

RECRUITER

United States Army Recruiting Command

June 2001

Journal

I pledge allegiance
to the flag of the
United States
of America
and to the Republic
for which it stands,
one Nation
under God,
indivisible, with
liberty and justice
for all.

FLAG DAY ★ JUNE 14

Recruiter

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Features

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June is a month of celebration. The season turns to summer and there are weddings, Father's Day, Flag Day, and the Army's birthday. Our families are postured for June and the beginning of a long, fun-filled summer. All good reasons to celebrate.

The Army's birth date, June 14th, 1775, was one year before our Nation was declared independent. One of the symbols of that independence was the adoption of a national flag different from the British Union Jack. We call that flag "Old Glory," and we celebrate the meaning of that national symbol each time we say the Pledge of Allegiance.

I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.

Each time we recite the pledge, we reaffirm our belief, as citizens of the world premier democracy, in all that our Nation stands for. We pledge allegiance to the flag of the United States of America. There is no truer symbol of our liberty and justice. Today, in deep pride of 226 years of our Army's history, we look to one of the most tangible signs of our success. How fitting it is that we celebrate the Army's birthday and honor our national symbol at the same time.

On June 14th — Flag Day, the Army's Birthday — at the USAREC Headquarters at Fort Knox, we will hold a significant celebration. For the many of you who have never seen our headquarters, understand that there is a large parade field in front of the building. USAREC's flagpole is there and a plaque commemorates naming our building the "General Maxwell Thurman Center for Recruiting Excellence." On June 14th, we will memorialize that parade field in honor of James Montgomery Flagg, the artist who created the very famous "I Want You" Uncle Sam poster.

I want to spend a little time here to tell you why this celebration is important, even to those of you who will never see Flagg Field.

"Monty" Flagg was an American patriot. A man of many talents, he was an artist who used his gifts to bolster patriotism through two world wars. Ultimately, he contributed 46 works to support the war effort. "Uncle Sam" had been a symbol of the United States for many decades before Flagg's 1917 poster, but it was his depiction of Uncle Sam — full front staring sternly into the observer's eyes, with his finger pointed directly at *you*, and the caption "I Want You for U.S. Army" — that captured the imagination. Over four million copies were printed between 1917 and 1918, as the U.S. entered the first world war and began sending troops and materiel into war zones. A tribute to its success, the poster was reissued during World War II, with another 100,000 copies printed.

You all know the work — it is USAREC's unofficial symbol. I cannot think of a better way to pay tribute to the man, the artist, and creator of this enduring symbol, than to memorialize our parade field in his name.

I am reminded of one of our Army values, selfless service. James Montgomery Flagg, an accomplished and successful



MG Dennis D. Cavin

artist, donated his time and talent to his Nation in its times of direst need. That our Nation exists because of the sacrifices of America's men and women in uniform is something we all know. Let us celebrate our Army's 226th birthday with pride and honor, let us celebrate the "Old Glory" of our national flag, and let us celebrate the naming of Flagg Field in honor of the man whose Uncle Sam still looks us straight in the eye and says, "I Want You for U.S. Army."

Integrity

Integrity without knowledge is weak and useless, and knowledge without integrity is dangerous and dreadful.

— *Samuel Johnson (1709 - 1784)*

The Army invests in every individual. It has done so with each of you by sending you to leadership and skill training schools. You are all graduates of exceptional recruiting education programs. At the Army Recruiting Course at the Fort Jackson schoolhouse, you were taught the basics, armed with the tools to make you a knowledgeable recruiter. You needed that training and education to be successful at recruiting, even though you've spent your Army career living and working in other areas of critical importance to the Army. With your previous training and that provided at the RRS, you came to USAREC armed with a solid foundation and understanding of Army values and the phrase "dignity and respect."

Think about Johnson's quote. You have knowledge enough to be successful, but you must also have integrity. Just knowing how to do something is not enough — you have to know how to do it right. That means being entirely honest about the Army's opportunities and options. It means answering all questions truthfully, even if you are worried that you won't get the contract. Each contract is important, but no more important than your reputation as an ethical professional. Your prospects and their influencers put their faith in you. As I have stated in a number of forums, no amount of money in your bank account or influence in the community can overcome an error in your judgment that affects your integrity and character. America and the Army have invested heavily in you. They trust you, they value your character, they believe in our institution. They believe you will conduct yourself in a manner that cannot be questioned. Don't disappoint them. 📌

On June 14, our Army turns 226 years old. As another year has passed, America's Army is doing well, and is as gainfully employed as at any other time in our history. We are busy, but let me assure you, our soldiers and formations are ready to accomplish whatever missions our country assigns them.

This week, there are more than 31,000 soldiers deployed to 65 locations around the world, leaving the comforts of their homes, barracks, and families. Aside from well-known locations like Kuwait and the Balkans, our troops are working and training in places including East Timor, Bangladesh, Nepal, Norway, Romania, Senegal, Kazakhstan, and Djibouti. This includes nearly 2,500 Army National Guard soldiers and more than 1,700 U.S. Army reservists. Along with their active duty counterparts, they are enforcing the Dayton Peace Accords in Bosnia, maintaining stability in Kosovo, and are represented among the forces on various missions in locations that include Kuwait, Saudi Arabia, Honduras, Guatemala, and Ecuador.

Unfortunately, those numbers are not anomalous. Over the last two fiscal years, the weekly averages show we have continuously kept more than 25,000 soldiers deployed to nearly 59 locations around the world. These numbers do not include the nearly 122,000 Army personnel routinely forward stationed in 111 locations – a number that includes nearly 9,000 U.S. Army reservists.

We are, as I mentioned above, a busy Army. *A great Army.* In my opinion, and that of many others, we are the best in the world. In the 20th century alone, we have been very much a part of American history providing humanitarian relief, fighting fires, flood control, and peacekeeping to name a few. But, our obligation is defending our nation when called. For 226 years we have fulfilled our non-negotiable contract with the American people — to fight and win our nation's wars.

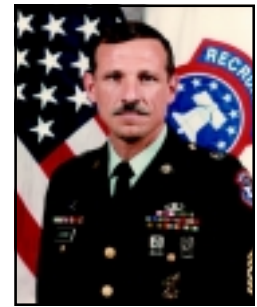
We are a doctrine based Army. We have been teaching the same doctrine to our soldiers for 20 years. The rules are very simple. Win offensively using strike capability. This gives us the initiative to call the shots that determine when and where we will fight. We want to build momentum quickly, get to the decision point early, achieve moral dominance, and return home. This is what decisive victory is all about. A lopsided basketball score of 75 – 15 or 90 – 10 may be considered decisive. But in war, decisive winning looks more like 100 – 0. We must be able to operate efficiently and effectively across the entire spectrum of military operations. Persuasive in peace and invincible in war.

Today's Army is made up of both magnificent heavy forces and light forces. We saw them in action during Desert Storm. In 1990 Saddam Hussein's Army overran Kuwait and stopped at the border. With little support we deployed a brigade of the 82nd Airborne Division. They dug in and Iraq gave us six months to deploy our heavy forces to move in and reinforce the light. The rest is history.

Even with our victory in Desert Storm, we learned a valuable lesson, as did the enemies of democracy. We won't get six months to prepare next time. Sure, we now have large stockpiles of equipment in places like Europe, Korea and Kuwait, but it will still take weeks and months to build forces elsewhere.

The 80-ton Abrams tank is an awesome weapons system.

For years our Army has operated under a philosophy of Armor volume protection, in other words protect the crew space so if hit it will not be penetrated. Protection means more armor, which adds more weight, which requires more fuel. The Abrams tank is a heavy platform that sucks up fuel at three gallons per mile. Eighty percent of its lift requirement is fuel, bullets, and equipment. This is a weapons system designed for the Cold War operating in a European Theater environment. But the cold war ended in 1989, and 1990 was a reality check. So how do we build an Army differently? Can a system be designed that can't be hit, that uses smaller caliber bullets providing greater lethality, has low observable technology, and long range acquisition? Can we design a common chassis that's fuel-efficient? A system more responsive, agile, versatile, lethal, survivable, and sustainable. One that will allow the Army to move a brigade into position in 96 hours, a division in 120 hours, and five divisions in 30 days.



CSM Roger Leturno

This is what transformation is about. The Army is experimenting with an interim force using off the shelf technologies. With research and development, the Army will eventually create the futuristic systems of the objective force. The Chief of Staff's goal is to equip the first units by 2008-2010. In the meantime the legacy force must remain combat ready for another 20 years until the entire Army can be fielded. The interim force is the means of achieving the objective force. It cannot replace the legacy system, but in its capacity, it will support the light forces, not replace the heavy.

Transformation is more than just equipment. Soldiers are the centerpiece of our formations. We train soldiers and grow leaders. Leadership is our stock in trade. That's what makes us so attractive to Fortune 500 companies. We're all about loyalty, discipline, teamwork, coming to work on time, performance oriented, and willing to speak our mind. The Army invests in its future and is committed to improve the well being of its soldiers, civilians, families, and veterans.

The Army is a history of change. On June 14 we will don the black beret, which will be a visible sign of the Army's continuing commitment to the security of this nation and the transformation process. It will become our official headgear. The beret symbolizes excellence and indicates membership into the most professional Army in the world. Wear it with pride and dedication. Always remember that you are an invaluable member of the U.S. Army, An Army of One.

As we celebrate the Army's birthday this year, there will be no rites-of-passage test and no beret ceremony. Just a birthday celebration whose activities focus on the history and tradition of the Army. Our nation should be celebrating its Army's birthday on the 14th. But for most Americans June 14 means little more than Flag Day. It's our duty as members of this great Army, both military and civilian, to remind them.

HAPPY BIRTHDAY. 📣



Chaplain's



Motivational Notes



by Chaplain (LTC) Jim Stephen
HQUSAREC

“The Healing Power of Love”

The following is a true story of a couple in love and the importance of love in their lives.

It had been one of those cold, crystal nights when the young couple took a walk. The black sky stretched over them like eternity; and, when a car came by, they jumped into the snow bank to hide so their private wonder would not be disturbed. Arriving home, they stopped in the back yard long enough to clear his car of snow, and he knew the time had come. He wrote with his finger in the snow on the car window the thing he'd been wanting to say – “I l-o-v-e y-o-u.”

Forty-six years later, he lay unconscious in a hospital bed in intensive care, just hours after open-heart surgery. She watched him, tired and tense for his safety. The monitors on the wall marked his vital signs; a machine helped him breathe. Then, his eyes opened, and she held out her hand to him. Unable to speak because of the tube coming out of his mouth, he wrote in the palm of her hand the words “I l-o-v-e you.”

He would be healed – not just because he loved her, but because she loved him, too. Love is the most magnificent healing power on earth. No wound is so deep, no disappointment so intense, no failure so devastating that love cannot heal.

In that journey we call life – through the birth of children and the meals cooked, through the days of work and the nights of worry – it is love that gives us strength to carry on. It is love that gives it meaning. It is love that heals the broken heart.

And, even in that journey we call death, love leaps across that chasm, and we remain tied to each other in the power of that bond. Death cannot conquer those who really love.

So, when worry works away at us, when we cannot think about tomorrow without fear, when grief tears at our heart – we need to remember and cherish that we still have one emotion stronger than these. It is love. Fear and grief and worry must wither away before the healing power of love.

Poets and songwriters write about love. Youth crave love and try endlessly to define it. Love is a central theme of every religion or major creed on earth. We are born with a natural love and, if nourished, it will develop and grow as we do. When lost, love can be found again by all that diligently seek it.

Love is stronger than any ill of this earth. To be truly happy here, we must not be led by worry or expediency. We must not trample on others as we hurry to get our tasks done. We must love. We must always do what love dictates, and all else will follow.

Have you learned anything today from this message? Share with me your insight at:

(James.Stephen@usarec.army.mil).

God Bless every one of you.

U.S. Army Recruiting Center One

Story by MAJ “Doc” Bowles
and Elena Baylor-Elks, RRS

Center One was established last year as a part of the Secretary of the Army initiative to develop several programs for the recruiting community. The Center is located in the Recruiting and Retention School at Fort Jackson, S.C. The Center’s initial focus has been on developing an evaluation process in conjunction with the RRS for the Army Recruiting Course, as well as conducting two preliminary research projects with the Army Research Institute. The Center has recently developed a Web page <http://training.rrs.army.mil/Centerone> with articles and links related to health, wellness and quality of life issues that are updated monthly. This summer an enhanced performance program will be developed, working with station commanders and first sergeants in the field. The following is the first of a two-part article discussing the interpersonal skills that are attributable to a successful recruiter, with relative comments by experienced station commanders. The interpersonal skills discussed are confidence, rapport, empathy, and communication.

How confident one is in life is often based on one’s successful life experiences. What you tell yourself in situations can strengthen your belief in yourself, good or bad. We have a variety of conversations with ourselves throughout the day. Therefore, if we focus on successful thoughts, we can project confidence and determine how we are perceived by others. **Confidence** is one of the primary, unspoken ways in which a recruiter communicates with a potential applicant. “Based on my experience in the field,” says SFC Kenneth Smith, former station commander at Stevens Point Recruiting Station, Milwaukee Battalion, and current RRS recruiting company commander instructor, “a

recruiter who is confident in themselves is a recruiter that is successful . . . Confidence is an attitude that must be shaped and molded through practice and an understanding of yourself and the direction you’re heading.” Self-assurance and an honest belief in a product—in this case, the Army—are invaluable aids.

