stay to see what the brigadier would do, we think maybe he is lying,” Ahmed said. “We waited until the evening. We see the brigadier take everything (from the unit), he take the refrigerator, take the chair, take the table, take the phone, take the pistol, take the rifle, and (with four local civilians) put it in a truck.” Ahmed was devastated by the betrayal.

“I told my captain he can go home and he changed his military clothes to civilian, and I asked him why you change your clothes,” Ahmed recalled. “He said maybe the Americans see me in my military clothes and they kill me. I tell him you’re a coward. I stayed with my military clothes.”

Alone, Ahmed started the long journey home in uniform, “I left for Baghdad with my pistol and my rifle,” Ahmed said, “My

Kalashnikov, which I have until this day in my house. I wore my pistol on my belt and carried my rifle in my bag.” He hitched rides in local automobiles until he reached the outskirts of Baghdad.

At a Tigris river bridge in southern Baghdad, Ahmed saw an American tank. “An American Soldier, a sergeant, stopped me,” Ahmed recalled, “He walked to me in the middle of the bridge and said what are you doing, sir? I tell him I am a major in the Air Defense, and he said good and I think he will kill me. He asked me why are you walking to Baghdad and why are you not in civilian clothes? I told him I take order from my brigadier to go home. He asked me what was in my bag, I tell him my rifle.”

Ahmed continued, “He look at me for one minute, I remember my wife and my children and to myself I say goodbye to my wife and my children. I looked to the sky I think he kill me. But, he kill me another way. He stood at attention and saluted me and said, ‘Sir, you can go.’”

“As I left him,” Ahmed said, “I am crying and asking myself why I fight these people? He could kill me but he forgave me. The newspapers and the television before the war said the Americans would come and kill the women, kill the animals, kill anything, but when they come they don’t steal any houses, they don’t kill any children, they respected us. When we saw them with our eyes we see different things than the television on the news. I walked 10 minutes to my home and my friends.”

Ahmed was shaken and transformed by the experience. If he could see that sergeant again he would tell him, “I love you, if you need my blood I would give it to you because you give me that chance, you changed my life. You changed my head. You communicated with the language of eyes.”

Ahmed said he knew he wanted to be in an Army trained by the men who trained that sergeant. When recruiting began for the New Iraqi Army, he was one of the first applicants. Upon enlisting, he was told he may be given the rank of lieutenant. Ahmed believed that he was a good officer so he would soon have his old rank back. Following training, Ahmed was appointed to his old rank of major.

Ahmed now serves in the New Iraqi Army recruiting new soldiers. Using neighborhood contacts, friends and family, he was responsible for more than 600 of the 23,000 recruits processed into the New Iraqi Army, including almost all of the officer corps.

Ahmed’s vision for Iraq is optimistic. He fervently believes that despite their divisions, the Iraqis are one people and are a great country. His wife and mother are Shia, he is Sunni. “There is no problem with religion with most Iraqis,” Ahmed said, “One God, one book, one Mohammed.”

In the history of every peaceful, prosperous country, there are a handful of men and women who are remembered for their vision of what their nation could be, and for their courage and persistence in leading their nation to peace and prosperity. Lieutenant Colonel Ahmed Lufti Ahmed and his comrades are paying a heavy price every day to realize their vision for a better Iraq.

USAREC Form 816

REVISED

By Sgt. 1st Class Jose Castillo, G-3

USAREC will begin the use of a revised USAREC Form 816, Recruiting Unit Assets Form, on Sept. 14. The UF 816 is one of the most important tools leaders have to assist in developing, implementing and executing a plan to accomplish the mission. The UF 816 provides leaders a summary of the unit's effectiveness and efficiency, and provides information to develop a plan to achieve mission accomplishment.

The revised UF 816 incorporates changes based on recommendations from the field force created by the changing dynamics in our business practices that have taken place within the past few years. These changes will provide a standardized method for use in collecting and analyzing data at all levels of command.

The following terminology has been changed:

1. USAR changed to AR
2. MSB (Mission Support Brigade) changed to ASB (Accessions Support Brigade)
3. DEP/DTP function changed to Future Soldier Training
4. DEP/DTP members changed to RA/AR members

The following changes are listed by paragraph:

1. Resources

- a. Added the ability to distinguish between Limited-Production (LP) and On-Production (OP) recruiting stations.
- b. Added the ability to track on-production recruiters
- c. Added a new section to list recruiter share for the current and previous periods.
- d. Added the ability to track scanners.
- e. Added accident cost and accident-free days from paragraph 5.

2. Market

Added the ability to track the number of Army Reserve Troop Program Units (TPU).

3. School Data

The school data paragraph was revised to correspond with the new USAREC contact milestones dated June 25, 2003, and UF 636 (School Data Sheet) and 636-B (Post Secondary School Data Sheet), March 1, 2004.

4. Recruiter Support

- a. Added the ability to track appointments made.
- b. Added a new section titled "RCM Goal." This section will allow leaders to plan and set enlistment goals for the current and next RCM.
- c. Added the ability to track funded and unfunded COI and Future Soldier Training session events.
- d. Added the ability to track battalion asset events.
- e. Added a new section to track cyber leads and ADHQ priority A, B, C, D and E leads.

5. RA/AR Data

- a. Added the ability to track total contracts with some college.
- b. Added a new section to track the Physical Fitness Assessment program.
- c. Added the ability to track losses taken from ship day to 91 plus days and RA/AR YTD losses.
- d. Added a new section titled "RCM Objective." This section will allow leaders to plan and set RA/AR referral and referral enlistment goals for the current and next RCM.

This revised UF 816 Assets Form with instructions, the new USAREC contact milestones dated June 25, 2003, and UF 636 (School Data Sheet) and 636-B (Post Secondary School Data Sheet), dated Mar 1, 2004, with instructions are currently available for download by using the following link (<http://hq.usarec.army.mil/ro/rcro-pp/PAGEMASTER/index2.htm>). Leaders should take the time now to train so they can fully realize and can capitalize on its added value before the effective date in September. As a reminder to leaders, the goal for contracts from paragraphs 4 and 5 remains 25 to 30 percent of total contract production.

Continuing with the command's move to a paperless system, an automated version of the UF 816 is being developed. The plan is to have a Web based format to allow leaders at all levels to view a unit's UF 816 Assets Form two levels down. Be on the lookout in future issues of the Recruiter Journal for more information on the UF 816 Assets Form. Questions concerning the UF 816 can be directed to Sgt. 1st Class Jose Castillo, USAREC HQ, RCRO-O-T-P, at 502-626-0470, DSN 536-0470 or e-mail at Jose.Castillo@usarec.army.mil.

