

# RECRUITER

United States Army Recruiting Command June 2007

# Journal



U.S. ARMY  
*Celebrates*  
232nd  
BIRTHDAY



June 14, 2007

**HOOAH!**



U.S. ARMY

**CALL TO DUTY: BOOTS ON THE GROUND™**

**ARMY STRONG.™**

# RECRUITER Journal

**U.S. Army Recruiting Command**

June 2007

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**Commanding General**

Maj. Gen. Thomas P. Bostick

**Public Affairs Officer**

S. Douglas Smith

**Editor**

L. Pearl Ingram

**Associate Editor**

Walt Kloeppel

**Associate Editor**

Mary Kate Chambers

**Cover Design**

Joyce Knight

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# 232 Years — Happy Birthday, Army



Maj. Gen. Thomas P. Bostick

Let me start off my column this month by wishing the United States Army a happy 232nd birthday.

For 232 years, Americans have answered the call to take up arms and serve: to defend a set of ideals, to defend freedom and to defend our way of life.

Serving one's country is a noble calling and, I believe, among life's greatest work. Here in USAREC, we demonstrate our commitment to the nation by working to provide the strength for our Army.

As it has always been, Soldiers are the heart of the Army. Imbued with the Army Values and Warrior Ethos, our Soldiers are "warriors of character" whose seriousness and sense of urgency are characteristic of an Army at war. Our Soldiers will always place the mission first, never accept defeat, never quit and will never leave a fallen comrade.

Today's Army is the best trained, best led and most capable Army in our history.

America's Soldiers take on each and every mission with extraordinary skill and devotion. You can be proud of the fact that today our Soldiers have boots on the ground in more than 80 countries. And they are performing brilliantly.

The Soldiers serving today epitomize the Army's Warrior Ethos: I will always place the mission first. I will never accept defeat. I will never quit. And I will never leave a fallen comrade. They embody the Army Values of loyalty, duty, respect, selfless service, honor, integrity and personal courage.

Our Army remains the preeminent land power in the world today, and will remain so, primarily because of the courageous

men and women who proudly wear this uniform. Our Soldiers serving in the all-volunteer force represent all that is right and good about our nation.

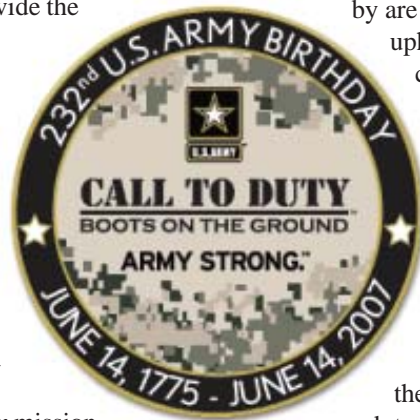
The Warrior Ethos and Army Values that our Soldiers live by are traits that all Americans should strive to uphold; they form the foundation of a good citizen, one who is dedicated to the security of his country and the welfare of his fellow Americans.

Our Soldiers today answer the call to duty through the character of their service and sacrifice. And they are re-enlisting in record numbers because they believe their service is making a difference in the world. This speaks volumes about the morale of our Soldiers.

There is a common thread that runs through their motivation to serve. They answer the call to duty because they believe in the adage "freedom isn't free" and that the freedoms that we so often take for granted are worth fighting for.

Since 1775, we have witnessed time and again the call to duty. This month, as we celebrate the birthday of the U.S. Army, we reflect on the character — and the awesome achievements — of the generations of brave Soldiers who have put their boots on the ground, and borne arms in defense of American ideals. To all of the Soldiers, civilians and families engaged in the support of our Army ... thank you.

Army Strong!



# The Value of Character? Priceless

Thomas Paine, American patriot, once stated, “Character is much easier kept, than recovered.” I could not agree more. There are some things in life we must strive to develop and, once that process has taken place, protect it with every ounce of strength we can muster, regardless of the circumstances. A person’s character is one of those in my opinion.

Our character will ultimately determine our actions when faced with moral and ethical dilemmas. Those challenges will come, sooner or later; that, you can count on. When they do, each one of us needs to employ good judgment and remain steadfast and committed to doing what is right. At times it is absolutely imperative for a proven leader to choose the “hard right over the easy wrong.”

The U.S. Army Recruiting Command is replete with mandatory processes, procedures and regulatory guidance directly linked to enlisting qualified people into our Army; that’s just the way it is. Any time there are rules, regulations and specific procedures which must be followed in an organization, there will ultimately be countless opportunities to circumvent all of the above in an effort to achieve the end state.

It is a stated fact by the most senior leaders of our Army that providing the strength for an all-volunteer force is of the utmost importance. In fact, one could accurately state that this charge is always at or near the top of the list of critical priorities established by the chief of staff of the Army. That being the case, if there is anything more important than “providing the strength” it is “providing the strength WITH INTEGRITY!”

We can consider the aforementioned rules and regulations as being our right and left boundaries within which we must conduct military operations. To willfully stray outside of these parameters means that we are sacrificing our personal sense of honor and integrity which are directly linked to our personal character. This is not right.

The vast majority of the Soldiers of this command are providing the strength with their moral compass firmly intact; for this, such warriors should be commended. The temptations to circumvent the proper way to conduct operations in this command are many. Some would even say that the pressure to make the recruiting mission is so great that it causes Soldiers to conduct themselves in a manner altogether different from what they would typically do under “normal” circumstances.

Those of us in leadership positions must be acutely aware of this perception and the possibility of there being some measure of truth in such claims. This being said, each one of us still has an individual responsibility to protect our sense of character at all costs. This will demand a high degree of intestinal fortitude to always do what we know is right, at all costs!

I strongly encourage each one of you to take the time to read the following excerpts from FM 6-22, Army Leadership: paragraphs 4-1 through 4-4 (Character); paragraphs 4-5 through 4-7 (Army



**Command Sgt. Maj. Martin Wells**

Values); paragraphs 4-26 through 4-29 (Honor); and paragraphs 4-30 through 4-35 (Integrity). This is what the Army expects from each one of us regarding these key areas. We must not allow ourselves to succumb to the temptation of violating these tenets.

If our sense of character is firmly intact, our actions will fall directly in line with the expectations put forth in this doctrine; those within our ranks who conduct recruiting operations within the right and left boundaries know this is a true statement. Those who would or have done otherwise definitely have a steep learning curve ahead of them.

When it comes to recruiting with integrity, deep down we all know the difference between right and wrong. If it doesn’t look right or feel right, it probably isn’t. Make the hard call at the moment of truth. To be quite honest, in my opinion, the most important attribute we can offer those proud Americans considering joining our ranks is the TRUTH. Nothing less is acceptable and nothing less should or will be tolerated within our ranks. You deserve such a firm standard because your character is, in fact, PRICELESS.

Thanks for all you do.

# Encouraging Words

By Chaplain (Lt. Col.) Terry Whiteside

Many people have asked me what we teach at the marriage enrichment, family wellness and single Soldier training events. One answer is “why not attend one and find out for yourself?” These events are command sponsored and provide an opportunity for Soldiers, couples and families to “reconnect” to “reignite the spark in their relationship,” and to build and maintain personal relationships.

Another answer is that the event provides helpful and insightful counsel to couples in ways to strengthen their marriage. The single Soldier also finds an opportunity to discover ways that he/she can strengthen personal relationships. Each event is open to all Soldiers and family members. The family wellness event is an opportunity for each family member, regardless of age, to participate together in building and strengthening the family.

I would like to share some portions of the training as shown in the book, “The Five Love Languages” by Gary Chapman. One of the areas covered in these events is giving words of affirmation. Mark Twain once said, “I can live for two months on a good compliment.” Taken literally, six compliments a year would be all the affirmation he needed. But this would probably not meet the needs of any one of us.

Verbal compliments and words of appreciation are powerful communicators of love. They can be best expressed in simple, straightforward statements, such as: “You look sharp today in that outfit,” or “You are the best cook in the world.” Unfortunately, many times the words of affirmation are lost in the busy world of living. Too often, words of affirmation are lost in words of anger.

Giving verbal compliments is one way to express affirmation. Another method is to provide encouraging words. The word encourage means to inspire courage. All of us at times lack courage and this hinders us from accomplishing the positive things we want to do. Words of encouragement build up others. This is a challenge in all areas of our lives. Encouragement requires empathy and seeing the world from another person’s perspective. To give encouragement to our spouses and to others, we need to take the time to learn what is important to them.



Love is kind. If we are to communicate love verbally, we must use kind words. This has to do with the way we speak. Any sentence can have different meanings, depending on how you say it. The statement, “I would be happy to wash the dishes” could be seen as an affirmation of love. But if the same sentence is said in a snarling tone, it will not be received as an expression of love.

An ancient sage once said, “A soft answer turns away anger.” When another person is angry and upset and lashing out words of anger, you can choose to not reciprocate in kind with anger but with a soft voice. This helps to diminish the anger and allows for better communication.

We can also give indirect words of affirmation by saying positive things about your spouse when she/he is not present. It is amazing that if you say something kind about your spouse to someone else, the spouse usually finds out about it somehow. You can also try your hand at writing words of affirmation. Written words have the benefit of being read over and over again.

This is just one area that is covered in these events. These tactics are useful in a relationship as it is in the recruiting environment. Taking the time to affirm others is a full time effort but pays rich dividends. If you would like to attend one of these events, contact your brigade chaplain or chaplain assistant.

Leveraging

# Army Birthday



**Future Soldiers take the oath of enlistment during a Houston Astros game during Army Birthday 2006. Photo courtesy of Weber Shandwick**

*By Sara Entgelmeier, Weber Shandwick Army ad agency*

Each year on June 14, the U.S. Army celebrates its birthday. While this offers time to reflect on the service Soldiers have made to winning and protecting America's freedom, it also provides an excellent opportunity to connect with prospects and influencers.

With Army Birthday planning under way and events right around the corner, it's important that everyone is conveying the same messages.

This will help ensure the Army is represented as a united organization and provide significantly more opportunities to saturate the media, prospects and influencers with the most accurate and powerful takeaways possible.

Planned events for this year include birthday celebrations at several Major League baseball games, three Major League soccer games, Professional Bull Riding events and more. While overall involvement varies by market, most events will include a recruiting station, cake cutting ceremony, on-field participation (first pitch, Future Soldier swear-in, color guard, etc.) and tickets for Soldiers and COIs. While honoring Soldiers for their service is an obvious component, engaging COIs in these activities allows them to connect with Soldiers first-hand and develop more personal relationships with the Army and local recruiting staff.

By being part of these events, the Army hopes to reach out to the public, demonstrate its important role in American culture and showcase the strength and pride Soldiers have in making a difference for themselves, their families, their communities and our nation. These celebrations will allow the Army to continue to display the mental, emotional and physical strength unique to U.S. Army Soldiers and further explain how the Army and its Soldiers are strengthened by those who understand and support the decision of a loved one, friend or employee to serve our nation and elevate his or her future.

"While Army Birthday is part of a national outreach initiative, it provides the opportunity to connect with the general public at a local level, strengthen and initiate relationships with COIs and connect with prospects and pre-prospects at a patriotic event," said Tara Clements, Accessions Command G7/9 Patriot Season program manager. "By incorporating recognition opportunities for Soldiers, we are able to honor our local heroes, tell their stories and show the strength of our Army."

While the unique strength embodied by Soldiers is evident 365 days a year, it is important to take advantage and further highlight it at times when the public is especially receptive to hearing it. On the heels of observing Memorial Day and with Fourth of July on the radar, this is an opportune time to leverage Army Strong messages to a willing audience.

"Tampa Bay is a very patriotic community, especially during this time of year," says Ron Horvath, Tampa Battalion APA chief. "Army Birthday provides a great opportunity for us to reach out to the area's many veterans and the general public to continue fostering ongoing support of Soldiers and the U.S. Army."



While visiting Washington D.C.'s World War II Memorial, Indianapolis Battalion public affairs specialist Stacie Shain saw the best sight the capital had to offer — a World War II veteran and a chance to thank him.

# A Living Memorial

*Story and photo by Stacie Shain, Indianapolis Battalion*

It wasn't officially summer, but the Washington, D.C., heat and humidity made me think otherwise. I'd headed to the Mall on Memorial Day with my friend, Marie. We'd wrapped up a conference in Baltimore that morning and wanted to spend the holiday seeing the D.C. sights.

We expected a huge crowd to be touring our nation's capital, but were pleasantly surprised when we exited the Metro and it wasn't as bustling as we'd anticipated. We got our bearings and began to walk to the World War II Memorial.

The memorial itself is a striking display of art and architecture. It stands in stark contrast to the sleek lines of the Washington Monument and the dark, melancholy Lincoln Memorial.

I'd read a lot about World War II, studying the American culture of the time and learning about the brave men and women who served and sacrificed. I became an expert of sorts on the topic, co-authoring a book and talking about the subject on "War Stories with Oliver North." But I'd never been to the memorial, although I'd visited the capital's other monuments and museums several times.