Rapport is the ability to develop mutual trust or emotional affinity in a relationship between the recruiter and the applicant. In general, trust is one of the most important emotions we develop with others. Developing trust involves acting with integrity and honesty in your communication with the applicant. This early relationship developed with the applicant is an important initial impression and often has a lasting impact on the applicant’s overall opinion of the Army. Establishing rapport with potential applicants is a vital component of successful recruiting. “The need to build a bridge of mutual trust and respect is critical to overcome the preconceived ideas the potential soldier may have,” notes SFC Russell Schmidt, a former station commander at Portsmouth Recruiting Station, New England Battalion, and current RRS ARISS instructor. When establishing a common ground and interests, you develop a comfort zone in this relationship in which you can relate with the applicant’s concerns and interests in joining the Army.

The fastest and most effective way to establish rapport is to be empathetic to individuals’ personal situations and feelings. The act of putting oneself “in another person’s shoes” serves several purposes: seeing life from the applicant’s point of view may allow the recruiter to understand the needs of the applicant. Further, the recruiter can offer the applicant suggestions in making decisions and offer sincere **empathy**, which facilitates the rapport of this

relationship. “The empathetic skill is probably the hardest skill to master. . . .”, says MSG Eric Strobeck, former station commander at Coeur d’Alene Recruiting Station, Seattle Battalion, and current RRS Chief, Career Management NCO. “The ability to empathize with an applicant allows the recruiter to acknowledge (a) need or objection. . . . Every applicant will have a reason not to join, so we must appreciate and, if possible, resolve their concerns.”

The recruiter’s ability to establish **confidence**, establish **rapport** and convey **empathy** may have a limited impact on the applicant without the mastery of effective **communication skills**. SFC John Keesler, RRS computer science training staff, lists “effective listening” as a crucial, yet often overlooked, component of communication. “In order for effective communication to take place, you have to have a sender and a receiver of the information,” says the former station commander of the Dalles Recruiting Station, Portland Battalion. “Otherwise, you [haven’t] exchanged [a] thought. My father and mother used to refer to this as ‘Just speaking to a wall.’ The ability to hear and understand the applicant and then express a response in a clear and easily understood manner, is critical. Communicating is a practiced art that, with focused effort, may be improved upon daily.

In next month’s issue, we will discuss stress tolerance, self-awareness, flexibility, and attitude as other important interpersonal skills for recruiter self-development and maintenance. Center One will be a regular contributor to the Journal, discussing findings from various training and research and offering suggestions for improvement in these and other areas. We look forward to hearing from you. Please e-mail suggestions or comments to baylor-lkse@jackson.army.mil. 📧

The Hispanic

By MAJ Veronica Zsido, USAREC PAE

This article is the first in a series prepared by the Market Research Team, Research & Plans Division, PAE. The Market Research Team is comprised of two cells – one focuses on Demographic, Production, and Lifestyle Segmentation Analysis and the other focuses on Psychographic (wants, needs, desires, propensity) Analysis. Articles will target specific market segments – Hispanic, African American, I-III, College, Female, Core MV50 Household Segments, Brigade-specific, etc. Similar market-awareness articles have been published in the past, but IPM (Intelligence Preparation of the Market) is the driving force behind this series, with a goal to improve market penetration strategy in order to increase contract production. We will cover-down on the data that best supports field recruiters, station commanders, CLTs, BLTs, A&PA, and specifically, Battalion S2s. Provide us feedback — let us know if we are on-target, how we can improve the focus, and what additional topics you want to see in the future. Our approach is straight-forward: collect the data, conduct the analysis, and disseminate the results.

This article presents a general demographic overview, addresses Army Hispanic contract production, Army Hispanic market share (as a portion of DOD Hispanic contract production), and outlines our current advertising efforts within the Hispanic market. USAREC must secure a strong foothold in the Hispanic market, and our Hispanic production must keep pace with market growth. Whereas only 10% of the Army's accessions are Hispanic, the Navy has achieved 15.6% and the Marine Corps has achieved 14.0% Hispanic representation among its FY 01 accessions (source: OSD). Increasing Hispanic production can allow a service to increase its Spanish-speaking recruiting force in the near future. This is the type of recruiting momentum that the Army needs to establish. Failing to penetrate the Hispanic market in the short-term risks our long-term recruiting success by limiting our effectiveness in tomorrow's recruitable pool.

As we began calendar year 2001, Woods & Poole data indicated that Hispanics accounted for 14% of the 17 to 21 year old population — equal, for the first time, to the African American population. We now believe, however, that Hispanic population estimates have been conservative. Census 2000 data indicates a 60% increase in the Hispanic population since Census 1990, with Hispanics now accounting for approximately 12% of the total population and 17% of the youth cohort (under 18 years old). Given this emerging data, we now believe that Hispanics may account for closer to 16% of our prime market age target.

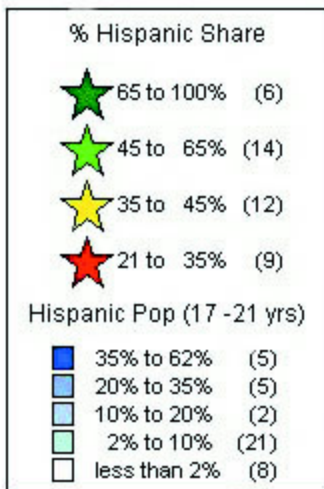
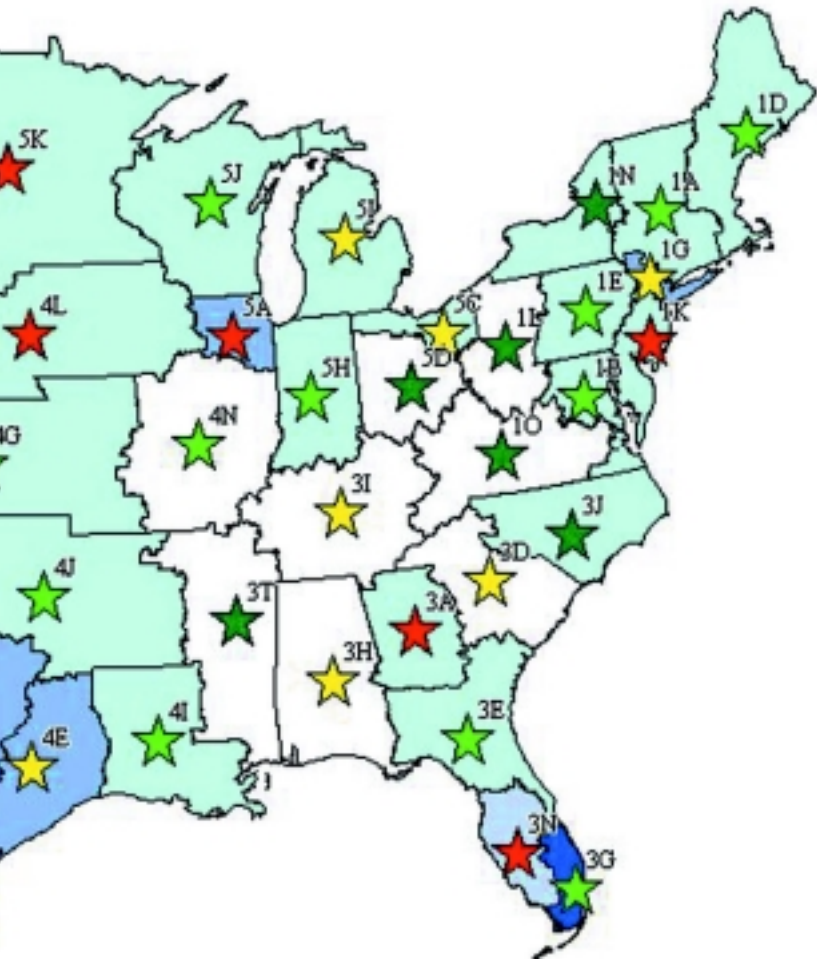
The Hispanic market is not equally distributed among the 41 battalions, nor within any single battalion (see county-level



21 year old populations in five battalions (darkest shade of blue), and 20% to 35% in another five (next darkest shade of blue). These 10 battalions are: LA, San Antonio, Miami, Phoenix, SoCal, Sacramento, NYC, Houston, Dallas, and Chicago. Superimposed in each battalion's area is a color-coded star that represents the battalion's share of DOD Hispanic contract production. Green stars (dark and light) indicate strong Hispanic market share. Although six battalions have achieved 65% or higher Hispanic share (a great accomplishment), these battalions are not among the top 10 Hispanic population battalions. Among the top 10, three battalions (Phoenix, San Antonio, and Miami) have achieved between 45% and 65% Hispanic share. The most significant Hispanic markets of opportunity exist in three of the top 10 Hispanic population battalions where Army share is between 25% and 35% (Chicago, Dallas, and LA). All battalions must strive to take their fair share of the Hispanic market.

Send feedback to Veronica.Zsido@usarec.army.mil. 📧

Market



“An Army of One” advertising campaign becomes “Yo Soy El Army” or “I am the Army” for Hispanics. The campaign features Hispanic soldiers, speaking Spanish and English, embodying the concept of individual strength, development, and pride while contributing to the overall mission of the Army.

USAREC has advertised on Spanish-language television since 1995 to reach prospects in families who prefer speaking Spanish at home. But with the roll-out of the new advertising campaign, the messages and materials designed specifically for Hispanic prospects and their influencers have reached a new high.

On the Hispanic television networks, Univision and Telemundo, in addition to meeting SPC Carlos Perez in the Army Reserve Spanish version of “Earthquake,” millions of viewers have followed Alice Borja from San Mateo, Calif., and Ever Ochoa-Bonilla from Clovis, N.M., from their days in the DEP straight through all the challenges of Basic Training. The Basic Training commercials and the vignettes on the goarmy.com Web site even feature the mothers of the recruits, commenting on how their children have grown since joining the Army. These recruits don’t just say “Yo Soy El Army”; they show how to become An Army of One to anyone considering an enlistment. The Web vignettes make a great tool for a recruiter working a Hispanic lead, especially if the recruiter can show them to the family as well as the prospect.

The robust 12-month television presence and constantly changing Web site are supported and extended by local Hispanic and Latino radio presence in those markets having high concentrations of Hispanic residents. Print advertisements also run in local Hispanic newspapers and in three national magazines, *Teen En Espanol*, *People En Espanol*, and *Super Onda*. The print ads feature yet another successful Hispanic soldier, SPC Rafael Sampayo, and his mother. Readers who want to know more about him can access his profile on the Web site.

Hispanics who surf the Web will find enticing “Yo Soy El Army” links at *Yahoo En Espanol*, *Terra*, and the *Univision* Web site. Plans are afoot to purchase Spanish key words on major search engines, in addition to the many key words purchased for English-speaking prospects, starting in July.

In May, bilingual direct mail pieces went out to parents of prospects explaining how an Army enlistment could work for their children and advising them to watch out for direct mail offers coming to their children in June. This bilateral approach to Hispanic direct mail is projected to generate increased leads. Further encouraging response, the direct response television advertisement began running on Fox Sports En Espanol in May. Also, thousands of additional boxer cards were sent into markets with large Hispanic populations. Later this summer, recruiters will begin to receive new “An Army of One” RPIs, some of which will feature Yo Soy El Army as well, translated into Spanish for Hispanic influencers.

This integrated national Hispanic marketing campaign, supported by local events and organizational outreach, is carrying the idea of “Yo Soy El Army” straight into the homes and minds of Hispanic prospects nationwide.

Creative selling

by *Recruiting Operations Directorate*

Creativity is a recruiter's most valuable asset. It has always been the most precious resource available to a successful salesperson. You can improve your sales results by simply working smarter rather than harder. Being more creative means brainstorming problems and obstacles that are holding you back from contacting more qualified prospects. Being creative in how you uncover buying motives and uncovering objections will bring success. Being more active in creativity will increase your pool of qualified prospects.

Harvard University. All you have to do is learn to tap into this creativity. How do you do that?

There are three ways of tapping into or stimulating your creativity. The number one key is to have **desired goals**. The more you want something, the more excited you are about accomplishing that something. The more you believe that it's possible for you, the more creative you will be. It's astonishing how smart you will become if you want something badly enough.

Three ways of tapping your creativity

- Desired goals*
- Problems*
- Clearly focused questions*

You have the capacity for creativity within you. There is a capacity for genius in your sales ability. You just have to "awaken" this creative capacity, and to do it, you simply have to work smarter, and understand how creativity relates to your market and your defined goals. There are specific ways to nurturing your creativity (to have the desired positive effect on your sale efforts).

Approximately 95 percent of all people are born naturally creative, according to a study conducted by

The second key to stimulate creativity is **problems**. Problems are the things that stand between you and the define goals you have set. Your prospect's problems should also stimulate creativity. The more focused you are about your goals, and how clearly you understand the problems or obstacles that are in your way, the more creative you will be.

Finally, **clearly focused questions** are the triggers to stimulate your creativity. The clear probing of your prospect's situation, and how direct and exacting you

ng techniques

are with your questions, will contribute to raising the probability that you will get the new, creative, positive, constructive answer you need to accomplish your mission. For example, how can I improve my floor conversion ratio? How can I double the number of appointments conducted?

Why should you want to be more creative in your selling techniques? First of all, if you want to find more qualified prospects more easily, you must ask yourself continually who are my prospects today? How will I get them today? How did I get them yesterday? Who were my best prospects yesterday? Where can I find better prospects and get more referrals?

Another tool is to accurately uncover buying motives. Use better questioning techniques to find the true objection or concern of why an Army enlistment or commission would not be a benefit to your applicant.