Summer Time is Boating Time

Be Safe!



By Mickey Gattis, USAREC Safety Officer

Summer is here. Water activities, such as boating, swimming, canoeing/rafting, jet skiing, and fishing, have become popular outdoor recreation pastimes for many Soldiers, civilians, and family members. Unfortunately, there is a down side to this picture of fun and relaxation. Water-related accidents rank second to privately owned motor vehicle accidents in causing injury and death. Water accidents are a major threat to all USAREC personnel, particularly to children during the summer months. USAREC experienced two water-related fatalities during the month of April 2003.

Accident Scenario One — A USAREC Soldier, the Soldier's son, son-in-law, and a friend were involved in a fatal boating accident. They were fishing in a 14-foot aluminum enclosed bow fishing boat when the boat took on water rapidly and sank. No life jackets were worn.

Accident Scenario Two — A USAREC Soldier was involved in a fatal Jet Ski boating accident. The accident occurred when an 18 foot fishing boat collided with the Soldier on the Jet Ski. Alcohol was not involved and the Soldier was wearing a life jacket.

The next few months will present many outdoor recreation opportunities for members of USAREC and their families. It is important that everyone who will be involved with any water type activity be aware of the hazards and dangers involved and use the Risk Management Card (UF 1144) as a tool to guide their assessment and decision making when conducting these activities.

Safe-boating tips:

- ◆ Take a safe-boating course. Many are offered free by the U.S. Coast Guard Auxiliary, the U.S. Power Squadron, and other organizations.
- ◆ Learn to swim.
- ◆ Always carry safety equipment, know how to use it, and know where it is located.
- ◆ Stay alert and employ defensive driving techniques.
- ◆ Slow down in crowded waters.
- ◆ Observe right of way, channel marking, and warning signals.
- ◆ Know what to do in case of emergencies. If the boat overturns, have all passengers stay with the floating boat.
- ◆ Always make sure someone knows where you are going and when you plan to return.

Protect your safety and your loved ones while afloat. Learn how to prevent accidents, injuries, and fatalities while boating. Review safety tips, news, recall defects, and laws and regulations you should know at the official Web site of the U.S. Coast Guard Office of Boating Safety at <http://www.USCGBoating.org>.

Accidents and loss of life in water activities are unnecessary. Most, if not all such incidents, could be prevented through leader emphasis on –

- ◆ Learning to swim
- ◆ Using safe swimming areas
- ◆ Avoiding cold water
- ◆ Using proper safety equipment
- ◆ Avoiding alcohol
- ◆ Developing safe attitudes and practices

The task is a big one; it cannot be accomplished without a concerted effort of all USAREC leaders.

Meridian Recruiting Station Combines Forces

Story and photos by Roger Harmon, Jackson

The crowd cheered from the first sighting of the Army Black Hawk helicopter until it landed at Bonita Lakes Mall, applauding while turning away from the prop-blast. “I love this,” said Cameron Moore of Meridian, Miss. “I hope to fly when I graduate from school.”

With B Company, 1/55 Infantry from Poplarville, Miss., providing a Bradley Fighting Vehicle and the State Army Aviation Command providing a Black Hawk helicopter at no cost, Meridian Recruiting Station conducted a station promotion at the Bonita Lakes Mall. Clear Channel Radio’s live broadcasts on three different radio stations ensured a wide area of coverage.

Black Hawk pilot Chief Warrant Officer Jason Mohawk volunteered for the mission, bringing along his entire flight crew. Chief Warrant Officer Mohawk stated he likes getting out in the community and explaining the Army to people.



Chief Warrant Officer Jason Mohawk pilots his Black Hawk onto Bonita Lakes Mall in Meridian, Miss., during Meridian’s recent station promotion.



Meridian Recruiting Station Manager, Robert Styron, offers recruiter Dwayne Johnson face-to-face prospecting tips.

“This gives the people a chance to climb on the equipment they see on TV,” said Chief Warrant Officer Scott Herrington. Andy Maytte enjoyed watching his young son Tucker explore the Black Hawk. “I wanted to come by and say thanks to those who serve,” he said. “I fly my flag every day,” he added.

Specialist Maurice Hammond explained the ins and outs of the Bradley during the day-long display. “People want to know most about the weapon systems,” said Specialist Hammond. “The younger visitors want to go fast and blow things up, while the older visitors are interested in safety and protection,” he further explained.

Clear Channel Radio provided their drive-time personalities for the event. Ken Stokes from Classic Country 95.1 pumped the crowd up by announcing drawings for Army T-shirts and bears, and serving pizza and sodas. Q101’s Lee Taylor and KISS 104.1’s Dr. Graham broke into their stations’ broadcasts with live updates from the promotion.

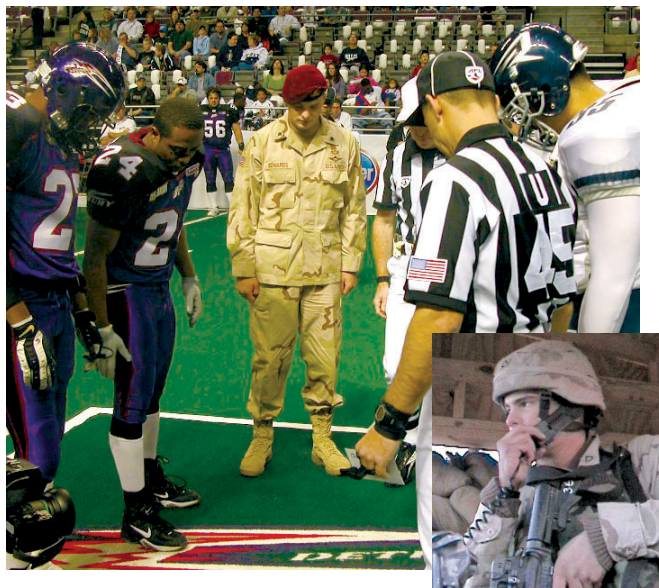
Recruiting Station Manager Robert Styron coordinated the event to raise awareness of Army recruiting programs in the Meridian Recruiting Station area of operation. “We want to make sure everyone is aware that we are the Army in Meridian,” said Styron. “I think if we follow up, the community can see we are touchable,” he added. He pointed out his civilian recruiting crew and explained, “Three of my five recruiters completed the recruiter course just a week ago and I wanted to put them face to face with their market.” The recruiters took advantage of meeting parents and grandparents by asking for referrals and distributing publicity items.