Going into the memorial, people streamed passed us, most taking a quick look and moving on to the next attraction along the Mall. They were window shopping; I, however, was no accidental tourist.

I'd made a pilgrimage of sorts to the memorial. I'd come to read the names, see the tributes, and try to recall all I'd studied. I wanted to feel somehow connected to the men and women — Soldiers, Marines, airmen, and sailors — I'd never met but who were responsible for my way of life.

We started on the "Pacific" side; I thought of the irony, as there was nothing pacific about the combat there. I read the names of the battlegrounds, such as Burma, Tarawa, Iwo Jima, and Midway, and remembered the famous few who served there: Gene Autry, Eddie Albert, Rod Steiger, Tyrone Power, and John Ford.

The names I could recall were famous singers, dancers, actors, musicians, or those who'd make a name for themselves later. And I knew that for every name I recalled, thousands more were anonymous. While neither I nor their fellow citizens could



know them all, what we could do was learn and pay respect to their stories. There were varying degrees of sacrifice — some provided years of service, some yielded limbs, and others gave their lives. No sacrifice was too small, but all were too great.

From the “Pacific” end of the Memorial, we walked past pillars where states are represented. I paused at each column and read the notes and looked at the photos left there by loved ones and friends. As others took a cursory glance, I read all the cards, the discharge papers, even some after-action reports from battles. I stared into the youthful faces much younger than my 37 years. I saw the ribbons and medals, wreaths and roses. Every state’s pillar showcased mementos of the sons it sent to fight on distant shores.

The “Atlantic” side paid homage to the battles across Europe and North Africa. I thought of those skirmishes and remembered battle sites like Tunisia, Normandy, the Battle of the Bulge, the Air War over Europe. More famous names — Burt Lancaster, Glenn Ford, Charles Durning, Mel Brooks, Jimmy Stewart, and Clark Gable — came to mind. Thousands more who served there were nameless to me.

After circling the Memorial and thinking I’d seen every engraving, every homemade tribute, every bas-relief sculpture, I spotted the greatest treasure the Memorial had to offer that day — a World War II veteran.

He sat in a wheelchair, off to the side and away from the masses milling around and snapping photos. I almost missed him. We’d stopped to take one last look around us when I noticed him beneath one of the state pillars and near the ramp leading to the top of the “Pacific” side.

He looked neither strong nor weak in his short-sleeved plaid shirt and dark pants. His black caps with “World War II Veteran” embroidered in bright yellow proclaimed his pride. Even in the distance I could see several brightly colored ribbons and a few small medals pinned to his chest, remnants of his service more than 60 years ago. I looked at Marie and pointed out the veteran.

“How cool is this,” I asked. “A real World War II veteran here on Memorial Day!”

“I want to talk to him,” I told her, starting to walk toward the man. Then I stopped in my tracks, turned back to my friend and asked, “What do I say?”

“I don’t know,” she answered, “but you’ll think of something. You always do.”

Speechless is not a word my friends ever use to describe me. For the first time in a long time I was at a loss for words. I knew World War II veterans and talked to them many times, but they were familiar faces — my Uncle Joe, my cousin David, our family friend Freddy. The man sitting 30 yards away was a complete stranger.

“C’mon,” I told myself as I slowed my pace. “Think fast.”

I’d been a reporter and had talked to many famous people —

athletes, best-selling authors, presidential candidates, senators, governors, and chart-topping singers. Why was this so difficult?

I was having second thoughts about even speaking to the man. We could always use another exit, I thought. Then it hit me. I was nervous about talking to him because he was a hero!

Uncle Joe, cousin David, and Freddy were family members and friends long before I realized they were heroes. I didn’t know until I was a teenager that the skinny guy in the plaid Bermuda shorts who grilled hamburgers at our house nearly every weekend had cooked for his fellow Soldiers from Ft. Campbell in World War II. And I didn’t understand what sacrifice he’d made by serving in the Army until I studied the war.

So, what do I say to a hero, I wondered. By that time we were only a few feet away. Marie told me she’d follow my lead, confident I knew exactly what I was doing. I straightened my posture, walked up to the man, and reached out my hand. He shook it, firmly and kindly, and placed his left hand atop my right.

“Thank you for your service,” I stammered as tears ran down my face and mixed with the sweat drops on my upper lip. “Thank you. Thank you so much.”

He smiled, his eyes twinkled, he nodded and said, “No, thank you.”

For what, I thought? I hadn’t fought in a horrible war. I hadn’t left the comforts of home to fight for freedom. I hadn’t trained feverishly and fought courageously to earn ribbons and medals. I hadn’t experienced the agony and destruction that comes with war. All I had done was pause to recognize his dedication to duty, his love of country and his suffering from seeing combat action, watching his friends die, or perhaps even being injured himself.

He held my hand, and I looked around me as more tears fell. I realized that I was not only moved by this man’s service and humility but also saddened by how people at the Memorial were more concerned with cooling off by sticking their toes in the reflecting pool than reflecting on the war and how it changed our world. No wonder he was thanking me. How many people had walked by him on their way to see another monument? He was a living memorial sitting at a place where people should come to remember a war he can never forget. And no one else noticed.

Thousands flowed through the Memorial that holiday. Some have nicer photos of the sculptures. Some stayed and watched Park Rangers give a history lesson on military uniforms. But no one had a better experience than me. On that hot, humid D.C. day, I saw the best sight the Capitol had to offer and had a chance to thank a World War II veteran.

*(Shain is the co-author of “Duty, Honor, Applause: America’s Entertainers in World War II.”)*

## ESD: Monitoring

# Recruiting Impropriety

By Sgt. 1st Class Rebecca Schult,  
Enlistment Standards Division

**E**nlistment Standards Division is a quality control element of USAREC. The division reviews the enlistment process, prepares the Volume II data analysis tool, conducts inspections and investigations, and teaches and trains the recruiting force.

### What is a recruiting impropriety?

A recruiting impropriety is any act or omission in violation of law or regulation with the intent to enlist a person not qualified for enlistment or whom the recruiter believes is unqualified for enlistment. It includes acts or omissions in violation of law or regulation with the intent to grant a person a specific option, MOS, educational benefit, bonus or other enlistment benefit for which an applicant is ineligible or whom the recruiter does not believe is eligible. Additionally, grossly negligent acts or omissions in violation of law, regulation or policy resulting in a fraudulent, erroneous or defective enlistment or reporting to active duty or transfer of an unqualified person are recruiting improprieties. Intentional violations of any specific prohibition identified in paragraph 2-3, USAREC Regulation 601-45, whether or not any processing or enlistment occurred, are recruiting improprieties.

In other words, the enlistment, or attempted enlistment, of anyone not qualified.

### What are the Specific Prohibitions?

USAREC Regulation 601-45 outlines 10 specific prohibitions:

#### 1. Criminal involvement

Recruiters are prohibited from interfering with the civilian criminal process. Recruiters will not allow any applicant to process while charges or disposition is pending; i.e., open charges, unpaid fines, still on probation, etc. Recruiters will not participate in the release of such individuals from the process, either by paying fines, asking for release from probation, appearing in court, or communicating with court officers on

behalf of an individual. Recruiters will not advise an applicant to conceal law violations or assist in concealing violations.

#### 2. False documents

Recruiters will not falsify, assist in falsifying, knowingly use false documents or omit any material information pertaining to an applicant's qualification for enlistment, bonus, benefit, option or referral credit for promotion. Recruiters will not possess any blank document, either in paper or electronically, that could be used to determine eligibility.

#### 3. Presigned forms and false certification

Recruiters will not presign, nor have an applicant presign, any form that results in the processing, attempted processing or enlistment of anyone other than the actual applicant (i.e., a presigned USMEPCOM 680 AE used to test a ringer or a UOP5 to transfer a Soldier from the IRR to a TPU). Recruiters will not sign any form on behalf of Department of the Army personnel unless permission was expressly granted and the form clearly indicates that the recruiter signed in a representative capacity.

#### 4. Testing

Recruiters will not test persons ineligible to test, and are prohibited from possessing or providing to applicants by any means any qualification test material, version of the ASVAB, or locally produced test or testing aid. The only thing a recruiter can do is direct an applicant to March2Success.com.

#### 5. Medical

Recruiters are prohibited from concealing, assisting an applicant to conceal or advising an applicant to conceal any relevant medical information, regardless of whether that information is disqualifying. Recruiters are prohibited from giving or advising applicants to use any pharmaceutical product, medicine, medication or remedy, whether controlled, prescribed or sold over the counter.

#### 6. Dependents

Recruiters will not recommend, encourage or assist any person to transfer custody of their children for the purpose of meeting enlistment eligibility. Recruiters will not tell applicants that they may regain custody of their children during their first term of service. This does not include informing such applicants of the Army policy as outlined in AR 601-210.

### 7. Prior Service

Recruiters will not conceal or assist in concealing an applicant's prior military service. Recruiters will not enlist an applicant in the Army Reserves in order to qualify them for later enlistment in the Army. Recruiters will not process a Soldier from the IRR to a TPU without that Soldier's consent.

### 8. Misrepresentation and coercion

Recruiters will not mislead or misinform a prospect or applicant with regards to processing, enlistment, entitlements, benefits or other aspects of the Army to entice that person to enlist. Recruiters will not threaten, coerce, or intimidate any person in order to ship a Future Soldier. The military police will not come pick anybody up in order to make them enlist or ship. Recruiters are also prohibited from inducing, attempting to induce, or assisting a Future Soldier to fail to report to active duty after taking the Oath of Enlistment (eloping from the MEPS).

### 9. Ringers

Recruiters will not use a ringer for any portion of processing, including ASVAB testing and physical processing.

### 10. Complicity

Recruiters are prohibited from assisting any recruiting personnel in the commission of a recruiting impropriety (this includes failing to report a recruiter impropriety and from tampering with witnesses or interfering with an investigation.)

#### What Exactly does the Inspections Branch of ESD do?

ESD inspects recruiting battalions to verify that the proper procedures are in use to ensure that their recruiting force is recruiting with integrity. In order to accomplish this, they start with data analysis. They examine the data related to all processing for the year, searching for trends — good and bad. They identify chokepoints such as recruiters testing too many unqualified applicants, poor quality control processes or high training base attrition rates. Data is broken down further to identify specifically who is contributing to those trends. Usually, they can identify *down to the recruiter* where the data is coming from. The trends are studied to pinpoint root causes.

Is there a high training base attrition rate for 1X2Y recruiting station because the recruiters don't know how to prequalify an applicant? Does the station commander do a good hotseat interview? Are the guidance counselors effectively QC'ing their packets to ensure an unqualified applicant doesn't slip through the MEPS? Does the operations section have effective procedures in place to ensure the guidance counselors didn't miss anything?

Armed with this data, the team visits the stations and battalions. While in the stations, they look for evidence that recruiters are using the proper systems to ensure their applicants are qualified prior to processing; i.e., DAT logs, CAST

scores, etc. In some cases, they look for evidence of recruiting improprieties that the data analysis may have pointed out.

At the battalion level, the chief of inspections inspects the Enlistment Standards Program (UR 600-35). The battalion should be able to identify issues before they become recruiting improprieties. Meanwhile, the rest of the team inspects the operations section, to ensure that all the processes are in place and effectively used to ensure that only qualified applicants are enlisted and that when they report to active duty they have everything they need for their enlistment options.

ESD assists in investigating allegations of recruiting impropriety. Cases to investigate are acquired two ways: either an allegation is made, or the team sees evidence of possible impropriety in an enlistment record. The team examines the record in GCR ERM and contacts officials to verify documents. The applicant is interviewed as well as the person making the accusation, if it is someone different.

The team also interviews recruiters, station commanders, guidance counselors and anyone else who may have been involved in processing the applicant. In some cases, they are able to clear the recruiter of any wrongdoing. Sometimes, the issue was an error such as an omitted document. However, the team will substantiate cases in which there was a willing attempt to process an unqualified applicant for enlistment. In these cases, the investigation is returned to the recruiting battalion for disposition. ESD does not give Article 15s or any other punishment.

ESD trains everyone in the recruiting process about their responsibilities in the Enlistment Standards Program. In every station and operations section in every battalion they visit — they train. The team reviews what a recruiting impropriety is, what it is not, and what to do if you see one. They discuss how to avoid "difficult" situations that can lead to improprieties and talk about how to discourage others from committing improprieties (including effective QC).

What are a recruiter's responsibilities regarding Recruiting Improprieties?

- Educate yourself. Read USAREC Regulation 601-45. It's a short one, probably one of the most clearly written regulations we have, and it hasn't had a million changes to it in the last year.

- Recruit with integrity. Don't let yourself be tempted to take the easy wrong way over the hard right way when processing applicants. Ask the hard questions, run every police check, get the right transcripts; get all the documents you need to properly process only qualified applicants. No contract is worth risking your career.