Caution: You must not probe your applicant as an interrogator with punitive questions. You must ask questions with an ease of getting the information you need to present the proper benefits of an Army enlistment. Don't play 20 questions with the applicant. Explore the applicant's outlook on life and present the real life situation.

The "Pro Talk" article in the April 2001 issue of the Recruiter Journal provided you with some valuable tips on conducting a "Fact-Finding Conversation" which will aid you in uncovering important information concerning your prospect's needs and desires. Listen to your applicant and be attentive to what he or she is saying

before responding to the objections or "areas of concern." Acknowledge the objection by using the R.E.A.D.Y. principle:



R Repeat the objection

E Explain any unclear information

A Admit to the true statements of the objection

D Deny any false information in the objection

Y Ask for the Yes

By using the R.E.A.D.Y. technique, you enhance the important rapport needed with your prospect. By enhancing the rapport, your prospect will feel at ease and most likely provide you with all the necessary information you need to tailor a program that will benefit your prospect. More importantly, you now have the information you need to help develop the creativity that will improve your creative selling techniques.

Log on to the Recruiter Central Web site and provide some creative ideas that have helped you increase your productivity!

Good Recruiting!! 📞

Montana State University nursing student awarded the 2001 Spirit of Nursing award

Story and photos by J.W. Humphreys
Atlanta Battalion A&PA

Ask Katherine Marie Sluder about her hobbies, and she will speak quietly about liking to read, listening to music, and being with her friends. Ask her about nursing, and the burning passion she has for her chosen profession shines through.

"I never want not to have joy in the journey of nursing," Sluder, 22, said during the National Student Nurses Association convention at the Opryland Hotel in Nashville, Tenn., on April 5.

Sluder, of Joliet, Mont., and a senior nursing student at Montana State University – Bozeman, was selected to receive the U.S. Army's Spirit of Nursing award for 2001, a year which also marks the 100th anniversary of the Army Nurse Corps.

"My impression of the spirit of nursing is that we do not need to be afraid to break new ground," she said. "We need to explore new opportunities, to take the next step, and to continue our education. We really need to be a part of healthcare as a whole. Not just a nurse but a colleague to physicians, a colleague to health care in general."

Sluder said nurses should expand beyond the confines that people have placed the profession in. "Nurses shouldn't be afraid to break barriers and to explore the full opportunities that nursing affords us."

To mark her achievement, Sluder received a miniature replica of the *Spirit of Nursing* statue from BG William T. Bester, the chief of the Army Nurse Corps, during an NSNA awards ceremony. The *Spirit of Nursing* statue stands watch over the Nurses' Section of Arlington National Cemetery.

"We ought to take every opportunity to recognize outstanding nursing leaders at the student level because even though we're a military organization we're still focused on the profession of nursing," Bester said. "I think the one thing that NSNA has to offer is the fact these are probably the most highly motivated nursing students in the country. Consequently a significant amount of your future nursing leaders are sitting in this auditorium this weekend."

Bester said each nominee was looked at from several perspectives. "The whole record – not just their GPA, not just their involvement in the community, but somebody who spread out across all those areas, and for us to select the one person who is the best," he added.

Sluder was selected by a board comprised of NSNA members and Army Nurse Corps members, said COL Diane Plemenik, chief, Army Nurse Corps Division, U.S. Army Recruiting Command.

"More than 160 nominations were submitted for the Spirit of Nursing award. We looked at each one individually," Plemenik said.

Among Sluder's accom-



plishments listed in her nomination packet included a 3.95 grade point average, membership in several honor societies, and extensive volunteer service in her community. A part of the nomination packet included a one-page essay written by Sluder stating how she embodies the spirit of nursing.

Her essay – originally published in the Dec. 2000 issue of the Montana Nurses Association publication, *The Pulse* – stated: "At this moment, we are standing upon a bridge, a thoroughfare between the 20th and 21st centuries. The bridge is a firm foundation, created not exclusively by the sweat and perseverance of our nursing predecessors, but also by the youthful exuberance that myself and other nursing students embody... nursing is a journey with no final destination."

Sluder was the third Montana State University nursing student selected to receive the award. The other MSU students include Thien Duong, the 1997 recipient of the award, and Wade King in 1996.

"I had heard about the award before because there are two previous students from Montana State who had won it," Sluder said. "I knew because of those students that it was quite significant. They were two outstanding individuals.

"I thought what an honor just to be nominated. For the College of Nursing to select me out of probably close to 100 students who are graduating, to have been selected from such a great group of students, I thought that was a great honor in and of itself," she continued.

Sluder was accompanied at the convention by her parents, Earl and Connie Sluder.



With support from the 2d AMEDD Detachment, the Army AMEDD exhibit was one of the most popular at the NSNA Convention.



Spirit of Nursing winner, Katherine Marie Sluder (center) flanked by her parents; BG William T. Bester (far left); and COL Diane Plemenik (far right).

“Being proud is such a mild thing to say,” Earl Sluder said. “To me it’s so much more than that. She’s such a wonderful young lady. I could sit here for a week and tell you how proud we are.”

Sluder’s achievements during her college career came despite her father’s ill health. A disabled U.S. Army veteran of the Vietnam era, he is semi-retired now. Connie Sluder, a homemaker, said she too was proud of her daughter’s accomplishments.

“Katherine Marie was about eight or nine years old when we noticed she was leaning towards being a nurse,” Earl Sluder said. “We were pleased with her decision. You know how sometimes you just seem to know something is right? I personally believe that at times she would not change.”



COL Diane Plemenik, Chief, Army Nurse Branch, HSD, introduced guest speaker, BG William T. Bester.

Earl Sluder said that a lot of children want this profession today and that profession tomorrow, but his daughter was steadfast.

“She said she would like to go into the nursing profession,” he said. “I told her it’s a good profession, not only monetarily, but she would be able to help people. When a person is sick, a nurse is usually the first person and the last person to see a patient.”

Sluder said she thought about becoming a nurse when she was very young. “I was rather sick when I was little and spent a lot of time in doctors’ offices,” she said. “I got to see what nurses do.”

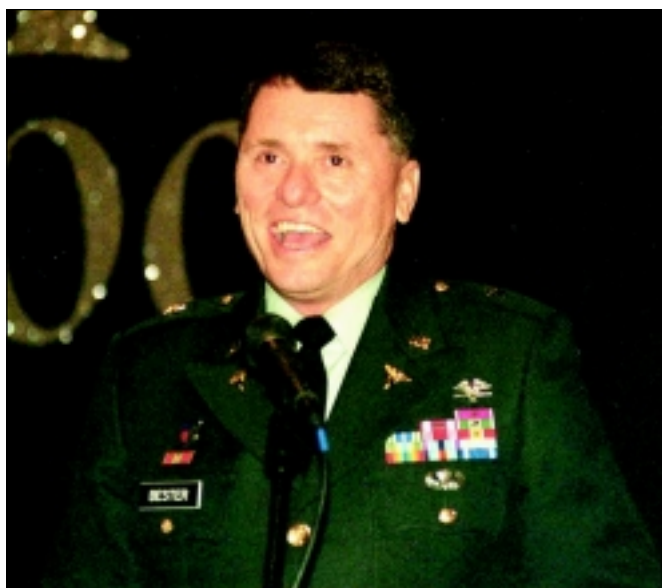
Seeing the caring nature of the nursing profession led her to consider nursing. Her decision was cemented in high school while she was a volunteer at a large hospital in Spokane, Wash., Sluder said.

“I got to interact more with the nurses side-by-side, and it was then I decided this was what I wanted to do,” she said.

Sluder received her nursing pin in a mid-May recognition ceremony the day before she graduated from Montana State.

“We wear our cap and gown to the ceremony which is very formal and a very beautiful ceremony. It’s also at that time that we receive our nursing pin. The pin has MSU Bozeman on it, which signifies that we have finished the program,” she said.

“I definitely want to stay in Montana,” she said. “I have found a home there, and I love the people there.” 📍



BG William T. Bester, Chief, Army Nurse Corps, was guest speaker at the awards ceremony.

An Exhibitor's Life

*Story & photos by Maggie Browne
Recruiting Support Brigade*

It was a gusty, hazy day for this year's Thunder Over Louisville Air Show held on the banks of the Ohio River in downtown Louisville, Ky.

The RSB had dual-asset representation with the placement of the Army Adventure Van and the Rock Wall.

A group of young boys took refuge from the wind in the Adventure Van. One of them asked SFC Mark Terry, RSB exhibitor, how long the Army has been in existence. "Since 1775," said Terry. Incredulous, the boys just looked at each other and said, "Wow!"

Such exchanges are commonplace when the RSB exhibitors are exposed

to large crowds of people of all age groups. Although these boys were obviously too young for the Army, Terry took the question seriously.

So goes another day in the life of an RSB exhibitor, a day that started at 5:45 that morning and ended at approximately 7:30 that evening. The Adventure Van was manned by Terry, and the Rock Wall was manned by SFC Charles Stevenson and SFC Delbert Miller. It was the last exhibit before the huge ESPN complex, which hosted dirt bike and skateboard events, and was visible from the I-65 bridge. From the time they set up at 8:00 a.m. till they tore down at 6:30 p.m., there was a constant stream of climbers, on-lookers, curiosity seekers, and the genuinely awestruck.

"These assets are very popular with people of all ages," said Stevenson.

The combined numbers for both assets reflected a headcount of 1,023, resulting in 65 leads and 19 referrals. The official time for the opening of exhibits was 11:00 a.m., but as soon as the exhibitors set up, the crowds started coming.

Although each exhibitor is assigned to a particular asset, cross-training allows them to move from one exhibit to another when needed. With the help of recruiters from the Louisville Recruiting Company, things ran very smoothly. But because the day did not allow a set time for breaks, the exhibitors and recruiters either did without or took breaks when the crowd allowed.

"Sometimes we skip lunch altogether when we are at a school because many times the students want to climb during the lunch period," Stevenson said.

The Rock Wall was restricted to climbers 15 years and older, to help the exhibitors and recruiters focus on the target audience, but the AAV had no restrictions. So those who were too young for the Rock Wall took advantage of the offerings in the AAV. This posed a few problems for the exhibitors, such as little kids piling into the Cobra cockpit or the tank turret and not waiting for instructions on how to properly use the simulators. As a result, during the event on Saturday all three of the AAV simulators required attention. This is not an extraordinary occurrence. In fact, the AAV and Rock Wall exhibitors are trained to do minor maintenance on their assets.

"The Rock Wall requires daily checkups on air pressure, cables, welding, and hydraulics," said Stevenson. "Any repairs must be done immediately because the walls are in constant use. We are constantly observing overall operation and safety of the wall," he added.



SFC Delbert Miller, RSB exhibitor, disassembles the Rock Wall.

According to Stevenson, a Rock Wall event usually starts very early. A normal school event begins about 6:30 a.m. “You have to get the wall up, place the safety mats, and train the recruiters and HRAPs on their duties at least an hour before classes start to come through.”

The same is true of an Adventure Van event. In addition to training the recruiters and HRAPs, the van has to be prepped — the sides expanded, the simulators booted up, and the interior climate normalized.

“We also go into the school sometimes to help the recruiters recruit. We were all once in their shoes, and we understand what they are going through. Besides, it’s fun to give some of the newer recruiters some insight,” Stevenson said.

And the help RSB exhibitors provide is appreciated by the recruiter. For this event in particular, SSG Michael Lindzy, Louisville Recruiting Company, heaped much praise on the exhibitors.

“I was certainly impressed with the teams’ dedication to their job,” Lindzy said. “The care and hospitality they showed was an inspiration to us all in USAREC.”

When the day is over, the exhibitors and recruiters take down the wall and prepare the AAV for transport to the next show site, go to their hotel, and begin the process all over again.

According to SFC Charles Bradshaw, platoon leader, Mobile Exhibit Company, the exhibitors do a lot of official work after hours.

“Once they get the exhibit down, they have to fight traffic to get to their hotel,” Bradshaw said. “Once there, they have to prepare an after action report, get uniforms ready for the next day, and touch base with the recruiter to make sure everything is prepared for the next day.”

Sometimes the exhibitor will be in the same geographical area, for which the commute time is minimal; but if



SFC Mark Terry, RSB exhibitor, in the Adventure Van.

required to hit the road, their mileage could be up to 125 miles per day.

Currently, the fleet has 16 assets, which are spread all over the country at any given time. This translates to approximately 64 shows per week.

The day starts for the exhibitors at different times. It depends on where they are and what the events are. It takes a least one hour for setup for all assets, so the exhibitor takes that into consideration and gauges the time accordingly.

“Once, we had a Cinema Van in San Diego where the schools started at 6:45 a.m. That meant our exhibitor had to be at the school no later than 5:45 a.m. in order to allow the usual CV setup time of one hour,” said CPT Larry Parks, commander, Mobile Exhibit Company. The school in question was also approximately 45 minutes away, so this meant that the exhibitor had to rise before 4 a.m. to be on time.

Contrast that with a Rock Wall event that started much later in the day. “Sometimes we are just asked to set up the Rock Wall over a lunch

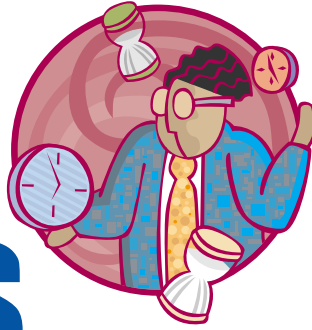
period,” Parks said. “In these cases, the exhibitor gets to take care of some much needed personal maintenance.”