Training Manager Edmund Williams offered advice and motivation to the recruiters as he toured the displays. With the promotion only two hours old, he and Styron were at work planning ways to improve the next promotion. They evaluated the time of year and day to ensure their next promotion is an even bigger success.

Iraq Veteran Honored With Coin Toss at AFL Game

Story and photo by Mark Czarnecki
Great Lakes Battalion

Specialist Ian Edwards had no idea when he enlisted that 24 months later he would be standing in front of the Detroit Fury Arena Football crowd. It was Army Appreciation Night Sunday, May 2, 2004, at the Palace of Auburn Hills. The crowd was silent as Specialist Edwards, wearing his desert camouflage and maroon beret, walked to the center of the football field



Specialist Ian Edwards participates in the traditional coin toss during Army Appreciation night at the Palace of Auburn Hills arena, Auburn, Mich. Inset photo shows Specialist Edwards on duty in Iraq. Inset courtesy of Specialist Edwards.

to conduct the traditional coin toss. When the announcer introduced Specialist Edwards as a recently returned veteran of Operation Iraqi Freedom, the crowd roared in appreciation. At the conclusion of the coin toss the team captains, coaches and referees shook his hand, some hugged him and thanked him for the job he did defending our nation. Staff Sgt. Brian Boase, Specialist Edwards' recruiter said, "It was the proudest moment of my recruiting tour watching that episode in this Soldier's life unfold."

Angered by the terrorist attacks of 9/11, Specialist Edwards wanted to do something to prevent such acts from ever happening to our great nation again. "It

was then," he said, "that I decided to give the next four years of my life in service to my country." A 2002 graduate of Clarkston High School in East Central Michigan, Specialist Edwards enlisted through the Waterford Recruiting Station. "Although," he said, "I knew such a commitment would be dangerous and I would probably have to experience combat, after all, we are at war." He still felt he had to do his part. He signed up as a Parachute Rigger with an \$8,000 cash bonus and the Army College Fund. At the completion of

basic training and advanced individual training, he proceeded to his guaranteed duty assignment with the 82nd Airborne Division at Fort Bragg, N.C. Almost 12 months to the day he reported, his unit left for Iraq. While in Iraq, he shared responsibility for the logistics of six Army units with more than 2,100 Soldiers. Recalling his assignment near a camp overlooking the cities of Ar Ramadi and Fallujah he said, "the closest call I had was a terrorist attack from Fallujah that landed mortar rounds 50 meters away," Specialist Edwards concluded an eight month tour in Iraq and his unit left Kuwait April 4, heading back to Fort Bragg.

Upon his return to Fort Bragg, Specialist Edwards went on leave to visit his parent in Clarkston. While there he made it a point to stop by and visit with his recruiter. Sergeant Boase was so impressed by the positive change in Specialist Edwards that he placed him on the Hometown Recruiter Assistance Program duty. While on HRAP duty, Specialist Edwards shared his experiences at local events during Patriot Season and spoke at area high schools. He participated in two DEP functions and helped reinforce the commitment of a DEP Soldier in the Pontiac Recruiting Company. Concluding his HRAP duty, Specialist Edwards departed back to Fort Bragg leaving a positive mark not only in the community, but with everyone he came in contact with.

"His service to country and commitment to our nation is commendable," said Sergeant Boase.

Local Corporations Face Off in Army Fitness Challenge

By Leslie Ann Sully, Columbia Battalion

On April 20, 37 Columbia civilians wanted to see if they could live up to just one of the requirements of a Soldier's life. Five area employers flexed their muscles in the name of better health for their employees when Colonial Supplemental Insurance hosted the Army Fitness Challenge at its Columbia headquarters. Employees from Colonial, Blue Cross-Blue Shield, Providence Hospitals, Palmetto Health Systems and Lexington Health Directions took the official U.S. Army physical fitness test in a competition proving that typical office workers can achieve health and wellness with a little effort. The test was co-hosted by Columbia Recruiting Battalion and was administered with the help of Soldiers from the Recruiting and Retention School at Fort Jackson, S.C.



Photo by MSG Ivan Santana

Best National Asset Recruiter

By Leslie Ann Sully, Columbia Battalion

Mission Support Battalion's Sgt. 1st Class Swaine Thompson started the 30-day tour of the battalion at Columbia Battalion headquarters. Since no one in the battalion had seen this new multi-exhibit vehicle (MEV), Sergeant Thompson made a point of letting the battalion staff see it, touch it, and even hear it (the sound system) before heading to the hills of Asheville Company.

One could tell that Sergeant Thompson likes his job. It showed in his manners, his voice, and more importantly, in his actions. The battalion had a schedule planned but, in the beginning, had some bumps and turns and eventually ended up at college sites. Although the MEV is an awesome "HUMMER on steroids" (as one student commented), it wasn't effective in getting the attention of busy college students passing along to their next class.

That was not going to do for Sergeant Thompson, because he wants people around him (the recruiters) to be happy and wants his time and effort to be productive (generate leads). So, he decided to change a few things to make the MEV interactive. He installed a video game player for students to play the America's Army video game.

The next day, Sgt. Michael Mulbaier, Morganton Recruiting Station, talked about their successful day. Sergeant Mulbaier appreciated the asset since Sergeant Thompson had produced double-digit leads for him that day and had gotten him into a high school that had previously been closed to Army recruiters.

As the month continued, more recruiters praised the MEV and Sergeant Thompson more than any other asset they had used.

The kids love seeing the MEV, but without the contagious

excitement Sergeant Thompson generated, the day would have ended in a show and tell instead of the pile of lead cards and made appointments.

It is always difficult to get recruiters and company commanders to plan and schedule assets. So it was worth it to see how successful this asset was to the company. However, it was due more to Sergeant Thompson than the MEV. Other lucky battalions Sergeant Thompson visits will benefit from his willingness, ingenuity and sincere love of the job. Sergeant Thompson is an Army of One.



Thanks to Sgt. 1st Class Swaine Thompson, Mission Support Battalion's multi-exhibit vehicle now has a complete interactive video game player for students to get hands-on involvement by playing America's Army out of the back of the vehicle.

San Juan Company Donates Computers

By Doel L. Gonzalez, Miami Recruiting Battalion, San Juan Operations Detachment

On April 30, the San Juan Army Recruiting Detachment had the opportunity to recycle some of its equipment for use in a worthwhile cause. Representing the U.S. Army Recruiting Command, Capt. Luis Arzuaga, San Juan Recruiting Company commander, donated 89 laptop computers to the Puerto Rico Department of Education. Recruiters previously used the computers, but USAREC recently replaced them with upgraded equipment.