- Report them when you see them. UR 601-45 requires that recruiting improprieties be reported within three days to the battalion executive officer. Additionally, ESD has installed a toll-free number to report allegations: 1-800-223-3735 extension 6-3001.

Remember, no one can force you to give up your integrity. You must make a conscious decision to do that on your own!



# March2Success

Story by *Ted Jones, Jacksonville Battalion*  
Photo by *Chris Calkins*

**A**n Albany, Ga., based recruiter has built a solid partnership with her local Job Corps that is a win-win situation for the school, the students and the Army.

Sgt. 1st Class Pennie Smith, a recruiter, mother, and grandmother, promotes the March2Success program on a daily basis at the Turner Job Corps Center in Albany.

Turner Job Corps is the fourth largest in the nation with 830 students on campus in Albany and 100 students in the Youth Challenge Program at Fort Stewart, Ga.

According to Margie Fleming, the Jacksonville Battalion education specialist, March2Success is a free service the Army provides. It is an online test preparation course developed by Kaplan, Inc., and Educational Options, Inc. It is an interactive system that provides a full array of subject-specific assessments and remedial courses tailored to a student's specific educational needs. It includes practice drills and tests. Students can select parts or all sections of the course, depending on their needs. Students can use this self-paced course to improve their performance on standardized tests by improving math, science and English skills. It includes a skills and strategies section for improving test-taking skills.

The course is available 24/7 so students can log on at times that are convenient for them. The Web site is [www.march2success.com](http://www.march2success.com). Registration is valid for 45 days and students can work from computers at home, the school, the public library or the local Army recruiting station.

It is applicable to all standardized tests, especially SAT and ACT. A major benefit for teachers is to use it to help students prepare for the high school competency testing required for graduation.

"When I first came on recruiting I had quite a few kids that couldn't pass the practice test," Smith said. "I discovered March 2 Success and started passing it on to the students. I found out about it from other recruiters who'd been out here awhile. They told me to go on-line and go through it myself and learn about it."

She promoted March2Success to Katrina Kennedy, the career transitional specialist at Turner, as a win-win situation for the students at Turner Job Corps.

"I started talking with Ms. Kennedy about the good students out here that needed help, that wanted to go in the Army. When she would see a student with potential who needed help and wanted to do something with themselves, she would call me to talk to them about March 2 Success.

"When they tell me they want to join the Army but they can't pass the ASVAB, I give them my card and I write the March2Success website on it. Then I refer them to Ms. Kennedy.

"My relationship with Turner took time to build. These kids are out here seven days a week so I was too. I became someone they could talk to. If you talk to these kids and listen to them, they'll listen to you. I talk to them about life. Then later they

may get to thinking, ‘Sgt. 1st Class Smith, she cares.’ And I do care. I want all these kids to walk out of here successful.”

Helping Turner students be successful has paid off for Smith. The Army got more contracts from Turner Job Corps in FY 06 than any other service and is in the lead so far this fiscal year with 12, according to Smith.

Kennedy shares Smith’s concern for students at Turner. “When a student scores low on the practice test, we offer them the March2Success Web site with instruction on how to login with a password. They start going over the tutorial program, and most of the time their score will improve. It works.

“Everybody learns a different way. It is amazing how young people perceive things. A student can see it on paper and not get it but once they see it in a different medium, they say, ‘Oh, OK, this is what I am supposed to do; this is how I’m supposed to answer this question.’ March2Success helps the light come on about how to answer test questions.”

March2Success not only helps students prepare for the ASVAB but it helps them prepare for other tests, such as the GED and college entrance exams, according to Kennedy.

“It is a win-win situation that we want,” Kennedy said. “We want our young people to be prepared for life.”

The fact that March2Success is on a computer makes using it less of a distraction than traditional study methods, according to Pvt. Thomas.

“I think it’s better than a book. ‘Cause people get tired when they read a book. On a computer you’re sitting upright, you’ve got everything you need right there and you’re wide awake. I am better able to concentrate on a computer screen than a book. March2Success is online, it’s easy to use. You read and answer the questions; you figure it out at your own pace. You don’t have to carry a book around all day. I would really recommend March2Success to everybody no matter whether you’re going into the Army or not. If you need help with boosting your math or reading skills, go to March2Success,” said Thomas.

“I was nervous when I took the ASVAB when I was in Youth Challenge about a year ago. I came here and decided I wanted to take it again. I wasn’t as nervous because I knew I was going to do all right. March2Success helped boost my mathematics skills. It has made my life a whole lot better.”

As a result of March2Success Thomas scored a 47 on her retake of the ASVAB that enabled her to qualify for the human resources MOS she wanted. “If it wasn’t for March 2 Success, I really wouldn’t have been able to pass my ASVAB,” she said. “If you really want to do it, it’s written in those three words: March2Success.”

## Prohibited Coaching Practices

*By Russell Grove, USAREC headquarters SJA*

Army Regulation 601-222 is a Joint Service Regulation that provides as follows:

2-2t. Prohibited coaching practices. MEPS, OPM and recruiting personnel may not use ASVAB tests, locally developed test questions, test aids, or commercial study guides to familiarize applicants or potential applicants with the ASVAB. Applicants may be advised commercial study guides are available; however, commercial study guides will not be maintained in any MEPS or MET site facility, or in the possession of MEPS, Office of Personnel Management and recruiting personnel for use by applicants. The MEPS, OPM and recruiting personnel will not participate in applicant study preparation, nor recommend any type of activity that will assist applicants with improving ASVAB scores. The TAs will report anyone seeking inappropriate testing assistance to the MEPS commander.

As the above Joint Service Regulation indicates, recruiting personnel will not help applicants prepare for the Armed Forces Vocational Aptitude Battery (ASVAB) or recommend any type of activity that will help applicants improve ASVAB scores. The express exception is that recruiting personnel may advise applicants that commercial ASVAB study guides are available.

March2Success is an Army sponsored Web site that helps individuals prepare for the Scholastic Aptitude Test and other standardized tests by improving test taking skills and math and English knowledge and skills. The site features practice test questions similar to those found in the SAT and other standardized tests. The program is not specifically for ASVAB familiarization; it is designed to help participants perform well on all standardized tests. The tutorial assistance is provided by contractors, not recruiting personnel.

Although the Joint Service Regulation prohibits recruiting personnel recommending any type of activity that will assist in improvement of ASVAB scores, informing applicants about March2Success and similar Internet resources is not considered to come within that prohibition. To do so is the equivalent of advising of the availability of commercial standardized test study guides. Any further involvement, such as by allowing applicants to access such test preparation sites on personal computers at recruiting stations, would be a prohibited coaching practice in violation of paragraph 2-2t of the Joint Service Regulation.

# Mental Toughness



Photo by Staff Sgt. Russell Lee Klika

By Marvita Franklin, Dr. Chris Front, and Col. Linda Ross  
Center One, USAREC

This article is the last in our series on the elements of mental toughness — focus, confidence, commitment and adaptability. Mental toughness is the ability to sustain optimal levels of performance, confidence and motivation in the face of everything life throws at you. This article explains the concept of adaptability.

**Adaptability** is defined as “responding to the demands of a situation in a manner that increases our potential for success.” While each day presents opportunities to adapt our behavior based upon situational demands, USAREC’s optempo, an ever-changing political climate and constant cultural shifts place even greater emphasis on the need for recruiters and their leaders to be skilled at adapting behaviors and strategies to meet their present needs.

## The Key Role of Adaptability

How can we become more adaptive leaders? It begins with being open to change. At its core adaptability is based on our willingness to consider change when a new approach could solve a problem. Most of us find comfort in what we know — the things we’re most familiar with. An inability to adapt most often arises from fears of leaving our comfort zone, exploring uncharted territory or losing control. A 2005 study by Training and Development magazine found that 60 percent of promotable executives fail within the first 18 months of assuming their new position. The reason most frequently cited was that they continued to do the things that made them successful at the previous level. In short, they weren’t willing to adapt. They didn’t change their behavior to meet the demands of the new position.

## Adaptability is the key to achieving and maintaining optimal performance

Take a moment to consider this issue when applied to USAREC. Much of the difficulty encountered by new recruiters comes from their repetition of the motions that made them successful as a cavalry scout, combat engineer or other MOS they had already mastered, when they should instead adapt their behaviors to the demands of the recruiting situation. The problem is that some (and maybe most) of those held-over behaviors are no longer useful in the recruiting environment. Yet the natural human tendency is to seek comfort by sticking with what has always worked in the past. The sooner we realize we’re better off stretching beyond our comfort zone to learn more effective behaviors for recruiting, the sooner we will become successful recruiters.

But it doesn’t stop there! A high-performing recruiter who is promoted to station commander must adapt further in order to remain successful because the new role demands it. Effectively running a station requires skills that go beyond simply being a good recruiter. For instance, more “big-picture” observation and analyzing are needed at that level. Similarly, even the best station commanders promoted to first sergeant must go through yet another series of adaptations, or they will not be successful as first sergeants. Each new role brings a new set of demands and requires adaptability — focusing our attention differently, using our confidence to face new challenges and extending our commitment to continued success. You must personally assess what level of change needs to take place in order to achieve success in the current arena.

**There are a few questions you can ask yourself that can help facilitate the level of change you need to be adaptive.**

**Are the behaviors I'm most comfortable with continuing to prove successful for me?**

There are instances where previously successful behaviors are so much a part of who we are and how we do business that we become oblivious to the fact that they are no longer useful or have even become counter-productive to our current performance.

**What different behaviors do I need to develop for success?**

Even if you're already experiencing success, try to identify the behaviors that will take you to the next level. Since you're looking for things that are not currently part of your repertoire, you can bet they won't be easy to identify. For this reason it's helpful to get feedback from a trusted mentor — someone who knows both you and the job well enough to recognize what you still need to develop in order to reach that next level. If you attend one of the advanced Recruiting and Retention School courses, then you will have the advantage of professional performance enhancement coaching by Center One staff.

**Are there behaviors that other successful performers have modeled that would compliment my skill set?**

Sometimes the next level of superior performance exists in our willingness to observe and adapt the effective behaviors of others — leaders, peers, and perhaps even subordinates. If the key behavior isn't easy to spot, remember, it's a sign of maturity and professionalism (not weakness) to seek improvement. Simply ask, "You're really good at X, and I'm working on improving my performance in that area. What's your secret?"

Ultimately, it comes down to this question: **What are the consequences of not changing?** Our unwillingness to change always costs something. Evaluating those costs may result in the boost you need to shift gears, push beyond your comfort zone, and change in the direction necessary for optimal performance.

**Mental Toughness: Putting It All Together**

Focus, confidence, commitment and adaptability combine to create mental toughness, which allows us to achieve optimal performance even under great pressure. Each element contributes to and feeds on the others. Confidence frees your mind to focus on what matters most for a good performance. Commitment strengthens you to push beyond your comfort zone in order to do what is called for by the situation and also breeds confidence by keeping you in the fight long enough to experience success. Focusing on the right thing at the right time leads to optimal performance that, in turn, builds more confidence and validates your commitment. Adaptability supports the other elements of mental toughness by helping you use confidence to perform in a new situation, turn your commitment to your advantage in all environments and choose the most appropriate way of focusing for any given task. Develop each of these four elements of mental toughness — focus, confidence, commitment and adaptability — and you will improve your ability to deliver your absolute best performance, even when the pressure is cranked up!



*Photo by David Dismukes*

# A Recruiter's Quick Actions

Story and photo by Tom Foley, Columbus Battalion

**S**oldier skills never fade away. Soldier skills are never far from use. In fact, Soldiers never know when their skills are going to be tested anywhere in the world.

Yet, Soldiers, and especially those on recruiting duty, are often perceived as war mongers in camouflage clothing, instead of human beings with specialized skills.

Luckily, however, a Columbus Battalion and Operation Iraqi Freedom veteran led a course of action normally provided in the civilian world by emergency medical technicians.

On April 18, Sgt. Timothy Stout II, a recruiter at Lancaster Company, automatically unleashed many of his Army trained skills as he happened to be in the right place at the right time — for on this day he used his Soldiering skills to respond, lead and assist in saving a woman's life.

Like many recruiters, Stout was on the road from his Marietta, Ohio, office before the roosters started crowing. He had to drive about an hour to reach his rural school to assist in administering a school Armed Services Vocational Aptitude Battery session.

With the ASVAB over, Stout was walking toward the school's main door to leave and was also bidding thanks and farewell to assistant principal Jerry Calder. As they passed the school's office, they heard screams coming from people in the office.

They both ran into the office to see others standing and crying over the school's secretary who had just slumped over at her desk, said Stout. The others were in shock. They froze in their tracks not knowing what to do.

Stout brushed by them while the camouflaged Soldier inside of him let loose with Soldier skills of leadership and first aid response.

"We're taught first aid skills in basic training and again at AIT, so over and over again in our skill training we're reminded to do our job, 'Don't think...just react,'" Stout said. "I reacted because something had to be done at that given moment in time."

Quickly, Stout and Calder moved her to the floor and Stout started CPR — there was no response; she was not breathing.