Some of the trials of an exhibitor include unforeseen hazards, such as lack of overhead clearance for the tractor-trailers.

“Sometimes the exhibitor is routed down streets where there are cable wires, bridges, and other such obstructions the vans cannot clear, so they have to detour,” Parks said. “And sometimes when we get to schools, there seems to be a disconnect between what we need to accommodate the vans and what the recruiter and the school thought we needed.”

So, fielding questions, traveling to show sites, coordinating with recruiters and schools, presenting shows, prepping assets, disassembling assets, and traveling to the next show site are all in a day’s work for the RSB exhibitor. But all of this combined makes it possible for us to achieve our number one goal—helping the recruiter make mission. 📞

The hazards of hurrying



We're all familiar with the "big-name" causes of accidental deaths and injuries – things like drinking and driving, tornadoes, hurricanes, contact sports, power lines, and drugs. But there's another killer out there – one that is often not recognized even though it can be equally devastating. Like carbon monoxide, we're not aware of its dangers until it's too late. This lurking, unseen hazard is known as hurrying.

Why is hurrying dangerous?

We often associate the dangers of hurrying with reckless driving and speeding. When we're late or flustered, we become more stressed and tense and tend to lose patience with those who are "in our way." To make matters worse, we're more likely to forget things and make bad decisions. Here are a couple of examples of where hurrying caused bad accidents:

* Witnesses to a horrible bus accident in Nashville, Tenn., stated that the bus driver ran two consecutive red lights before crashing off a bridge over I-40. Two teenagers died when the bus crushed their Volkswagen bug to a height of 18 inches. The driver was trying to make up for lost time on his route.

* A witness to a deadly Amtrak train accident in Illinois confirmed an engineer's report that a truck driver tried to snake through the crossing gate to beat the train.

Hurrying becomes dangerous when it overcomes your sense of caution, clouds your judgment, and leads you to make mistakes. These mistakes come in two disastrous flavors – doing something wrong or not doing the right thing.

Doing something wrong

When we're in a hurry, we tend to make mistakes – such as selecting the wrong switch, using an incorrect tool or spare part, driving too fast, and ignoring warnings. If we're really rushed, we begin reacting impulsively rather than rationally. Here are two unfortunate examples of people who reacted without thinking:

* Two young construction workers in Arizona were in a hurry one Christmas Eve. They hadn't quite finished their holiday shopping and were rushing to take down a 40-foot aluminum ladder. Both were instantly killed when they grabbed the ladder as it toppled onto a 7,200-volt power line.

* An experienced private pilot was in the habit of raising the flaps during landing to "glue the plane to ground."

One day while landing a Beech Bonanza, he reached over and, with a single swift motion, depressed a safety, then lifted the gear switch. The propeller struck the tarmac and the plane "glued itself to the runway" much sooner than expected.

Psychologists call these actions "errors of commission." Recent studies suggest 60 percent of hurrying mistakes are the result of people doing the wrong thing.

Not doing the right thing

When we're hurrying, we tend to take shortcuts – sometimes failing to do things that we should. Psychologists classify these types of mistakes as "errors of omission." Organizations as well as individuals can make this type of error as shown in the following example:

In January 1986, NASA was pressured to launch the Challenger space shuttle without delay. The Challenger's mission was to launch a Halley's Comet probe just before the Russians launched theirs. NASA also needed to launch the first teacher in space before the President's State of the Union Address, which focused on education. NASA management chose to launch the Challenger in record cold temperatures (28°F) despite the protests of engineers who voiced concerns about the integrity of the rocket booster O-rings. They pointed out that the lowest previous shuttle launch temperature was 53°F and that the boosters had never been tested below 40°F. Just over one minute into the flight, an O-ring on the right-hand booster failed and the Challenger exploded, killing all seven on board.

Why do we hurry?

Understanding why we hurry is important to reducing our tendency to hurry and will help us manage the risks when we are rushed. The following are four basic reasons why we hurry.

One: High workload

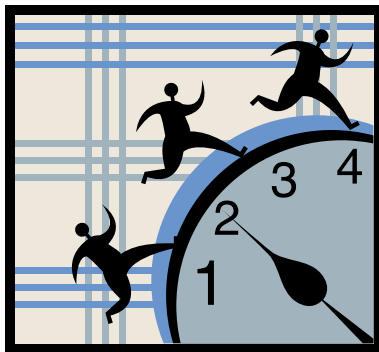
Obviously, we hurry when we have

more tasks, deadlines, and responsibilities than we can handle. Unfortunately, the information age has increased the daily workload for nearly everyone. Gone are the days of two to three-week suspense times – now responses are expected soon after the boss’s e-mail is read. What about downsizing and “doing more with less?” Consider how many people were employed at your job five years ago compared to today.

Have the responsibilities and workload been lessened, or simply absorbed by remaining workers? As workloads push us to the limit of our abilities, we’re continually forced to operate in the hurry-up mode.

Two: Running late

Thankfully, reliable transportation is now available for nearly everyone. Unfortunately, the downside of this modern convenience is that we’re expected to be at more places and be at those places on time. We frequently check our watches for fear that we’re running late for our next commitment. It takes only a small delay to put a kink in our schedule and have us rushing to beat the clock.



Three: Psychological predisposition

Many of us have a natural disposition toward ‘Type A’ behavior. People with Type A behavior struggle to achieve more in less time. They have trouble relaxing or getting work off their mind and often try to do two things at once — such as eating and working. Type A’s have a strong sense of time urgency and are particularly susceptible to the hazards associated with hurrying.

Four: Professional pressures

Many supervisors view employees who work fast to meet deadlines as being especially productive and motivated. This behavior is often reinforced with extra praise or early promotion.

Remedies for hurrying

Libraries are filled with books on

stress management, mainly because stress poses a danger to our continued health and well-being. By comparison, there are no well-known books or best sellers on the subject of hurry management. But there is hope. If you are prone to hurry or forced to hurry any activity, the following techniques will help you reduce the chances of making a mistake or causing an accident.

Slow down

Obviously, the best method to control hurrying is to slow down. This requires two actions: (1) recognizing when we are hurried, and (2) consciously forcing ourselves to slow down. Simply realizing when our ‘HURRY’ light is on is half the battle. Since rushing almost always causes stress, recognizing the symptoms of stress is essential to knowing when we are too hurried.

Those symptoms include tightness in the chest, dizziness, shaking, irritable behavior, and high blood pressure. By watching out for these, we’ll know when it’s time to slow down and exercise caution. And we can slow down by taking a break, concentrating on one task at a time, or finishing one task before going on to another.

“Wind the clock”

A tried-and-true pilot technique for handling overwhelming situations is to take a moment to “wind the clock.” Instead of panicking when things become stressful, momentarily step away from the situation, calm down, and then re-attack the problem in a more rational manner.

B-safe

Surrounding yourself with people who aren’t prone to rushing – easygoing Type B people – will also help you slow down. Most of us try to fit in by imitating the people around us. Studies suggest when Type A people are exposed to Type B people, the Type A folks tend to slow down.

Time management

As mentioned earlier, being late or delayed is a major reason why many people hurry. Managing our time wisely can help us set priorities, making sure we get the most important things done first so we’re not rushed trying to do the remaining tasks. In addition, effective time management helps us to plan enough time to avoid running late or having to cut our travel times too close. It’s a shame insurance companies don’t offer reduced premiums for people who leave early enough to avoid having to rush while driving to work or appointments. We’d have fewer injuries and deaths due to careless and reckless drivers.

Just say ‘No!’

One of my former bosses used to tell me, “No good deed goes unpunished.” In other words, the better you are at your job, the more work you will get. If you find yourself in this category, you need to learn to diplomatically say “no” to additional responsibilities when you’re already tapped out. Otherwise you’ll be stuck trying to do more in less time by hurrying.

Haste makes waste

Today, more than ever before, we are expected to do more in less time and to be in more places on time. As a result, we’re even more vulnerable to the hazards of hurrying. Chances are your last brush with death or injury happened because you (or someone else) were in an extreme hurry. Speed limit signs aren’t just limited to our streets and highways – nearly every activity we do has its own invisible speed limits. The more we exceed these “speed limits,” the more we endanger others and ourselves. By recognizing the perils of rushing and being aware of when we are hurrying too much, we can defeat this deadly menace. Otherwise, haste will continue to lay waste to our lives and the lives of others around us. 🚨

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DEPARTMENT OF THE ARMY
WASHINGTON DC 20301



ARMY BIRTHDAY 2001

April 12, 2001

226 years ago, the Continental Army formed with the goal of ending tyranny and winning our freedom. Since the end of the Revolution, American soldiers, imbued with the spirit of the original patriots, have pledged their allegiance to our Nation through their sacrifices in uniform.

Today, all our forces—heavy and light, Active, Guard, and Reserve—share the heritage of the Continental Army. Whether standing a dangerous watch in Korea, safeguarding schoolchildren in Bosnia, or fighting wildfires in Idaho, you are the finest men and women the Nation has to offer. The thousands of you on point around the globe ensure the freedom our forefathers fought and died for, and do the tough jobs that maintain our American way of life. In the remotest corners of the world, you command respect because you are American Soldiers.

The key to The Army's success has always been both its reverence for the traditions that make our Nation great and its flexibility and willingness to change. Our Army is transforming to an Objective Force that will meet the challenges of the 21st Century. This new Force will be as lethal and survivable as our heavy forces, but also as responsive and deployable as our light forces. Our transformation will thus ensure that The Army remains the best fighting force in the world: unchallenged and unparalleled.

On this, the first Army birthday of the new millennium, as a tangible symbol of our transformation, our unity, and our commitment to excellence as The Army, we will begin wearing the black beret. The color black represents the heritage of both our heavy and our light formations. It is the black of night that hid Washington as he crossed the Delaware and the black of the grease that kept our tanks on track in Operation Desert Storm. The Army flash commemorates our heritage as an Army, bearing both the colors of George Washington's Continental Army at the time of the deciding victory of the Revolution, as well as the 13 white stars of our Nation's 13 original colonies.

You represent what is most noble about our Nation: liberty, freedom and unity. As the symbol of our transformed Army, you are, and will continue to be, respected by your allies, feared by your opponents, and esteemed by the American people. Your courage, dedication to duty, and selfless service to the Nation will remain the hallmark you, the Soldiers of the United States Army, carry into the 21st Century.

Eric K. Shinseki
General, United States Army
Chief of Staff

Joseph W. Westphal
Acting Secretary of the Army

Fold here second and secure with tape

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

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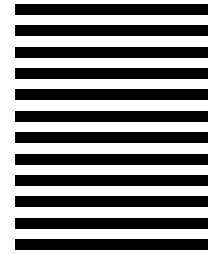


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Fold here first

Recruiter business cards get a new look



Business cards have been updated to coincide with the new Army logo. They are now available in two colors, gold background or white background.

Recruiters have the option of either the gold or white card. When ordering, indicate “white” or “gold.” If no preference is indicated, the selection will be made for you.

The new business cards will be issued through regular attrition only. If you currently have business cards, do not submit a request for the new ones.

For more information, contact Eileen Devine, HQS USAREC, at (502) 626-0034.



USAREC safety half-time

By Mickey Gattis, USAREC Safety

Halfway through this fiscal year, the U.S. Army Recruiting Command has some good news. During the first two quarters of FY 01, USAREC reduced the number of accidents in a number of categories.

The most notable improvement is evident in the reduction of USAREC Government Owned Vehicle accidents from 947 to 675 in comparison to the first two quarters of FY 00. This is a 29 percent reduction from the previous year. However, we still have room to improve, as GOV/POV accidents remain the biggest killer of soldiers as well as the leading cause of severe injury. GOVs hit-while-parked also declined from 284 to 198 during this timeframe. This is a reduction of nearly 30 percent from the previous year.

Unfortunately, the significant reduction in GOV accidents, GOVs hit-while-parked, and injuries, is offset by the increase in GOV

recodable accidents, driver error, and total damage repair costs to the GOVs. GOV recodable accidents increased from 182 in FY 00 to 198 in FY 01. Driver error increased from 151 in FY 00 to 199 in FY 01. Total damage repair costs increased from \$1,470,707 in FY 00 to \$1,492,217 in FY 01. This command had no fatalities during the same time frame in FY 00 (three for FY 00) compared with two fatalities in two quarters of FY 01.

USAREC has improved in reducing the number of GOV accidents and GOV hit-while-parked in the first half of FY 01. Commanders and leaders are achieving these gains in a challenging environment of expanding missions. However, we can do better. As we move into the second half of FY 01, make a renewed commitment to practice risk management in all operations.

Recruiter Journal cover design wins at DA and DoD

By Dottie Pack, Recruiter Journal

Joyce C. Knight won first place in the Art/Graphic in Support of a Publication category in the Department of the Army Keith L. Ware journalism competition.

Knight, a visual information specialist at HQS USAREC, won with her design of the February/March 2000 Recruiter Journal front cover.

By placing first at the DA level, Knight qualified for the DoD Thomas Jefferson journalism competition where she placed second. This was Knight’s first entry in both competitions.

Knight’s primary responsibility is to design and execute graphic art visuals for the command group. She designs coins for the general officers, provides mementos for authorized national and international visits. She designs certificates, brochures, welcome folders, programs and posters for conferences and special projects.

Knight has been with USAREC since August 1993.



How the Army benefits colleges in your recruiting area

by Mary Baker, USAREC PAE

It’s been said that the best defense is a good offense. When approaching a college for information or access, being able to show how the Army already benefits the institution can be instrumental in building rapport.

