

RECRUITER

United States Army Recruiting Command June 2004

Journal

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RECRUITER

United States Army Recruiting Command

June 2004, Volume 56, Issue 6

Journal

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Celebrating Patriot Season

We have now entered that period between Memorial Day and the Fourth of July we describe as “Patriot Season.” This June holds special significance for many reasons.

As always, we will celebrate June 14, as both Flag Day and the 229th Army Birthday.

On June 6, we will mark the 60th anniversary of the D-Day landings at Omaha Beach and the beginning of the Normandy Campaign. That invasion, which cost 2,400 lives, was the beginning of the end for the Axis powers, culminating in V-E Day on May 8, 1945, and, finally, V-J Day on August 14, 1945.

Tom Brokaw so aptly captured the gratitude of the Nation and the world in his 1998 book, “The Greatest Generation,” in which he encouraged the now-aging veterans to tell the stories of their service.

The sacrifices of the more than 16 million members of that Greatest Generation were finally recognized on May 29 in Washington, D.C., with the formal dedication of the World War II Memorial.

It is a somewhat bittersweet reflection that the Nation has only now erected this memorial, because we are rapidly losing this Greatest Generation.

The Department of Veterans Affairs estimates there are more than four million World War II veterans remaining, but more than 1,000 of them are passing away each day.

In looking back over the past 229 years, the veterans of World War II, though special, were only one generation of a long line of American heroes.

They followed in the footsteps of those who served in the American Revolution, the Civil War, and World War I. They themselves were followed by those who served in Korea, Vietnam, and in Desert Shield/Desert Storm.

It is ground truth that every generation has its heroes, and this one is no



Maj. Gen. Michael D. Rochelle

different. Even though we are a Nation at war and an Army at war, sufficient numbers of young men and women are choosing to serve and fill the ranks of the Army and Army Reserve. The success of Army recruiting not only stands in contrast to assertions that today’s youth are motivated only by self-interest, but also as a beacon to generations of future young Americans.

What will the next generation of heroes look like? You already know. We are recruiting them today.

Soon, we will give them a head start on the path to becoming Soldiers through the Future Soldier Training Program. They will be better prepared for the rigors of training and, therefore, better Soldiers when they report to their first duty assignments.

Past, present, future: The Army and its Soldiers have served the Nation for 229 years. Those of us in Recruiting Command are doing our part today by enlisting the Soldier-heroes of tomorrow.

I am confident that the future of our Army is going to be in good hands.

The NCOER and the Whole Soldier Concept



*Command Sgt. Major
Harold Blount*

This is the second in a series of articles on the Noncommissioned Officer Evaluation Report. In last month's issue, I addressed the connection between the NCOER and career progression. The NCOER is a powerful multifunctional tool.

AR 623-205 states: "To ensure that sound personnel management decisions can be made and an NCO's potential can be fully developed, evaluation reports must be accurate and complete. Each report must be a thoughtful, fair appraisal of an NCO's ability and potential." Feedback from sergeant first class and master sergeant boards consistently indict USAREC leaders for rendering reports to detailed Soldiers that only consider "production-oriented" data and neglect the whole Soldier concept. Somewhat similar trends and feedback are reported in 79R Review and Analysis from sergeant first class and master sergeant boards.

Defining, understanding and applying the "whole Soldier concept" to writing evaluation reports in the recruiting environment is somewhat challenging, especially in a numbers-oriented culture where percentage of mission achieved and ranking reign. When leadership is one-dimensional — predominate use of the directive style of leadership and neglects the other four styles — participative, delegative, transactional and transformational, there is little chance to render reports that take into consideration the whole Soldier. When NCOs are relegated to thinking like privates; when NCOs are not allowed to leverage their experience and their talents; when NCOs are not held accountable for basic standards; then numbers are the only measure available to evaluate! Not only do we hurt the individual and deprive board members of input to adequately vote records, we also perpetuate an unwholesome stigma that recruiting leaders "eat their own."

To meet the intent of AR 623-205, I offer three steps to assist leaders to overcome this issue: Continuous leadership focus on developmental and NCOER counseling geared towards developing the whole Soldier; directed NCOPD on effective NCOER and developmental counseling and writing quality NCOERs; and proponent briefing packets to educate board panel members on the peculiarities of recruiting. As stated in last month's article, developmental and NCOER counseling should be focused on improving NCO performance in every aspect of the "Be-Know-Do" leadership framework toward progressive career development. Standards and expectations must be structured during initial and follow-on counseling to lift performance and maturity through a "Situational Leadership" process.

Raters and senior raters must guard against measuring performance against production only and consider the expansive roles and general expectations of detailed and cadre recruiters. Production oriented ratings become even more prominent during "gloom and doom" years — periods of accession mission failure. As leaders, we must not revert to unorthodox tactics of leadership to influence the mission or use the NCOER as a negative motivator to inspire Soldiers. Doing so only reinforces the misconception within the operational Army that recruiting duty is a career-ending venture. I demand all USAREC leaders make the necessary adjustment to consider the whole Soldier, not just the numbers.

AR 623-205, dated 15 May 2002, specifically states "commanders at all levels will charge the command sergeant major or sergeant major with the responsibility for quality control of Noncommissioned Officer Evaluation Reports (NCOERs), to include ensuring that reports are accurate and submitted on time." I expect all brigade and battalion command sergeants major to embrace this responsibility, while routinely integrating NCOER training in NCOPD sessions to further develop and train our subordinate leaders. No report will be forwarded to the PSB without command sergeants major review and involvement. Command sergeants major, first sergeants, and senior staff NCOs are also responsible for mentoring/training officers to ensure we are all on the same sheet of music. Finally, as addressed in last month's message, I expect individual Soldiers to be decisively engaged and take personal responsibility for their reports.

I am currently working with Professional Development Branch, Enlisted Policy at HRC on a project to produce an information briefing to outline frequently asked questions to assist with voting promotion files. The briefing will further increase board members' overall knowledge of detailed recruiters' responsibilities and duties. Branch leaders lend USAREC their best and brightest. It's hard for board members to comprehend viewing mediocre reports on detailed recruiters in relationship to superior-written reports in their primary MOS. I clearly understand that all detailed recruiters may not perform to levels as in their primary MOS; however, addressing only the numbers is not the answer. I view it as either a lapse in leadership on the rater's part or potentially, a lack of self-discipline on the ratee's part whenever this phenomenon occurs. Enough said; let's do the right thing for our Soldiers, our command, and our Army.

Take Time for Family

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

A man came home from work late again, tired and irritated, to find his 5-year-old son waiting for him at the door.

“Daddy, may I ask you a question?”

“Yeah, sure, what is it?” replied the man.

“Daddy, how much money do you make an hour?”

“That’s none of your business! What makes you ask such a thing?” the man said angrily.

“I just want to know. Please tell me, how much do you make an hour?” pleaded the little boy.

“If you must know, I make \$20 an hour.”

“Oh,” the little boy replied, head bowed. Looking up, he said, “Daddy, may I borrow \$10 please?”

The father was furious. “If the only reason you wanted to know how much money I make is just so you can borrow some to buy a silly toy or some other nonsense, then you march yourself straight to your room and go to bed. Think about why you’re being so selfish. I work long, hard hours everyday and don’t have time for such childish games.”

The little boy quietly went to his room and shut the door.

The man sat down and started to get even madder about the little boy’s questioning. How dare he ask such questions only to get some money. After an hour or so, the man had calmed down and started to think he may have been a little hard on his son. Maybe there was something he really needed to buy with that \$10 and he really didn’t ask for money very often. The man went to the door of the little boy’s room and opened the door. “Are you asleep son?” he asked.

“No daddy, I’m awake,” replied the boy.

“I’ve been thinking, maybe I was too hard on you earlier,” said the man. “It’s been a long day and I took my aggravation out on you. Here’s that \$10 you asked for.”

The little boy sat straight up, beaming. “Oh, thank you daddy!” he yelled. Then, reaching under his pillow, he pulled out some more crumpled up bills. The man, seeing that the boy already had money, started to get angry again.

The little boy slowly counted out his money, then looked up at the man.

“Why did you want more money if you already had some?” the father grumbled.

“Because I didn’t have enough, but now I do,” the little boy replied.

“Daddy, I have \$20 now. Can I buy an hour of your time?”



Due to the demands on recruiters, many feel guilty for not spending more time with their children. The temptation is to compensate for lost time by promising to spend more time or buy them a desired toy. It is too easy to be over come by events and forget your promise, however, children rarely forget the promise or the details. So what are we to do? How can we deal with the loss of precious moments?

First, don’t give up. The constraints on our time make it far too easy to become discouraged and frustrated. Our circumstances can cause anger to simmer beneath the surface and we lose focus both at home and at work. A positive attitude will lift us above the situation and help us seek creative means to carve out more time for our children.

You can try writing notes. Leave them where they will find them, in their room or in their lunch bag. Remember you are doing this for them not for yourself.

Use technology. Most of our children are connected. Nowadays, more and more kids have access to the Internet at school, and you can enrich their life with a short note.

When you do have time together search for ways that you and your child can enjoy common interests. Watch a special TV show together, play a game, sit and talk about school and their dreams.

The moments you share with your children are priceless and worth far more than your hourly wage. Walk and talk with them as they travel the road to maturity. You will have no regrets. Godspeed.

DEP Loss Forgiveness

I would like to add my two cents on how to keep the DEP loss rate down. I have been in USAREC for 16 months now, and believe me, it is getting tougher and tougher to recruit. In my first year of recruiting I put in 22 contracts, and of those, 10 were Alphas. My DEP loss rate was zero. By the grace of the good Lord, I was genuine in my concern for my applicants that became my DEP members.

Right now the talk from the BLT is that we have to take care of our Soldiers. Well, if my DEP members were my Soldiers, they would be where they needed to be. A Soldier is a civilian who has been through Basic Training and has earned the right to be part of this team. And now that the CG has done away with the DEP forgiveness plan, I feel personally that this was the only way to get rid of those who didn't want to earn that right to be called a Soldier. This plan was the best thing since the Infantryman.

Now, we have our points taken away when we have a DEP loss, and now everyone wants see to our contact history and why we didn't do this and why we didn't do that, and finally it's the recruiter's fault for not keeping this so called Soldier motivated. As I continue to strive to find quality young men and women to join my Army, one or two things can happen:

On Page 2 of the GCR contract, line 3, section (a), "in the event that I willfully fail to report for active duty as specified in above and on my DD Form 4 enlistment contract, I understand that I will be in an Absent Without Leave Status (AWOL) and subject to apprehension and charged with Article 86 (deserter) of the Uniform Code of Military Justice." Why not use this? It was written in for a reason – this would definitely increase our shippers and have more young men and women be responsible for their actions when they sign on the dotted line.

Eliminate this from the GCR contract and stop calling the DEP members Soldiers.

Real Soldiers do as they are told, and we are a nation at war. As far as recruiting goes, let's keep them in and make them all soldiers!

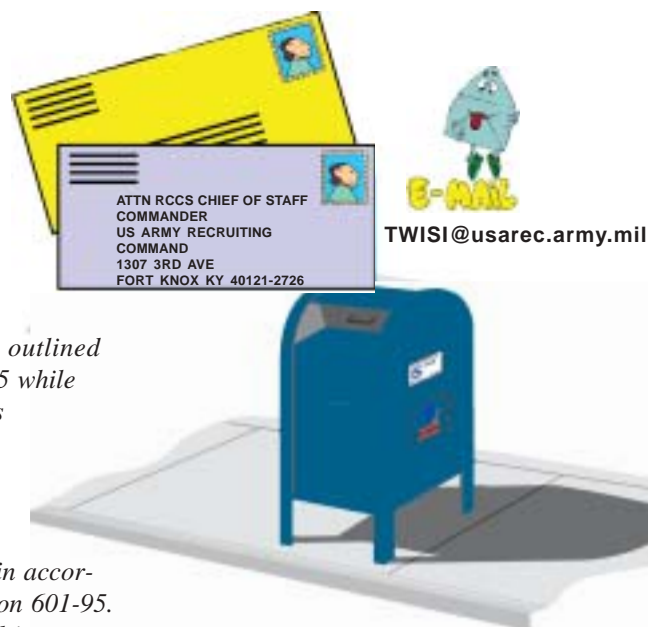
First, I would like to congratulate you on your success during your first year in USAREC. Maintaining a 100 percent ship rate demonstrates that a successful DEP management program requires a recruiter committed both to the Army and to Army DEP members.

Management of the DEP is outlined in USAREC Regulation 601-95 while Recruiting Incentive Awards is controlled by USAREC Regulation 672-10. Proactive DEP management includes taking known losses when identified in accordance with USAREC Regulation 601-95. Taking known DEP losses well in advance of their ship date conserves valuable training seats and makes the training seat available for resale to motivated applicants.

The command entered Fiscal Year 2004 with 46 percent of the accession mission in the DEP, resulting in DEP members waiting to ship on average exceeding four months. At the beginning of Recruiting Calendar Month (RCM) October, the command implemented the 61-plus day DEP Loss Forgiveness Program as a temporary initiative to open near-term training seats held by known DEP losses. Since RCM October, the combination of contract production, DEP losses, and an increased FY 2004 accession mission has resulted in reducing the average time in DEP to approximately three months, increasing the number of available near-term training seats.