Events were busy at Monroe Central High School, which is co-located with Swiss Hills Career Center where a medical technology class is taught by registered nurse, Laura Yontz. She, too, just arrived in the school office and became Stout's CPR partner.



**Sgt. Timothy Stout II, a recruiter at Lancaster Company, assisted in saving a school official's life on April 18.**

Yontz analyzed the situation and summoned the vice principal to retrieve the Automatic External Defibrillators case from her classroom while Stout and Yontz continued to perform CPR, still with no response.

Within minutes the defibrillator arrived. Yontz applied the electrical shock simultaneously.

A weak response came from the victim. She began to respond 10 to 15 minutes before the paramedics arrived.

Stout assisted as medics prepped the senior-aged victim for a 25-mile ride to the closest hospital in New Martinsville, W.Va.

Stout was thanked many times for his first aid help and his take-charge response by school officials.

While driving, Stout had time to reflect upon what just happened, "I quickly realized that all my Army training allowed me to assist a victim other than a fellow soldier ... and all because I merely reacted as trained to do so."

The husband later called school officials and updated them and expressed a note of gratitude for everyone's response.

Later that afternoon, school officials called Stout and told him that the victim's husband and the EMTs wanted to also thank him for his quick reaction to administer CPR. They felt that because his CPR procedures, even without a victim's response, was probably responsible for her reviving along with the AED procedure. But, the CPR was a very important step at the beginning.

As it turned out, Stout and his CPR partner were credited for moving blood in and out of the victim's heart and through her body. Even as minimal as it may have been, their action prevented other complications.

In the end, a Soldier's camouflaged skills were unleashed not on a battlefield, but in a public school where life-saving skills were not possessed by many, and yet this Soldier in his camouflaged uniform made a difference while serving his country... just like all Soldiers do, everyday, being Army Strong.



An RJ Special Series  
**TRANSFORMING  
USAREC**



Recruiting Support Command

# Here Comes the Cavalry

By Mary Kate Chambers,  
RJ associate editor

Col. Charles Williams sees the new Recruiting Support Command as USAREC's version of the Army's cavalry, a unit designed to be the catch-all.

"What is the RSC's role? It's very simple if you go back to every division and every corps element that we have," said Williams, USAREC director of recruiting operations and commander-to-be of the Recruiting Support Command. "There's a thing called the cavalry. And it is the catch all for a commander, his reserve, his economy of force. It is the item that can be used to take roles off other commanders so they can actually do their mission."

And when put to the most basic level, that definition of the cavalry fits the Recruiting Support Command's mission of assuming the administrative and logistical responsibilities from brigades. That lets the five brigades, AMEDD and SORB concentrate on planning, executing, training and compliance.

Since 1st and 3d brigades already were having to work together because of personnel shortages, Williams took advantage of the set up and began a pilot based on what the two brigades were doing right and what could be done better.

"We compared that to functional

reviews we did leading up to the decision on the RSC," he said. "We weighed those and kind of validated the number of people we had, the structure we had and some of the functionality. And between those two units we came with what we now think is a baseline of where we're at."

In May, Williams planned to close the pilot after gathering personnel to further examine the set up. That was planned to be held in Charlestown, W.Va., midway between 1st and 3d brigades so that the team could congregate in a shared location, much like they will do when the Recruiting Support Command is functional.

The command will be set up with six divisions (operations, personnel, logistics, budget, contracting and integration/inspection/training), and three teams will provide support to the five USAREC brigades, AMEDD and SORB. Team 1 will handle 1st and 3d brigades; Team 2 will be responsible for 2d Brigade, SORB and AMEDD; and Team 3 will be for 5th and 6th brigades.

In the June timeframe, the hiring process will begin for new senior level positions in the Recruiting Support Command. Hiring can begin for other positions once determined they are not needed for placement, i.e., for employees in the five brigade headquarters who desire placement in the command, according to Rebecca Parish, USAREC civilian personnel officer.



Above: Col. Charles Williams discusses plans for Recruiting Support Command. Photo by Walt Kloeppe. Top: A rendering of part of the USAREC headquarters that will be home to the new command. Photo illustration by Joyce Knight

Continued on page 16

“1 October is our goal to have all of the teams up and running and functional,” he said. The date is contingent up DA approval of the command implementation plan in conjunction with civilian human resources processes required. The Recruiting Support Command initially planned to assume responsibility a little bit at a time, and Williams emphasized that he officially has until March to be functional.

“Our plan is to aggressively try to get it by 1 October so we can do our job and pull the pressure off the brigades before they start the next year,” he said. “In a perfect world we’d spread it out. And who does that help? It helps the RSC, but it doesn’t help the brigades. It’s our job to take pressure off of them.”

Williams said he thinks excitement is building for the command.

“At first I thought it was just me who was excited. But the more I look around lately, there’s a lot of energy,” he said. “You’re building a team, and that whole team concept. Everything from the way we design furniture and the care we’re putting in to make sure the workspace looks good. We’re putting countless

numbers of hours in designing workspace so it’s both functional and some place you want to come to.”

Williams said it’s understandable for brigade commanders to have some concern about passing off some of what they are responsible for regarding their personnel. But he said the Recruiting Support Command really is designed to help them.

“I think most of the commanders are on board in terms of understanding this is the way ahead,” he said. “In order to really be at this mission you have to be able to focus down, and we only have so much time in the day. It may take the RSC commander out of the net, but he’s not on the mission right now. If anybody should need to carry an extra load in his rucksack, let it him be him.”

Here comes the cavalry.



## Civilian Workers

### Brigades get information on Recruiting Support Command, brigade recruiting team

By Rebecca Parish,  
USAREC civilian personnel officer

Col. Charles Williams, incoming commander of the new Recruiting Support Command, and the USAREC G1 civilian personnel office hosted town hall video teleconferences May 3 and 4 for each brigade headquarters. The town halls were attended by brigade leadership, civilian employees, Civilian Personnel Advisory Center representatives and union representatives. G4/8 leadership and TRADOC civilian personnel staff also participated.

Williams and the CPO briefed those who attended on the stand up and organizational structure of the Recruiting Support Command at Fort Knox, Ky., and the brigade recruiting team at brigade headquarters; the commanding general’s transformation communications plan; the status and importance of the command implementation plan; and guidance for employees relative to entitlements and civilian human resource processes used during this transformation. The G1 CPO distinguished what human resources processes could occur prior to and after approval of the command implementation plan, which is anticipated for approval by headquarters, Department of the Army in the July timeframe.

Attendees received information including guidance on the Recruiting Support Command and brigade recruiting team structures; civilian human resources processes to

include TRADOC’s volunteer process; restructuring tools such as voluntary separation incentive pay and voluntary early retirement authority; permanent change of station and Defense national relocation program entitlements; informational Web sites; and projected timelines.

After each town hall session, the CPAC distributed a survey of interest to employees. This survey, which is informal and nonbinding, solicited employees’ interest in placement in the Recruiting Support Command, placement in their local area or VSIP in conjunction with optional or early retirement or resignation.

For employees interested in the Recruiting Support Command, early voluntary placements may occur to support a phased-in command if deemed critical to mission. Such placements would occur in the command’s provisional structure, and would not adversely impact other brigade headquarters employees who express interest in placement during the subsequent formal and binding survey, once the command information plan is approved. While this survey of interest was not mandatory, its completion was highly encouraged.

Additional onsite town halls will be held once the command implementation plan is approved.

# 6th Brigade working to open battalion headquarters on naval air station

By Mary Kate Chambers,  
RJ associate editor

The arrival of summer means more than warmer weather in 6th Brigade this year. Activity will be heating up in California, where USAREC will stand up a new battalion as part of its ongoing transformation.

In July, the brigade will assume occupancy of Building 737 at Naval Air Station Lemoore, Calif., as the headquarters for Fresno Battalion. The battalion will be composed of three companies that formerly belonged to Los Angeles Battalion and three from Sacramento Battalion.

“It’s a huge market, between L.A. and the Sacramento markets,” said Lt. Col. Tim Blair, USAREC transformation officer. “It was just huge. By creating this new battalion headquarters, it allows us to kind of divvy up.”

Lt. Col. Mark McDermott, 6th Brigade chief of staff, said talk about the new battalion initially started because L.A. Battalion’s span of control was too great to “conduct effective targeted recruiting operations.” The establishment of Fresno

Battalion pushes L.A. down on the span of control scale from No. 2 to No. 11.

When the time came to choose a location, Lemoore was clearly the best choice, said Lt. Col. Christina Flanagan, former 6th Brigade chief of staff.

“Lemoore gave us more bang for your buck,” she said. Other options were more expensive or did not offer the advantages that the Navy’s facility did, she said, such as housing and medical care.

Flanagan, who was scheduled to deploy to Iraq in June, said the naval air station, 45 minutes from Fresno, Calif.,

provides many of the same types of benefits Soldiers find on Army installations. Additionally, the Army provides veterinary services at Lemoore, so USAREC personnel won’t be the only Soldiers on the naval air station.

“It adds a new dynamic to it, the location on a sister service’s installation,” said Blair. “You’re a tenant within their organization.” He said the Navy’s cooperation and help in the process of establishing an Army recruiting battalion

“To make sure that battalion staff jells and works as a cohesive team together, we have to have a series of visits and exercises,” she said.

The staff will be led by Lt. Col. Richard Ellis as battalion commander and Command Sgt. Maj. Roscoe Hall. Ellis was most recently assigned to Norfolk Naval Base, Va., with the U.S. Joint Forces Command.

“Being the first battalion commander for Fresno and getting an opportunity of

leaving a significant and positive imprint for Future Soldiers is an absolute honor,” he said. Ellis is likely to feel at home on Lemoore since he said he’s a “Navy brat” and “looks forward to establishing solid relationships with all the local communities, schools and industry and



there has been much appreciated.

Between now and Sept. 12, when the battalion is due to be activated, McDermott will be working to coordinate the transfer and purchase of equipment as well as the assignment and hiring of personnel. Military and civilian staff should arrive in early July and will move through brigade headquarters in Las Vegas for training.

Since the battalion staff will be a diverse group from different parts of the country, Flanagan said it’s important to make sure they come together.

telling the Army story.”

Hall’s last assignment was as first sergeant in Sacramento Battalion’s San Joaquin Company.

A ribbon cutting and activation ceremony is planned to celebrate the launch of the battalion.

Flanagan said Soldiers who will be working at the new headquarters should be prepared to learn a few Navy acronyms. And Sailor lingo such as “welcome aboard” is sure to be heard as Fresno Battalion and the Navy become neighbors.

## 3d Brigade Breaking the Rules

# Team Recruiting Concept Throws Out ‘Super Recruiter’ Ways

By Mary Kate Chambers,  
RJ associate editor

3d Brigade is testing a concept that would do away with the same old, same old way of doing business in USAREC. Gone would be the days of recognizing only the top producers. In place of that would be players who work together and leave each day knowing they contributed to the team.

Based on ideas from the book “First, Break All the Rules, What the World’s Greatest Managers Do Differently” by Marcus Buckingham and Curt Coffman, the team recruiting concept aims to identify a recruiter’s actual talent and cast him in a role that lets him succeed.

“For years the Army has been giving us Soldiers, sending them out here for three years and trying to make them the super recruiter,” said Command Sgt. Maj. Phil Tabor of 3d Brigade. “Unfortunately, not everybody can be the super recruiter who has all the talent in every role. So how better can we utilize the Soldiers that the Army gives us?”

Tabor said that after a visit to the field early this calendar year, Maj. Gen. Thomas Bostick, USAREC commanding general, and Command Sgt. Maj. Martin Wells saw evidence that some stations were working well when Soldiers performed in roles specific to their capabilities. Bostick then tasked the brigade to analyze the concept, Tabor said. The test began April 2.

3d Brigade’s leadership identified four key talents in the recruiting process: prospector, counselor, processor and Future Soldier leader.

“I can tell you that I believe this is the right way to go, because we are finally going to identify a Soldier’s specific talent in a role and place him or her in that role,” said Tabor. “That gives us the opportunity to develop their skills and their knowledge so that they can become great at it.”

3d Brigade’s leadership first had an

education process in which everyone was tasked to read the book to get a grasp on the concept. Then it was time to identify the talents by using a template from the book with a 12-question test and a talent survey.

Tabor said the results and other observations led to leadership being able to narrow down what each Soldier’s talent would be. He said however, that a survey could only tell so much.

“Casting errors are inevitable,” he said. “A survey is only as good as how honest you are with yourself.”

He said casting a Soldier in one of the four areas lets him focus on his strength. However, because this is the Army, a need to be adaptable is important. Mission and personnel issues may dictate that a recruiter work outside of his talent temporarily.