After internal research, the Department of Education identified an ongoing project named "Cursos en Linea" or "Courses on Line," where this equipment would become a great asset. With the collaboration of Eva Lopez, the



Capt. Luis Arzuaga, San Juan Recruiting Company commander, signs the donation agreement with Dr. Pablo Rivera.

department's Technology Initiative Coordinator, the equipment turnover was quickly orchestrated.

During a ceremony at the Department of Education conference room, Dr. Pablo Rivera, Under Secretary for Academic Affairs, expressed the department's appreciation for their new computers. With his usual friendly candor, Dr. Rivera recognized the Army as an important educational contributor.

The San Juan Recruiting Company leadership team, recruiters, and detachment's staff then enjoyed a presentation given by Lopez. She led everyone to the Army's "March 2 Success" link, already included in the "Cursos en Linea" department's Internet page.

Editor's note: The battalion IMS or S4 should contact Donna Sutherland, USAREC ISA-AAC, for steps involved in getting approval for the donation of computers.

Drag Racing Army Recruiter Educates Future Soldiers

By Lucille Anne Newman,
Fort Bragg Paraglide

When teens visit an Army recruiting office, some have fears that once they enlist they will be expected to blindly follow orders and their personalities are no longer allowed.

But when four local high school students met with Army recruiter Staff Sgt. Don O'Neal, Fayetteville Recruiting Company, and saw a photograph of his dragster on his desk, it peaked their interest.

"I didn't have a clue he raced (until) a friend of mine referred me to him at the recruiting office. I didn't think they (the Army) allowed it," said Brian Porter, 18, 71st High School student in Fayetteville, N.C., who is entering the Army through Reserve Officer Training Corps.

Robert Anderson, 18, Jack Britt High School student in Hope Mills, agreed and said he knew Soldiers were allowed some time off, but didn't think they would be allowed to have time off to do anything other than rest.

"I said 'wow!' when I learned that he used to be a Black Hawk crew chief and now he's a recruiter and a drag racer," Anderson explained. "I'm going to college ... I was recently accepted at

North Carolina State for ROTC and then I will go in full-time active duty after that, where my job will be a 96B, an intel analyst."

You can be in the military and still have a life, said Sergeant O'Neal. He said many civilian teens who are intrigued by the military or have considered serving don't often realize that Soldiers have a life of their own.

"We want to make sure they can keep their identities to their families and friends," Sergeant O'Neal said. "For me (drag racing) is my identity and it's part of my life. Yeah, I'm an Army Reserve recruiter and I love my job. But I'm also a business owner and a (drag) racing car driver."

Sergeant O'Neal stressed that once they enlist, they will be Soldiers 24 hours a day, seven days a week, but they will still have time to do the things they enjoy.

"I try to make sure the kids understand that once they go through basic training, advanced individual training, and go off to college, that whether you bungee jump, rock climb, Jet Ski, weight lift or whatever it is (they like doing,) that they can remain intact with their identities



Staff Sgt. Don O'Neal, Fayetteville Recruiting Company, explains the mechanics of his V-8 powered IHRA dragster to DEP members.

while in service," he added. "You can still have your own life and if they stay focused, they will always have success in their careers. They have the potential, so I stay with them. They are future Soldiers and in the next five years future commissioned officers. If I'm still (in the area) I hope to be around to see them become commissioned officers."

Justin Vinning, 18, 71st High School student, said he is more than ready to start his new career after graduation.

"I'm going into basic training right after I graduate from school so I can start my career," Vinning said. "I'm already in (the delayed entry program.) I'm an 88N, transportation management coordinator, and I'm looking forward to it."



Drag racing recruiter, Staff Sgt. Don O'Neal, uses his love of racing as the ultimate recruiting tool at various race tracks.

Leadership Insignia Must Now be Worn

USAREC G-1

All USAREC commanders, deputy commanders, command sergeants major, first sergeants and station commanders are required to wear the Leadership Identification Insignia (LII).

An April Department of the Army message authorizing the wear of the LII expanded the eligibility for wear from leaders of combat arms units to include leaders of combat support and combat service support units – which includes USAREC units.

The new policy is in effect upon the leader's ability to procure the insignias; however, the mandatory wear date on the uniforms listed below is no later than Sept. 11.

The LII is a green cloth loop, one and 5/8 inches wide, worn in the middle of both shoulder loops, the cold weather coat (field jacket), and on the center tab of the gortex parka. When worn on the parka, Soldiers wear their grade insignia centered on the LII. Soldiers may wear pin-on grade insignia or they may sew onto the LII, the same cloth grade insignia used on the collars of the utility uniform.

Soldiers will not wear the LII when reassigned from an eligible leader position or in official photographs.

This new authorization also brings about one change in the

wear of USAREC specific "flashes."

The USAREC specific green leadership flash will not be worn on the Class A uniform by those who are eligible to wear the LII. The wearing of the LII signifies the leadership position and the wearing of the USAREC flash is redundant and not needed.

However, leaders who are "boxed" will wear the red flash (no green edge) on their Class A's along with the LII.

The USAREC specific green flash will continue to be worn as part of the Class B uniform.

The red flash with green edge will also continue to be worn by leaders who are "boxed" as part of the Class B uniform per the G-3 incentive awards policy.

As with the LII, personnel will not wear the USAREC leadership flash when reassigned from an eligible leader position or in official photos.

The insignia should be obtained separately by HQ USAREC, brigade, battalion, or detachment via local purchase using the Government Purchase Card or they may be ordered through the unit supply system using the durable/expendable document register.

Basis of issue is two pairs per Soldier. Officers will purchase their own LII.

Enlisted Soldiers who purchase their own LII will not be reimbursed.

For procurement information, call Jim Kilgo at (502) 626-0637. For policy information call Maj. Brian McDonald at (502) 626-0092 or Sgt. 1st Class Willie Lanier at (502) 626-0253.

USAREC commanders, deputy commanders, command sergeants major, first sergeants and station commanders are required to wear the LII.

Senior NCO Promotion Boards Ahead of Schedule

By Sgt. 1st Class Marcia Triggs
Army News Service

The sergeant first class promotion board will be held three months earlier than scheduled, and selected noncommissioned officers will start pinning on rank in February, officials said.

The promotion board was first scheduled for February, but was changed to November.

The master sergeant promotion board will be held one month earlier in September instead of the originally scheduled start of October.