By motivating your DEP members to remain qualified to ship and taking known losses early enough to enable the reselling of training seats, you are doing your part to ensure USAREC continues to meet the needs of the Army in this critical time during our nation's history.

Your concern with the statement that is found on the GCR contract has been a source of some confusion in the past. Let me set the record straight, once and for all. The statement on page two of the GCR contract is intended to let the DEP



member know that once he or she swears in at MEPS the second time they are considered a member of the Army. If that Soldier fails to report to training, they may be subject to punishment under the Uniform Code of Military Justice (UCMJ). Article 2 of the UCMJ establishes who is subject to punishment under the UCMJ. DEP members are not Soldiers who are subject to the UCMJ.

It is a misrepresentation of the facts if a DEP member is told they are subject to punishment if they decline to ship to training prior to their second swearing in. Furthermore, USAREC Regulation 601-45 makes it a recruiting impropriety to misrepresent, mislead, coerce, threaten, or intimidate a DEP member in order to convince them to report to active duty.

Your concerns are the concerns of many of our recruiters. Recruiting has always been a demanding profession and is why we seek out only the best Soldiers to fill the role of Army recruiter. The command's mission is to provide the strength for America's Army and we depend on you to make that mission.

For further information contact Master Sgt. Gregory Smith, USAREC DEP Manager, at 1-800-223-3735, ext. 6-0260; DSN 536-0260; commercial 502-626-0260; or e-mail at gregory.smith7@usarec.army.mil.



What It Means to be a Company First Sergeant

This is the second article in a series submitted by 1st Brigade company first sergeants.

By 1st Sgt. Bryon C. Kehl, Frederick Company

“A leader in the Army”—

no words more powerful have ever been written in any book or given in any presidential address. The level of leadership held in the highest regard in the Army has always been that of the company first sergeant. The first sergeant is the one Soldier (leader) who every Soldier of every rank looks up to for knowledge, advice, training, motivation, discipline and guidance.

The meaning of the rank or position of first sergeant is as powerful or as weak as the noncommissioned officer who holds and represents the position of the first sergeant. The first sergeant is the “standard bearer” for the unit and the Army. All leaders are different and each bring a slightly different leadership style to the table. Our individual leadership style is what makes us who we are, as well as the type of leader we are.

As a first sergeant in the most powerful Army in the world, I realize and understand that I am charged with several specified duties and numerous implied duties. The first and foremost duty is the one I am most grateful to be charged with—leadership. My Soldiers succeed or fail because of my leadership or lack thereof. My ability to maintain self-control and stability greatly affects my unit’s morale. The initiative I take and the confidence I display when making a decision is always closely scrutinized.

The way I speak and exercise cultural sensitivity will let my

Soldiers know I care about them and their culture. I must always remember to respect my Soldiers for who they are, what they represent, regardless of the situation, and how I personally feel. As a first sergeant, I must never manipulate my subordinates for personal advantage or show any amount of unfaithfulness to the unit or my comrades.

Being trusted with a position of high regard requires the sacrifice of personal time while in the pursuit of excellence and while tending to the needs of a Soldier requesting guidance.

I must push the Soldiers to be their best and at the same time, demonstrate concern for the safety and well-being of all Soldiers. My Soldiers must know that I am firm but fair in every situation regardless of my elevated emotional state.

Balancing mission, family and personal needs are certainly a challenge, but must be done effectively to have a cohesive unit. I must always give credit to others who have earned it and accept blame for the team, if and when we fail.

My integrity is on the line every time I speak. I cannot allow myself to be in a

compromising position. I represent the Army, not myself. My mental reflexes must allow me to think and act quickly and logically. I am charged with analyzing situations and combining complex ideas to develop feasible courses of action while simultaneously applying common sense.

Emotional balance is one of the most overlooked and ignored characteristics of a leader. As leaders, we have all been taught to think before we react but that continues to be something I, as well as others, need to work on every day.

My interpersonal skills will make me one who leads by example, displays understanding and fosters respect, as well as loyalty. I work daily on motivating my subordinates through empowerment, positive reinforcement and difficult but realistic standards. Any corrective training is always developed with the hope of rehabilitating and correcting the deficiency to standard. I have learned to allow my subordinate leaders to develop their plans to support the mission, and I remain careful not to criticize it. However I will ask leading questions to invoke the logical thought process for improving the plan if needed.

I will always keep my commander informed and realize that the company leadership team must effectively and efficiently work together to plan, execute, and assess our unit’s capability and always strive for improvement.

There is no greater leadership position than that of a company first sergeant. I will not rest until I ensure there is no one greater than myself as a company first sergeant, except for the Soldiers I am charged with leading, teaching, coaching, counseling and mentoring.



1st Sgt. Bryon Kehl, Frederick Company; Command Sgt. Maj. Donald Hall, Baltimore Battalion; and Lt. Col. Marlon Beck, Baltimore Battalion commander, at the Station Commander’s After Action Review.

TAIS Coaching for Station Commanders

By Lt. Col. Stephen Bowles,
U.S. Army Recruiting Center One

Elite Soldiers, professional athletes, and Fortune 100 company executives use “The Attentional and Interpersonal Style,” TAIS inventory to enhance performance of their personnel.

In recruiting, TAIS is used to develop leadership skills for station commanders. All station commanders are required to take this online test as part of the Station Commander Course. Station commander students are then able to go online and receive their personalized feedback report — specific to station commanders after completing the TAIS. Personalized feedback teaches station commanders how to assess their strengths and understand possible mental errors when under pressure. The individualized feedback form provides greater detail into the different dimensions of the test that are applied to leadership.

Center One provides a TAIS feedback class to all station commanders. This class gives an overview of the TAIS profile for station commanders and information reference the student’s individual TAIS reports. As the station commanders review their profile, they are able to assess their attention and concentration strengths as a leader, as well as get insight into their interpersonal skills. With this information, young leaders are able begin their leader skill development early in their career to begin to enhance their leader development.

In conjunction with the TAIS, a coaching program has been developed to complement the TAIS. One of the major parts of the coaching program is the coaching report developed for station commanders. In 2003 the Station

Commander TAIS Coaching Report was developed. These reports have been available for use with station commander students at the Recruiting and Retention School since 1st quarter FY 04. Center One and RRS cadre staff coach students at the RRS using the TAIS coaching report for leader development. Coaches conduct three 45-minute sessions with volunteer students during the SCC. TAIS coaching certification is conducted at the RRS First Sergeant course for the field and can also be requested by battalion for first sergeants and master trainers.

During the first session, the station commander fills out a coaching agreement, completes a wheel of life exercise, and works on establishing goals. At the second session, the coach reviews the TAIS Station Commander Feedback Form with the station commander, the areas identified from the wheel of life, and the goals that the station commander had chosen previously. The focus throughout these sessions is on setting goals that have been related to mission success, APFT, continuing education, and quality of life. The final session involves refining the station commander’s goals and discussing ways to improve performance as a leader.

A limited number of station commanders are enrolled in the one-year Leader Coach Program while attending the Station Commander Course at RRS. In addition to receiving feedback on the TAIS, station commanders develop their Leader Plan of Action with work and personal goals and are provided

enhanced performance training in the “egg chair.” According to Colonel Bowles, relaxing in the cushioned egg chair’s enclosure with reduced sound environment, puts leaders into an energized place where they are able to visualize success in a stressless setting.



Left to right: Sgt. First Class Kathleen Hall, Lt. Col. Stephen Bowles, and Sgt. First Class Martin Smith with Sergeant Hall and Sergeant Smith demonstrating the therapeutic “egg chairs.” Back row: Command Sgt. Maj. retired Robert Meeking, Elisha Wiggins, and Command Sgt. Maj. retired George Furlow are master coaches for TAIS.

For more information on the TAIS program, contact master coaches: George Furlow – 803-751-8171 Robert Meekins – 803-751-8757 Master trainer points of contact at brigades are Sgt. 1st Class Eddie Edwards – 1st; Sgt. 1st Class Lillie Milton – 2nd; Master Sgt. Duane Jackson – 3d; Master Sgt. James Pellechia – 5th; and Sgt. 1st Class John Longo – 6th. Further questions can be directed to Lt. Col. Stephen Bowles at Stephen.bowles@us.army.mil.

Recruiting Central Makes a Move

By SFC Christopher G. Collins, USAREC G-3 Training

Five years ago, Recruiting Central made its debut as part of the USAREC home Intranet site. Since then, Recruiting Central has provided recruiters with a central source for policies, news and services specific to the recruiting community. However, what was a revolutionary method of deploying information five years ago is old news today. Within the next few weeks, Recruiting Central will become part of the new Army Accessions Command portal, which will offer new capabilities for finding and retrieving useful recruiting information and services.

Regular Recruiting Central users are familiar with the Community Advocates, who prepare most of the information available on the Web site. These senior recruiters were selected for their position as advocates because each is knowledgeable about a specific recruiting community and the needs of individuals assigned to those missions.

From recruiter to station commander to AMEDD recruiter, the advocates at Recruiting Central are constantly working to provide information and resources that will help make every recruiter successful at their job. The driving goal is to use leading-edge information technology and strategies to facilitate training and resources, making recruiters more effective as they strive to improve production.

Provides Recruiters With Information

Recruiting Central's mission is to also provide recruiters with information on best practices in recruiting. CARLL, the Center for Army Recruiting Lessons Learned, enables recruiters to share their knowledge with other recruiters who may be struggling or who are new to the recruiting environment. Recruiters are encouraged to take a few moments to submit an informal "lesson learned" by following the Web site instructions. The more information entered into CARLL, the more useful a tool it becomes for all recruiters.

A "lesson learned" can be defined as any idea or method that may be of value to a fellow recruiter. These lessons can benefit new recruiters or give seasoned recruiters a way around a problem or issue that they may not have thought of before. The more ideas, the better!

With Recruiting Central's move to the USAAC portal, your advocates will continue to search for and provide the recruiting community with training information and a quick reference for recruiting guidance and regulations. With the migration to the USAAC portal, users will have options to customize displays so

that the content they need and use most often will be readily available.

If you haven't yet visited Recruiting Central, go to the Recruiting Central link on the USAREC home page and take a few minutes to browse through the available topics. Recruiting Central can help improve your soldier knowledge by laying information and collaborative power (literally) at your fingertips. Most importantly, Recruiting Central is designed as a living and breathing Web site, so please let your advocate know what you like, what you want, and what can be done better to make the content more useful. Your Community Advocate acts on your behalf, guaranteeing that your site is up-to-date on policies, procedures, and news.

New USAAC Web Portal

In July, the familiar USAREC home screen that Recruiting Command Intranet users see when opening their Web browsers will be replaced by the newly developed USAAC Web portal. In the following months, the USAAC portal will continuously expand to offer new capabilities and tools that will enhance the on-line experience for both USAREC users and other Accessions Command organizations.

First, what is a Web portal? Web sites such as Yahoo or MSN.com are popular Web portals. These Internet portals allow the user to visit one site and be presented with a comprehensive choice of information, links and services. If the user elects to register with the portal, those choices can be customized to present information based upon individual preferences. Many businesses and financial institutions also use portal technology to allow customers secure access to sensitive

information about purchases or finances.

USAREC users shouldn't expect to see completely unfamiliar territory when the USAAC portal makes its debut. While some popular Web sites such as Recruiting Central will be fully integrated into the portal from the beginning, other USAREC and USAAC Web sites will migrate into the portal architecture over the





next year. The same is true for many current recruiting applications and new programs under development. Potential future additions to the USAAC portal will include e-mail and calendar functions.

Depending on their user ID and password, USAAC portal visitors will be recognized as either an employee, a business partner or a member of the public with an interest in Army recruiting information or services. This ability to identify a portal user based upon their role will enable the command to manage Web content and services more efficiently.

Because the portal will know a user's role within the organization and the specific area of the command where they work, the USAAC portal will have the capability to display specific Web content that is most likely to be of benefit to the user. A recruiter for example, will automatically be given a display with the Web content used most often by other recruiters.

The USAAC portal is not an attempt to limit access, but rather a way to present information and services in a form that is more user friendly based on individual profiles and preferences. If the information the user is searching for exists on the current USAREC home page, then it will still be available in the USAAC portal.

Some portal content will be mandatory viewing by all users, such as safety messages or computer virus alerts. Other portal content can be customized by the user, allowing viewers a choice of adding, deleting or rearranging the display of informa-

tion within the portal desktop.

The MyPortal Tab

A feature that will be available to all USAAC portal users is the MyPortal tab. Under this location, the user can add customized content that reflects their individual interests and needs. If the user is an enlisted Soldier, they may wish to add a link to the enlisted management Web site, officers a link to the officer management Web site and civilians a link to the civilian personnel site. Like most Internet portals, USAAC portal users will have available a pre-defined menu of popular recruiting and Army Web links from which to choose and add to

their MyPortal tab. USAAC portal users will also be able to add their own personal Web bookmarks to their MyPortal tab.