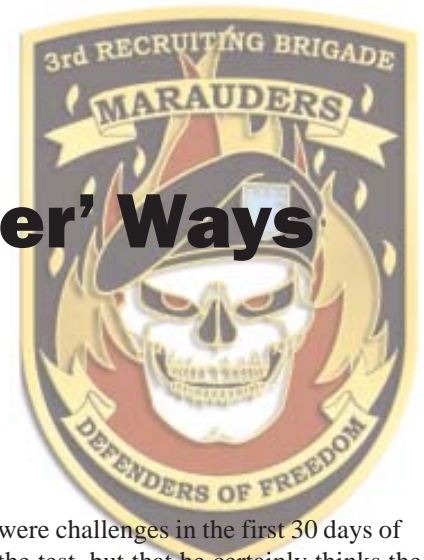
“Being Soldiers, we have to adapt and adjust,” he said. “We have to make sure that, it may not be their talent, but at least they’re proficient enough to be able to do the job.” For example, if the station’s Future Soldier leader is out of the station, a counselor will not turn away a Future Soldier who walks in with a question about packing for basic training, perhaps an issue the Future Soldier leader would deal with.

Tabor said the “battle handoff” is an area that they are working on, to make sure that an applicant or Future Soldier feels like he is part of the team and not being passed around from one recruiter to the other.

Col. Tracy Cleaver, 3d Brigade commander, said the biggest challenges have been in breaking the “this is how we’ve always done it” attitude.

“We’re having a lot of issues with changing mindset,” he said. “But it’s going to take time.”

Lt. Col. Ted Behncke, Milwaukee Battalion commander, agreed that there



were challenges in the first 30 days of the test, but that he certainly thinks the concept shows promise.

“There have been challenges, no question about that,” he said. “I think our (mission) numbers indicated that the transition hasn’t affected us significantly; we didn’t have drop in production. For me that showed great promise. The ideas are sound, and once we refine and improve this then there’s great potential.”

Tabor said response from the field has been good, so far.

“If you’ve read the book and understand the concept, then 99 percent of everyone just loves it because it’s finally the right thing to do,” he said. “We’re actually putting a Soldier into a role that they have the talent for. There’s always going to be one or two out there who will resist change.”

Tabor said there was hard evidence after 30 days of the concept’s potential.

“What we’ve seen so far as a brigade is higher quality appointments, higher conducted to test ratio, better quality of life and less stress,” he said. “This is three decades of conditioning that we’re trying to break. We’ve only had 30 days. But all signs are so far that this is the right way to go.”

The entire brigade is testing the concept, Tabor said, to give leadership a better perspective of how it will work. They have not been given a deadline to stop the test.

“The reason we want this to be successful is it’s the right way to go, but also, when we become successful, then the rest of the command can follow,” said Tabor.



# Employing Recruiter Assets in Your Area

**TASK:** Employ a recruiting asset in your station area such as an Army Adventure Van, the U.S. Army Golden Knights, or a team from the U.S. Army Marksmanship Unit.

**CONDITIONS:** You have just been informed that you will have one of the Accessions Support Brigade's recruiting assets coming to your area and you must decide where and how to utilize it to maximize positive Army impressions, leads, contracts and Future Soldier retention.

**STANDARDS:** Develop and implement a plan that maximizes yours and the Army's return on investment.

*By 1st Sgt. Terry Keeling,  
Accessions Support Brigade*

The above is a scenario that many recruiters and station commanders have handled successfully through experience gained by trial and error and asking a lot of questions. After action reviews from events around the country indicate that many times lessons are learned during the process that would have helped make an event more successful, had the information been known or available at the time of notification. For this reason, the three battalions of the Accessions Support Brigade, the U.S. Army Mission Support Battalion, the U.S. Army Parachute Team (Golden Knights) and the U.S. Army Marksmanship Unit, have developed Asset User Guides to assist the field in employing the assets in the best manner possible.

Valuable lessons learned are included in the Asset User Guides along with space requirements, suggestions for locations, capabilities, recruiter execution checklists and more. To access the Asset User Guides, go through the USAAC portal to the Accessions Support Brigade homepage at this intranet site: <https://my.usaac.army.mil/portal/dt/usaac/HQ/ASB>, and click on the link just below each battalion.



Assets are requested to support events through advertising and public affairs channels at the quarterly Accessions Targeting Board held at Fort Knox, Ky. The ATB process is charted out in the Asset User Guides. The ATB plans six months out and allocates assets for events nominated by each brigade's A&PAs. Additionally, when assets are in your area for another event, many times the asset can do Tactical Support Days at your schools, local venues, Future Soldier functions, etc. For a complete list of upcoming events where ASB assets will be, access the Accessions Support Brigade's Share Point, <https://ctchq/sites/AACSB>. If an asset is scheduled to be in or near your area, you can request a TSD by contacting Dottie Krause at (502) 626-1984, or e-mail at [dottie.krause@usaac.army.mil](mailto:dottie.krause@usaac.army.mil).

Success or failure of an event is often linked to prior planning and preparation and we hope that the information contained in these guides will lead to more successful events. You will find links for providing feedback in each of the Asset User Guides; let us know how we can help you.

# Make a Difference

By Jack Nix,  
Sexual Assault Response program manager

Sexual assault continues to be one of the most under reported crimes in America today. Since the military is not impervious to this trend, the Department of Defense joins our nation in raising awareness and promoting the prevention of sexual violence. In April, Sexual Assault Awareness Month provided the commands an annual opportunity to highlight DoD and service policies addressing sexual assault prevention and response, but the prevention of sexual violence is a year-round effort that needs the support of every service member.

The 2007 DoD theme, **Stand Up Against Sexual Assault ... Make a Difference**, focuses on the ability of every service member, especially leaders, to prevent sexual assault by building a climate of respect in which sexual assault is not tolerated. Creating a supportive, confident environment where victims feel comfortable reporting their crime is imperative. Taking a stance against assailants can make a difference.

## What can you do?

As a service member, you should report immediately any activity that indicates a sexual assault may take place or has taken place.

Take the following steps to assist the victim:

- Support the victim and show respect, but don't be overly protective.
- Demonstrate empathy by concentrating on helping your friend, fellow Soldier or colleague.
- Listen to the victim and take the allegations seriously, without asking the victim for details.
- Do not make judgments about the victim or the alleged offender.
- Encourage the victim to report the crime; however you should report the sexual assault to the proper authorities.
- Get assistance for the victim, but never leave the victim alone.
- Protect the victim's confidentiality by not discussing the assault with anyone, except the authorities.
- Repeat this message to the victim: You are not to blame!

## Sexual Assault Prevention and Response Program

To combat sexual assault, the Department of Defense has implemented the Sexual Assault Prevention and Response Program which incorporates a comprehensive policy that reinforces a culture of prevention, response and accountability. The goal of the program is to ensure the safety, dignity and well-being of all members of the armed forces through training and education programs, treatment and support of victims.

DoD policies address sexual assault prevention and seek to establish a climate of confidence in which:

- Education and training create an environment in which sexual assault and the attitudes that promote it are not tolerated.
- Victims of sexual assault receive the care and support that they need.
- Offenders are held accountable for their actions.

In June 2005, DoD initiated a policy giving victims two different reporting options — restricted and unrestricted reporting.

- Restricted reporting provides a victim the opportunity to confidentially disclose the details of a sexual assault to specified individuals and receive medical treatment and support services without triggering the investigative process. This option affords victims additional time to weigh their options and seek guidance regarding whether or not to participate in a criminal investigation.

- An unrestricted report initiates an official investigation of an alleged sexual assault using current reporting channels. Victims receive the same medical care, but this option notifies command authorities immediately, initiating the investigative process.

## You Can Make a Difference

The safety of your fellow service members, your unit and your community may depend on your reporting of these incidents. You should report any suspicious behavior immediately.

Contact your brigade Sexual Assault Response coordinator for additional information about child abuse, prevention education or how to report an incident.

# Swimming Safely

By J.T. Coleman, U.S. Army Combat Readiness Center

A Texas Soldier was seriously injured and later diagnosed with complete C-6 quadriplegia when he dove headfirst into the water striking his head on the ocean floor in 2005.

These type of accidents have resulted in seven Soldier deaths and one permanent total disability.

“Shallow end diving is a problem at local pools on post as well,” said Ryan Clark, aquatics coordinator for the Morale Welfare and Recreation at Fort Rucker, Ala. “According to Technical Bulletin Medical 575, there is no diving in water less than five feet deep.”

According to statistics from the U.S. Army Corps of Engineers and the National Safety Council, each year approximately 6,000 people drown in the United States. Drowning is the second leading cause of accidental deaths for persons 15 through 44 years of age.

Since Feb., 2005, 24 Soldiers died in water-recreation activities according to Micky Gattis, USAREC safety director.

“Water safety is an individual responsibility that begins with using sound Composite Risk Management,” said Peggy Adams, U.S. Army Combat Readiness Center Ground Task Force Loss Prevention program manager.

Data from the U.S. Army’s Risk Management Information System shows consistent factors in drownings include overconfidence in swimming ability, alcohol involvement and breakdown of the buddy system. In recreational settings, more than one of these factors can be present, setting individuals up for a tragedy.

“Big areas of concern with water safety are alcohol and water,” said Clark. “They don’t mix and require additional lifeguards at locations when these two are combined. Other concerns are the ability of the swimmers and the common occurrences of unsupervised children.”

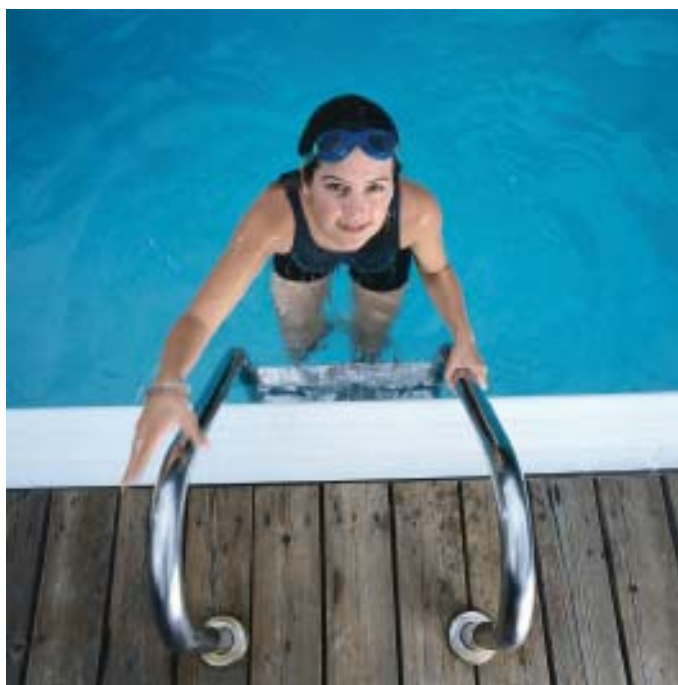
“Our Soldiers are physically fit on land,” said Clark. “Field Manual 21-20 (Physical Fitness Training) addresses personal

fitness standards for Soldiers on land, not in the water. What people don’t understand is that completely different muscle groups are used when swimming than used on land. Being trained and in shape on land doesn’t equal to the same as being in shape in the water.”

Following water safety practices can allow people to avoid potential hazards and risk while enjoying water activities.

## General Water Safety Tips

- Learn to swim. The best thing anyone can do to stay safe in and around the water is to learn to swim. Always swim with a buddy, never alone.
- Swim in areas supervised by a lifeguard.
- Read and obey all rules and posted signs.
- Children or inexperienced swimmers should take precautions, such as wearing a U.S. Coast Guard-approved personal flotation device when around the water.
- Watch out for the dangerous “too’s” – too tired, too cold, too far from safety, too much sun, too much strenuous activity.
- Set water safety rules for the whole group based on swimming abilities (for example, inexperienced swimmers should stay in water less than chest deep).
- Be knowledgeable of the water environment you are in and its potential hazards, such as deep and shallow areas, currents, obstructions and where the entry and exit points are located. The more informed you are, the more aware you will be of hazards and safe



practices.

- Pay attention to local weather conditions and forecasts. Stop swimming at the first indication of bad weather.
- Use a feet-first entry when getting into the water.
- Enter headfirst only when the area is clearly marked for diving and has no obstructions.
- Do not mix alcohol with swimming. Alcohol impairs your judgment, balance and coordination, affects your swimming and reduces your body’s ability to stay warm.
- Know how to prevent, recognize and respond to emergencies.

“Following these guidelines and incorporating CRM will allow for a safer and more fun outdoor experience,” said Adams. “Even swimming in these nice summer months can be considered an activity that is on the edge with hazards and risks.”

For more information on water safety, visit: <http://www.redcross.org/services/hss/tips/healthtips/safetywater.html>

## Battalion boxing event pits WCAP against top amateurs

By St. Louis Battalion

St. Louis Battalion took the first step toward creating a boxing event that is intended to one day rival the Army's All-American Bowl. The battalion hosted the inaugural "GIs vs. Joes" boxing showdown in St. Louis April 20.