Representatives from the college or university may be unaware of dollars they received because of their students’ prior affiliation with the Army. Opening the door for Army recruiting on their campus should be viewed as an opportunity for their institution to increase future enrollment. According to the Office of Post-Secondary Education, about one-third of students who enter college or trade school drop out before they earn a certificate or degree. Large portions of the dropouts occur because of funding issues. When the dropout enters the Army, education benefits become available. After completing their tour, it is likely they will return to the same area and continue with their degree using dollars the Army has made available to them.

Annually the Veterans Administration provides data outlining Regular Army dollars spent at colleges and universities in the U.S. and abroad. This data is broken down to brigade, battalion, company, and station level. In calendar year 1991, PAE provided this information to the brigade education specialists. We recently developed a Web based query page for USAREC’s Intranet which allows all levels of the Command to view specifics related to the number of students and dollars spent at colleges and universities within any given RSID.

The site is located at <http://maps.usarec.Army.mil/apps/unemploy/va.asp>, which can be accessed on the Intranet, via the Virtual Private Network. Once you enter the site you can enter RSID information and click the “submit” button to access information at the brigade, battalion, company, or station level. A page will be generated that displays all data for the specific RSID. Information displayed is RSID associated with college/university, name of the college/university, number of students, and dollars associated with those students during CY 00.

Any questions, contact Mary Baker at 1-800-223-3735, extension 6-0357 or by email at Mary.Baker@usarec.army.mil. 

Army Reserve turns 93 years old

by LTC Randy Pullen, *Army News Service*

The U.S. Army Reserve traces its beginnings to April 23, 1908, when Senate Bill 1424 was passed by Congress and signed into law by President Theodore Roosevelt.

A citizen-soldier himself, President Roosevelt's four sons became Army Reserve officers and served their country with the same dedication and distinction as had their father. Of the four sons, one was killed in World War I, two died in World War II, and the fourth was severely wounded in both world wars.

The 1908 act authorized the Army to establish a reserve corps of medical officers. The Secretary of War could order these officers to active duty during time of emergency. This was the nation's first Federal Reserve. By July 7, 1908, the first 160 Medical Reserve Corps officers had been commissioned.

Four years later, a provision of the Army Appropriations Act of 1912 created the Regular Army Reserve, a federal reserve outside the Medical Reserve Corps authorized in 1908. It grew slowly; by Aug. 31, 1913, there were eight enlisted men. The first call-up of the Army Reserve came in 1916 as a result of tensions between the United States and Mexico caused by the Mexican bandit, Francisco "Pancho" Villa, and the subsequent punitive expedition after Villa led by BG John J. Pershing. Some 3,000 Army reservists answered this call-up.

The National Defense Act of 1916 established, by statute, the Officers Reserve Corps, the Enlisted Reserve Corps, and the Reserve Officers Training Corps. One year later, the initial Reserve organization, the Medical Reserve Corps merged into the Officers Reserve Corps.

America entered World War I in 1917. Less than a decade before, there had been no Army Reserve. During World War I, more than 170,000 Organized Reservists (as they were called then) served in the Army.

Reservists served in every division of the American Expeditionary Force.

Beginning with World War I, Army reservists have taken part in every major American conflict of the 20th Century. They have been in the forefront of other types of crises as well.

During the Great Depression, more than 30,000 Organized Reserve officers helped run the Civilian Conservation Corps camps, providing the majority of Army officers involved in this important New Deal program.

As World War II neared, the Army Reserve was essential to building the huge Army needed to defeat Nazi Germany and Imperial Japan. Almost one of every four Army officers — more than 200,000 of the 900,000 Army officers — was an Army reservist.

These included BG Theodore Roosevelt Jr., the first general to land on a Normandy beach on D-Day and who received the Medal of Honor for his actions that day; LTC Jimmy Doolittle, who led the first raid to strike back against Japan and who also received the Medal of Honor; LTC Strom Thurmond, who crash-landed in a glider with the 82nd Airborne Division into Normandy; LTC James Earl Rudder, who led Rudder's Rangers up the Pointe de Hoc cliffs on D-Day; and another officer who did his assigned duties well but whose greater claim to fame would come later, CPT Ronald Reagan.

In 1950, Army Reserve men and women were called up to rebuild the dangerously weak U.S. Army during the Korean War. Almost a quarter of a million Army reservists were called to active duty to serve in Korea, at home, and elsewhere in the world during the Korean War. Among the Army's Korean War Medal of Honor recipients were Army reservists SSG Hiroshi Miyamura and CPT Raymond Harvey.

More than 60,000 Army reservists were called up during the Berlin Crisis of 1961.

Thousands of individual reservists and 35 Army Reserve units served in Vietnam. 1LT Sharon Lane, a nurse assigned to the Army Reserve's 312th Evacuation Hospital at Chu Lai, was the

only American servicewoman killed in Vietnam by direct enemy fire when her hospital ward was rocketed in June 1969.

Although Army reservists took part in the Grenada and Panama operations in 1983 and 1989, respectively, the next big call-up came in 1990. More than 84,000 Army Reserve soldiers were mobilized during Operations DESERT SHIELD and DESERT STORM. They served in Southwest Asia, Europe, and the United States, contributing significantly to victory over Iraq.

The Army Reserve paid a price for that victory. A SCUD missile killed 28 Army Reserve men and women on February 25, 1991, and wounded almost 100 others. Thirteen of those killed in action and 43 of the wounded were from the 14th Quartermaster Detachment, giving this unit from Greensburg, Pa., an 80 percent casualty rate. No other allied unit in the war suffered such a high casualty rate.

Since the end of the Gulf War in 1991, the Army Reserve has entered the busiest phase of its history. Army Reserve soldiers have taken part in humanitarian and peacekeeping operations Iraq, Haiti, Somalia, Central America, East Timor, Bosnia, Kosovo, and at Fort Dix, N.J., during Operation PROVIDE REFUGE.

From a force originally made up of male doctors, the Army Reserve is now the most diverse of all the nation's reserve components. More than 40 percent of the force consists of members of minority groups. Almost a quarter of the soldiers in the Army Reserve are women. Men and women of all racial and ethnic backgrounds serve at the highest officer and enlisted ranks.

Unlike its earlier "for emergency use only" history, today's Army Reserve is used every day. Wherever the Army is today, so is the Army Reserve. Its area of operations is global.

Some types of support units and capabilities are either exclusively or primarily in the Army Reserve. The Army Reserve has all of the Army's training divisions, railway units, enemy prisoner of war brigades, and chemical brigades. It has most of the Army's civil

affairs, psychological operations and medical units and many of its transportation units, too.

The Army Reserve today has 1,600 units located in 1,100 Army Reserve Centers all across America.

(Editor's note: LTC Randy Pullen is with the Public Affairs and Liaison Directorate, Office of the Chief, Army Reserve.)



New recruiters learn about the product and Reserve unit

Some new recruiters struggle during their first year in recruiting. Each recruiter comes to the command wanting to do a good job but sometimes has a difficult time with selling the Army Reserve. As any experienced recruiter will tell you, they had to learn and practice the basic tenants of salesmanship.

Some of the things you must learn when entering the world of selling is you have to believe in the product that you are selling and learn every aspect of it. Next, you must provide your customer (in this case your prospect, applicant or DTP member) the best possible service and treat them as you would want to be treated in the same situation. You must not be afraid to do these things and never be afraid of making mistakes

because we all have made our fair share.

There are several things that you can do to help yourself and make it easier to accomplish the mission. As a new and even an experienced recruiter, make sure that you read every regulation that is used to process individuals into the Army Reserve. Every recruiter should read AR 601-210, Regular Army and Army Reserve Enlistment Program. There are several areas that you should focus on. Some of these areas include Chapters 2, 3, 4, 5, 7 and 10. Each contains important information to help you with processing individuals. There are several regulations in the updates. Even though you went through them during the Basic Recruiting Course you may want to review them again. USAREC Regulation 601-95, located in the Recruiting Station Update, deals with management of Delayed Entry and Delayed Training participants while others like AR 135-91, AR 135-178, AR 140-10, AR 140-11 and AR 140-158 located in the Reserve Components Update deals specifically with personnel going into or in the Army Reserve. While each of these regulations will provide you with the technical side of the recruitment of individuals, don't forget to also familiarize yourselves with the brochures that our Advertising and Public Affairs Directorate publishes.

Even though you have familiarized yourself with all the regulatory guidance, you still must remember to visit your units. This is one of the most important things you can do. Make sure that you know the individuals that will be the points of contact. These individuals can provide you knowledge on the unit and how they operate. They will also be able to relay to you what is required for individuals enlisted into their unit and help you to understand their mission. Not only will your relationship with the unit help make the transition for your DTP member easier, it will establish you as an interested recruiter. You never know how many referrals can come of it.

Bottom line, do your homework, know your product and know your units. This will help you in the long run and make you a better recruiter. 📌

Applicants log on to the GoArmy and Army Reserve Web sites

By SFC John Sheehy, Recruiting Operations Directorate, Cyber Recruiting Station

Have you visited www.goarmy.com or www.goarmyreserve.com?

Your applicants, DEP members, and DTP members have. Since October 1, there have been over 2.2 million visitors to the Web site and over 70,000 visitors to the live chat room.

Visitors ask every question imaginable about the Army Reserve and Active Army. They want to know what we have to offer and how they qualify for it. With the ever-growing popularity of the Internet, your applicants are more informed than ever before. They still have to see you to enlist, but we have assisted with 422 enlistments (35 percent of those are Reserve) during FY 01.

Applicants are logging on from home, high school, college and their job. Our advantage is they are looking for us, we don't have to find them. They are already interested. They contact us by visiting our live chat or by sending us an email at goarmy@usarec.army.mil.

As recruiters on the Internet, our mission is to answer every question that is asked of us with the strict adherence of the appropriate regulation. Our objective is to generate enough interest and excitement to motivate the applicant to visit a recruiting station. We tell them where to find their local recruiter and, if we get enough information, forward the lead to a recruiter.

Check out the live chat at www.goarmy.com. As a recruiter, you may want to see what prospects are asking. Send your prospects to the Web site to validate what you have already told them. You can see how the "Cyber Recruiters" handle the questions and how they dispel myths and misperceptions. 📌

Maddox sisters join the Army and get more than they hoped for

Story and photo by Leslie Ann Sully, Columbia Battalion APA

Felissa M. Maddox and her younger sister, Cassandra L. Maddox, had heard from their cousin about the many benefits the Armed Services can offer a qualified person. Felissa, who graduated from Silver Bluff High School in Aiken, S.C., last year, has been working locally but wanted something more. "I want to go to college and I thought the Army would be a good way to get there," she said. After looking into the Army, she also liked many of the other benefits that come automatically when you are part of today's Army.

Felissa then told Cassandra, who is a senior at North Augusta High School in North Augusta, S.C., what she had learned about the Army. Cassandra became very interested and saw the Army as a way to fulfill many of her goals. "I want to learn more," she said, "I thought the Army was a good idea for both of us."

The sisters joined under the buddy system, meaning they would do all their training together and get both their job choice and station of choice. But they were in for another surprise. They also qualified for the new Army program called Partnership for Youth Success (PaYS). So they were delighted with their decision as they left the Fort Jackson Military Entrance Processing Station (MEPS). Both are excited with the PaYS program because with it they have an understanding that they can work for Sears Logistics Services, Inc., after their enlistment is completed. The program pairs Army veterans with civilian companies who need dependable



Pictured left to right: SSG Charaz K. Joseph, Felissa Maddox, Cassandra Maddox, and SSG Grason Abbott. Abbott and Joseph are the Maddox sisters' recruiters from the Aiken, S.C., Recruiting Station.

workers. The Maddox sisters have a point of contact with the company who they will keep in touch with as they complete their Army tour. When their enlistment term ends, they will decide if they want to work with Sears Logistics and also the company will determine where they have job openings. Both sides will then work out an arrangement.

They will leave for basic training at Fort Jackson, S.C., on June 18 and then attend advanced training at Fort Lee, Va., for their jobs as Food Service Specialists. Then they will go to their first duty station at Fort Hood, Texas.

During their three-year enlistment, they plan to start using the GI Bill and start taking night classes to earn their college degrees. Felissa is interested in social work or business management and Cassandra wants to focus on office automation.

"It is nice to have a job option waiting for us, it is more than we hoped for," Cassandra said.

The Maddox sisters are two of more than 600 other enlistees in USAREC who have joined the Army under the PaYS program. They are the first ones from the Fort Jackson MEPS to exercise this option. 🔔

Famous ancestor assists recruiter in schools

By Pearl Ingram, HQS USAREC

A strong interest in education is something that SFC Kevin Douglass Greene shares with his great-great-grandfather, Frederick Douglass.

Douglass, born 1817 into slavery near Easton, Md., began educating himself at the age of 8. He escaped slavery and went on to become a leading spokesman for African Americans. He was a great orator, writer, publisher, and educator. During the Civil War, he was a recruiter for the Union Army.

Long before volunteering for recruiting duty more than a year ago, Greene combined his interest in education and his family tree to teach African American heritage to kindergartners, middle school students, and high school students. When assigned as recruiter at the Milwaukie, Ore., recruiting station, he recognized his talent for talking about his family tree as a great asset for working with the Portland schools.

"I ask the students if they know about Frederick Douglass and then I summarize the outstanding achievements in his life," said Greene. Those achievements include three autobiographies.