When a visitor logs into the USAAC portal, they will be accessing more than just information. After the portal has verified a user's identity, they will be granted access to Web applications and tools that are commonly associated with their role in the organization.

Beginning this year, many of the tools used by recruiters and others will become accessible via the USAAC portal. These will include Top of System Reports and the Mission, Performance and Awards Web application.

Unlike the current process where users frequently need to log into each recruiting application one at a time, the USAAC portal will feature single sign-on capability.

After entering a user name and password on the initial portal screen, portal visitors will be able to move between applications and tools without being prompted to sign in again. And because the portal will know the user's role within the organization, the tools and applications that are initially presented will be those that experience has demonstrated are the most critical to performing their job.

With the ability to use the portal from any Internet location, Recruiting Command users will find that the new USAAC portal will enhance their ability to harness the Web for increased productivity and knowledge management from the office, on the road, or even at home.



DEP Functions Warrior Ethos Geocaching

What's the Link?

Story and photos by Sgt. 1st Class Nathan P. Cook, Princeton Recruiting Station, W.Va.

Recruiters at the Princeton Recruiting Station have devised a unique method of teaching its DEP members about warrior ethos by using geocaching.

DEP members of the Princeton Station, Beckley Recruiting Battalion, are learning Soldier skills and learning about warrior ethos while having a great time. This hands-on method beats sitting in a classroom or recruiting station listening to someone just talk about how to do something.

But what, you ask, is geocaching? Geocaching is a new adventure sport that is the rage for users of Global Positioning System devices. The basic idea is to have individuals and organizations all over the world set up GPS caches. They then share location coordinates via an Internet Web site, www.geocaching.com. Participants logging on to the site type in a ZIP code and all the caches within a 200-mile radius of that ZIP code are displayed. The only rules for geocaching are after you find the cache, you sign the logbook, and if you take something out, you replace it with another item. Then when you finish the course, you replace the main cache where you found it so that it will be available for the next user.

There are several reasons why we began using this method for DEP training. The first reason is that the DEP members get a good exercise workout and without them even realizing it — they're having fun! We always select a route that will ensure they get a challenge and provides ample exercise, usually around three to six miles round trip.

Secondly, we can use this method to instill the warrior ethos into the DEP members. We talk about warrior ethos at the beginning of each DEP function and explain what it means to be a Soldier. Then after the event begins, we create scenarios for the DEP members to encounter where they will have to apply the elements of warrior ethos.

Thirdly, this method assists in completing the Pre-Basic Training Land Navigation task.

A geocaching event begins by dividing the DEP members into two teams. Each team is issued one large ruck with frame, one case of Meals-Ready-to-Eat, two gallons of water and a GPS receiver with the coordinates plotted in. The team must choose a team leader and the team leader must then decide how the team will get all the equipment (and all team members) from the starting point to the correct ending point, which is directed by their GPS unit.

The teams are started at 15-minute intervals and each team has a recruiter along as observer/controller to keep time and ensure safety. The recruiter cannot aid the team in any way — this is to teach the DEP members teamwork and leadership. And, as part of the warrior ethos learning, the team must finish together — never leave a fallen comrade.

Once both teams have reached the ending location, An Army of One banner is unrolled and team photos are taken to commemorate their success. Accomplishment of the mission is another warrior ethos learning point. The team with the fastest overall time receives an award.

This DEP function method has proven to be highly effective for our station. All the DEP members have a great time, get plenty of exercise — and most importantly — bring referrals with them.



DEP members of the Princeton Recruiting Station demonstrate the warrior ethos elements of teamwork by never leaving a comrade during a recent geocache DEP function.

OPPOSITE PAGE: DEP members of the Princeton Recruiting Station proudly pose atop Pinnacle Rock, W. Va., for their mission accomplished photo following a recent geocache DEP function.

Staff Sgt. Matthew Altizer (standing left), Staff Sgt. Nathan Cook (sitting center front) and Spc. Chad Valesquez (BDUs, kneeling right) pose with the station's DEP members at Cascade Falls, Pembroke, W. Va. Sergeants Altizer and Cook are recruiters at the Princeton Recruiting Station and Specialist Valesquez is a member of the Army Reserve 304th MP Company on an ADSW mission at the Princeton Recruiting Station. The other BDU-clad individual (right-standing) is Pvt. Shane Johnson, a member of the station's DTP who is attending Army Reserve drills.

Training the Force and Growing Leaders

By Joe Burlas, Army News Service

Today's methods of training the force and growing leaders are not broken, but they do need some tweaks to ensure continued success on tomorrow's battlefields, according to the findings of Task Force Leader Development and Education.

Leader Development and Education is one of 17 focus areas Army Chief of Staff Gen. Peter Schoomaker has directed the Army to examine closely for recommendations to channel Army efforts in winning the global war on terrorism and increasing the Army's relevance and readiness.

"We have what I consider a world-class Army and world-class leaders today — you have to recognize they are products of the (education) system we have in place today," said Brig. Gen. James Hirai, Army Command and General Staff College deputy commanding general.

"Recognizing that level of competence, we still need to grow. We need to anticipate and prepare for the unknown."

As part of its charter, the task force reviewed the findings from the officer, warrant officer, noncommissioned officer, and civilian Army Training and Leader Development Panel surveys that were conducted over the past few years. The task force validated the majority of those findings.

However, the task force did not limit itself to just validating past studies. It has taken a broad look across the Army. He talked about what the task force has determined to date under several categories:

Lifelong Learning

While the Army has long espoused a culture of lifelong learning in leaders of all levels, accountability for that lifelong learning has not been well defined. The individual Soldier, the organizations the Soldier belongs to during an Army career and the institution itself all have roles to play in that lifelong learning journey. Those roles need to be clearly defined and understood by each player, he continued.

Additionally, there must be some form of formal standards-based assessment and feedback mechanism in place in order to determine if lifelong learning goals are being met and to adapt to changing learning needs or emerging technologies.

High-Payoff Initiatives

The task force is recommending that Army schoolhouses move toward a common scenario based upon today's asymmetrical threat. Working off a common scenario may allow different career field training centers to build synergies in conducting collective joint exercises via linked simulators and computer networks.

Another high-payoff initiative the task force recommends is conducting a formal recurring training needs assessment across the Army, General Hirai said.

Education System

Task Force Leader Development and Education is also reviewing content delivery and timing of training. Part of that is determining when a Soldier should get resident training and the duration of that training.

"The question is what type and amount of training does the Soldier or leader need to be comfortable with in current and future operations," General Hirai said.

Joint operations training is one area that should be done at a lower level than most Army school curriculum — likely at the basic qualification course.

"Joint interoperability, joint operations (training), is not at the right level," General Hirai said. "We are finding in the contemporary operating environment today that joint operations are done by junior leaders."

Not all institutional training may need to be done at the schoolhouse especially with off-the-shelf technology that allows for more distance education than available 10 years ago.

Leveraging Technologies

Leveraging technologies include distance learning via linked simulators and distance learning via the Web, but it is more.

"We are looking at the human dimension — how people learn," General Hirai said. "It's about identifying what leaders and Soldiers have to do and how to most effectively deliver the training they need to do those tasks."

Under the current system, Soldier training management is an Office of the Deputy Chief of Staff for Operations, G-3, responsibility, with the Human Resource Command paying travel and other costs.

General Hirai said he envisions a single organization responsible for managing the training of both the military and civilian workforces.

The Leader Development and Education Task Force has been in close contact with the other area task forces, Hirai said, as what each finds often impacts other areas.

The focus areas are all linked and all designed to improve the readiness of the Army. When one of the other task forces recommends a new piece of equipment or process, Army training will play a role in ensuring Soldiers know how to use that equipment or procedure, Hirai said.

Editor's note: This article is one in a series on the 17 Army focus areas.

USAAC's First Commander Retires

By Pearl Ingram, Recruiter Journal editor
Photo by CIA Stock Photography, Inc.



Lt. Gen. Dennis D. Cavin was honored for his service to recruiting at a retreat ceremony May 5 at USAREC headquarters. The Army's first commander of Accessions Command takes off his uniform for the last time June 30.

General Cavin served as USAREC commander before being selected to command the newly formed U.S. Army Accessions Command in February 2002. His service to recruiting reaches into Recruiting Command history. He served as aide-de-camp to Gen. Maxwell Thurman during the time recruiting headquarters was located at Fort Sheridan, Ill.

"He was the first person to stand on the field at Fort Monroe and utter the words, 'Accessions Command – Attention,'" said Maj. Gen. Michael Rochelle, commander, Recruiting Command.

The Accessions Command, located at Fort Monroe, Va., is the next higher headquarters for Recruiting Command; U.S. Army Cadet Command, also located at Fort Monroe; and the U.S. Army Training Center at Fort Jackson, S.C. General Cavin also served as the TRADOC Deputy Commanding General for Initial Entry Training.

The headquarters provides an

umbrella of integrated command, control, and coordination of officer, warrant officer and enlisted accessions from first handshake by the recruiter through completion of Initial Military Training. The Accessions Command mission is to create a seamless process that transitions young Americans from a civilian volunteer to a combat ready Soldier, trained and ready to immediately contribute to assigned unit.

General Cavin, a native Tennessean who proudly calls his home state "the volunteer state," retires with 34 years of service to his country.

"Not many people are able to put a stamp on an organization as complex as U.S. Army Recruiting Command," said General Rochelle. However, he added that General Cavin, along with commanders like Maj. Gen. Jack Wheeler and General Maxwell Thurman had been able to do so.

During his speech at the retreat ceremony, General Cavin talked about his success in terms of not getting there by himself. He said many noncommissioned officers along the way have made it possible for him to reach the top in his career.

"To my battle buddies, there simply isn't enough money to pay you for your understanding, loyalty, motivation, compassion, mentorship and leadership," said General Cavin.

General Cavin remarked that when he looks back on his years of service, he realized early on that he had the good fortune to be blessed with a family who understood hard work and commitment and lived the values of a principled life. He said he also realized the opportunity that the Army has afforded him.

"I was blessed by stalwart teachers, mentors, coaches, and yes, critics, who let me make lots of mistakes. And opportunity to do things that a country boy should have never imagined."

The past eight years, according to General Cavin, had been the highlight of his career for the simple reason that his work has centered around the transforming of volunteers into Soldiers.

He said during his career he has had a constant passion to tackle bureaucracy, take on things that most people would say he shouldn't or couldn't, and to improve that which he was able to improve.

"You see, that is the challenge for a leader," he said.



Teaching Recruiters How to Recruit

— Starting an Afghan National Army Recruiting Command

By Spc. Douglas DeMaio, Office of Military Cooperation,
Afghanistan

Photo by Sgt. Kevin Bell

Perhaps the most important necessity for building a volunteer army is teaching recruiters to recruit. An Army recruiting mobile training team from the Recruiting and Retention School, Fort Jackson, S.C., and the Army Recruiting Command, Fort Knox, Ky., in conjunction with the Afghan Ministry of Defense and the Office of Military Cooperation — Afghanistan, is helping to start an Afghan National Army Recruiting Command. The command will be responsible for the operations at the National Army Volunteer Centers and meeting manpower requirements for the fledging national army.

“Our primary goal is not merely to conduct a recruiting academy, but to leave in place a training schematic that will become an enduring product for the ANA Recruiting Command’s operation training cell,” said Sgt. 1st Class Richard Webre, OMC-A, training developer.

The team of four is developing ANA recruiting doctrine, providing guidance to develop policies, plans and procedures for recruiting operations, and is developing, assisting and coordinating a program of instruction to teach approximately 100 recruiters to be more effective in their efforts to recruit volunteers for the ANA.

“In every province I have been to, I see recruiters that are very eager to learn recruiting techniques,” said Sgt. 1st Class Kirk Kobak, OMC-A, recruiter. “I notice that they look to us for guidance, and we try our best to develop solutions that will make recruiting in their country as successful as we are in the U.S.”

By using the Automated Systems Approach to Training program, along with the Soldier Support Institute’s training database, the team is able to produce Soldier’s manuals for organizational training, training support packages and programs of instruction for each course at the institutional level of training.

“Our effectiveness is unique,” Sergeant Webre said. “Every document that we produce creates an audit trail that is loaded on to the institute’s database. Subsequently, our progress is captured by Training and Doctrine Command’s data systems for future use.”

The mobile training team is also assisting with the development of a recruiting and retention school to establish a permanent institution to train ANA recruiters to fulfill the desired needs of the national army.

“As Afghanistan begins to build democracy for its citizens, the ANA Recruiting Command will become an extremely vital component in this process by providing the strength that forms the only environment where democracy can exist,” Sergeant Webre said.

Subjects to be taught include all fundamentals of recruiting: ethics, salesmanship, operations, marketing and leadership for professional recruiting in an all volunteer environment.

“In a free country, there’s no such thing as a volunteer army, only a recruited one,” Sergeant Webre said. “Either through personal contact, national advertising, or from a prior service family member, someone has to give a recruit a reason why he should volunteer.

“The decision to enlist is usually the first major decision in a young person’s life, and they rarely make it uninformed,” he said.