Convening the boards ahead of schedule ensures the Army has the right number of Soldiers in these ranks as it fights the Global War on Terrorism, said officials from the Deputy Chief of Staff for Personnel, G-1.

The fiscal year 2003 sergeant first class board selected enough NCOs to meet the promotion needs for a 19-month period.

"However, the current list will be exhausted earlier than anticipated, and if we don't react it will cause a drop in readiness," said Sgt. Maj. Gerald Purcell, the Directorate Military Personnel Policy, G-1 sergeant major.

Soldiers should go to the Human Resources Command Web site at www.hrc.army.mil to make sure their official military file is accurate, said Master Sgt. Fred Liggett, the G-1 personnel policy integrator.

"Soldiers shouldn't wait for the military personnel message to come out," Sergeant Liggett

said. "Most Soldiers know that they are in the zone. They can go online and check photos, awards and evaluation reports."

The deadline to update information for noncommissioned officers who are in the zone for promotion to master sergeant is Aug. 20. The deadline for those eligible for promotion to sergeant first class will be announced in a MILPER message.

The Enlisted Record and Evaluation Center will notify all Soldiers eligible for promotion consideration through their Army Knowledge Online e-mail account.

Current Army policy requires Soldiers being considered for either master sergeant or sergeant first class be graduates of the Advanced Noncommissioned Officer Course or the Basic Noncommissioned Officer Course respectively.

Headquarters Department of the Army waivers will be given, however, for those who are unable to complete the requisite course because Human Resources Command has not scheduled them to attend school or because of a deployment, officials said.

The waivers will be issued from HRC, Sergeant Major Purcell said, and Soldiers don't need to take any action.

Purcell emphasized the waivers allow Soldiers to be considered for promotion, but do not waive attendance at NCO Education System schools.

The requirement to complete and graduate from the course is still there, he said.

"All Soldiers need to do their best to get scheduled into their NCOES course as soon as it's practical and that it's for their own benefit in terms of professional development," Sergeant Major Purcell said.



Joe Nemechek stands behind the 01 Army car with the TIME magazine paint scheme.

Racing Teams Salute Military

U.S. Army Accessions Command

To honor America's Soldiers, the U.S. Army's racing teams developed special paint schemes featuring the TIME Person of the Year magazine cover – a patriotic symbol of support for U.S. troops engaged in the Global War on Terrorism.

During Memorial Day weekend, the Army NASCAR team ran a special paint scheme on the vehicle featuring the Dec. 29, 2003, TIME magazine cover on the hood.

"Every time I get into the U.S. Army Chevy I feel a special pride to drive a car that represents our troops who are sacrificing their lives for freedom," said driver Joe Nemechek.

"We are extremely proud to carry the paint scheme of the TIME magazine cover that rightfully honored the American Soldier."

The U.S. Army NHRA

Racing Team chose the Army Birthday weekend for their salute to the American Soldier. The U.S. Army Top Fuel dragster and Pro Stock bikes all carried special paint schemes featuring the TIME magazine cover.

"This is a real honor to be able to salute all of the men and women in uniform who fearlessly serve our country on a daily basis," said Tony "The Sarge" Schumacher, driver of the top fuel dragster.

Pro bike riders Angelle Savoie and Antron Brown share his pride.

"To be able to spotlight these courageous men and women is outstanding. Each and every one of them made a commitment to protecting our way of life," Savoie said.

"I'm also proud that we're recognizing the American Soldier," Brown said. "All of the men and women in uniform deserve our constant support."

Action Performance will produce die-cast replicas of the special U.S. Army vehicles. Both TIME magazine and the U.S. Army are donating the royalty proceeds to Army Emergency Relief.

Army Emergency Relief is a non-profit organization with the sole mission of helping Soldiers and their family members in times of valid need. Since 1942, Army Emergency Relief has helped nearly three million Soldiers and their families with more than \$837 million in financial assistance.

Die-casts may be purchased at www.armyproducts.com.

Tricare Centralizes Pharmacy Services

Department of Defense

Although the new Tricare Retail Pharmacy (TRRx) contract began last month, most beneficiaries should not notice a change in services.

"The new single contract integrates the previous regional contracts into one uniform retail pharmacy benefit across all Tricare regions," said Army Col. William Davies, director, DoD pharmacy programs.

In the past, the Tricare regional managed care support contractors provided retail pharmacy services. The contract, awarded last year to Express Scripts Inc. of Maryland Heights, Mo., has approximately 53,000 civilian pharmacies in the nationwide network.

Pharmacy claims processing is now centralized and beneficiaries no longer have to mail pharmacy claims to multiple sites for processing or call various telephone numbers to get assistance filling a prescription when using the retail network.

Patient safety has also been enhanced by use of the Pharmacy Data Transaction Service to process all pharmacy claims.

For a single co-payment of \$3 for generic or \$9 for a brand-name prescription, eligible TRRx beneficiaries may continue to receive a 30-day supply of their prescription medication from the new network of retail pharmacies. To use this benefit, a written pharmacy prescription and a uniformed services identification card are required.

Tricare beneficiaries who used a retail pharmacy last year

will receive by mail an identification card, a benefit guide and a letter listing 12 network pharmacies close to their home.

To locate a network pharmacy, use the Tricare pharmacy locator service available on the Express Scripts Web site at www.express-scripts.com/ or call (866) 363-8779. Claims forms are also located on the Web site.

Recruiter Store Gets Renamed

USAREC's source of 'must have' accessions tools in use by recruiters and Cadet Command's ROTC/JROTC units is about to undergo a giant step of upgrades to better serve its customers.

The new name to mark these important leaps in automation software and Web site use will be the Accessions Distribution Center, ADC. The moniker more appropriately defines the mission of the store and gives clearer meaning to its functions under the Accessions Command.

The ADC receives, stores, catalogs and ships all orders needed to enhance the accessions mission. It does so by stocking items ordered by Recruiting Command and Cadet Command, as well as Accessions Command's Strategic Outreach Division. The ADC is operated by four contractor personnel, managed by one busy supply technician, and watched over by a myriad of senior leaders.

The Accessions Support Brigade proudly operates the ADC out of Fort Knox, Ky., and remains proud of its ultimate mission in getting the best possible people to swell the ranks of the future Army of One.

Suggestion Program Now Online

By Joe Burlas
Army News Service



Soldiers and Department of the Army civilians can now go online to offer Army suggestions — and possibly win some cash.

The Army Suggestion Program is online at <https://armysuggestions.army.mil>. Logging on requires an Army Knowledge Online user name and password.