During his visual presentation, he tells students about the challenges that Douglass faced and asks them about challenges that they face.

"I try to wear two hats," said Greene. "I enjoy telling young people about the value the military has for them." But he also enjoys telling young people about the value of education.

Greene has made presentations in the Washington, D.C. area, at the Library of Congress, the Children's National Medical Center, the Frederick Douglass Honors Society at Howard University, and the University of Maryland. He has presented at Benedict College, Columbia, S.C., and Cameron University, Lawton, Okla. He made presentations at 16 schools in the Monterey Peninsula and Fairfield school districts.

Although, Greene's assigned schools in Milwaukie are predominantly white, he says he doesn't let that stop him from making presentations. He has made presentations at West Linn High School, Canby High School, and Marylhurst University.

"During the past year, my area has been great," said Greene. "I wish I had put in more seniors out of my school, but at least I know the administration Army-wise feels a lot more comfortable." 🔔



Trio of heroes honored at Fort Dix

Story and photos by Kryn P. Westhoven
Fort Dix Public Affairs Staff

Every weekday, a bus rolls out of the parking lot of a hotel in Toms River, N.J., with a unique destination and an unusual load of passengers, bound for the Military Entrance Processing Station at Fort Dix.

On Monday, March 26, three of those passengers seeking to join the Army faced a test that they did not expect — and wound up heroes. The quick reaction of the trio — Joseph Belfiore III of Staten Island, N.Y.; Richard Rodriguez of Philadelphia; and Ezequiei Tirado of Camden, N.J., — saved the bus and its 26 other passengers after the driver suffered a fatal heart attack.

The three were sitting in the front seats of the Classic Tours motor coach as it traveled west at 5 a.m. on Route 70 in Manchester Township (Ocean County, N.J.), heading to Fort Dix with recruits for pre-screening to join the military. All three had enlisted under the delayed entry program.

Belfiore was the first to respond to crisis. He heard a sound like snoring from the driver as he noticed the bus drifting into on-coming traffic on the two-lane state highway. “I grabbed the wheel and started to steer the bus back to right,” said Belfiore. “I jabbed the driver with my elbow trying to wake him up, but he slumped forward.”

Tirado and Rodriguez joined Belfiore in trying to get control of the bus as it hurtled along at 50 miles per hour. Tirado’s first thought “was just try to stop the bus.” The Camden High School senior is the one who slid behind the steering wheel after the driver was rolled to the floor. Tirado considered his actions “a normal thing that anyone would do.”

The incident happened in early-morning darkness, but Rodriguez was wide-awake. “I could not believe it at first. I just thought he (the driver) was sleeping.”

Passengers joined the trio in attempts to revive driver Edward Styler, 61, of Howell Township, N.J., once the bus was stopped. Styler, a part-time driver for the coach line, had just recently passed his bi-annual physical with no

apparent medical problems, according to the bus line spokesman.

The families and recruiters of the young heroes watched proudly on April 1 as framed certificates from the MEPS were presented to the trio.

“You never expect that your children could do something like this,” said Elizabeth Belfiore, Joseph’s mother.

LTC Lee Hojnicky, commander of the Army’s Mid-Atlantic Recruiting Command at Lakehurst, N.J., presented polo shirts and a commemorative unit coin to each future soldier. The coins are given by commanders as a special token of appreciation for a job well done.

“This absolutely shows the quality of soldiers we’re trying to recruit,” said Hojnicky.

Classic Tours of Lakewood, N.J., presented letters of appreciation, and the bus line’s insurance carrier will be sending each a plaque for the heroic efforts that saved the passengers and the coach.

The MEPS contracts with the Quality Inn, Toms River, to gather applicants, keep them overnight, and provide breakfast before they are brought in for pre-screening for military service. The MEPS moved from downtown Philadelphia to Fort Dix last June. More than 60 applicants are screened every day at the center for military service in the active duty and reserve components of all service branches. 📌



Commander of the Army Mid-Atlantic Recruiting Battalion at Lakehurst, N.J., LTC Lee Hojnicky (right), presents Army polo shirts to the three applicants. (From left to right) Ezequiei Tirado, Richard Rodriguez, and Joseph Belfiore III also received commander’s coins, certificates of appreciation from the military, and thanks from Classic Tours of Lakewood, operators of the motor coach that takes applicants from the Toms River Quality Inn to Fort Dix every weekday.

Pontiac Company performs Color Guard at Detroit Pistons games

Story & photos by John C. Heil III
Great Lakes Recruiting Battalion APA

A color guard made up of four recruiters from the U.S. Army Pontiac Recruiting Company had a successful performance at the Palace of Auburn Hills March 4 and April 4 for Detroit Pistons games. The members were: SFC Joel Crosby, the NCOIC of the color guard; SSG Jeffrey Urquhart; SGT Shawn Baldwin; and SGT Curtez Riggs. The Pontiac Company also manned a booth at the entrance to the stadium, passing out RPIs and talking to fans as they came in.

“I thought it went real well,”

Crosby said. “This gets us involved in the community and should help us a lot.”

The entire group, which also included SSG Shealon Berry, SSG Huey Cheffin, and SGT Steven Surman, wore dress blues. “I think we got a better overall response with the dress blues,” Crosby said.

“It made us a little more human, being out at the game,” Berry said. “It was good exposure.”

The Color Guard performed again on April 4 in front of a crowd of 16,485. The large crowd anticipated an appearance of superstar Allen Iverson, but due to an injury he never entered the game as the Philadelphia 76ers

downed the Pistons 90-84. Dikembe Mutombo led the Sixers with 21 points and 16 rebounds. Dana Barros scored 16 points to lead Detroit.

SGT Stacey Pisarski headed up the booth for the April 4 game, which resulted in 15 leads. “It got us exposed to the public,” Pisarski said. “Overall I thought it was a good event,” Pontiac company commander, CPT Keith Morgan added.

All in all the Army’s presence at the Palace for the 2000-01 season was a success with national exposure including television coverage for both games. 📢



Above: SSG Shealon Berry talks to potential recruits as they enter the Palace of Auburn Hills for a Detroit Pistons game on March 4.



The color guard from Pontiac company (from left to right), SFC Joel Crosby, SGT Shawn Baldwin, SGT Curtez Riggs, and SSG Jeffrey Urquhart perform at the Palace of Auburn Hills as Deanna Shields sings the national anthem before the game on March 4.



Below: The color guard from Pontiac company (SFC Joel Crosby, SGT Shawn Baldwin, SGT Curtez Riggs, and SSG Jeffrey Urquhart) perform at the Palace of Auburn Hills before the Detroit Pistons game on March 4.

Army Recruiting Battalion completes education tour

Story & photos by Lenny Gatto
Mid-Atlantic Recruiting Battalion APA

The U.S. Army Mid-Atlantic Recruiting Battalion recently completed its Education Tour to Fort Jackson, S.C., one of the U.S. Army's premier basic training facilities on the East coast.

Twenty-four influential members of the community throughout the Mid-Atlantic Battalion's area of responsibility accompanied Army officials led by battalion commander, LTC Leon W. Hojnicki, on the week-long tour.

The tour is designed to provide first-hand familiarization to the American public, through community influencers, modern, 21st-century Army training techniques. During the tour, civilian guests received briefings by Army training commanders, spoke to and followed young recruits through various phases of the basic training process, and got a chance to participate in some training activities.

This year's guest list included law enforcement officials, educators, guidance counselors, and job placement professionals. Also joining the group was the Mid-Atlantic Battalion's incoming commander, LTC Craig A. Trice, who will take command of the Recruiting Battalion in June. 📢



PVT Deana Hoeffler (center), from Woodbury, N.J., chats with Mid-Atlantic Battalion commander, LTC Lee Hojnicki, and Somerset Vo-Tech High School psychologist, Marian Pierce. Hoeffler is training to be a Light Wheeled Vehicle Mechanic.



PVT Eric Bellas from Hackettstown, N.J., greets Wanda Brooks, Northeast Director of Recruiting for PSI Net, during the Mid-Atlantic Recruiting Battalion Education Tour to Fort Jackson, S.C. Bellas is currently undergoing advanced training.



R. D. Bedwick, left, Mid-Atlantic Battalion's AUSA Ambassador from Dover, Del., shares a noon meal and chats with one of the soldiers about life during basic training.

New GI Bill benefits offered May 1

By MSG Jon Connor
Army News Service

Participants in the Montgomery GI Bill program were given the option of increasing their monthly stipend up to \$800.

Educational benefits legislation enacted into law in November contained a program that will allow MGIB participants the opportunity to make new contributions maximizing the total for soldiers serving on active duty three or more years to \$28,800, an increase of \$5,400.

This amount, combined with annual cost-of-living increases, will definitely help offset education costs for service members, said LTC George Richon, chief of Recruiting Resources Branch, Enlisted Accessions Division under the Army's Deputy Chief of Staff for Personnel. The payment will be matched by a 9-to-1 return on investment if the complete 36 months of benefit are used, Richon said.

The minimum contribution is \$20, and can be made monthly carried over whatever amount of months enrollees decide, up to a maximum total \$600 contribution toward the existing MGIB benefit.

All contributions are nonrefundable, Richon said.


Army education centers will supply the DD Form 2366 and payment documents to begin the additional contribution. Actual payment arrangements will be made at the local installation's finance office.

Only those personnel who entered active duty on or after July 1, 1985 and enrolled in the MGIB program during the first two weeks of active duty are eligible to participate. Those "hundreds of thousands" of eligible individuals hoping to participate in the optional benefits program must contribute the additional funds only while serving on active duty, Richon said.

Since the MGIB program began July 1985, 89.7 percent of eligible soldiers have enrolled, Richon said. For 2001, the figure is at 95 percent, he added.

Those soldiers who were on active duty Nov. 1, 2000, but will separate prior

to May 1, 2001, have until July 31 to contribute through their servicing VA office. Army education centers will inform eligible members separating prior to May 1 of the option program.

Eligible soldiers separating are encouraged to contact the Department of Veterans Affairs at 1-888-GIBILL1 or www.gibill.va.gov/education/benefits for payment procedures. 

Taking the Rage Out of Aggressive Driving

By Jim Garamone
American Forces Press Service

We've all had the feeling. Another driver gets behind your car and follows too close. Or some idiot on the freeway shifts lanes abruptly and without signaling.

What those other people are doing is called aggressive driving. And all too often today, aggressive driving escalates to road rage.

One extreme case was in Birmingham, Ala. Gena Foster, a 34-year-old mother of three, got into a vehicular disagreement that left one dead.

As she got on a local freeway, she cut in front of Shirley Henson, a 40-year-old secretary with a teen-age son. Witnesses said Henson flashed her headlights.

Foster stepped on the brakes. Over four miles, the two drivers attacked each other, weaving in and out of traffic until both took the same freeway exit ramp. Foster got out of her car and ran toward Henson shouting. Henson took a pistol from her glove compartment, opened her window, and killed Foster instantly with a shot to the face.

Traffic congestion is getting worse. More people are spending more time on the road. The National Highway Traffic Safety Administration here says they have no hard statistics for aggressive driving and road rage incidents, but anecdotally they believe it is getting worse.

NHTSA officials are working with the states to develop a definition of aggressive driving. The working definition is two or more unlawful driving acts in congested traffic.

"This includes speeding, tailgating,

red-light-running, improper passing, and other moving violations," said NHTSA spokeswoman Liz Neblett. "Aggressive drivers are more likely to engage in high-risk and discourteous driving behavior."

DoD is among the entities looking into aggressive driving, because car accidents account for about 65 percent of the fatalities in the armed services, according to Phyllis Moon, an Army safety and occupational health manager based in Atlanta.

"In the military, we train young men and women to be aggressive, to be risk-takers," she said. "We train them 12 to 18 hours per day, and then we expect them to turn off this aggressiveness when they go off duty?"

Moon said activities to curb aggressive driving today are analogous to efforts to curb drunken driving in the 1980s.


"In the 1980s driving under the influence was an accepted norm," she said. "People are just beginning to realize that aggressive driving is a problem. People are just now developing programs to combat it."

The programs concentrate on recognizing aggressive driving and what to do to combat it. "The programs also stress how to recognize aggressive driving in yourself and how to control it," Moon said.

The Army's Forces Command is working on a program called Combating Aggressive Driving. The command plans a pilot test at Fort Polk, La.

"There is a lot of interest in the program," Moon said.

"We're hoping we can bring it to the forefront and at least start an awareness campaign — a behavior modification campaign — and reduce the number of soldiers who die."

If the Fort Polk test is successful, the program will move to the rest of the Army and then possibly to DoD, Moon said. 

June 14, 2001



U.S. Army Birthday

DoD testing new relocation programs

By Ron Morton, Army News Service

Two pilot programs are now testing better ways to move household goods for soldiers and civilian employees.

The "Full Service Moving Project" is a two-year DoD test program involving service members in Georgia, North Dakota, and the Washington, D.C., area. It began in January.

The Military Traffic Management Command's "Re-engineered Personal Property Program" is also a two-year program being tested in North Carolina, South Carolina, and Florida. It began in January 1999.

The Full Service Moving Project involves seven contracted move management companies. Each move manager provides the service member with a single point of contact for their entire move, officials said, and handles the service members' relocation from start to finish.

In the MTMC Re-engineered Personal Property Program, government employees handle the move management, but officials said the MTMC test is focusing on many of the same key services to improve the quality of moves.

"The Department of Defense has been trying to make changes to the movement program for a number of years," said Cullen R. Hutchinson, project manager, Full Service Moving Project. He explained that the new pilot is actually a spin-off of a program the Army tested at Hunter Army Airfield, Ga., three years ago.