Course objectives will instill confidence in the leadership of the ANA Recruiting Command to ensure recruiting requirements are met and lead to a national army capable of maintaining internal security requirements.

“Due to several factors, economic and patriotic, the Afghan recruiting market has substantial propensity for enlistment,” Sergeant Webre said.

The effectiveness of the mobile training team’s training will be measured with a four-level framework of evaluation: The level of knowledge prior to training, receptiveness to training, the transfer of knowledge immediately after the course, and the application of learned knowledge on the job, Sergeant Webre said.

Conducting a thorough review of the training and progress of the recruiting system will allow for future mobile training team missions to revise and develop new strategies based on documentation, Sergeant Kobak said.

With the capability to load training data into Training and Doctrine Command’s database, all products are available for follow on mobile training team missions and can assist mobile training team trainers with modifications as proficiency increases in the ANA for advanced recruiter training, Sergeant Webre said.

No plans for a follow on recruiting training team are scheduled, but follow on mobile training team recruiting missions are possible for the future needs of training the ANA Recruiting Command, he said.

goarmy.com

The New Look



By Suzanne Nagel, U.S. Army Accessions Command, Advertising Division

Goarmy.com is getting a new look and feel designed to make it easier for Army prospects and their parents to find the information they need to make the right decisions.

The project, called the Goarmy.com site re-architecture, began in August. The revamped site will launch by mid-July.

"It's fairly massive," said project manager Jennifer Oskar, who leads a team of Army civilians, contractors and advertising agency personnel.

The project involves reworking more than 12,000 pages of content and a half-million lines of coding into about 2,500 consolidated pages that will be easier to navigate. "Being three years old, the design is dated," Oskar said. "We wanted to give it a fresh look and some liveliness and make it more fun and exciting. It's a fairly large undertaking because you are building the site from scratch."

The project includes much more than swapping out pictures and changing the placement of content. It involves the meaningful reorganization of existing content and addition of vital information site visitors wanted.

"The major goal is to make it more flexible for the content – to make it easier (for everyone) to find what they're looking for so they can get a better sense of what the Army is and what track is best for them," Oskar said.

The re-architecture focused on three areas – design, organization and technology.

The result will be a site that looks better, provides easier access to information and allows for easier maintenance as the site continues to evolve over time.

Research was key in determining how to best re-do the Web site.

"For this particular project, we wanted to gear the design based on a decision cycle," said Maj. John Keeter, Center for Accessions Research. "A key question we asked was, 'Is the information provided going to move them over the fence?'"

The research tested the logic flow and content relevance. A prototype of the new design was presented to prospects and influencers.

Additionally, Maj. Keeter said a variety of ongoing research helped determine which way to go, including an annual Web usability study, quarterly Online Survey and Web trends data, which show how users navigate through the site. Besides helping determine a course of action, the ongoing research provides up-to-date feedback that helps the Army make minor adjustments to goarmy.com as needed throughout the year.

Recruiters from the Indianapolis Battalion also weighed in. "This is a tool for recruiters, so it was important to get their impressions," Oskar said.

Goarmy.com currently averages about 28,000 visitors a day, said Jayson Sawyer, Interactive Marketing Manager. The site has generated high-quality leads for the Army and will continue to do so.

Sawyer's job is to keep track of Web site traffic and online video use. He expects the redesigned Web site to eventually result in more traffic to goarmy.com. "Initially, I don't think we'll see a difference, but once people discover that there is a new look and feel to goarmy.com, it will attract more traffic for some time."

He also said visitors to the new site should be a lot more satisfied with what they find. "They've told us what they're most interested in and we've made it a lot easier and faster to find it," Sawyer said.

One example is a new Benefits section, which is much more in-depth. "It answers the visitors' question, 'What's in it for me?'" Sawyer said.

"We took a hard look at the information and how it was presented to the audience," Oskar said.

That included thoroughly reviewing the thousands of pages of content.

Oskar is pleased with the results.

"It's brighter, more fun, more enjoyable and more readable."

"Starting Position,

Drill sergeants instruct recruits on Pre-BCT PT via video

By *Julia Bobick*
USAREC G-5

Future Soldiers will begin receiving a new DVD and Pocket Physical Training Guide later this month to help them safely improve their health and fitness levels, pass the 1-1-1 Physical Fitness Assessment and ultimately achieve success in Basic Combat Training.

The DVD "To Be A Soldier: The U.S. Army Physical Fitness Challenge" features drill sergeants from Fort Leonard Wood, Mo., explaining and demonstrating the drills of the Pre-Basic Combat Training Physical Training Program.

Sgt. 1st Class Barry Oakes, the 2003 Fort Leonard Wood Drill Sergeant of the Year, guides viewers through a 32-minute introduction to proper health, nutrition and physical fitness – keys to success in training.

The DVD also includes a menu from which recruits can select and view each exercise of the Stretch Drill, Military Movement Drill and Conditioning Drill 1.

"While we want our future Soldiers to be better prepared for the rigors of Basic Combat Training, we do not want the recruiter force to have too many training requirements where it becomes counterproductive or too competitive with other prospecting and recruiting activities," said Col. Wendy Lichtenstein, Assistant Chief of Staff, G-3, U.S. Army Recruiting Command.

The emphasis of the training materials is on proper form and performance of the exercises. New recruits can refer to the DVD to see the drill sergeant trainers correctly performing every exercise.

"It ensures all our future Soldiers learn the correct way to exercise so they receive the full benefit of the pre-BCT PT program while reducing the likelihood of injury," Colonel Lichtenstein said.

Complementing the DVD is the Pocket PT Guide, a condensed, quick-reference version of the TRADOC Standardized

Pre-BCT PT Guide. It includes illustrations of all the drills, training schedules, training tips and blank forms for recruits to track their progress – all in a pocket-sized format.

The new training materials, developed by USAREC G-3, G-5 and the U.S. Army Fitness School at Fort Benning, Ga., serve multiple purposes, according to Colonel Lichtenstein.

The ultimate goal is to ensure new recruits' success on the 1-1-1 Physical Fitness Assessment and at BCT.

"The program is designed to give a new recruit – at whatever physical fitness level they enter the Army – a progressive, precise training program that will safely set them up for physical success in Basic Combat Training," said Steve Van Camp, chief of doctrine at the U.S. Army Physical Fitness School.

Of most importance to recruiters: The DVD and pocket guide make their direct involvement in training new recruits a little

easier. Recruiters can be confident their recruits are correctly performing the exercises with little or no supervision.

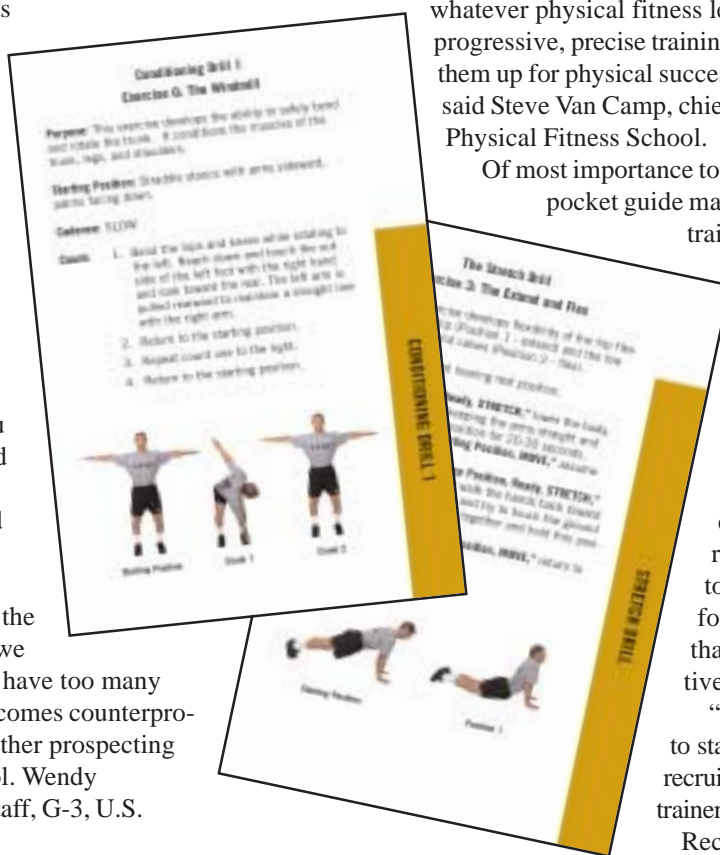
"While we continue to move attrition to the left, we'll make every effort to ensure our policies and requirements do not consume too much time of the recruiter force – because at some point that would be counterproductive," Colonel Lichtenstein said.

"The PT video supports training to standard without requiring recruiters to become primary trainers."

Recruiters, however, must still be mentors and motivators, and know

how to appropriately administer the Pre-BCT PT Program and the 1-1-1 Physical Fitness Assessment. The fitness school staff is traveling to each brigade to teach recruiters the program. All new recruiters will learn pre-BCT PT program administration at the recruiting school.

The fitness assessment has proven to be an excellent predictor of how well recruits will do on the end-of-cycle BCT and One-Station Unit Training PT test, according to Van Camp.



Move! "



On the DVD, Staff Sgt. Edwin Mackinnon leads the demonstrators through the Stretch Drill, Military Movement Drill and Conditioning Drill 1 of the Pre-BCT PT Program. (Photos by NJ Khan)

A glimpse at the DVD:
(from top left) Sgt. James Ramirez demonstrates a pull-up. Master Sgt. Steven Magnin discusses proper nutrition. Staff Sgt. Amber Barbosa demonstrates the prone row, part of Conditioning Drill 1. Sgt. 1st Class Barry Oakes is the viewers' first introduction to a drill sergeant. He and PT demonstrators Staff Sgts. Amber Barbosa, Edwin Mackinnon and Charles Mallard are all drill sergeants at Fort Leonard Wood, Mo.

The Pre-BCT PT Program, DVD and guides are all designed around the 1-1-1 Physical Fitness Assessment.

"Recruits with a low fitness level who have done nothing to physically prepare for BCT will endure a lot of additional stresses during training and may have trouble coping under those stressful conditions," Van Camp said.

"If they are physically fit, recruits will be better able to meet the physical, mental and emotional demands of training. Showing up physically fit for training sets them up for success throughout."

DVD, pocket guide shipping this month

"The U.S. Army Physical Fitness Challenge" DVDs and Pocket Physical Training Guides are scheduled to be shipped to Army guidance counselors the last week of June. Guidance counselors will provide the materials to future Soldiers when they sign their contracts.

Distribution by guidance counselors helps ensure that recruits don't start a physical training program before they have passed a routine physical exam at the Military Entrance Processing Station.

By the end of the month, recruiters will receive a one-time issue of the DVDs and guides for current delayed entry Soldiers. Recruiters will also receive the 32-minute video on VHS and can sign the VHS tape out to recruits who do not have access to a computer or DVD player.

(The VHS tape and DVD contain the same 32-minute introduction. The difference is that the DVD also includes each of the exercises in a short segment that can be viewed individually.)

The video and pocket guide will also be available online at www.armydep.com.

A short video will follow in July, featuring Maj. Gen. Michael D. Rochelle, USAREC commanding general, welcoming future Soldiers into the Army and emphasizing the importance of Army values.

Guidance Counselor Redesign from A to Z

By Reggie Epperson, Accessions Systems Technical Advisor

Putting Soldiers in boots begins with the recruiter and finalizes at the Military Entrance Processing Station or MEPS.

On testing day, the recruiter delivers the applicant to the Military Entrance Test site and makes arrangements for the applicant's early morning visit to the MEPS. However, what is missing today is the armload of paper forms and documents that were once delivered by hand or by overnight courier.

Over the past 14 months, the Recruiting Command, in collaboration with the Information Support Activity, Accessions Command, has automated most guidance counselor functions and reduced the paper load by implementing an Electronic Records Management, ERM, repository. This repository allows the users at all levels within the command to permanently store forms and documents related to an applicant for instant recall during the Soldier's career.

Once the applicant is fully qualified, the MEPS guidance counselor assists the applicant in making an important career decision, selecting an Army Military Occupation Specialty. The guidance counselor interviews the applicant and finds the Army job that fulfills the career goals of the applicant and meets the mission needs of the Army. With the new Guidance Counselor Redesign, GCR, application, the guidance counselor has an added tool to ensure the packet is complete and the applicant is fully qualified – mentally, morally and physically.

"Today's young men and women are all about the technology, and how it's helping them in their career fields. During the (enlistment) process, I inform each applicant that their record is being established today and that they will be able in the near future upon completion of training to view this information through their AKO accounts from home," said John Alves, Sgt. First Class retired, Boston MEPS guidance counselor.

Revolutionizing Business Practices

The Recruiting Command's re-engineered automated system, GCR, has revolutionized business processes from the recruiting station through the headquarters at Fort Knox, Ky., to HQDA in the Pentagon. The Electronic Records Management system plays a vital role from the first projection of the applicant for MEPS visit. The ERM starts to perform quality control checks and cross-checks on the data sent by the recruiter. Results are

e-mailed to the recruiter, informing them of the status of their projection. At the same time, the validation status is sent to the company leadership team, station commander, and the recruiter when validation errors are found. The guidance counselor receives a new task in their Electronic Records Management "Inbox" using the workflow mechanism built into GCR. This "task" notifies them that the recruiter is requesting a quality check be performed prior to sending the applicant to MEPS. The applicant packet is repeatedly validated by the software at each stage in the recruiting process and completes a "QC" job as well.