The sanctioned event featured Army boxers from the World Class Athlete Program who squared off against the very best amateur boxers from the Ozark Boxing Association, the governing body responsible for amateur boxing throughout much of Missouri and Illinois.

Former undisputed world heavyweight champion Evander Holyfield was ringside as the Army won six of the nine bouts on the card.

The Army team was led by former St. Louisian and 2004 U.S. Olympic men's boxing head coach Basheer Abdullah.

Abdullah has coached two national champions at this year's U.S. championships. Five of his WCAP boxers have made USA Boxing's elite team and four Army boxers are currently at the top of USA Boxing's rankings.

"St. Louis is a hotbed for amateur boxing as well as all amateur sports in general. This event will help us communicate to all amateur athletes that our Army offers opportunities to develop as a world class athlete while serving as a Soldier in today's Army," said Abdullah.

"That's the point," said Lt. Col. Junio-Omaru Barber, St. Louis Battalion commander. "This event communicates to the high school athlete, if you want to continue your athletic career, joining our Army won't stop you. In fact we can help you get to the next level."

Schools were invited to watch the boxers during their afternoon training sessions.

"I was really enthusiastic about the kids coming to watch our boxers train. That pumped our fighters up," said Staff Sgt. Charles Leverette, All-Army Boxing assistant coach. "The kids saw how hard our boxers work and why they need to stay in shape to go the distance. Hopefully this will inspire the kids to get into the gym, get outside more and get off the couch," said Leverette.

Both coaches had high praise for the event and expressed a great desire to return next year. "This was the best TAIR mission our team has ever been involved in," said Leverette. "We're excited about where this could lead."



**Spc. Mahlon Kerwick reacts to the judges' decision in the GIs vs. Joes boxing event in St. Louis as Evander Holyfield stands by. Kerwick out pointed Kenny Garcia of the Ozark Boxing Association. St. Louis Battalion coordinated the event to showcase the World Class Athlete Program.**

*Photo by Jim Compton*



## Manchester Soldiers blanketed with thanks

By Sgt. 1st Class Chad P. Kozdra, Manchester station

Catherine Roberts, whose son is serving in the military, had her vision of the world changed while he was deployed. In November 2003, Roberts started a program called “Quilts of Valor” that provides a quilt to any wounded service member. Her program has taken off to levels she never imagined.

On the April 12, some women brought their talents and work to the Radisson Hotel and Conference Center in Manchester, N.H. A few Soldiers from the Manchester Army Career Center visited to say thank you. However, the Soldiers themselves were thanked and shown a great deal of love and support for what they do.

Cpl. Lance Franks, a recruiter in the Manchester station and a recipient of the Purple Heart, was given his “Quilt of Valor” while at Walter Reed Medical Center.

“It felt really good to know that others cared enough for me as not only a wounded Soldier but as an injured person.”

Staff Sgt. Apostolos Gregorios of the Manchester Army



Staff Sgt. Apostolos Gregorios visits the “Quilts of Valor” booth. Photo by Staff Sgt. Jimmy Little

Career Center visited the “Quilts of Valor” booth and came back not only feeling good about attending the event, but a little more experienced in the art of making quilts. He got lessons from Jackie Dudek of N.Y. and Marcia Stevens of Minn.

Lois Hager Knight, who was present at the booth, lost her son while he was serving in Iraq. At a loss for words, Gregorios hugged Hager Knight and, while embracing, they thanked each other for their service.

To learn more about the “Quilts of Valor” program you can visit [www.qovf.org](http://www.qovf.org).

## Houston Battalion Future Soldier inspired by basic training, headed to West Point

Story and photo by John L. Thompson III, Houston Battalion

Each year thousands request admission to the U.S. Military Academy at West Point, N.Y., and only a few get a congressional nomination to attend. For Olin Kennedy, the driving force that made him return to his senior year of high school, improve his grades and be chosen for that prestigious military school was what more than 80,000 men and women endure each year — basic training.

Kennedy attended basic training in his junior year with the promise of advanced individual training upon successful completion of his senior year of high school. He became the captain of the science club, took part in the school’s model U.N., became involved with the math club and played rugby.

“When I first signed my Army contract in the January of my junior year of high school, I wasn’t really sure what I wanted to



David Kennedy, left, Staff Sgt. Mark Miller and Olin Kennedy.

do.” Kennedy said. “But I knew that the Army would give me lots of options.

“I went off to basic training during the summer and I decided I liked it so much I said, ‘Hey, I’m going to apply to West Point.’ I excelled during basic training as I got to be squad leader six out of nine weeks.”

Using the Internet, Kennedy found out what it took to apply to the school.

“Actually I didn’t believe I had gotten in.” Kennedy said. “I wasn’t expecting it. I got the letter while I was in my truck and I had to put the truck in park because I was so happy.”

Kennedy’s father, David, got the news at work.

“When I got the news of his acceptance, I had to get up from my desk and go socialize and tell all the ‘taxpayers’ they were going to be subsidizing Olin’s education,” David Kennedy said.

“Before, honestly, I felt that Olin didn’t have a direction (in life),” he said. “Right up until the time he got one. I have to give Sgt. Miller credit.”

Kennedy said the only pressure he ever got was to live up to his father’s example.

“I think it would be nice if I could outperform my dad. That would be very tough,” he said.

David Kennedy served four years in the infantry. He served a year in Vietnam as a platoon leader. Afterward, he served as a “TAC” officer at West Point.

For years David Kennedy said he would drop off his son at school and say to him, “Be a leader today Olin.” After all these years he says his words came to fruition.

## Army is music to the ears of University of South Carolina music student

Story and photo by Leslie Ann Sully, Columbia Battalion

Matthew W. Asmus Jr. looked like a professional in his suit playing the piano in his final graduate performance at the University of South Carolina's School of Music Recital Hall. He played music by Mozart, Bach, Debussy and Rachmaninoff.

"He has been playing for as long as I can remember," said his cousin Kim Pritchett, who visited from Charlotte, N.C. His parents also flew in from Bountiful, Utah, where Asmus was raised.

Asmus was scheduled to graduate in May with a master's in music from the University of South Carolina. After that, he is going to follow another passion — the Army.

"With all that is going on in the world, I want to serve while I still can," he said. "I had talked with recruiters when I was in



**"When he told me about his education, I thought the Army band would be the logical fit for him, but he said no, he had been doing that (playing piano) his whole life," Staff Sgt. Darryl Bogan said.**

high school but my mom was a little scared back then. Things are different now for me. I told my wife that I want to set a good example for our kids and give our family a better way of life."

Asmus said that he and his wife, Mandy, jointly explored their options for Army life and then he went to the recruiting station.

"I have always been an outdoorsy type of person," Asmus said, so to him the Army doesn't seem to be such a departure from his many years of playing music. Even his recruiter, Staff Sgt. Darryl Bogan, asked if he wanted to join the Army band after talking with him for a short while.

"When he told me about his education, I thought the Army band would be the logical fit for him, but he said no, he had been doing that (playing piano) his whole life," Bogan said.

He decided to join the Army as an officer in hopes of getting into the military intelligence branch. He learned he could apply to become a Special Forces Soldier after he was in the Army.

He will attend basic training at Ft. Jackson and will then head off to Ft. Benning, Ga., for Officer Candidate School. Once that is completed, he will find out where he will be stationed. While completing his Army packet, he also checked the box for Airborne and Ranger training if that becomes available to him in the future. He is also receiving \$30,000 to help repay his student loans.

Pritchett, his cousin, said she understands his desire to something else as she also has an art education background but chose recently to join the corporate world.

"Sometimes you have to do what you want even if it seems odd to others," she said. She also knows that Asmus is very happy with his decision.

"All the guys in the family have been sitting around watching old war movies and talking about military service getting Matt ready. And he is ready."



Above: Lt. Col. Fred Washington swears in Future Soldiers. Below: bull rider Austin Meier talks about Army Values.

## Army bull rider: Soldiers have ‘true courage’

Story and photos by Chris Wilson, Oklahoma City Battalion

How many injuries have you had?

It’s the most common question Austin Meier is asked when the Army-sponsored bull rider gives presentations. The answer he gives to the room of Moore High School students is a quick list of broken bones and torn muscles — jaw, shoulder, ribs, groin, knee and ankles.

“I love bull riding because it’s exciting,” the Oklahoma native said. “If I wasn’t doing this, I’d do something else to get my blood pressure up.”

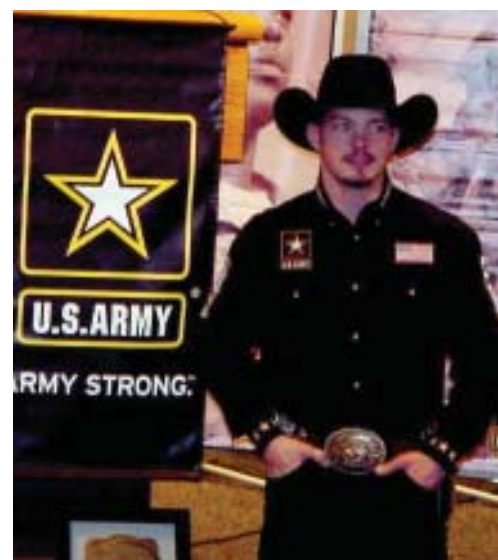
Meier’s presentation was only part of the Army-sponsored events at the February Professional Bull Rider’s event in Oklahoma City. The Army had interactive booths available in the event concourse, event color guard and a Future Soldier swear-in. The largest attraction on the morning before riding, though, is still Meier.

He opens his presentation with a few stories that demonstrate how Army values like courage, loyalty, duty and honor have affected his life. He often finds himself sacrificing for his family and the cattle they raise.

“You don’t have time to think about yourself,” he said.

When he discussed courage, many students thought Meier’s bull riding was an outstanding example. He disagreed.

“Part of my sponsorship with the Army was an opportunity to meet some Soldiers from Iraq,” Meier said. “A lot of those guys have the chance to come back to their homes and families, but they want to risk their lives to defend our freedom. They have true courage.”



## Policy change boosts G.I. Bill eligibility for some Guard, Reserve members

By Gerry J. Gilmore,  
Army News Service

A recent Defense Department policy change widens the eligibility window for some Reserve-component troops who want to use their Montgomery G.I. Bill education benefits, a senior DoD official said April 17.

The DoD policy now aligns with Department of Veterans Affairs rules, which say National Guard members and Reservists are eligible to receive Montgomery G.I. Bill education benefits for the period covering the amount of time they served on active duty, plus four months, said Tom Bush, principal director for manpower and personnel within the Office of the Assistant Secretary of Defense for Reserve Affairs.

After studying the matter over the past few months, DoD agreed to align its policy with the VA's, Bush said during a joint Pentagon Channel/American Forces Press Service interview. DoD's previous policy, he said, only recognized the amount of active-duty time as applied to the G.I. Bill coverage period for reserve-component members but still required the member to continue to serve in the Selected Reserve.

"The change, from the DoD perspective, is that the benefit now can be used by somebody who leaves the Selected Reserve for the amount of time that they've served on active duty, plus four months," Bush said. Guard and Reserve members who

attend regular drill training and meetings are considered part of the Selected Reserve.

The total amount of G.I. Bill coverage for reservists is still 36 months, Bush said. "So, if you've used part of that (G.I. Bill benefit) it may eat into that 36 months," he noted.

Bush said Reservists normally have 14 years to use their Montgomery G.I. Bill benefits. However, that time might also be extended, he noted, by the amount of time Guard or Reserve members serve on active duty, plus four months.

Senior Guard and Reserve officials, as well as demobilization sites, have been alerted to the policy change, Bush said.

About 370,000 Guard and Reserve members on drill or active-duty status have signed up to use Montgomery G.I. Bill benefits since the Sept. 11, 2001, terrorist attacks on the United States, Bush said.

The Reserve Education Assistance Program, established by the 2005 National Defense Authorization Act, is another DoD education initiative for members of the Guard and Reserve, Bush noted. To be eligible, servicemembers must have served at least 90 consecutive days of active service after Sept. 11, 2001, in response to a Presidential or Congressional call-up of military forces for wartime or other emergency service.

Guard and Reserve members who served for two continuous years on active duty in support of a contingency operation would qualify for both the Montgomery G.I. Bill and REAP and could select which program they want to use, Bush noted.

Servicemembers can determine if they qualify for the Montgomery G.I. Bill and REAP by contacting their local education office.

## Applicant Drug Screening

By USAREC G3

The purpose of this message is to ensure that recruiters and commanders understand the authorized and effective use of the applicant drug screening kit. This kit will be used as a part of a recruiter's professional processing of their applicants. Recruiters and commanders will familiarize themselves with the Army's substance abuse policy.

All recruiting personnel will ensure that applicants and Future Soldiers understand the principle of the Army Substance Abuse Program. Army Regulation 600-85, chapter 1-31 states: "The ASAP is a command program that emphasizes readiness and personal responsibility. Abuse of alcohol or the use of illicit drugs by both military and civilian personnel is inconsistent with Army values and the standards of performance, discipline and readiness necessary to accomplish the Army's mission."