"The current program is 30 to 40 years old and is based on lowest cost to the government," Hutchinson said. "The test project is based on 70 percent performance quality and 30 percent cost."

Under the current program, a service member might wait all day for the carrier to show up to pack and pick up household goods, Hutchinson said. If something should happen to the household goods in shipment, the service member can receive the current valuation of \$1.25 per pound times the shipment weight up to \$40,000 at depreciated value.

If the shipment is over the weight

limit, the service member might not find out until the finance center sends a letter, garnishing pay. Under the current system the service member has no one person to talk to about household goods from start to finish of household shipment.

The objective of the program is to improve 11 key services. The biggest improvement with the pilot program, Hutchinson said, is the service member has a single point of contact through the whole move.

Hutchinson said other improved services are:

Full replacement value for lost and/or damaged household goods, not its depreciated value - \$6 times the shipment weight, capped at \$75,000;

Simplified claims processing;

Direct claims settlement with carriers or move managers;

Guaranteed 45-day claims settlement and reimbursement - check in hand;

Quicker claims settlement for claims under \$500 - paid in five days, subtracted from total settlement;

Guaranteed arrival within two-hour time window for packing, pickup and delivery - service member can receive an inconvenience payment if outside window;

Binding estimates for excess costs - telling service members if they're overweight and how much they must pay - this gives the service member a chance to lower the weight;

A toll-free help line for in-transit visibility;

Service member satisfaction surveys; A transportation provider selection which emphasizes best value and varied relocation services to assist transition.

The Full Service Moving Project is currently operating at 23 military bases, across all branches of service including the U.S. Coast Guard, in three regions of the country: the National Capital Region and the U.S. Naval Academy; Minot, N.D., and Georgia with the exception of Robbins Air Force Base. The goal is to improve the quality of life for service members and their families as well as to provide best value for the government, Hutchinson said.

Improving customer satisfaction, improving the acquisition process, and

streamlining infrastructure involved in the moving process will accomplish this goal, he said. The military services will be getting the same quality of move as corporate America gets, Hutchinson said.

The pilot program is sponsored by the Assistant Deputy Undersecretary of Defense for Transportation Policy, Hutchinson said.

Currently seven contracts have been awarded to move management companies to provide complete point-to-point management for all household goods for service members. Further, transportation agreements were awarded to 189 moving companies to actually move the household goods, Hutchinson said.


Under guidance provided to the Move Managers, moving companies are selected based on their performance and cost, Hutchinson said. The Gallup Organization developed a customer satisfaction survey to be completed by the service member within two weeks of the service member's move.

"This survey will ask about the performance of the carrier, the move manager and the process as a whole," Hutchinson said.

The service members' satisfaction surveys will be collected and used to measure the performance of the 189 moving companies and determine how much business each one will receive, Hutchinson said. Based on these surveys, the best performing moving companies will receive the greater part of the business, he said. Average-performing companies will receive a more modest number of moves. The lowest performing companies will receive no moves and will be used only in times of surge requirement, Hutchinson said.

The program is based on incentives, Hutchinson said. "This makes for solid competition," Hutchinson said, "getting us the quality program we want."

The U.S. Transportation Command will evaluate all pilot programs to determine what is best for DoD and will be providing the military services and Office of the Secretary of Defense a recommendation as to what the future personal property shipping program should be, Hutchinson said.

More information can be found on the Web site at www.dodfsm.com. 

Army's highest Hispanic joins Hall of Fame

By **Bruce Zielsdorf**
Army Public Affairs

The Army's highest-ranking Hispanic officer joined the ranks of Bill Cosby, Brad Pitt, Michael Jordan, Jackie Joyner-Kersey, Derek Jeter, Neil Diamond, and Denzel Washington during ceremonies in New York City last week.

MG Alfred A. Valenzuela, commander of U.S. Army South at Fort Buchanan, Puerto Rico, was inducted into the Boys & Girls Clubs of America Alumni Hall of Fame April 5 during the club's national conference in New York City.

Other 2001 inductees joining the general in the Big Apple spotlight included actor Ossie Davis; Dr. Patrick Kelly, chief of neurosurgery at New York University Hospital; William R. Bricker, past national director of the Boys & Girls Clubs of America; children's author Maureen Holohan; and NBA Hall of Famer Bob Lanier.

MG Valenzuela is an alumnus of the San Antonio Boys & Girls Club.

MG Valenzuela was commissioned through St. Mary's University Reserve Officer Training Corps program as a distinguished military graduate and awarded his Bachelor of Arts degree in government. He holds Masters of Arts degrees in political science, Latin American studies, and national security affairs.

The Boys & Girls Clubs of America comprises a national network of more than 2,900 neighborhood-based facilities serving more than 3.5 million youth across the nation. The organization's programs emphasize character and leadership development, educational enhancement, career preparation, health and life skills, the arts, sports, fitness and recreation.


The club has partnered with America's soldiers for several years now. The Army's Community and Family Support Center Child and Youth Services has taken part in joint ventures with the Boys & Girls Clubs of America since 1996. Since then, Army youth programs have received the same benefits and services afforded off-post Boys & Girls Clubs, to include program materials, training, and grant opportunities.

Currently, 113 youth programs at Army installations are affiliated with the Boys & Girls Clubs of America. Overall, the organization has 241 clubs affiliated with the U.S. military, including 83 youth centers in Europe and the Far East.

Other famous members of the Boys & Girls Clubs of America Alumni Hall of Fame include B&GCA national spokesperson Denzel Washington, CNN anchor Bernard Shaw, entertainer Quincy Jones, singer Jennifer Lopez, actor Cuba Gooding Jr., and NBA superstars Michael Jordan, Shaquille O'Neal, Terry Porter and Darrell Armstrong.

For a copy of MG Valenzuela's official biography, visit the U.S. Army South Web site www.usarso.army.mil/CG_BIO.

For more information about the Boys & Girls Club of America, call the national headquarters at (404) 487-5894 or 5739. You can visit their Web site at www.bgca.org.

(Editor's note: Bruce Zielsdorf is a staff member of the Army Public Affairs New York Branch Office.) 

Editorial: Making MWR a household name

By **Harriet Rice, Army News Service**

KFC, IBM, AT&T and NBC. What do these initials have in common?

Instant brand association with a time-tested product or service? Immediate corporate identification by target audiences? You bet.

Do the initials M-W-R have the same impact? More than likely not. And the Army chief of staff wants that to change.

The U.S. Army Community and Family Support Center has proponentcy for 250 Morale Welfare and Recreation programs that support soldiers and families.

"These programs play a key role in providing for the well-being of our people and our communities," said Army Chief of Staff GEN Eric K. Shinseki. "As we recruit young people to join our ranks, we must explain the benefits of our MWR programs and the advantages of being a member of the Army community."

CFSC Commander BG Tony Taguba is charged with advertising these MWR programs and their benefits to those

unfamiliar with them. He has turned to his marketing staff to do that.

"At GEN Taguba's direction, we're pulling together all the programs and services that fall under the MWR logo and developing a comprehensive



strategy to create and promote a brand image," said George Gallagher, director of Strategic Plans and Policy at CFSC.

At the front lines of these projects are the chief of the marketing division Bill Long and his seven-member team.

"This is a four-pronged approach," explained Long. "After we've established what our brand image is, we'll develop strategies to project that image. Right now, we're concentrating on worldwide exposure of our new MWR message: 'MWR is for all of your life.'"

To that end, graphic artist Jane Tucker designed the first of several advertisements targeted to soldiers and families, other authorized MWR patrons, and the MWR workforce. Marketing's Laurie Gibson placed the ads in newspapers serving the Army's nine largest installations, Army Times, Government Executive magazine, and Stars & Stripes.

"Each promotional piece will run bimonthly and will feature three MWR programs along with the 'MWR is for all of your life' slogan," explained Gibson. The first ad, placed in February, highlighted the Army World Class Athlete Program, Army Entertainment, and Child Development Services.

The second ad in the series is set to run this month. It features the Armed Forces Recreation Centers, theme restaurants and Army Community Service.

"We'll also use our Web site extensively," said Long. "We plan to standardize the look and feel of the current home page for MWR employees. We will also develop a separate armymwr.com Web site with content targeted to customers."

Long continued, "A huge piece of the strategy revolves around our partnering with the U.S. Army Recruiting Command. We are looking to add MWR to recruiters' kits when they go on their recruiting mission and ultimately include the benefits of MWR in future recruiting publicity."

Another prong of the campaign is a publicity kit on CD for use by major Army commands and installations. Marketing and CFSC public affairs will partner to produce a CD that contains downloadable images, press releases, questions and answers, brochures, "table tent" designs, and flyers as well as television and radio spots.

"We know that MWR is an integral part of the chief of staff's Well-Being strategic plan and a value-added benefit of being in the Army," said Taguba. "Now, our job is to communicate that value, our image, and make the MWR connection to CFSC for our various internal and external audiences.

This initiative is a vital part of the Army Vision for Personnel, Readiness, Transformation."

(Editor's note: Harriet Rice is the CFSC public affairs officer.) 📢

TRICARE e-mail help growing fast



Army News Service

E-mail has become one of the most popular ways for TRICARE beneficiaries to get answers to their questions, according to military health care officials.

The TRICARE Help E-Mail Service, commonly known as THEMIS and operated by the U.S. Army Medical Command, has grown by leaps and bounds since its inception in April 1999.

The service is growing more than 30 percent per quarter because "we provide fast, accurate and complete answers to TRICARE questions and assist beneficiaries in resolving their TRICARE problems," said MAJ Howard Schellenberg, THEMIS program manager.

Schellenberg emphasized that the e-mail service is not a substitute for TRICARE Service Centers or other methods of TRICARE customer support.

"Our service is there to supplement the

great efforts of everyone who helps the customer," he said. "There should always be many different ways to get TRICARE help, and we work with other services to form an effective support network."

THEMIS works by allowing soldiers and their families with access to a computer at work or home to e-mail their TRICARE questions, issues, or concerns to TRICARE_help@amedd.army.mil.

Jack Desmond, operations manager for the service, explained why he believes the TRICARE Internet program is so effective.

"We are not an Internet site where you have to find your own answer by sorting through a frequently-asked questions section," Desmond said. "Everyone who sends us a question receives an individual answer from a real person, not a form letter or computer-generated response."

"The difference is we answer your question; we don't try to make you an expert in military health care," he added.

(Editor's note: Information is from a U.S. Army Medical Command news release.) 📢

Web site assists military campers, RVers

Army News Service

Military campers and RVers can now find their way on America's open highways with their fingertips, thanks to a new interactive Army Morale, Welfare, Recreation Outdoor Recreation Web site, www.pathsacrossamerica.com.

The Web site is the first of several improvements rolling into the Army's recreational vehicle parks and campsites, including a name change.

"We wanted to make our RV park information much more accessible to customers," said Joe Pettoni, Outdoor Recreation program manager at the U.S. Army Community and Family Support Center. "This Web site is just a seed that will grow into much more."

The outdoor recreation site was launched in February and lists information about military RV parks and camp-

sites at installations throughout the United States.

"When you call up the site, a map of the United States appears," said Pettoni. "You click on a state, then a map of that state appears. The Army installations are in red and the Air Force, Marine Corps, Navy and Coast Guard sites are in blue."

Visitors to the site will find information on the location of the RV parks and campsites, directions from the nearest major highway, phone numbers, amenities, the number of pads and campsites, and fees. It also lists any cabins, cottages or duplexes available for rent. Future additions to the Web site will include a trip computer to determine mileage, local on and off post recreational opportunities, and inter-service Morale, Welfare and Recreation specials for RVers and campers.

"Eventually we plan to add sites in Europe," Pettoni said. "Our ultimate goal is for campers to be able to make reservations online."

As for the name change from "Travel Camp" to RV Park, Pettoni said the Army needs to conform to industry standards and make the name recognizable to customers.

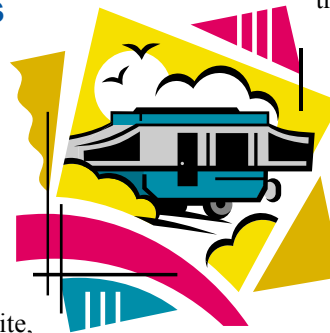
While the name change is cosmetic, other changes are more substantial, like training, Pettoni said.

"We held the first-ever Department of the Army-level training for 15 RV park managers in February," Pettoni said. The National Association of RV Parks and Campgrounds and the National Foundation for RVing and Camping sponsored the

week-long training.

"Our goal is to put Army RV park managers together with commercial managers to analyze operations and bring back the industry's best and most modern practices to the Army," said Pettoni.