In early 2004, scanners were sent to stations to eliminate paper at the point of origin. Scanned originals are electronically

With the new Guidance Counselor Redesign, GCR, application, the guidance counselor has an added tool to ensure the packet is complete and the applicant is fully qualified – mentally, morally and physically.

transferred to the MEPS. The entire applicant packet can be reviewed prior to the appointment at MEPS, reducing the possibility of turning away applicants for incomplete documentation.

"I like the system as a management tool. I really like the fact that I can see the same things Recruiting and Retention noncommissioned officers can see. This helps to resolve problems that recruiters may have before their applicants hit the floor," said Master Sgt. Michael A. Ramirez, senior Army National Guard guidance counselor at Honolulu MEPS.

This also provides the guidance counselor the ability to transfer documents directly into the ERM for storage, thus eliminating the time spent gathering and scanning original documents the day the applicant is processed at MEPS.

Paperless at MEPS

Fourteen months ago, a contract consisted of a basic Department of Defense Form 4, supplemented by an array of forms selected from more than 54 additional forms that further defined the actual enlistment specifics — options, specialty skills, etc. Each additional paper form was manually modified with additions and deletions and signed by the applicant. Today, GCR compiles the applicant enlistment contractual specifics to generate a customized annex for each applicant. This reduces errors caused by selecting an incorrect form or forgetting to obtain a signature in the rushed environment at MEPS. This annex form, along with all other supporting forms, are signed at MEPS using an electronic pen and secure signature software. The completed electronic documents are automatically stored in the ERM and available to authorized members in the recruiting chain of command along with DA authorized personnel.

Since the Soldier's enlistment file is stored centrally and available at all levels, recruiting staff no longer rely on overnight mail services to send or retrieve documents or wait for a file clerk to locate the correct file folder.

"GCR takes taking care of Soldiers to a new level. The days of lost promotion documents and other important processing documentation are coming to an end. Most of these problems require the Soldier to produce evidence of their request, where GCR now captures and stores the history files to protect the service and the Soldier. GCR allows users at all levels to minimize mistakes and correct errors to the benefit of the Soldier," said Master Sgt. Bill Turner, Portland MEPS senior guidance counselor.

Warehousing Paper Packets Stops

Leaders now have the opportunity to monitor policy compliance with information available from ERM at USAREC or any of the Army reception battalions after the soldier arrives for training. Ultimately, this will eliminate the warehousing of paper packets.

Although the guidance counselor's work process flow remains much the same, the tools used to accomplish the duties are evolving rapidly. GCR became the lynchpin that brought together the Army Recruiting Information Support System, ARISS, modules and became the centerpiece for industry recognition. Integrated Solutions magazine nominated Recruiting Command for national recognition in the integration of an enterprise document management system after the publication of a feature article in its December 2003 edition, titled "Put Imaging on Active Duty."

So what is next for re-engineering the Army recruiting force? Imagine a day when paperwork no longer exists, when recruiters are empowered to represent the Army in an enlistment agreement with a young person in the presence of their family and friends. Envision the day when a young man or woman may browse the Internet for an Army enlistment opportunity tailored to their interests and begin their enlistment process.

New concepts of operation and testing are under design to move to the next level. The Military Entrance Processing Command, MEPCOM, is engineering streamlined processes and identification technologies. Biometrics, retinal scans, and arterial scans are some of the technologies being evaluated for



On March 9, the Recruiting Command was recognized at the 2004 AIIM Conference and Exposition accepting the I3 Award, — Innovate, Integrate, and Inspire for Innovative Large Enterprise Document Management.

applicant positive identification. MEPCOM and the Department of the Army are also planning to migrate to a paperless processing environment. In October 2003, the Office of Personnel Management, OPM, assumed processing for new Soldier background investigations.

The ISA-USAAC developers are working closely with OPM to automate the submission for security clearances and background investigations. Additional initiatives are underway through several agencies to speed up the investigation process and provide a greater level of accuracy to ensure we are recruiting the right Soldiers.

Expanding Point of Sale

In the next year, USAREC plans to expand the Army Point of Sale Phase I initiative beyond Albany Battalion and Louisville and Las Vegas companies. This proof of concept operation allows the recruiter to work directly with the prospect to get a tentative training opportunity before the individual proceeds to one of the 65 MEPS locations for enlistment.

By the end of 2004, the Army will debut a feature on the GoArmy.com Web site called iRecruiter. This site is being designed as a place for the general public to begin exploration of Army opportunities from the comfort and anonymity of their personal computer. The applicant will enter as much information as possible, allowing the computer software to evaluate the individual's qualifications and display potential career "matches." Should a person decide to pursue one of the opportunities, they can tentatively reserve a training seat.

The Army Human Resources Command is working to prepare for the receipt of the entire electronic enlistment record sent from the ARISS application allowing the Soldier to move from point to point without the need for a paper copy of their Official Military Record File. The official file will be stored in a central Electronic Records Repository available for update and access worldwide in order to support the Defense Information Military Human Resource System.

Army leadership continues to challenge recruiting to reinvent itself. Streamlining and business re-engineering are processes that force the command to evolve. There is an adage, "there is a right way, a wrong way, and the Army way." This is the new "Army way," forging ahead as an industry leader to a future that is leaner, more efficient, and customer oriented.

2004 Spirit of Nursing Award

Story and photos by Lee Elder, Nashville Battalion

A University of Texas Medical Branch School of Nursing student was presented the 2004 Spirit of Nursing Award during the National Student Nurses Association convention April 1 in Nashville, Tenn.

Lisa Coffey, a UTMB senior, competed against 123 student nurses to earn the prestigious award. She is the first winner from UTMB's Galveston campus since the award was first started in 1991.

"It's such a great honor for me," Coffey said. "I was definitely surprised."

Army Col. Ann Richardson and Col. Lark Ford presented Coffey a diamond-shaped plaque marking her achievement.

Coffey earned the award based on a number of criteria, Colonel Richardson said. Community involvement, academic achievement, professional development and leadership experience were all considered when Coffey was chosen by a board that met in February at Fort Knox, Ky.

Each of the 124 candidates for the award was nominated by their schools, Colonel Richardson said.

Coffey was nominated by Ruth Marcott, who is UTMB's associate dean for student affairs and admissions. In her nomination letter Marcott described Coffey as "very articulate, energetic, optimistic and compassionate."



Spirit of Nursing Award winner Lisa Coffey (third from left); Capt. Michael Watson (far left), Omaha Health Care Recruiting Team; and Col. Lark Ford, Brooke Army Medical Center; and Col. Ann Richardson, Recruiting Command, at the ceremony.



UTMB senior, Lisa Coffey (center), is presented the Spirit of Nursing Award by Col. Lark Ford (left), Brooke Army Medical Center; and Col. Ann Richardson, U.S. Army Recruiting Command.

"Her list of achievements in community service, academic achievements and professional and leadership involvement provide an accurate picture of a young woman who represents the 'Spirit of Nursing,'" Marcott said.

In addition to maintaining a 3.67 grade point average, Coffey is active in NSNA and other nursing and collegiate organizations as well. She is also involved in a number of church and community projects including visiting the elderly at area nursing homes, participating in food and clothing drives, volunteering for a week at a Mexican orphanage and volunteering as a first aid assistant at a teen and children's summer camp.

"Lisa is clearly an exceptional young woman," Colonel Richardson said.

A Houston native, Coffey graduated in April and has accepted a position in the emergency room at UTMB Medical Center. She said her goal was to become a family nurse practitioner and enter graduate school this fall.

Coffey may also look at plying her trade in the Army as well. "I'm considering it," she said.

Travel Safely this Summer

By Mickey Gattis, USAREC Safety Office

With the start of summer, that usually means road construction, more traffic and more delays. Want to cut your highway travel time without exceeding the speed limit? Several Web sites now report weather, construction and traffic delays along your route: www.Mapquest.com estimates driving time between locations and <http://www.weather.com> provides local driving forecasts.

These sites will provide current driving conditions, critical incidents to include accidents, alerts, driving conditions, road conditions, roadwork, and weather.

Also, other Web sites can be located by going to www.google.com and typing "highway construction."

More traffic also means a time of increased accident potential. In the commanding general's recent Summer Safety Campaign, Safety Gram 04-01 dated May 4, one of the items he emphasized was privately owned vehicle safety. Vehicle accidents adversely affect our recruiting mission and our public image. Drivers must take responsibility, keep alert, and attentive when operating their vehicle, whether it's their GOV or POV. Below are some of the requirements mentioned in the Summer Safety Campaign memo that everyone should all be aware which will enhance our safety while on the roadways of this nation.

GOV Safety

Accident avoidance training is required every four years for Soldiers, DA civilians, and contractors operating GOVs. USAREC Form 1920, Accident Avoidance Course Certification Card is required for all GOV operators. Headlights will remain on at all times when GOVs are being operated. As a reminder, ensure USAREC Label 18 is placed at the top left of the inside portion of the windshield. Conduct a risk assessment using USAREC Form 1144 or USAREC Form 1249 before operating a GOV. Ensure each GOV has the required safety equipment: highway warning kit, first-aid kit, and fire extinguisher.

POV Safety/Inspections

Conduct mandatory POV inspections one week prior to all federal holidays using USAREC Form 1176 and maintain on file until the next inspection on the vehicle. Use the POV risk-management toolbox. It provides a comprehensive set of tools and controls proven successful throughout our Army. The toolbox is available at <http://safety.army.mil>.



Photo by Walt Kloepffel

Motorcycle Safety

Motorcycle operators must attend the Army Motorcycle Safety Course. Military personnel are not authorized to ride a motorcycle, either on or off-post/on or off-duty until they complete this safety training; DoD civilians cannot ride on-post until they have completed the training. DOT approved, full-face helmet with face shield is mandatory in addition to the other guidance in AR 385-55. USAREC Form 1236, Commanders/Riders agreement is required for all operators.

Seat Belts

All military personnel operating or riding as a passenger in a POV or GOV will wear safety belts on or off a DoD installation. All DoD civilian personnel in a duty status, during normal tour of duty or otherwise official duty status, i.e., TDY, on or off a DoD installation, will wear seat belts. The vehicle operator is responsible for informing passengers of the safety belt requirement. The senior occupant is responsible for ensuring enforcement. Seat belts requirements are outlined AR 385-55. Seat belt use is highly encouraged for civilian personnel off duty.

Cell phones

Cell phones are not authorized while operating a GOV with no exceptions. Cell phones may be used only after the operator has safely pulled over and come to a complete stop. Use of hands-free kits are not authorized. Observe state laws and local ordinances, which prohibit the use of cell phones while driving. Encourage Soldiers and civilian employees to follow this guidance when using their POV. Commanding General policy H-4, is located at: <http://hq.usarec.army.mil/cg/CG Policies/ROCHELLE/H4.pdf>.

Ravens Player Inspires DEP Members

Story and photos by Amy Stover, Baltimore Battalion

Members of Baltimore Battalion’s Delayed Entry Program heard inspiring and motivating words from a NFL player who knows the Army firsthand.

Anthony Weaver, defensive end for the Baltimore Ravens, spoke to more than 300 DEP members and their guests from Columbia and Baltimore companies about growing up in an Army family, how it affects his outlook on life, and how grateful he is to those who join the military.

“I wouldn’t be able to play football without people like you defending our rights and freedoms. It’s an honor to speak with you today,” the pro player said.

Weaver, an Army brat whose father retired after 21 years of service, remembers growing up on military bases as a child and watching war movies with his father today.

“My dad bleeds red, white and blue and talks about his Army



Weaver talks to DEP members from the Columbia Recruiting Company at a function at the Glen Burnie Mall in January.

days with fond memories. He still gets a tear in his eye when he hears the national anthem,” he said.

Weaver appeared at two locations in the Baltimore area. Each event brought a large number of DEP members and their friends and family together, giving them a chance to share their experiences and ask questions.

“This is a great opportunity to bring our DEP members together. An event like this boosts their morale and reassures them about their decision to join the Army,” said Capt. William Johnson, commander Columbia Recruiting Company.

Hearing from an NFL player encouraged one DEP member to work even harder to achieve his goals in the Army.

“It was nice to have him come out and talk about his upbringing with his father. It makes me more motivated to serve my country as best as I can,” said Pvt. 1st Class Wayne Rix.

For Weaver, this was one of the most rewarding appearances he’s made.

“If I can motivate these young people in any way, I’m glad to do it. I’m in debt to them and I’d do this kind of event any day of the week,” Weaver said.

Weaver was drafted in 2002 by the Baltimore Ravens in the second round. He played college football at the University of Notre Dame.



NFL player Anthony Weaver spends time during a DEP event with Pvt. 1st Class Wayne Rix, Pvt. Krystal Abbott and Sgt. 1st Class Clinton Winder of the Glen Burnie Recruiting Station.