On Jan. 31, 2006, the commanding general of USAREC put into effect a requirement to use the voluntary applicant drug screening program. The voluntary applicant drug screening kit will be administered no sooner than the day the applicant is sent for MEPS for (physical) processing.

Recruiters responsibilities in administering the applicant drug screening kit:

- Advise all applicants who are found positive from use of

the applicant drug screening kit of the Army's policy on drug use.

- Advise the applicant that unless they are serious about discontinuing their use of drugs they should not apply for enlistment into the Army or Army Reserve.

- Advise the applicant if they return (not earlier than 30 days from the positive result) and after a subsequent negative retest, he or she will be advised that they must reveal their drug usage to the chief medical officer at the MEPS.

- Recruiters will annotate drug use on the SF 2807-2, Medical Prescreen of Medical History Report.

- All applicants will read and sign a copy of USAREC Form 1242, Army Pre-Processing Drug Screening Acknowledgement and Consent Form. The applicant will be required to initial paragraph 6 with the appropriate response and sign the form. The recruiter will then scan the UF 1242 following the same procedures for scanning any other source document required for processing. This form is the tracking mechanism for all applicant drug screening, and will be an item of interest during command inspections.

- All applicants will be advised that if they continue processing and are tested positive on the MEPS drug and alcohol test they will be temporarily or permanently disqualified and are subject to current regulatory waiting periods as prescribed by Army Regulation 601-210 and/or current USAREC Message (06-174). Recruiters must monitor USAREC Messages to ensure that the most

current policy is understood and communicated to applicants.

- No negative consequences can result from a refusal to test, but if the applicant does reveal drug usage or is unsure, the applicant will be advised of Army's drug policy and may stop or continue to process. At no time will a recruiter "coach" an applicant or utilize these kits for anything other than processing.

- Administer a drug test using the drug kits on hand at the recruiting station. This test is to be administered no sooner than the day the applicant is transported or is shipped to MEPS (to include hotel) for physical exam and/or processing. Example: applicant is scheduled to process and enlist at the MEPS on Tuesday and is staying in a hotel the evening prior to processing, Drug test can be administered on Monday.

- Complete the USAREC Form 1242 and record results. If result is negative applicant can continue processing as scheduled.

- Scan USAREC Form 1242 into QC 72 reflecting negative results prior to or on the day the applicant arrives at the MEPS. Local battalion policy can be implemented but recommend the applicant also hand carries the UF 1242 to the MEPS.

Failure for the applicant to arrive on the day scheduled for processing will result in another test being administered.

Guidance counselors will ensure that the 1242 has negative results and the test was signed as being completed the day prior or day of

processing. Guidance counselors will deny processing to any applicant that has not completed the drug test or does not have a 1242.

Training packets were distributed to each recruiting battalion in April and May. The training materials provide step-by-step guidance on the use of the only authorized kit the iScreen Special Military Test I-DOA-134-261.

Training materials are also available online at [www.tryi.com](http://www.tryi.com). Product facts, quiz and a certificate of completion of training are available on the site.

Point of contact for this message through your chain of command is G3 Programs Branch at 1-800-223-3735, extension 6-1065.

## Civilian Education System to enhance professional development

*By Rachael Tolliver, Army News Service*

The Civilian Education System is the result of a 2003 panel that identified civilian training as a high priority and recommended implementing a centralized Army education system.

It will slowly replace existing programs, according to Jennifer Brennan, marketing specialist and public affairs officer at the Army Management Staff College at Fort Belvoir, Va. She describes CES as a progressive and sequential civilian-leader development program.

"It provides enhanced leader development and education opportunities for Army civilians throughout

their careers," she said. As of right now, attending CES courses is not a mandatory requirement, but the proposal is being addressed by G3.

Information about the CES is available at [www.amsc.belvoir.army.mil/ces](http://www.amsc.belvoir.army.mil/ces).

## Implementation of Army Reserve Delayed Training Program

### USAREC G3

The Army Reserve and United States Army Recruiting Command implemented the Army Reserve Delayed Training Program on May 1. The AR DTP is being implemented to allow Future Soldiers the opportunity to attend battle assemblies and receive pay.

This program will apply to all nonprior service applicants enlisting into the Army Reserve. On May 1, all Future Soldiers placed in the DTP will attend battle assemblies and receive pay as follows:

- Juniors, high school seniors, graduates and ROTC/SMP potential participants who enlist within 365 days of entry on IADT, are authorized up to 48 paid individual drill training periods (12 months).

- Juniors, high school seniors and graduates and ROTC/SMP potential participants who enlist within 270 days of entry on IADT, are authorized up to 36 paid individual drill training periods (nine months).

- NHSG, including those with GED and currently in high school students enlisted within 90 days of entry on IADT, are authorized up to 12 paid individual drill training

periods (three months).

- Future Soldiers enrolled in the Army's "TTAS-Education Plus" Program Enlistment Option will be placed in the DTP. This program will enable applicants who currently do not have an education credential (Tier 3), to meet education enlistment standards through a program sponsored by the US Army (3 months).

This program will replace the Army Reserve Delayed Entry Program.

This will be a three-phased transition for all AR DEP Future Soldiers.

- Phase I - all Soldiers enlisting on or after 1 May will enlist in the AR DTP.

- Phase II - All Future Soldiers currently in the AR DEP, scheduled to ship on or after Oct. 1 will be placed in the AR DTP. This change will become effective during May. All Future Soldier currently in DEP, who have ship dates in FY 07, will remain in DEP.

- Phase III - During August, all AR DEP Future Soldiers scheduled to ship in September will be moved to the AR DTP.

- Soldiers transferred from the AR DEP to the AR DTP received a memorandum from headquarters USAREC explaining the change in their status.

- All Future Soldiers placed into the DTP will be assigned to the TTHS with duty at the future unit.

Future Soldiers transitioning to the AR DTP will attend drill based on their category and will be immediately subject to SGLI payments.

Point of contact for this message is Master Sgt. Rae Batiste at (502) 626-1566.

## DoD releases Mental Health Assessment findings

By Sgt. Sara Wood,  
American Forces Press  
Service

The military has a robust system in place to deal with mental health issues, but longer and more frequent deployments are causing strain on servicemembers, a Defense Department study has found.

The fourth Mental Health Advisory Team survey, MHAT IV as this survey was called, was conducted in August and September. For the first time, the survey included Marines in the study group. The MHAT was composed of behavioral health professionals who



**Pollock**

deployed to Iraq and surveyed Soldiers, Marines, health care providers and chaplains, Maj. Gen. Gale Pollock, the acting surgeon general of the Army, said.

The MHAT IV team found that not all Soldiers and Marines deployed to Iraq are at equal risk for screening positive for a mental health symptom, and the level of combat is the main determining factor of a servicemember's mental health

status, Pollock said. For Soldiers, deployment length and family separation were the top noncombat deployment issues, whereas Marines had fewer non-combat deployment issues, probably because of their shorter deployment periods, she said.

The team recommended behavioral outreach efforts that focus on units that are in theater longer than six months and determined that shorter deployments or longer intervals between deployments would allow Soldiers and Marines better opportunities to reset mentally before returning to combat.

Pollock said these findings contributed to the Army's decision to extend combat deployments to 15 months, because it gave the units waiting to deploy more time at their home stations. Congress

has authorized the Defense Department to increase the strength the Army, she noted, which will help increase time at home between deployments for Soldiers.

Fifteen-month deployments will be stressful for servicemembers, Pollock acknowledged, and that's why it's important for leaders to be trained in behavioral health issues.

"We've got more attention now on the importance of leadership, and I think that's one of the strengths that the team really identified, is that with good leadership, even when people may have a bad thought, they don't act on that thought," she said. "So it's very important that we ensure that the young leaders have the training so they know how to support the troops that depend on them."

## New Web site offers answers: [www.behavioralhealth.army.mil](http://www.behavioralhealth.army.mil)

By Jerry Harben,  
Army Medical Command

What exactly is a Post-Deployment Health Reassessment? Where can I get help for my spouse who is having nightmares about experiences in combat? My buddy said he's thinking about committing suicide; what should I do?

Such questions come to the fore when Soldiers must deal with the stress of war. Now there is a new source for quick access to answers.

A new Web site — [www.behavioralhealth.army.mil](http://www.behavioralhealth.army.mil) — provides information for Soldiers, their families and other interested members of the public.

Topics include behavioral-health needs before, during and after deployments; pre- and post-deployment health assessments; post-traumatic stress disorder; suicide prevention; battlemind training; and

resources where Soldiers and families can get help. Links and points of contact are provided for additional information.

"Although many Web sites have information relevant to behavioral health in general, not many are relevant to Army personnel," said Col. Elspeth C. Ritchie, psychiatry consultant to the Army surgeon general. "We created a portal where people can find relevant and reliable information about behavioral-health needs specific to the Army."

Fifteen percent to 30 percent of Soldiers returning from Iraq experience post-traumatic stress symptoms or other mental-health symptoms. This is not unusual after combat. Recognizing and treating these symptoms early is key to preventing them from becoming a disorder such as post-traumatic stress disorder.

The site features pages for news about military behavioral-health issues and frequently asked questions. A page

labeled "Get Answers" will allow people to submit specific questions to be answered by experts.

Other links from the front page lead to pages where information is gathered for groups of people with common interests — Soldiers, couples, children, extended families, National Guard, Army Reserve or behavioral-health providers.

"It is for Soldiers and their families — not just the nuclear families, but also members of extended families who may not be military health-care beneficiaries, but can access the Web site," Ritchie said.

Other pages provide information on post-traumatic stress disorder, suicide prevention, behavioral-health research, battlemind training or the assessments and reassessments the Army conducts to detect health problems for deploying and redeploying Soldiers.

# Gold Badges

APRIL 2007

## ALBANY

SSG Brian Clark  
SSG Angel Rivera  
SGT Patrick Rea

## BALTIMORE

SFC Eric Grasso  
SFC Roderick McCree  
SFC Joseph Taylor  
SSG Brian Crawford  
SSG Linus Felix  
SSG Jerome Lyles  
SSG Moniquetta McRae  
SSG Saunya Odwyer  
SSG Jeffrey Wright

## CHICAGO

SSG Shawn Elkin  
SSG George Laqua  
SSG Alberto Rochezayas  
SGT Michael Kruk

## COLUMBIA

SSG Monique Goens  
SSG Bobby Jones  
SSG John Penn  
SSG Hiram Reyes-Rabell  
SGT Leland Harford

## COLUMBUS

SSG Christetta Olson

## HOUSTON

SFC Gentry Hagan  
SSG Stephen Brite  
SSG Cedric Carr  
SSG Manuel Rosa  
SGT Jonathan Fake

## INDIANAPOLIS

SFC Timothy Greenfield  
SFC James Persinger  
SSG Aaron Hayes  
SSG Richard Jennings  
SSG Paul Ney  
SSG Christopher Scarlet  
SSG Brent Sweeney  
SSG Alan Weddle  
SGT Jonathan Krebs

## KANSAS CITY

SSG David Goff  
SSG John Hayes  
SSG Mark Hinterleiter  
SGT Christine Dawson  
SGT Aileen Siskcooper

## MID-ATLANTIC

SFC Francis Colavita  
SFC Matteo Mancini  
SFC Herbert Miles  
SFC Charles Moore  
SFC Juan Perez  
SFC Robert Young  
SSG Christopher Clark  
SSG John Frederick  
SSG Errick Harris

SSG Eric Hinson  
SSG Joey Jimenez  
SSG Montijo Richard  
SGT Abram Hensley  
SGT Kelly Johnson

## MINNEAPOLIS

SSG Michael LaForce  
SGT Joseph Gobeil  
CPL Joshua Bruhn

## MONTGOMERY

SSG Benjamin Daniel  
SGT Terrance Barnes  
SGT Johnny Hatton

## NASHVILLE

SSG Kevin Finch  
SSG Michael Frazier  
SGT Kevin Finch

## NEW ORLEANS

CPL Daniel Wilkerson

## NEW YORK CITY

SFC Ronald Hazel  
SSG Natalie Joseph  
SSG Billy  
Newtonvillalobos  
SSG Randy Rivera  
SGT Charles Junot  
SGT Iris Longmore  
SGT Melvin Morales



## OKLAHOMA CITY

SFC Dionne Boles  
SSG Erik Lawhon  
SGT Kenneth Shannon  
SGT Paul Turner

## RALEIGH

SSG Mark Bevars  
SGT William Creech  
SGT Marlon Bates  
SGT Jerome Dockery

## SACRAMENTO

SFC Betsy Cuevas-Flores  
SFC Victor Grantham  
SFC Eric Jackson  
SFC Ivan Lun  
SFC Paula Rouse  
SSG Edward Catlett  
SSG Angel Dejesus-Andujar  
SSG Andrew Ruff  
SSG Jason Tremko  
SGT Glenn Baez  
SGT Joseph Cooper  
SGT Norberto Hernandez  
SGT Pascual Moran  
SGT Ronald Oyardo  
SGT Matthew Roberts  
CPL Bryan Burubeltz  
CPL Dario Giomijohnson  
CPL Andres Montenegro  
CPL Roland Patague