While there are several advantages to a central online program, the biggest plus is anyone with access to the Web can make a suggestion in a timely manner — no matter where they are, said Brenda Scott, a Suggestion Program official with the Office of the Chief of Staff Strategic Management and Innovations Division.

In the past, deployed Soldiers who came up with good ideas when away from home station would often wait to submit that idea through channels until they returned home, Scott said. The reasons for the wait, she said, were several: getting a copy of Army Regulation 5-17 that outlines submission requirements, keeping the hardcopy submission form clean in the field while filling it out and lack of research resources.

The site has a link to AR 5-17 and there is even a save function that allows suggestors to fill out the submission packet over a period of time rather than during just one session.

The program seeks suggestions that improve work methods, materials, processes,

equipment, logistics, utilities or tools that will benefit the Army. Implemented suggestions that save the Army money are often eligible for a cash award. The more money saved, the larger the potential award.

The suggestion must present a problem or situation, propose a solution and state the benefit to the government.

The new Web site also allows supervisors to nominate a suggestor for recognition as the top suggestor of the year in Soldier and DA civilian categories during the annual Secretary of the Army awards ceremony.

The USAREC Suggestion Program manager is Jim Paszek at (502) 626-1190.

Brigade program managers are listed on the Intranet at <http://home.usarec.army.mil/suggest/suggest.html>.

Soldiers May Wait to ETS

By Karla L. Gonzalez
Army News Service

Active-duty Soldiers nearing the end of their contracts may not be getting out of the Army as soon as they might have expected.

Army officials last month announced the latest Active Army Stop Loss/Stop Movement Program for active Army units preparing for deployment overseas in support of Operation Iraqi Freedom and Operation Enduring Freedom. Policies in place for reserve-component Soldiers have not changed.

The changes in the Active Army program synchronize the process of units being notified of deployments with the Stop Loss actions, according to Lt. Col. Franklin Childress, public

affairs officer with the Army's G-1. The previous process required a separate action to request the initiation of Stop Loss after the unit received official deployment notification.

The Stop Loss/Stop Movement program will be effective 90 days before the Earliest Arrival Date specified in the deployment order, according to Colonel Childress. Soldiers will remain affected by Stop Loss/Stop Movement under the program up to 90 days after they redeploy to their home station.

The additional days following redeployment, according to Colonel Childress, are to take care of the Soldiers. The time will be used to allow for any medical or dental needs to be taken care of as well as any other out-processing that needs to be completed.

Soldiers who have completed all of their out-processing needs can get approval from their command to be released in less than 90 days.

The focus of Army deployments is on trained and ready units, not individuals, Army personnel officials said. They explained that losses caused by separation, retirements and reassignments have the potential to adversely impact training, cohesion, and stability in deploying units.

Without a Stop Loss/Stop Movement program, an Army divisional-sized unit may require the reassignment of more than 4,000 Soldiers from other units to achieve a complete reset of the division and ensure a deployable strength of 100 percent, officials said. They said this unmanaged turbulence would preclude the delivery to the warfight of units which have an enhanced combat effectiveness based on stability and having trained together for long periods of time.

10 Things to Ensure Your Vote Counts

USAREC G-1

Voting is your right. Exercise your right to vote. The first step is to register.

1. Start by contacting your Unit/Voting Assistance Officer for help in absentee registration and voting.

2. Visit the Federal Voting Assistance Program's Web site at www.fvap.gov for information on absentee registration and the voting process.

3. Ensure you have applied for your absentee ballot using the hard copy or online versions of the Federal Post Card Application. FPCAs are available through the voting Web site or from your Voting Assistance Officer. All Soldiers will receive a FPCA during the Army's Personnel Assets Inventory July 30-Aug. 15. Unit voting assistance officers will also conduct training to ensure all unit members have the opportunity to fill out the FPCA and register to vote.

4. Make sure local election officials have your current mailing address.

5. Sign and date all materials.

6. Fulfill any state witness/notary requirements.

7. Ensure your ballot or FPCA is postmarked.

8. Register and request your ballot before September.

9. VOTE — mail by Oct. 15.

10. Use the Federal Write In Absentee Ballot if you are overseas and the State absentee ballot does not arrive in time to be mailed back by the deadline.

For assistance, call your unit voting assistance officer or Maj. Brian McDonald at (502) 626-0092 or visit www.fvap.gov.

City Names May Slow Mail

Army News Service

Individuals attempting to speed along their mail and packages to Soldiers overseas by including the city and country where the service member is stationed may actually contribute to delays and misrouting of military mail.

Automated processing equipment used by the U.S. Postal Service is programmed to differentiate a domestic and foreign address format.

Military addresses are automatically processed in the same manner as regular domestic mail throughout the country, postal officials said.

Well-wishers who include the geographic city and country where servicemembers are stationed, however, may unwittingly prevent systems designed to speed mail to their loved ones from working properly, officials said.

Mail with a foreign city or country in the address is automatically diverted to the international mail system.

This requires the mail to be reprocessed, sometimes repeatedly, and runs the risk of being delayed even further because international postal services are not always familiar with the U.S. military postal system.

To ensure the quickest service, senders should address their letters and packages with only the service member's name, specific unit, and complete last line of the military address (consisting of "APO" or "FPO", the two-letter abbreviation "AA," "AE" or "AP," and

a five- or nine-digit ZIP Code).

This allows individuals to send mail at the same manner and rate as domestic service, regardless of where a service member is stationed.

Incorrect
Sgt. John Smith
1st Plt, Co A, 1st Bn
Baghdad, Iraq
APO AE 12345-6789

Correct:
Sgt. John Smith
1st Plt, Co A, 1st Bn
UIC 6789
APO AE 12345-6789

Army Policy Reemphasizes Sexual Assault Reporting

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

The Army is devising a policy that will re-emphasize that all offenses of sexual assault must be reported to the Criminal Investigation Command, officials announced last month.

A task force spent 90 days conducting a detailed review of current Army policies and programs on sexual assault. One of the findings was that while all commanders had taken action against assailants accused of sexual assault, not all were going through the proper investigation channels, said task force member Darlene Sullivan.

The task force was assembled from various Army organizations and began looking into how the Army addresses matters of sexual assault in February. Acting Secretary of the Army Les Brownlee authorized the task force and approved their recommendations.

There were nine shortfalls

the task force noted in its 80-page report. One major finding pointed out there was no standard way of handling sexual assault cases, making it hard to collect data and keep track of what services had been rendered to victims.