(Editor's note: Information is from a U.S. Army Community and Family Support Center news release. USACFSC is responsible for morale, welfare, recreation and family programs including outdoor recreation, sports, performing arts, child and youth services, and the Army Family Action Plan. More information about MWR is at www.armymwr.com.) 📢



Gold Badges

RSM April 2001

ALBANY

SFC Fredrick Ramie

ATLANTA

SFC Delphine Weeks

SSG Vickie Heard

SSG Gregory Grant

SSG Roland Brown

SSG Douglas Merritt

SGT Christopher Barber

SGT Dwight Rodriguez

SGT Charles Sellers

SGT Jerry Smith

SGT Jerry Henry

BALTIMORE

SFC Vivian Grant

SSG Sue Arcia-Collins

SSG Quintin Whitaker

SSG William Odum II

SSG Willard Reinhard

SSG Shari Port-Nitti

SGT Frank Wyatt

BECKLEY

SSG Michael Bratton

SSG Alfreda Thompson

SSG John Willis

SSG Adam Pierce

SSG Perry Gregory

SSG Joseph Lawson

SSG Glen Wiltshire

SSG Thomas Hamilton

SSG James Prosser

SGT Darren Iacono

SGT James Dyson

SGT Andrew Hodnett

SGT Frank Barlow

CHICAGO

SFC Marvin Lynch

SSG Kelvin Conyers

CLEVELAND

SSG Sammy Merchant II

SSG Jason Sutherland

SGT Tracy Jo Kumpf

SGT Kevin Garner

SGT Erik Stephan

COLUMBIA

SFC Walter Overton

SSG Paul Glover

SSG Kevin Connor

SGT Michael Fitch

COLUMBUS

SFC Clyde Fahie

SGT John Enderle Sr.

DALLAS

SSG Patrick Martin

SSG Curvy White

SSG Stuart Randall

SSG Timothy Cohen

SSG Anita Greely

SGT Blas Loya

SGT John Godbey

SGT Michael Phillips

DENVER

SSG Christopher Warth

SSG Aaron Manning

DES MOINES

SSG Shon Wilson

GREAT LAKES

SFC Adolph Alexander

SFC Anthony Gower

SFC Anthony Downs

SFC Jeffrey Desotell

SSG Mark Bivins

SSG Jason Gallimore

HARRISBURG

SFC Scott Hargis

SSG Steven Varner

HOUSTON

SSG Cody Beaver

SSG Johnny Ford

INDIANAPOLIS

SFC Jacinta Lewis-Berrien

SSG Paul Carey

SSG Derek Kitts

SGT Mark Cochran

SGT Joseph Gonzalez

JACKSON

SFC Michael Smith

SSG Reginald Ewing

SSG Steven Austin

JACKSONVILLE

SSG Sean Baker

KANSAS CITY

SFC Todd Churchill

SSG Timothy Archer

SSG Alphonso Nelson

SSG Curtis Reeds

SSG George Regan

SSG Terry Bacon

SSG Kurt Hopson

SSG Terry Abbott

LOS ANGELES

SSG J. Blackwell-Colmore

SSG Danny Quimpo

SSG Charles Sowell

SGT Joseph Moore

CPL Jason Braun

MIAMI

SFC Glenn Dawkins

MID-ATLANTIC

SFC Yoshedia Moore

SFC Charles Benham

SFC Henria Wright

SSG Milton Tucker

SSG Lawrence Walton

MINNEAPOLIS

SFC Jerry Clements

SSG Paul Tully

SSG David Garland

MONTGOMERY

SSG Daniel Little

SSG Ronald Hughes

SSG Anthony Adkins

SGT Robert Castrillo

SGT Robert Watts

NASHVILLE

SFC Efrain Collazo

SSG Susan Little

SSG Bobby Gray

SSG Patrick Meadows

SGT Jason Anderson

NEW ENGLAND

SFC Scott Mann

SSG Armando Plaza-Velez

SSG David White

SSG John Rogers

NEW ORLEANS

SSG Naashon Hughes



OKLAHOMA CITY

SSG Andrea Deramus

SSG Dennis Goodman

SSG James Kizziar

SSG Jerry Sanders

SSG Wendell Oliver

SGT Russell Sharman

PHOENIX

SSG Gerianne Smith

SSG Phillip Gillespie

SSG Jordan O'Sullivan

PORTLAND

SSG Ernest Simpson

RALEIGH

SSG Charles Coe

SSG Roderick McCants

SSG Steven Pittenger

SGT Michael Card

CPL Michelle Richardson

SALT LAKE CITY

SSG Nicholas Cooklin

SAN ANTONIO

SFC Scott Defrates

SSG Bessie Washington

SEATTLE

SGT Frank Guy

SGT Marcellus Jeter

SOUTHERN

CALIFORNIA

SSG Brian Homme

SSG Andrew Stockert

SSG Ricky Shuck

SSG Henry Herrera

SGT Deepinder Uppal

ST. LOUIS

SSG Michael Towell

SSG Nicky Belfield

SYRACUSE

SFC Daniel Davis Jr.

SSG Nathan Graveman

SSG Kevin Kidd

Morrell Awards



RSM April 2001

BALTIMORE

SFC Angela Dandridge
SFC Chad Romero
SFC Joseph Esagro Jr.
SFC Charlie Tyus

BECKLEY

SFC James Frederick Jr.
SFC Terry Brooks

COLUMBUS

SFC Jason Pavolko

DES MOINES

SFC Thomas Gall
SFC Richard White
SSG Donald Helms

HOUSTON

MSG Phillip Mucker

JACKSONVILLE

SFC Luis Figueroa

KANSAS CITY

1SG Donald McKay
SFC Michael Antwine

LOS ANGELES

SFC Michael Cypressi

MILWAUKEE

SFC Fernando Lebron

MONTGOMERY

SFC Melvin Riley

NASHVILLE

SFC Ronnie Davis

NEW YORK CITY

SFC Douglas Monroe
SFC Craig Simmons

OKLAHOMA CITY

SFC Paul Hurt
SFC Marshall Williams

PHOENIX

MSG Luanne Chucci
SFC Nick Brokeshoulder
SFC Patrick Scruggs

PORTLAND

SFC Gregory Olarick

SAN ANTONIO

SFC Bobby Mercer
SSG Ralph Herrera III

ST. LOUIS

MSG David Moss
SFC Michael Godfrey
SFC Joseph Pugh

3d AMEDD

SFC Michael Smart
SFC Rodney Edmond

5th AMEDD

SFC Deena Mullins

Recruiter Rings

RSM April 2001

BALTIMORE

SFC Theresa Good
SFC James Weber

BECKLEY

MSG William Jones

CLEVELAND

SFC Yolander Rena Wilson

COLUMBIA

SSG Albert Nelson

COLUMBUS

SSG James Kraeling

CHICAGO

SFC Billy Hill

DALLAS

SFC Janet Wilcox
SFC Rene Colocho
SFC William Carter

GREAT LAKES

SFC James Flick
SFC Jonathan Sutton

HOUSTON

SSG Mario Lopez

JACKSONVILLE

SSG Gary Rayfield
SSG York Young
SSG Jacquelyne Powell

LOS ANGELES

SFC David Gardner

MIAMI

SSG Victor Ortiz

MILWAUKEE

SFC Cheryl Broussard

NASHVILLE

SSG Jack Fields

OKLAHOMA CITY

SFC Jerry Casey

PHOENIX

SSG Christine Nelson

PORTLAND

SFC James Kaetzel
SSG Anthony Turner



NEW YORK CITY

SSG Cedric Slaughter

SAN ANTONIO

SFC Danny Montoya

SEATTLE

SFC David Been

3D AMEDD

SFC Scott McElroy
SSG Alex Ramirez

The Test

1. The _____ will establish DEP and DTP management procedures to ensure accountability, minimize accession loss, and emphasize the Referral Program for members of the DEP and DTP.
 - a. Company commander
 - b. Battalion commander
 - c. Commanding general
 - d. Recruiter
2. The _____ will process USAREC Form 512 (Regular Army and Reserve Component Referral Sheet).
 - a. Station commander
 - b. Battalion operations NCO
 - c. Guidance counselor
 - d. School principal
 - e. None of the above
3. What regulation covers the requirement to make required follow-up contacts with DEP and DTP enlistees?
 - a. USAREC Reg 350-6
 - b. USAREC Reg 601-81
 - c. USAREC Reg 601-89
 - d. None of the above
4. A member of your Delayed Entry Program just completed all the tasks (to standard) listed on USAREC Form 1137, DEP/DTP Pre-basic Training Task List, dated Jan 00. When should you notify your DEP member of his/her promotion?
 - a. Immediately
 - b. Only after 1SG says you may
 - c. Upon validation of the USAREC Form 1137
 - d. You don't, only the guidance counselor may inform the DEP of his/her promotion
5. Individuals who receive a "No-Go" on the Tasks portion of the USAREC Form 1137 must _____.
 - a. Retrain and retake the event
 - b. Talk their recruiters into passing them
 - c. Be removed from the Delayed Entry Program
 - d. None of the above
6. The standards for receiving a "Go" on the Army Physical Fitness Test (APFT) portion of the USAREC Form 1137 are _____.
 - a. 40 points in each event, 120 overall
 - b. 50 points per event, 150 overall
 - c. 60 points per event, 180 overall
 - d. Does not matter, as long as they complete an event with good effort
7. The purpose of USAREC message 00-003 is to _____.
 - a. Better prepare DEP/DTP members for civilian life after discharge
 - b. Better prepare DEP/DTP members for basic training and to reward those who demonstrate the knowledge required to ensure a smoother transition to becoming a soldier
 - c. None of the above
 - d. All the above
8. The maximum authorized USAR cash bonus is _____ and is available in _____ MOS.
 - a. \$5,000/3 MOS
 - b. \$8,000/5 MOS
 - c. \$20,000/1 MOS
 - d. None of the above
9. A prior service applicant can qualify for the "USAR Montgomery GI Bill Kicker." (True or False)
10. An IRR transfer soldier must attend the next scheduled unit drill for the purpose of in-processing. (True or False)
11. When selecting a position in order to engage enemy targets with an M16, consider whether it provides:
 - a. A good place to eat your MRE
 - b. A good place to sleep and eat your MRE
 - c. Natural cover and concealment
 - d. Good observation and fields of fire
 - e. Both c and d
 - f. None of the above
12. When performing a systematic search for targets, the following are good indicators of enemy positions:
 - a. Sound and movement
 - b. Stereo playing
 - c. Improper camouflage
 - d. Singing and dancing
 - e. Both a and c
13. When a firer is searching in overlapping strips, the following is true:
 - a. Search in 90 degree arc, 100 meters in depth in front of your position
 - b. Search in 180 degree arc, 50 meters in depth in front of your position
 - c. Don't search, it's a waste of time
 - d. None of the above
14. The Range Card provides the following functions:
 - a. Shows the gunner where to place fires on designated targets during limited visibility
 - b. Provides the gunner conducting a relief in place all the information needed to respond immediately to enemy action
 - c. Provides the platoon leader and company commander information for their fire plan
 - d. All of the above
 - e. None of the above

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

Quality Volume - The Key To Our Success

Headquarters U.S. Army Recruiting Command



RSM April 2001

Top RA Recruiter

SSG R. Major
(New York City)

SFC T. Glover
(Jacksonville)

SGT J. Gonzalez
(Indianapolis)
SSG R. Foster
(Milwaukee)

SFC E. Lea
(New Orleans)

SFC K. Batten
(Portland)

Top USAR Recruiter

SFC C. Stein
(Albany)

SFC R. Jeczala
(Jacksonville)
SFC E. Smith
(Raleigh)
SGT C. Alden
(Montgomery)

SFC D. Blubaugh
(Indianapolis)

SFC C. Beeler
(Oklahoma City)

SSG R. Barr
(Phoenix)

Top LPSC

Hackensack
(New York City)

Bradenton
(Tampa)

South Bend
(Indianapolis)

Amarillo
(Dallas)

Lakewood
(Seattle)

Top OPSC

New Haven
(Albany)

Alexander City
(Montgomery)

Mt. Pleasant
(Great Lakes)

Cameron
(Oklahoma City)

Japan
(Portland)

Top Company

Columbia
(Baltimore)

Fayetteville
(Raleigh)

Bay City
(Great Lakes)

None

Everett
(Seattle)

Top AMEDD

Southeast

Mississippi/
Tennessee
Florida

Chicago

Dallas

Rocky Mountain

Answers to the Test

1. c. USAREC Reg 601-95, para 1-4a
2. c. USAREC Reg 601-95, para 1-4k(3)
3. a. USAREC Reg 601-95, para 2-4c
4. c. USAREC Msg 00-003, dtd Jan00, para 5
5. a. USAREC Msg 00-003, dtd Jan 00, para 4
6. c. USAREC Msg 00-003, dtd Jan 00, para 6
7. b. USAREC Msg 00-003, dtd Jan 00, para 3
8. b. \$8,000/5 MOSs (RECUSAR Message 99-022)
9. True (RECUSAR Message 99-020)
10. True - Only if the S/M has received their assignment orders (USAREC Reg 140-3)
11. e. STP 21-1 SMCT, Soldiers Manual of Common Tasks, Task 071-311-2007, para 1, (1), (2)
12. e. STP 21-1 SMCT, Soldiers Manual of Common Tasks, Task 071-311-2007, para 1, (1), (a), (b), (c)
13. b. STP 21-1 SMCT, Soldiers Manual of Common Tasks, Task 071-311-2007, para 1, (3)
14. d. STP 21-1 SMCT, Soldiers Manual of Common Tasks, Task 071-312-2007, 1, 2, 3



1775
The Continental Colors,
America's first National Flag



1777
Most popular design had alternating rows
of 3, 2, 3, 2, and 3 stars



1777
The flag with 13 stars in a circle was rarely used



1795
The 15 stripes and 15 stars stood for the
15 states



1818
Went back to 13 stripes and had 20 stars
for the 20 states



1818
The Great Star Flag formed the 20 stars
in a large star



1861
Used in the Civil War, had stars for
34 states, including the South



1912
The 48-Star Flag remains the longest national
flag in service from 1912-1959



1959
The American Flag used today has
50 stars for 50 states and 13 stripes
for the original 13 colonies