Warrant Officer Recruiter Enlists Daughter

Chief Warrant Officer Christopher S. Higdon swears in his daughter at the Louisville, Ky., MEPS on April 14. Crystal is enlisting as a 97B, Counter Intelligence. Chief Warrant Officer Higdon works at USAREC Headquarters, G-3 Special Missions Branch, as a Warrant Officer recruiter. *Photo by Scott Higdon*



SMA Preston Meets San Antonio Recruiters

By Sgt. 1st Class Shawn Brown, San Antonio Battalion

Members of the San Antonio Recruiting Battalion had the privilege to be the first field recruiters to meet Sgt. Maj. of the Army Kenneth O. Preston when he visited Fort Sam Houston, March 26. Sergeant Major Preston was in San Antonio to visit with various people from USAA and Medical Command's AMEDD Center and School.

Recruiters attended a luncheon where Sergeant Major Preston spoke about Operation Iraqi Freedom and how important it is for us (the Army and American people) to stay the course. He stressed that the Iraqi people want the same things we do — good schools, top-notch medical facilities, and quality of life.

Sergeant Major Preston also addressed the crowd about the importance of mid-career reenlistment and how crucial this is for today's Army. Afterwards, Sergeant Major Preston met with San Antonio recruiters and battalion leadership to thank them for their outstanding efforts and contributions to the overall Army. He impressed upon them that recruiting efforts are his top priority.



L-R: Front row: Staff Sgt. Elvin Nuells, Sgt. 1st Class Christine Nelson, Sgt. Maj. of the Army Kenneth O. Preston, Command Sgt. Maj. Diana Martinez. Middle row: Master Sgt. Martha Milner, Sgt. 1st Class Christopher Stovall, Sgt. 1st Class Gregory Hidalgo, Staff Sgt. Daniel Mercado, Lt. Col. Dwayne Gatson, Sgt. 1st Class Wesley Woods, and Sgt. 1st Class William Laurido. (Photo by San Antonio Recruiting Battalion)

Recruiter Pins Experience on High School Wrestlers

By John C. Heil III, Sacramento Recruiting Battalion

Wrestling has always been a big part of Staff Sgt. Ray Ward's life. After wrestling in high school and college, Sergeant Ward joined the Army and recently started coaching the wrestling team at Aptos High School.

Delayed Entry Program Soldiers, Rolly and Richard Delfin, whom Sergeant Ward enlisted in the Army, thought he would be a perfect advisor for their team. Sergeant Ward decided to join Rolly as an assistant coach and has been advising Richard and the other wrestlers at the school ever since.

"I wanted to get back to the wrestling environment," said Sergeant Ward, a Capitola recruiter of one and a half years. "Wrestling is very different than other sports. It's going back to ancient times where it is man against man. I wanted to get back to where the youths were in this

sport and see if I could make a difference. The Delfin brothers wanted me to show the team the different techniques I've learned over the years."

Aptos High School has seen the difference already as they finished the season as the league champion for their first big title in seven years with a 7-1 record.

Sergeant Ward's advice to the youths at Aptos doesn't fall on deaf ears. He believes the wrestlers take his advice to heart because they see him and the head coach, Nick Richards, who works for the Santa Clara Police Department, as a success in life.

"Through us, they see that wrestlers can make it good in life because we're disciplined," said Sergeant Ward. "They like having me around for my intensity."

It's that intensity that helped Sergeant Ward achieve a record of 171-18 in high school and 6-1 in college at Pittsburgh State before a wrist injury ended his career.

"It's the hardest sport there is," said Ward, who wears his Class B's to the wrestling matches. "There's no breaks. I think I like it best because it's just you against that other guy. You learn a lot about yourself. Your mind and body have

to work in unison. You have to anticipate your next move while you are doing other moves. You are thinking how you are going to counter the other guy's moves. A million things are going through your mind."

Sergeant Ward still competes in wrestling when he can. He has won post championships in Wurzburg, Germany, and Fort Riley, Kan., during his six and a half years in the Army.

Now as a coach, Sergeant Ward feels he makes a difference in the lives of the wrestlers at Aptos High.

"They are more relaxed around me," said Sergeant Ward. "They know me now, not just as a Soldier, but as a person. Parents have told me they appreciate me taking time out to help their children.

"Being with these guys (Aptos wrestlers) is like my break," said Sergeant Ward. "I get on the mat sometimes and teach them hands on."

"I know it is successful for him," said Capt. Barbara Streater, Monterey Bay company commander about Sergeant Ward's commitment to the Aptos wrestling team. "He is creating a reputation in the school. While it is a large investment of time, the rewards have been very high."

Syracuse Battalion's Hip-Hop Summit Draws Youth from Four Local High Schools

Story and photos by Pete Spadora, Syracuse Battalion

What do you get when you mix high profile hip-hop celebrities, high school students and U.S. Army recruiting? You get a great opportunity to have a positive presence and do some major educating at the same time!

That's exactly what happened when students from Syracuse's City School District's four high schools converged into Syracuse University Carrier Dome for a Hip-Hop Summit that was geared to educate, stimulate and inform. The high energy style summit was attended by more than 2,500 students from Syracuse's Corcoran, Fowler, Henninger, and Nottingham high schools. Geared solely to high school students for the first time nationally, the Syracuse School District worked closely with local event organizers.

"It's nice to see the city school district is meeting the students where they are now, to facilitate the learning process," said Capt. McKinley Cunningham, Syracuse Recruiting Company commander. "The immediate goal for our involvement at the summit was to support the school district and the local community."

Capt. Cunningham along with 17 recruiters from the Syracuse Company assisted with the chaperoning of students while providing additional security support. Army recruiting materials including water bottles, the latest version of America's Army Special Forces game, and other information were handed out at the event.



Syracuse Recruiting Company Capt. McKinley Cunningham visits with Hip-Hop Action Network co-founder Dr. Benjamin Chavis prior to summit.

Hip-Hop Summit Action Network co-founders Russell Simmons, a musical entrepreneur, and Dr. Benjamin Chavis, the former head of the NAACP, were present throughout the entire summit.

Syracuse City School District superintendent Stephen C.

Jones credited the two for bringing the summit to the Salt City. Speaking on the many positive features of hip-hop music, summit speakers also brought the message of youth getting involved in their local communities and the importance of voting.

According to Simmons, "It's about young people coming out to vote. You have to start somewhere. If you don't start somewhere, it doesn't go anywhere. For someone to come and register to vote, and become more aware of how powerful a vote can be, that's what this whole thing (summit) is about. It's about creating awareness and showing everybody that hip-hop has, as a community, a tremendous amount of power; and we are going to use it to make a positive change. That's it." Simmons helped bring rap into the mainstream of music.

According to Black Enterprise Magazine, hip-hop is a \$5 billion industry, with most of the money coming from the pockets of those in the consuming 18- to 24-age category.



Students and faculty listen as Reverend Run of Run-DMC responds to questions at the Hip-Hop Summit news conference. Joining Reverend Run is Russell Simmons (left) and hip-hop artist Fabolous (right).

Times Square Recruiting Station Receives Saber, Honors from Brigade

Story by Christine Cuttita, New York City Battalion

World famous Times Square Recruiting Station made another successful mark in its history when it was presented the coveted sword and certificate for excellence in recruiting from their brigade.

Col. James H. Comish, 1st Brigade commander, presented the award April 9 during the 100th anniversary of Times Square, N.Y. The Times Square Recruiting Station has been in existence since May 1946.

In the ceremony at the City Hall Recruiting Station, Colonel Comish said that Times Square Recruiting Station was the first station under the brigade to step up to the challenge and make the mission.

“Successfully, the recruiters at Times Square managed to go above and beyond their goal despite the fact that mission has been increased and recruiters have been tasked with increasing production,” said Lt. Col. John Gillette, New York City Recruiting Battalion commander. “I am extremely proud of them for the example they set for the rest of the battalion and



Staff Sgt. Jorge Rodriguez receives the 1st Brigade saber and certificate from Col. James Comish, 1st Brigade commander.

brigade.”

Staff Sgt. Jorge Rodriguez, former Times Square Recruiting Station commander, had his mind set on getting the award the minute 1st Brigade offered the incentive in an e-mail dated December 2003.

“I replied to the e-mail announcing the incentive with a message asking brigade to get the saber ready for us,” said Sergeant Rodriguez. “I looked forward to getting the saber everyday. It kept me motivated.”

Sergeant Rodriguez is now the City Hall Recruiting Station commander but

continues to tell the recruiters in his station that they cannot set a goal to just make mission, they have to set a goal to go over the mission. With that philosophy in effect at Times Square, Sergeant Rodriguez and others made the second quarter mission more than 200 percent in February, one month prior to the end of the quarter.

Sergeant Rodriguez and Staff Sgt. Dennis Kelly, Times Square Recruiting Station recruiter, were also awarded a certificate of appreciation for their outstanding performance this fiscal year.

“It was a great honor and distinction to have the 1st Brigade commander visit our company’s top station,” said Capt. Hector Oseguera, Metro Company commander. “The Soldiers and Delayed Entry Program members were very impressed by his remarks on recruiting and the future of the U.S. Army.”

In addition to Times Square Recruiting Station’s success, Metro Company was ranked the top company to make mission in 1st Brigade for February 2004.

The recruiting philosophy that Sergeant Rodriguez said makes mission is keeping the four D’s: dedication, discipline, desire, and determination.

The New York City Recruiting Battalion, headquartered at Fort Hamilton, N.Y., has recruiters stationed in all five boroughs in New York City, Nassau and Suffolk counties in Long Island, Westchester County, and three counties in New Jersey.

Battle on the Diamond for the Right to be Called Champions

By Sgt. 1st Class Tracy A. Driver, RRS

The Recruiting and Retention School challenged Headquarters USAREC to a softball game for bragging rights as to who was the best in USAREC. The loser had to pose for a picture using their hand to make a big “L” on their forehead indicating losers. RRS prevailed to remain No. 1 and Headquarters USAREC had to come through with the loser photo.



The Recruiting and Retention School winning team.



The losers, Headquarters USAREC team, pose for their photo.



Military Phone Card Donation Program

DOD News Release

The Department of Defense announced that any American can now help troops in contingency operations call home.

The Defense Department has authorized the Armed Services Exchanges to sell prepaid calling cards to any individual or organization that wishes to purchase cards for troops who are deployed. The “Help Our Troops Call Home” program is designed to help servicemembers call home from Operations Iraqi Freedom and Enduring Freedom.

Those wishing to donate a prepaid calling card to a military member may log on to any of the three Armed Services Exchange Web sites: the Army and Air Force Exchange Service, www.aafes.com; the Navy Exchange Service Command, www.navy-nex.com; and the Marine Corps Exchange, www.usmc-mccs.org.

Click the “Help Our Troops Call Home” link. From there, a prepaid calling card may be purchased for an individual at his or her deployed address or to “any servicemember” deployed or hospitalized. The Armed Services Exchanges will distribute cards donated to “any service member” through the American Red Cross, Air Force Aid Society and the Fisher House Foundation.

The Armed Services Exchanges operate telephone call

centers in Iraq, Kuwait, Afghanistan, and other countries and aboard ships — anywhere servicemembers are deployed in support of Operation Enduring Freedom and Operation Iraqi Freedom. All of these locations stay busy around the clock to keep up communication between deployed troops and their loved ones. The cards available through the “Help Our Troops Call Home” program offer the best value for calls made from the call centers, never expire, and there are no added charges or connection fees.

Individuals and organizations also can show their support to deployed troops and their families with gift certificates. The “Gift of Groceries” program allows anyone to purchase commissary gift certificates at www.commissaries.com or by calling toll free 1-877-770-GIFT. The Armed Services Exchanges offer the “Gift From the Homefront” gift certificate for merchandise at these exchange Web sites: www.aafes.com and www.navy-nex.com or by calling toll free 1-877-770-GIFT. Gift certificates may be purchased to be mailed to servicemembers and family members or will be distributed to “any servicemember.” Only authorized commissary and exchange patrons may redeem the gift certificates at military commissaries and exchanges, including those stores supporting deployed personnel around the globe.

Eight Days & Seven Nights — Only \$249

By Jack Nix, Family Advocacy Program Manager, USAREC

“Yeah right! I have heard the commercial promises before —

so what is the catch? You cannot go to a popular vacation area and find lodging for less than \$36 per night.” Well, there is no catch to this offer that is available to all Department of Defense affiliated personnel (military, civilian, or retired).

Do you need eight days and seven nights at a beachfront resort in Ormond Beach for only \$249? The resort located just a short walk north of Daytona Beach offers modern accommodations with balconies overlooking the Atlantic Ocean. Lodging units have kitchenettes and sleeping space for four family members.

You can enjoy all amenities at the resort as if you were a full member. You can walk on the beach picking up seashells, then take a refreshing dip in the resort’s pool, and relax in the resort’s hot tub. For racing fans, Daytona International Speedway is only minutes away.