There were 24 recommendations made to improve the system. One was to develop a sexual assault policy for inclusion in AR 600-20, Army Command Policy. The chief of personnel, Army G-1 is responsible for the overall sexual assault policy.

The policy will define sexual assault as alleged offenses of rape, forcible sodomy, assault with intent to commit rape or sodomy, indecent assault or an attempt to commit any of these offenses, Sullivan said. The definition is the same one used by the Department of Defense in its recent report "Care for Victims of Sexual Assault."

The roles and responsibilities of commanders from major command to the unit level will be addressed in the new policy and become a part of AR 600-20, said Lt. Col. John McPhaul of Army G-1.

"Commanders must create a command climate where victims feel comfortable reporting acts of sexual assault," said Sullivan. "Rape is one of the most unreported crimes nationwide."

Company commanders will no longer have the authority to sign the disciplinary paperwork for Soldiers accused of a sexual offense, when the cases don't go to court. The battalion commander's signature will be required, Sullivan said.

The Commander's Report of Disciplinary or Administrative Action, DA Form 4833, is a permanent record that states what a Soldier was accused of and what action was taken.

Sullivan said the task force

found that about 20 percent of the commanders had not filled out the form because of operational tempo. Another recommendation of the task force is to alter the form, so that instead of stating that administrative action was taken against a Soldier, his or her specific punishments will be listed on the form.

Commanders alone cannot round out a successful program to prevent sexual assault, according to the task force.

In AR 600-20 one of the responsibilities commanders will have is to assign a unit victim advocate to support victims of sexual assault.

It is important to keep the victim and the chain of command informed of all case actions as they occur with the case. The unit victim advocate will work to provide emotional support to victims while assisting them in the step-by-step processes involved, Colonel McPhaul said.

"The Army agencies already have some procedures in place and know what to do, and are doing it, if an act of sexual assault occurs," Colonel McPhaul said, "but we must develop comprehensive policy of dealing with sexual assault from awareness/prevention, to victim support and data collection.

Training requirements will also be addressed in the regulation, Colonel McPhaul said. Within the next 60 to 90 days, new chapters will be added to the regulation and staffed with the field, he added.

Training and Doctrine Command is currently devising lesson plans on the prevention of sexual assault to be included in all professional development schools, refresher courses at the unit level and additional training for law enforcement, medical and legal personnel, Sullivan said.

Recruiter Rings

RSM MAY 2004



1ST AMEDD

SFC Christopher Lambert
SFC Donna Shields
SFC Roger Vance

SFC Patrick Garnes

5TH AMEDD

SFC Patricia Mitchell

ALBANY

SFC Michael Stacey

ATLANTA

SFC David Archuleta

SSG Lalinda Gibson

SSG Renee Ray

BALTIMORE

SFC Vincent Simonetti

SGT Landon Biglow

SGT Santos Carreras

CHICAGO

SFC Lloyd Cossey

SFC Boguslaw Jedrol

SFC Marvin Lynch

SSG Antoine Butler

COLUMBIA

SFC Roosevelt Agee

SFC Dannie Cheeseboro

SFC Anthony Richter

SSG Michael Berry

SSG Avery Honeycutt

COLUMBUS

SSG Jason Edwards

CLEVELAND

SFC Mark Woodward

DALLAS

SFC Paul McCune

DENVER

SFC John Kellogg

SSG Mark Melbourne

SSG David Behm

DES MOINES

SFC Ivan Bowers Jr.

GREAT LAKES

SSG Caleb Miles

SSG Michael Glaspie

SSG Jon Timm

SGT Patrick Brooks

JACKSONVILLE

SFC Clay Britton

SFC Eddie Broughton

SSG Kevin Stone

SSG Harry Morales

KANSAS CITY

SSG Joseph Sanford

LOS ANGELES

SFC Timothy Waud

MIAMI

SFC Useeth Jones

SSG Francis Raphael

SSG Charles Glover

SSG Edward Olivencia

MINNEAPOLIS

SFC James Bernard

SGT Gary Capan

MONTGOMERY

SSG Mitchell Walker

NASHVILLE

SFC Matthew Macon

NEW ENGLAND

SSG Craig Fulton

SSG Aaron Rambo

NEW ORLEANS

SFC Jason Gamble

OKLAHOMA CITY

SSG James Gregory Jr.

PITTSBURGH

SFC Aaron Friday

SFC Richard Channell

PHOENIX

SSG Emerson Austin

PORTLAND

SSG Paul Lewis II

SGT Ryan Lukoszyk

SALT LAKE CITY

SFC Kimm Downing

SAN ANTONIO

SSG Jacques Vercautrin

SEATTLE

SSG Steven Swift

SGT Matthew Wagner

SOUTHERN

CALIFORNIA

SSG Dong Kim

SSG William Batie

SGT Tibor Belt

ST. LOUIS

SSG Alfredo Camacho

SYRACUSE

SFC Matthew Williams

SSG Jeffrey Klimek

SSG Kelvin Cooper

Gold Badges

RSM MAY 2004

1ST AMEDD

SFC Kenneth Nichols

ALBANY

SSG Jose Cruz

ATLANTA

SSG Roscoe Jackson

BECKLEY

SGT Corey Woodard

CHICAGO

SSG Gary Walton

CLEVELAND

SSG John Carlston

SSG David Roberts

COLUMBIA

SFC Coy Gwinn

SSG Duncan Henderson

SSG Michael Francis

SSG Debbie Foster

SSG Andrea Sturgill

COLUMBUS

SSG Brett Brown

SSG Lester Hartranft

SSG Brian Rogan

SGT Andrew Kunert

GREAT LAKES

SFC Gerard Fuller

SFC Jonathon Couch

SFC Christopher Coolbaugh

SSG Zackariah Craig

SGT Theodore Church

SGT Jerry Faust

HOUSTON

SSG Derick Sikes

SGT Jerry Brown

LOS ANGELES

SSG Andra Thomas

SSG Caroline Williams

SSG Scott Towne

MIAMI

SSG Mario Concepcion

SSG Mariel Burgos

SSG Jose Marreo

NEW ENGLAND

SSG John Randall

NEW ORLEANS

SGT Conrad Smith

PHOENIX

SFC Thomas Richardson

SFC Daniel Sheets

SFC Kevin Johnson

SSG Ramon Baca

SSG Evan Kirk

SSG Jaime Mejia

SSG Tamatha Perkins

SSG Kenneth Palumbo

SSG Aminu Gwarzo

SGT Lawrence Meade

SGT Monica Patton

SGT John Stephens

SGT Efrain Cazares



SGT Edward Willis

SGT Cory Gavin

SGT David Martinez

OKLAHOMA CITY

SGT Jami Schwickerath

RALEIGH

SSG Scott Christopher

SSG Don O'Neal

SAN ANTONIO

SSG Carlos Gutierrez

SSG Lushious Latimer

SEATTLE

SFC Jerold Zell

SSG Calvin Babers

ST. LOUIS

SSG Aaron Johnson

TAMPA

SSG Jermaine Ross

Morrell Awards

RSM MAY 2004

ALBANY

SFC Robert Nerkowski Jr.