## SALT LAKE CITY

SFC Robert Blevins  
SFC Robert Daniels  
SFC Lynn Ellsworth  
SFC Albert Engleton  
SFC James Mefford  
SFC John Richardson  
SSG Richard Anderson  
SSG Jason Debaca  
SSG Jeremy Green

SSG Jason Hyde  
SSG Douglas Kay  
SSG Nicholas Lafata  
SSG Timothy Mutton  
SSG Brad Oswald  
SSG Steven Porter

SSG Robert Snell  
SSG George Stapp  
SGT Timothy Bennett  
SGT Steven Britt  
SGT Michael Brown  
SGT Jakob Fritz  
SGT Anthony Grimando  
SGT Michael Jones  
SGT Eric Payne  
SGT Russell Porter  
SGT Richard Shlosberg  
SGT Sergio Solares  
SGT Scott Tucker  
SGT Scott Williar  
SGT Brandon Yearsley

## SEATTLE

SFC Gary Decker  
SSG Kevin Shaw  
SGT Spencer Hoffman

# Recruiter Rings

APRIL 2007

## ALBANY

SSG Paul Drew  
SFC William Goodwin  
SSG Jered Porter  
SSG Corey Woodard

## BALTIMORE

SFC Michael Basler  
SFC Leroy Lamb  
SFC Nicholas Miceli  
SGT Jeremy Barbaresi

## CHICAGO

SFC James Anderson  
SFC Michael Bellamy  
SSG Danny Basham  
SSG Audra Jones  
SSG Aaron Patrick

## COLUMBIA

SFC Clayton Simmons  
SSG D'Andree Kirvin  
SSG Darnell Lee  
SGT George Stepanenko

## COLUMBUS

SFC Shawn Rains  
SSG Davis Ammerman  
SSG William Rice  
SSG Philip Stewart

## DALLAS

SFC Subrina Johnson  
SFC Ramiro Primero  
SSG Kevin Brown  
SSG James Garrett  
SSG Mark Hammons  
SSG Jason Isbell  
SSG James Seabolt  
SGT Timothy Ratley  
SGT Stephanie Travis



## DENVER

SFC Daniel Bresette  
SFC Richard Queen

## DES MOINES

SFC Erik Ramos  
SSG Eric Waltz

## GREAT LAKES

SFC Matthew Beattie  
SFC Samuel Bills  
SGT Manuel Rojas

## HOUSTON

SSG Sunshine Raya  
SGT Jermaine Johnson

## HEADQUARTERS, CHAPLAIN

SFC John Cammareri

## INDIANAPOLIS

SSG Nicholas Mullens

## JACKSON

SFC Jimmy Davis

## JACKSONVILLE

SGT Rachel Domske

## MID-ATLANTIC

SFC Philip Martir  
SFC Michael Robinson  
SSG Richard Jackson

## MINNEAPOLIS

SFC Eric Mathison  
SSG Andrew Antolik  
SSG Michael Kolb  
SSG April Nease  
SSG Eric Potter

## MONTGOMERY

SFC Felicia Johnson  
SFC Kevin Hommel  
SFC Michael Resmondo

SSG Timothy Hardin

SSG Oliver King

SSG Randal Ranka

SGT Michael Deleon

## NASHVILLE

SFC Gary Ray

SSG Otis Meadows

SSG Jonathan Taylor

SSG Christopher Vann

SSG Terrence Veal

## NEW ENGLAND

SFC Glenn Josephides

## NEW ORLEANS

SFC Geisha Wallace

SSG Dexter Mayweather

SSG Preston Peters

SSG Christopher Saxton

## OKLAHOMA CITY

SFC Marcel Pruner

SFC Stanley Townsend

SFC Christine Wilkens

SSG Jason Digiacoimo

SSG Victor Dudley

SSG Alfred Finch

SSG Brian Hehl

SSG Lorenza Ross

SSG Michael Smith

SGT Abraham Alfaro

SGT Jeremy Moore

SGT Daren Stewart

## RALEIGH

SFC David Brooks

SFC James Naylor

SSG Ernest Bowers

SSG Vernon Hicks

SSG Carl Merritt

SSG Timothy Zylstra

SGT Jeffrey Armstrong

## SALT LAKE CITY

SFC James Holler

SSG Michael Congdon

SSG Robert Judge

## SACRAMENTO

SSG John McBean

SSG Adam Shepard

SGT Greg Lunceford

SGT Richard Steele

## SEATTLE

SSG Caleb Carson

SSG Robert Ryman

SSG Chad Sandstede

## SOUTHERN CALIFORNIA

SFC Marcos Fajardo

SFC Wedmaier Thenor

SSG Robert Owen

SSG Danny Langarica

## TAMPA

SFC Brandy Phelps

SSG Thomas Bigness

SGT Sean Bargar



# Morrell Awards

**APRIL 2007**

**BALTIMORE**

SFC Jonathan Phelps

**CHICAGO**

MSG Jorge Villalobos

SFC Boguslaw Jedrol

SFC David Simmons

**COLUMBIA**

SSG Christopher Wolf

**COLUMBUS**

SFC Jeffrey Shoemaker

**DENVER**

SFC Santos Ruiz

**GREAT LAKES**

SFC Timothy Robinson

SSG Mary Grzeszak

**HOUSTON**

SFC Juan Canalda

**INDIANAPOLIS**

SFC David Cullum

SFC Matthew Hughes

**MIAMI**

1SG Issac Baumer

SFC Richard Asta

**MID-ATLANTIC**

SFC Eric Rizzo

**MINNEAPOLIS**

MSG Stephen Chapman

SFC John Haymond

SFC Keith Steiner

SFC Troy Thompson

**MONTGOMERY**

MSG Kenneth Smith

SFC Ronald Cruther

SFC Mardecial Hale

SFC Patrick James

SFC Roy Stumpe

SSG James Fraser

SSG Terry Spangler



**NASHVILLE**

SSG Timothy McKinney

**NEW ORLEANS**

SFC Christopher Diaz

**NEW YORK CITY**

SFC Dina Cochi

**OKLAHOMA CITY**

SFC Troy Hill

SFC Marvin Monroe

SFC Steven Strawn

SSG Tracey Ashley

SSG Douglas Lively

**RALEIGH**

SFC Harriet Allen

SFC Lathan Newkirk

SSG Gregory Sabino

**SACRAMENTO**

SFC Wilfredo Campos

SFC Fernando Garcia

SFC Yaro Lola

**SALT LAKE CITY**

SSG Adam Hudgins

**TAMPA**

SSG John Wilkes

# Conversions

**APRIL 2007**

**CHICAGO**

SGT Jeremy Lawrey

**COLUMBIA**

SSG George Stepanenko

**DES MOINES**

SSG Ricky Rankin

SSG Andre Couture

**GREAT LAKES**

SSG Paul Leighton

**HARRISBURG**

SSG Jason Stouffer

**JACKSONVILLE**

SSG Kimberly Wells

**LOS ANGELES**

SSG Aaron Iskenderian

SSG Raheen Valentin

**MIAMI**

SSG Steve Whitaker Jr.

**MILWAUKEE**

SGT Darren Trimner

**MONTGOMERY**

SSG Kennon Weaver

SSG Gayle Gatlin

**NASHVILLE**

SSG Nicholas Perample

**NEW YORK CITY**

SSG Ulises Morel

**RALEIGH**

SSG Chandres Bolden

**PHOENIX**

SFC Sharena

Young-Murphy

**PITTSBURG**

SFC John R. Holt

SFC Kevin Schoen

SSG Benjamin Schaus

**ST. LOUIS**

SSG William Standridge

**SACRAMENTO**

SSG Brock Turner

**SALT LAKE CITY**

SFC Timothy Mutton

**1. What kind of listening helps communicate reception of the subordinate's message verbally and nonverbally?**

- a. thoughtful
- b. attentive
- c. active
- d. none of the above

**2. The leading category of the core leader competencies includes which of the following?**

- a. leads by example
- b. professional growth
- c. competitiveness
- d. delegation of authority

**3. The three core domains that shape the critical learning experiences through out Soldiers' and leaders' careers are\_\_\_\_\_.**

- a. changing with technology; synchronizing systems and organizational improvement
- b. self-development; self-awareness; and assessing situations when required
- c. institutional training; training, education and job experience gained during operational assignments; and self-development
- d. none of the above.

**4. An in-process review is a quality control checkpoint on the path to mission accomplishment.**

- a. True
- b. False

**5. Which of the following is considered a warfighting function?**

- a. emotional factors
- b. building a consensus
- c. balance
- d. command and control

**6. Even during adhoc counseling, leaders should address what four basic components of counseling?**

- a. interaction; opening the session; Army values; feedback
- b. military bearing; interpersonal tact; discussing the issues; judgment
- c. opening the session; discussing the issues; developing a plan of action; recording and closing the session
- d. none of the above

**7. What is a flexibility of mind, a tendency to anticipate or adapt to uncertain or changing situations?**

- a. team building
- b. mental agility
- c. developing others
- d. emotional factors

**8. Which of the following is one of the three contexts Army leaders are mindful of when it comes to cultural factors?**

- a. Explain your beliefs, values and assumptions to local leaders to avoid confusion.
- b. Consider and evaluate the possible implications of partners' customs, traditions, doctrinal principles and operational methods when working with forces of another nation.
- c. Direct leaders to operate in the cover of darkness to avoid offending local populace.
- d. None of the above.

**9. Tactical knowledge consists of the specialized information associated with a particular function or system.**

- a. True
- b. False

**10. What are the two leader team categories?**

- a. formal and superficial
- b. primary and secondary
- c. traditional and nontraditional
- d. horizontal and vertical

**11. What is the reason for doing something or the level of enthusiasm for doing it?**

- a. motivation
- b. delegation
- c. purpose
- d. compliance

**12. Which of the following levels of leadership is considered face-to-face or first-line leadership?**

- a. strategic
- b. organizational
- c. direct
- d. indirect

**13. Which of the Army Values best provides the moral compass for character and personal conduct?**

- a. respect
- b. integrity
- c. duty
- d. honor

**14. What are characteristics that are an inherent part of an individual's total core, physical and intellectual aspects?**

- a. attributes
- b. accomplishments
- c. competencies
- d. values

The answers to this month's test can be found on the next 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

April Fiscal Year 2007

## Top Regular Army Recruiter

**SFC Michael Stacey**  
Albany

**SFC Michael Harris**  
Raleigh  
**SFC Danielle Dubose**  
Columbia

**SSG Wayne Lovell**  
Dallas

## Top Army Reserve Recruiter

**SFC Kenneth Golder**  
Albany

**SFC John Sevanick**  
Nashville

**SGT A I S. Smith**  
Des Moines

## Top Large Station Commander

**SFC Franklyn Riggs**  
Cheektowaga  
Syracuse

**SFC Thomas Putnam**  
Covington  
New Orleans

**SFC Randy Gallegos**  
Plano  
Dallas

## Top Small Station Commander

**SFC Justin Florida**  
Bradford  
Pittsburgh

**SFC Charles Nay**  
Sylva  
Columbia

**SFC Joseph Cloke**  
Osceola  
Des Moines

## Top Company

Beckley

Lakeland

East Co

## Top AMEDD

Military Dist of Wash

Atlanta

Great Lakes

San Antonio

Southern California

3d Brigade  
information  
not applicable

6th Brigade  
information  
not available

## Answers to the Test

- |                                   |                                 |                                 |
|-----------------------------------|---------------------------------|---------------------------------|
| 1. c. FM 6-22 pg B-5 para B-28    | 6. c. FM 6-22 pg B-12 para B-52 | 11. a. FM 6-22 pg 7-7 para 7-27 |
| 2. a. FM 6-22 pg 7-3 para 7-2     | 7. b. FM 6-22 pg 6-1 para 6-3   | 12. c. FM 6-22 pg 3-7 para 3-35 |
| 3. c. FM 6-22 pg 8-9 para 8-53    | 8. b. FM 6-22 pg 6-7 para 6-38  | 13. d. FM 6-22 pg 4-6 para 4-26 |
| 4. a. FM 6-22 pg 11-7 para 11-44  | 9. b. FM 6-22 pg 6-5 para 6-27  | 14. a. FM 6-22 pg A-10 para A-7 |
| 5. d. FM 6-22 pg 11-10 para 11-62 | 10. d. FM 6-22 pg 3-9 para 3-54 |                                 |

# ARMY VALUES



LOYALTY  
DUTY  
RESPECT  
SELFLESS SERVICE  
HONOR  
INTEGRITY  
PERSONAL COURAGE

  
CALL TO DUTY  
ROOTS ON THE GROUND



U.S. ARMY

ARMY STRONG.™

# ARMY VALUES