You can drive southwest less than two hours to Orlando with all of its excitement and attractions. Or take a 30 minute drive north for a quiet tour of historic St. Augustine. Yes, my family has ‘been there and done that’ for only \$249!

Do you enjoy walking through American history? Then choose a resort in historic Williamsburg in the heart of early America. Spend eight days and seven nights at a beautiful resort offering two bedroom condominiums with a hot tub, two bathrooms, full kitchen and more for six family members. Enjoy all of the amenities of the resort — indoor pool, two outdoor pools, hot tub, sauna, miniature golf, billiards,

tennis, art classes, and much more. Well, if you can pull your family away from the resort, you can walk through history in Old Williamsburg, Yorktown and Jamestown. After your walk through history, you enjoy a walk along Virginia Beach or tour the Navy shipyards in Norfolk — both located about one hour east of Williamsburg. And yes, my family has ‘been there and done that’ for only \$249!

The Armed Forces Vacation Club (AFVC) is a “Space Available” program that offers the opportunity to take affordable condominium vacations at resorts around the world for only \$249 per unit per week. The AFVC makes this possible by using “excess” inventory at condominium timeshare resorts. “Excess” inventory consists of condominium units that resort owners do not use, which generally means off-season or short-notice travel.

The eight-day/seven-night condominium vacations are extremely popular. The condominium units typically include a full kitchen, stocked with everything from a refrigerator and stove to coffeepot and soap for the dishwasher. Many include washers and dryers. Most resorts provide amenities you are not likely to get with a hotel room. Guests have access to on-site recreational facilities, swim-





ming pools, fitness centers, game rooms, gift shops, restaurants and organized activities. Golf and skiing are available on-site at some resorts or nearby.

Add area attractions and you have an exceptional vacation for far less than you would normally expect to pay.

While condominium units are at timeshare resorts, there is no requirement to attend a timeshare presentation. Some resorts are already sold-out and do not have active sales centers on-site.

If the resort is still in sales, at some time during your stay, you will probably be given an opportunity to attend a presentation in exchange for a premium or gift (free dinner, theater/show tickets, amusement/theme park tickets, etc.). If you like the incentive gift and want to attend the presentation, you are welcome to do so. Do not feel that you have to; you are under no obligation; just say, "No, thanks."

It is a great vacation value for your family! The money you save for lodging will pay for the extra activities that you could not afford otherwise. In addition to being a great vacation value for your family, the USAREC MWR Fund Account receives \$23.40 for each confirmed reservation. Be sure to

enter '235' as the 'installation number' so USAREC will receive these valuable funds to support Soldier/family programs.

Visit www.afvclub.com and you will be on your way to a great vacation! Check out the club opportunities section for full details and other exciting opportunities available to you.

Performance Enhancing Aids and Diet Supplements

From a HQDA Message

Soldier health and physical fitness are top priorities for the Army. Soldiers need to make informed decisions about the appropriate use of dietary supplements. Dietary supplements include herbal preparations, vitamin and mineral supplements, amino acids, protein extracts, and various animal products (e.g., gland and tissue extracts and bee products).

Many dietary supplements touted as performance enhancing or weight loss aids provide little, if any, benefit beyond that attainable with a safe, effective physical training program and a healthy eating lifestyle.

Although products marketed as dietary supplements may be sold legally in the U.S., this does not imply that they are effective as claimed or that they are without negative side effects. Just because a product is "natural" does not mean it is "safe." Many natural substances can cause harm. Soldiers must approach these products with a healthy skepticism and extreme caution.

Some dietary supplements may provide a health benefit to Soldiers, but many have dangerous side effects. Of considerable concern are products containing ephedrine alkaloids such as ephedra (ma-huang), epitonin, and *sida cordifolia*.

These botanical ingredients may be associated with adverse side effects including rapid heart rate, increased blood pressure, and increased risk of heat injury, depression, agitation, muscle breakdown, heart attack, stroke, memory loss, convulsions, and death.

Furthermore, exercise, dehydration, caffeine, and some medications (to include over-the-counter medications) used in conjunction with ephedrine-containing products will increase the risk of these adverse side effects.

The Food and Drug Administration recently banned the sale and use of ephedrine alkaloids in dietary supplements in the U.S. However, certain products containing ephedrine alkaloids may be available internationally. Soldiers and their family members should never use products that contain ephedra.

Many products are now labeled as "ephedra free," but contain ingredients that mimic the action of ephedra such as synepherine (also called citrus aurantium, bitter orange, or zhi shi), octpamine, yohimbe, yohimbine, hordenine, and high

doses of caffeine. These products may have stimulant effects similar to ephedra in some individuals and should be avoided. Soldiers and their family members who are taking a blood pressure, cholesterol, or decongestant medication, or consuming high doses of caffeine, should never take these ephedra-like supplements.

Soldiers and family members are encouraged to consult with a health care provider prior to purchasing or using any dietary supplement or other self-care products.

If you or your family member experience an adverse side effect with one of these products, you are encouraged to report this information immediately to a health care provider, who will document the incident in your medical record and report the necessary information to the Food and Drug Administration.

You may also report adverse events directly to the FDA by completing the online reporting form at www.fda.gov/medwatch/how.htm or by calling the FDA office of emergency operations at 301-443-1240.

Reliable sources of information on dietary supplements include medical treatment facility personnel with expertise in dietary supplements including dietitians, pharmacists, and other health care providers, and the following Web sites:

Nutritional Ergogenic Agents, www.usuhs.mil/mim/ergopam.pdf

U.S. Army Center for Health Promotion and Preventive Medicine, www.apgea.army.mil/dhpw/wellness/dietary/asp

Food and Drug Administration, www.cfsan.fda.gov/~dms/supplmnt.html

HQDA point of contact is Surgeon General Desk, aadag@hqda.army.smil.mil.

Soldiers May Volunteer for 'Units of Action'

Army News Service

A new online feature allows Soldiers to volunteer for "units of action" at Fort Campbell, Ky., and Fort Drum, N.Y., for at least three years.

U.S. Army Human Resources Command, formerly Personnel Command, spent nearly five months developing the Personnel Lifecycle Unit Selection System, known as PLUS2. It was designed to reduce non-volunteer permanent-change-of-station moves and provide an easy method of requesting assignments.

"Our ultimate goal is to give privates straight out of basic training the same ability to request units as officers with several years in service," said Col. Nick Miller, deputy director, Enlisted Personnel Management, HRC.

The 10th Mountain Division, Fort Drum, and the 101st Airborne Division, Fort Campbell, will be the first units to use PLUS2. The 3rd Infantry Division, based in Georgia, is already transforming into various units of action. Next in line to use PLUS2 will be select elements of 4th Infantry Division, based at Fort Hood, Texas.

Miller said the system is simple: a Soldier goes to the HRC Web site and clicks on the PLUS2 logo – a Soldier wearing a Kevlar helmet. The site then offers two options, one for enlisted Soldiers and the other for officers. Soldiers may then fill out the form that follows and submit it as a requisition for assignment or re-assignment to either Fort Drum or Fort Campbell.

Miller said just because a Soldier submits a requisition through PLUS2, it doesn't mean he or she will be approved automatically.

"An assignment manager will look at the requisition," he said. "If the Soldier meets the qualifications and (the assignment) meets the Soldier's personal development, we will send him an e-mail saying he has been approved."

Soldiers with fewer than three years of active-duty service remaining must re-enlist or extend to qualify, Miller said.

As the Army transitions to the new units of action, there will be opportunities for Soldiers to volunteer to stay with, or come to, certain Army divisions, Miller said.

Prior to PLUS2, many soldiers used another online feature, Assignment Satisfaction Key, to request their next duty station. This feature, however, gave only the option of choosing Army posts. PLUS2 is the first online method to offer Soldiers a chance to elect specific units within a post.

To access the feature, visit hrc.army.mil.

Soldiers Who Re-enlisted for Desert to Get Retro Bonuses

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

An estimated 5,000 Soldiers who re-enlisted last year may be eligible for a pay bonus.

Bonuses up to \$5,000 will be retroactively paid to Soldiers, between the ranks of specialist and staff sergeant, with 17 months to 10 years in service, who re-enlisted between

March 18, 2003 through Sept. 18. Only those who re-enlisted under the option of being assigned to a deployed unit in Afghanistan, Kuwait or Iraq are eligible, said Ron Canada, chief of Retention Management Division, Human Resources Command.

Soldiers have until June 30 to contact their career counselors and request the lump sum payment. The program will still be open through July, but career counselors will have to submit all pertinent information to the Retention Management Division for review, states military personnel message 04-141.

If a Soldier received a bonus based on his military occupational specialty, he is not entitled to receive the lump sum of \$5,000 in addition to it. However, he is entitled to the bonus equaling the higher amount, the MILPER message stated.

The action to get Soldiers retroactively paid was the result of a junior Soldier from the 101st Airborne Division, Fort Campbell, Ky., making a poignant comment to Les Brownlee, the acting secretary of the Army.

Last year the Army had extra money and was looking to boost retention, Canada said. So it announced that it would give a special bonus up to \$5,000 to Soldiers who re-enlisted Sept. 19 through Sept. 30, Canada said.

While visiting the Central Command area of operation, Brownlee heard from a junior Soldier who re-enlisted prior to the bonus being offered. He told Brownlee that he would have appreciated getting a bonus for re-enlisting too. Brownlee later went to Congress and received \$25 million to retroactively pay those Soldiers who are eligible under the newly expanded dates, Canada said.

In Brownlee's testimony before the U.S. Senate Armed Services Committee, he said the Army is an all volunteer force doing tremendous work, and recruiting and retention are of great interest to senior leadership.

"We will continue to rely on a robust Selective Re-enlistment Bonus Program to enable achievement of our retention program. Developing ways to retain Soldiers directly engaged in the ongoing war on terror is critical," Brownlee said.

However, retroactively paying the Soldiers wasn't really done for retention, Canada said, since they had already re-enlisted. Brownlee did it primarily to recognize their duty over there, Canada added.

No FEAR Act

(Notification and Federal Employee Anti-discrimination and Retaliation Act of 2001)

*By Sharon R. Crompton,
USAREC EEO Manager*

President George W. Bush signed the No FEAR Act on May 15, 2002, with an implementation date of October 1, 2003. The first report was due at the end of the first quarter of this fiscal year. No FEAR is an act that requires federal agencies to be accountable for violations of anti-discrimination and whistleblower protection laws; it requires each federal agency to post quarterly on its public Web site, certain statistical data relating to federal sector equal employment opportunity complaints filed with that agency. In addition, all the information is reported to Congress annually.

What exactly does that mean? It means that HQDA will post statistical data on complaints filed by Army federal employees. It will show exactly how efficient or inefficient the

Army is in processing their EEO complaints. Every step of the complaint process has a timeline and, although the Army is ahead of most federal agencies, we're still way behind in timely processing. The report will show the number of complaints filed, by basis and issue, and the number of findings of discrimination and, for the first time, it has a requirement to show how many people were disciplined for violation of the discrimination laws.

How does that affect the U.S. Army Recruiting Command? It won't affect most people. It means more reporting requirements for EEO, but it *could* have a major effect if we have a finding of discrimination. When employees file an EEO complaint, it's important that the battalion or brigade ensure they keep track of the supervisor, military or civilian, after that complaint is filed. The supervisor may move (the complaint process is lengthy), while the complaint is still pending – we have to keep track of every person involved.

If there is a finding, then the supervisor of the person who took the discriminatory action must decide whether or not they should be disciplined, and it will be reported on USAREC reports on our quarterly No FEAR reports. Another way we could have a major effect is if a complaint is filed in court. In the past, the Judgment Fund (Treasury Department) paid settlement costs and any expenses incurred in court cases. Not so anymore.

Now, USAREC will be required to reimburse the Judgment Fund. Even though the maximum amount of compensatory damages that can be awarded is \$300,000, by the time you factor in back pay, front pay, attorney expenses, etc.,

awards can go way beyond that amount.

What can we do? Train, train, train. But the problem we have is that USAREC has a tremendous workload and because we're so geographically dispersed, all the required training is not possible in the normal method. We now have EEO training on line through e-learning, which will help, but what we need to do most is open our minds. People do not always think alike and just because you don't see the problem doesn't mean that someone else might not feel differently – including the judge. Be open to resolution and get advice from the experts. The experts in this case are your servicing EEO personnel, servicing labor law attorneys, and the EEO Manager for USAREC – not the brigade attorney advisors and not the civilian personnel – their expertise is in another area, not EEO.

The best way to help with timeliness is to respond to the EEO counselor and to servicing EEO people as fast as you can – be available for interviews. EEO counselors have 30 days from the date the employee contacts EEO to conduct their inquiry. That's not a lot of time when they have to travel to reach the witnesses, or when the witnesses are not available. USAREC doesn't have a large number of complaints, but the majority of them are not processed in a timely manner – so we're part of the problem that makes the numbers for Army look bad. The mission comes first and it cannot be met without the support of your federal employees. Meeting mission requirements will be easier if you have employees who feel they are a part of the team, are working to their maximum abilities, and are satisfied with the environment.