BALTIMORE

SFC Darrell Newton

SFC Nigel Allen

SFC Jonathon Dufriend

SSG Todd Reeder

COLUMBIA

SFC Christopher Sharp

COLUMBUS

SFC Terry Shepherd

DES MOINES

SFC Curt Weiss

MIAMI

SFC Terrence Moultrie

MINNEAPOLIS

MSG Louis Jones

MONTGOMERY

SSG Lloyd Mills

NEW ENGLAND

SSG Thomas Coveney

SSG Anthony Lavertu

PORTLAND

SFC Rebecca Carcabuso

SACRAMENTO

SFC Rodolfo Abalos



SEATTLE

SSG Jerry Nix

SOUTHERN

CALIFORNIA

MSG John Bennett

ST. LOUIS

SFC Rocky Gannon

SFC Rusty Quaid

1. **What regulation covers Center of Influence events?**
 - a. AR 603-97
 - b. UR 1-18
 - c. UR 21-98
 - d. AR 24-31
2. **According to regulation, who is the approving authority for a \$1,400 COI function?**
 - a. Battalion commander
 - b. Battalion or AMEDD detachment commander
 - c. Company commander
 - d. Station commander
3. **What form is used to authorize a COI's spouse to attend a COI function at government cost?**
 - a. A COI's spouse cannot attend at government cost
 - b. UF 544 and have prior approval of the battalion or AMEDD detachment commander
 - c. UF 34-2
 - d. None of the above
4. **A parent can be considered to be a COI solely because they are the parents of a DEP/DTP member.**
 - a. True
 - b. False
5. **During a COI function, funds can be used for meals or snacks of military, or Department of Defense civilian personnel.**
 - a. True
 - b. False
6. **The _____, or lack thereof, for each DEP and DTP member largely determines if they will fulfill their contract obligation?**
 - a. Consideration
 - b. Conversation
 - c. Enthusiasm
 - d. Attitude
7. **DEP losses generally fall into two categories; they are _____ and _____.**
 - a. Apathy; loss of interest
 - b. Apathy; disqualified
 - c. Medical; apathy
8. **Who is authorized to do a telephonic check on an Army Reserve applicant for the purpose of verifying that the applicant has a high school diploma?**
 - a. Commissioned officer
 - b. Operations NCO
 - c. Company first sergeant
 - d. Guidance counselor
 - e. None of the above
9. **In preparing your college penetration plan, you will record the school assessment information and objectives onto _____.**
 - a. USAREC Form 1201
 - b. USAREC Form 635G
 - c. USAREC Form 762 A
 - d. USAREC Form 1035
10. **What USAREC form must be completed and approved for DEP extension?**
 - a. Form 1035
 - b. Form 1036
 - c. Form 1034
 - d. Form 996
11. **There are five basic colors on a topographic map.**
 - a. True
 - b. False
12. **When determining distance, using a 1:50,000-scale map, 1 inch on the map is compared to how many inches on the actual ground?**
 - a. 5 inches
 - b. 150 inches
 - c. 15,000 inches
 - d. 50,000 inches
13. **Which of the following is not a symptom of heat cramps?**
 - a. Thirst
 - b. Muscle cramps of arms, legs or abdomen
 - c. Headache
 - d. Profuse sweating
14. **Each tick mark on a lensatic compass is equal to 5 degrees and 15 mils**
 - a. True
 - b. False
15. **When placing a tourniquet on an injured limb it must be placed _____ above the edge of the wound.**
 - a. 1 to 3 inches
 - b. 2 to 4 inches
 - c. 3 to 5 inches
 - d. 3 inches

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

Mission Box

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

RSM May 2004

Top Regular Army Recruiter

SGT Scott Johnson
Baltimore Battalion

SSG Robert Viramontes
Jacksonville Battalion

SSG Delbert Brown
Great Lakes Battalion

SFC Jose Rojas
Dallas Battalion

SSG Kenneth Smith
Los Angeles Battalion

Top Army Reserve Recruiter

SFC Steven Crager
Albany Battalion

SFC Michael Luff
Montgomery Battalion

SFC Pedro Ramirez
Chicago Battalion

SSG Wendell Green III
San Antonio Battalion

SSG Allen Taylor
Southern California

Top Limited-Production Station Commander

SFC Troy Hall
Dover
New England Battalion

SFC Tn Scholfield
Asheville
Columbia Battalion

SSG Nicole Odorisio
Schaumburg
Chicago Battalion

SFC Douglas Verplank
Bloomington
St. Louis Battalion

SFC James White
Black Canyon
Phoenix Battalion

Top On-Production Station Commander

SFC Robert Sprouse
Williamsburg
Baltimore Battalion

SFC Shawn Arrance
St. Augustine
Jacksonville Battalion

SSG Jamie Hollen
Three Rivers
Great Lakes Battalion

SSG Edward Dust
University
Des Moines Battalion

SSG Jason Moore
Lake Havasu
Phoenix Battalion

Top Company

Europe Company

Top Army Medical Department Detachment

Southwest

Mississippi/Tennessee

Indianapolis

Dallas

Northwest

Answers to the Test

1. b. UR 1-18, RS Administration Update
2. b. UR 1-18, 4. b.
3. b. UR 1-18, 4. d.
4. b. UR 1-18, 4. d.
5. b. UR 1-18, 4. c.
6. c. USAREC 601-95, 2-3a
7. b. USAREC Pam 350-7, para. 6-15

8. e. AR 601-210, para. 2-7a(1)
9. a. USAREC Form 1201
10. c. USAREC Reg 601-95 para. 3-4 b
11. b. STP 21-1, SMCT App C, Task 2, Table C-1
12. d. STP 21-1, SMCT App C, Task 2, Perf Step 1
13. c. STP 21-1 SMCT
14. c. STP 21-1, SMCT App C, Task 5, Perf Step 1c(1)
15. b. STP 21-1 SMCT Task 081-831-1032, para 5b(2)