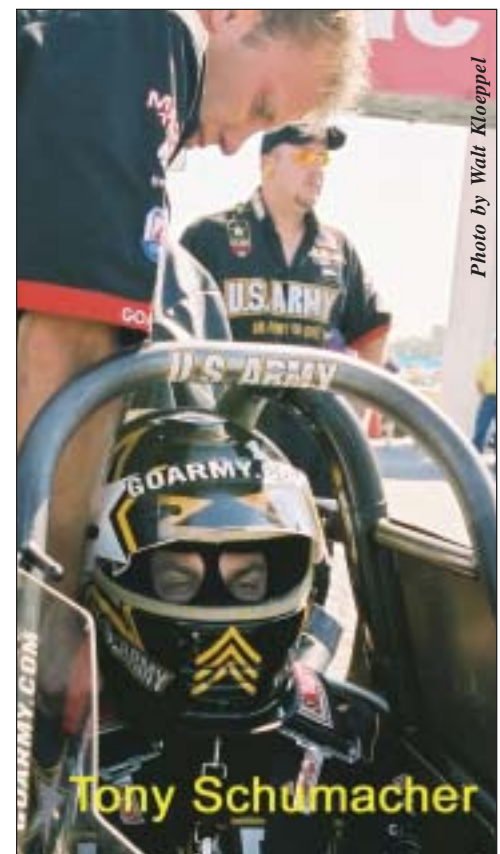
Schumacher Pockets Fourth Victory of the Season

By Chris Dirato, U.S. Army
NHRA Racing

Tony, The Sarge, Schumacher recorded his fourth win of the season May 3 at the O'Reilly Thunder Valley Nationals at Bristol Dragway. The pilot of the U.S. Army Top Fuel dragster won a pedaling contest in the finals over Clay Millican and in the process widened his lead over second-place Brandon Bernstein, in the Top Fuel point standings. "Like all my victories, this is for all the Soldiers fighting for our freedom," said a jubilant Schumacher. What a great day for the Army team. We worked real hard and achieved the desired results." The Chicago native put up impressive numbers en route to his 15th career victory. In the first round, he took out Rhonda Hartman-Smith with a 4.482-second run at a blistering 331.04 mph, then, in round two, he posted a 4.477-second pass at 331.36 mph while beating Doug Herbert. "Those two runs really set the tone for what was to be a huge round against Bernstein in the semifinals," he added. While both Schumacher and Bernstein banked almost identical 4.50-second passes, Bernstein was too quick off the line and fouled with a red light, handing Schumacher the final

round entry. "That was huge getting by Brandon," offered Schumacher. I actually felt bad for him, but we'll certainly take the win light any way we can get it. Those were 20 important points given how close we were entering this race."

After watching a 110-point lead disintegrate to 38 points after the Houston event, Schumacher has battled back to extend his lead to 81 points heading into the Summit Racing Equipment Southern Nationals at Atlanta Dragway. "We're only a quarter of the way through the season," said the 1999 Top Fuel world champion. You can't let your guard down for a second with as good as the Top Fuel class is this year. We have to keep moving forward each race and not let our opponents come up for air." This is the third time in Schumacher's career that he's won four races in a season.



Voting Information

From Voting Information News

While many states allow electronic transmission (faxing) of election materials as an alternative, the fact remains that mail transit time continues to be a primary obstacle to ensuring timely delivery of election materials. Many citizens are located in remote areas around the world where mail is not delivered or picked up on a regular basis. Even some localities in the United States take additional time for mail to be delivered. For these individuals (and all other citizens using the postal

system), the Federal Voting Assistance Program has a few mailing tips to speed up the mailing process.

Addressing Tips

Type or print legibly in uppercase letters. No punctuation is needed. Include all of the following address information:

Recipient's name.
Recipient's street address, post office box number, rural route number, box number, highway contract route number, suffixes, directionals, locators, apartment number, suite number or room number.

Recipient's city, state and ZIP code. Always use a return address to include all elements of the destination address. Place in the upper left corner of the mail piece.

International Addressing

For international mail, include the applicable foreign code, city or town, province or state name, and country name. Put the foreign postal code in front of the city or town name on the same line. Place the city or town name and the province or state name on the next line after the street address information. Write the name of the foreign country in capital letters on the last line of the address. Recommend using the APO/FPO military post office instead.

Final Tips

The Federal Post Card Application does not require postage if mailed in the U.S. postal system which includes all U.S. military post offices (APO, FPO) overseas as well as diplomatic pouches. Many

embassies and consulates have access to U.S. military post offices. Those that have access will accept the FPCA and give it to the U.S. military post office where it will be mailed with no postage required.

The FPCA may also be sent postage-free through the diplomatic pouch at embassies and consulates. If you are mailing election materials from overseas and do not have access to a U.S. embassy/consulate or an APO/FPO address, please affix the proper postage necessary to get the materials through the U.S. postal system.

Please follow these tips when mailing election materials to reduce the number of handlings in the mail system and move your election materials efficiently.

Salutes

ALBANY

SSG Kenneth Lane
SFC Tommy Daigle

BALTIMORE

SGT Crystal Hamil
SGT William Floyd

BECKLEY

SGT Carey Welsh

CLEVELAND

SFC Wayne Robinson
SGT Edwin Yancey

DES MOINES

SSG Howard Weitzman

GREAT LAKES

SGT Brad Duby
SGT Steven Adkins

HOUSTON

SFC Leonard Kelly
INDIANAPOLIS
SSG Steven Wyland

Gold Badges

RSM APRIL 2004

JACKSONVILLE

SGT William Thompson
SFC Kerry Williams
SGT Cortney Johnson

MINNEAPOLIS

SSG Simon Anderson
SSG Christopher Bushaw
SFC Lyle Webb
SFC Benjamin Smith

NASHVILLE

SSG Sean Hunley
SGT Gregory Ashley
SSG Wade Deyoung

NEW ORLEANS

SFC Houston Sturdevant
SSG Brian Hood
SGT Brutus Carter
SSG Michael Croft

PITTSBURGH

SSG Jesse Chase
SSG Michael Baer
SSG Matthew Matern
SSG William Shrock



PORTLAND

SSG Mark Gordon

ST. LOUIS

SSG Aaron Johnson
SSG Keith Collins

TAMPA

SSG Jermaine Ross

Recruiter Rings

RSM APRIL 2004

6TH AMEDD

SFC Terry Gore

ATLANTA

SSG Patricia Cosey

SSG Linda Gibson

SGT Orlando Ferrell

CHICAGO

SFC Timothy Graham

CLEVELAND

SSG James Scales

COLUMBIA

SFC Tony Conyers

COLUMBUS

SFC Sonya Jones

DALLAS

SFC William Brown

SFC Robert Easley

SSG Robert Contreras

SGT Timothy Bell

DENVER

SSG Michael Ream

SSG Cleon Morris

DES MOINES

SSG Kurt Dock

GREAT LAKES

SFC Kevin Bowman

INDIANAPOLIS

SFC Kelly Brown

SFC Terrance Noel

LOS ANGELES

SFC Voltaire Visitacion

SFC Alonzo Pierce

SSG Greg Ohara

SSG Erick Taylor

SGT Christopher

Starks

MIAMI

SGT Jorge Ramirez



MONTGOMERY

SSG Michael Richardson

SSG Mardecial Hale

NEW ENGLAND

SFC Kevin Schmidt

SFC Walter Greene

NEW ORLEANS

SSG Kirby Williamson

SGT Terrence Dumas

PHOENIX

SGT Edward Willis

PORTLAND

SFC Raymon Collett

SSG Derrill Pendleton

SGT Terry Lyons

RALEIGH

SGT William Sharpe

SAN ANTONIO

SFC James Chambers

SGT Christopher Bishop

SEATTLE

SSG Scott Aten

SOUTHERN CALIFORNIA

SGT William Steward

TAMPA

SFC Dennis Howard

SFC Denis Brogan

Morrell Awards

RSM APRIL 2004

COLUMBIA

SFC Tyrone Smith

SFC Robert Ezzell

SFC Willie Garris

COLUMBUS

SSG Brian Morris

DALLAS

SSG Brian Heffernan

SALT LAKE CITY

SFC Jason Cole

SEATTLE

SSG Anthony Branham

SSG Joseph Babesh

TAMPA

SFC Keith Williams

SFC Jeffrey Bradshaw



1. Department of Army civilians who violate or fail to comply with AR 601-210 are subject to disciplinary action under the Office of Personnel Management (OPM) regulation.

- a. True
- b. False

2. All disqualifications that exist for prior service applicants apply to glossary NPS as listed in AR 601-210, Chapter 4.

- a. True
- b. False

3. Parental consent may be obtained 30 days prior to the 17th birthday of the applicant.

- a. True
- b. False

4. Citizens from the Federated States of Micronesia and the Republic of the Marshall Islands can remain in the U.S. Army for 20 years.

- a. True
- b. False

5. Applicants will not be enlisted if any doubts of their qualifications cannot be _____.

- a. covered up
- b. hidden
- c. ignored
- d. resolved

6. Can a member of the Delayed Entry Program apply for Officer Candidate School or Warrant Officer Flight Training?

- a. Yes
- b. No

7. What is the minimum number of college credit hours needed to apply for Reserve Officer Candidate School?

- a. 30 semester hours
- b. 60 semester hours
- c. 80 semester hours
- d. 90 semester hours

8. Classroom semester hours include credits earned by college test programs such as College Level

Examination Program (CLEP) or other non-classroom credits.

- a. True
- b. False

9. Non-high school graduates who are prior service are eligible for enlistment.

- a. True
- b. False

10. The first step of the daily performance review (DPR) process for the recruiter is to replicate.

- a. True
- b. False

11. Any DEP or DTP member who enlisted on the tape test or has gained or lost more than five pounds since DEP-in or DTP-in will be weighed every two weeks.

- a. True
- b. False

12. Driving a government owned or provided vehicle (including rental car) within eight hours of consuming alcohol is prohibited.

- a. True
- b. False

13. Which document cannot be used to verify birth?

- a. FS Form 240 (Counselor Report of Birth Abroad)
- b. DS Form 1370
- c. Written statement from State Registrar of Vital Statistics
- d. AE Form 360 (Report of a Birth Abroad of a Citizen of the United States)

14. Which of the following does not meet qualifications of citizenship?

- a. Citizen of Sheriff Island
- b. Citizen of the United States
- c. Citizen of the Federated States of Micronesia
- d. National of the United States

15. A high school senior with a 29 AFQT on the ASVAB is:

- a. qualified to enlist
- b. disqualified, waiver required
- c. disqualified, waiver not permitted

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

Mission Box

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

RSM April 2004

Top Regular Army Recruiter

SSG Nichelle Clayvaughn
Baltimore

SSG Sigfredo Reyes-
Vargas, Tampa

SSG Shawn Proudfoot
Milwaukee
SSG Russell Parasky
Indianapolis
SGT Joshua Smothers
Indianapolis
SFC David Alexander
Indianapolis
SFC Scott Starn
Cleveland

SFC Jose Zamora
Houston
SGT Rene Garcia
San Antonio
SSG Ryan Warner
St. Louis

SSG Adam Hudgins
Salt Lake City

Top Army Reserve Recruiter

SFC Donald Wilson
Pittsburgh

SFC Fitimalo Siaosi
Columbia

SSG Brian Demerath
Milwaukee

SSG Wendell Green III
San Antonio

SFC Benjamin Charbonier
Portland

Top Limited-Production Station

Northfield
Mid-Atlantic
SSG Delton Smith

San Juan
Miami
SFC Angel Landrau
Rivera

Battle Creek
Great Lakes
SFC Kevin Bowman

Carbondale
St. Louis
SFC James Sheppard

Kaneohe
Portland
SFC Scott Hampe

Top On-Production Station

Union Square
New York City
SSG Shinikki Melton

Eau Gallie
Jacksonville
SFC Robert Leader

Shively
Indianapolis
SFC Domingo Garcia

Neosho
Kansas City
SSG Jerry Hanshaw

Jurupa Valley
Southern California
SSG Tibor Belt

Top Company

Mercer
Pittsburgh

Liberty
Kansas City

Guam
Portland

Top Army Medical Department Detachment

Southwest

Carolina Team

Chicago

Dallas

Rocky Mountain

Answers to the Test

1. a. AR 601-210, Chapter 1-8b
2. a. AR 601-210, Chapter 2, 2-2, Note
3. b. AR 601-210, Chapter 2-3a(2)(a)
4. a. AR 601-210, Chapter 2-4a(5) and 2-4b(6)(a)
5. d. AR 601-210, Chapter 2-1b
6. b. USAREC Reg 601-91, 2-2a7)(b)
7. d. AR 140-50, 2-2, Table 2-1

8. b. AR 601-210, Chapter 2-22b
9. b. AR 601-210, Chapter 3-6a
10. a. USAREC Reg 350-6, 2-3
11. b. USAREC Reg 350-6, 6-2f(5)
12. a. USAREC Reg 600-25, 2-4c
13. b. AR 601-210, Chapter 2-3b
14. a. AR 601-210, Chapter 2-4
15. c. AR 601-210, Chapter 2-6b(5)



ARMY



D S MACKINNON