

# RECRUITER

United States Army Recruiting Command March 2001

# Journal

## Annual Awards

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# Recruiter

March 2001, Volume 53, Issue 3



## Features

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MG Dennis D. Cavin



## Two important issues

### The Recruiter Ring

In the few days since the February issue of the Recruiter Journal hit the streets, I have been flooded with e-mails from the field. You have responded to a story reporting that a recruiter ring was given to a civilian who had provided many quality leads to recruiters in Jacksonville. In general, your comments have been that, as soldiers, military recruiters have earned that ring over years of hard work and personal sacrifices and that giving it to a civilian was inappropriate.

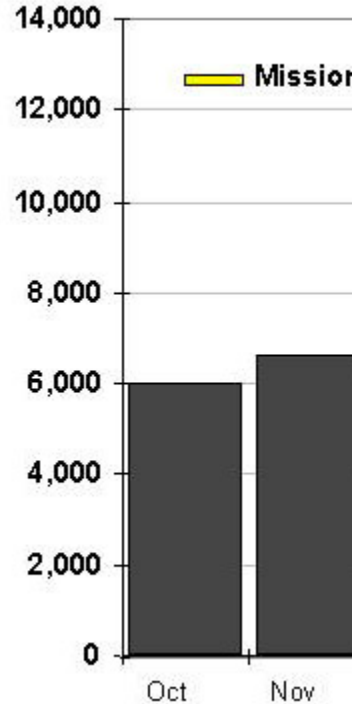
You are absolutely correct. But the printed story was inaccurate, so let me provide you the facts as I know them:

\*The awardee did not, in fact, receive a recruiter ring. He was to receive a US Army ring bought at the US Cavalry Store and paid for by appreciative recruiters who have worked with him over a lengthy period of time. However, the Army ring was not available for presenting during the battalion's ceremony, and in a desire to honor a valuable COI, a decision was made to use a recruiter ring for the photo. It was returned to the recruiter who earned it after the award ceremony.

\* Without a proper explanation, however, showing a civilian receiving a recruiter ring was an inappropriate message to send.

I sincerely regret any confusion or distress caused by this story. I trust that our entire recruiting force will understand that, although the intent to recognize and award a deserving supporter, it should have been handled in a different manner.

I understand and support the field's concerns about the value of earned awards. I know you understand there was no intention to demean the awards of all our dedicated ring recruiters. Let's learn from this and move on.



### Recruiter Improprieties

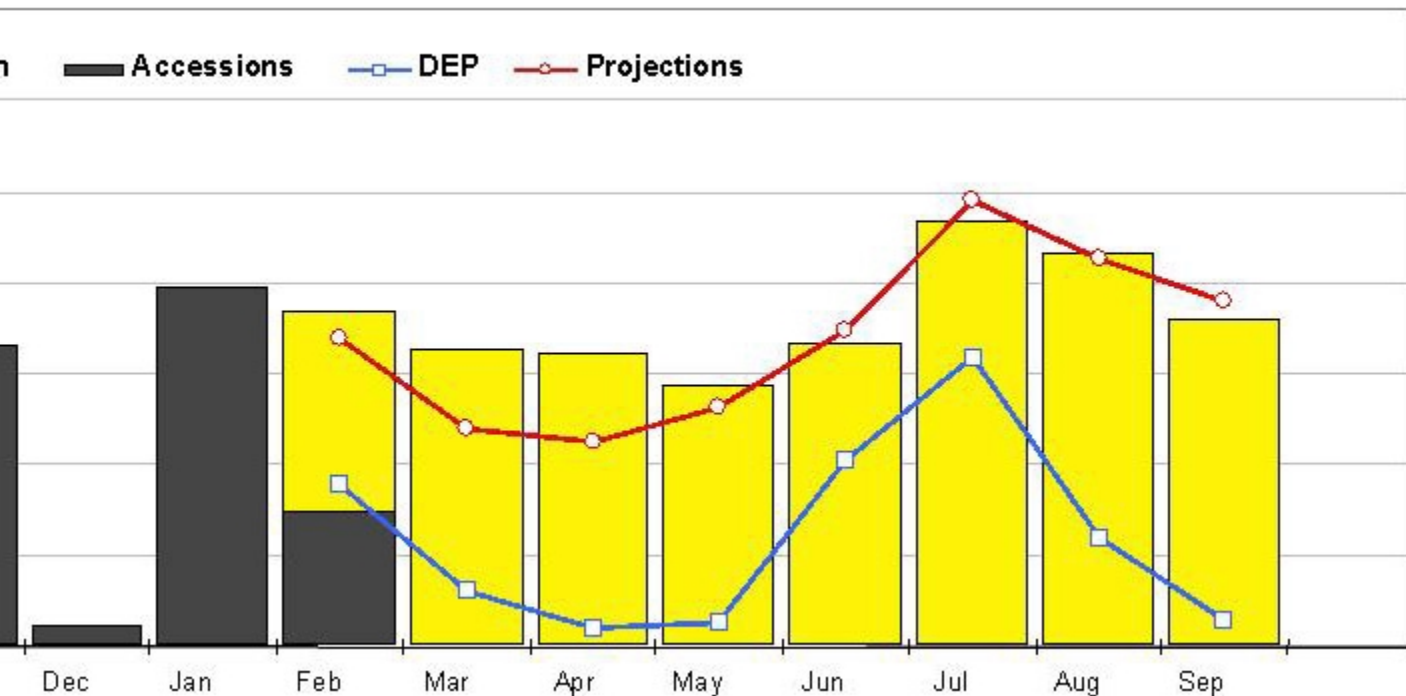
*“The man in a chain of command turns over some of his rights of judgment; he must act on the judgments of his superiors, even though his own judgment differs. What he cannot turn over to anybody else is his conscience and his integrity.”*

— Roger L. Shinn, *Military Ethics*, 1987

As we work through second and third quarter, I ask myself how we can change our historic performance in the third quarter. Each year, we see a decline in productivity starting in March and bottoming out in April and May before starting to climb again in June.

This trend could be discouraging if we all treat it as a “given,” that it will happen again this year because it has always happened. The truth of the matter is that we start bleeding from DEP losses, and because we don't know how to staunch the flow, we are tempted to actions that are ill-considered.

From where I stand, I see two issues arising from these historic “bathtub” months. First, just as success breeds



success, diminished achievement breeds lack of confidence and a sense of futility. The temptation to cut corners intensifies and the incidence of improprieties increases. The first issue is how to counter negativism. We know statistically how many times we hear a “no” before we get someone to say “yes.” There is no doubt that bringing young people into the Army is a process some never fully master, but soldiers will always try their best.

What is required is attitude, motivation, a fire in the belly that keeps propelling you forward when you want to quit. Remember that, individually, you are not collecting “no” responses; the rejection is not personal. Do not take it as such. Have faith in your own choice (that is, a career in the Army) and emphasize the positives.


The second issue is recruiter impropriety. We can't have it and we will not tolerate it. Honest mistakes are just that: honest and mistakes. But anyone in this command who deliberately violates their integrity, destroys not only his or her own character but also that of the Recruiting Command and the United States Army.

This is the real shame of our business, because the very few who exercise poor judgment to commit an impropriety

taint the reputation of every great NCO of this command.

Far too many allegations have been made against recruiting personnel; these allegations range from concealing information that would disqualify an individual from service to using illegal testers. While most cases involve only one recruiter, there are some that involve several recruiters.

These are cases of impropriety, not misconduct, which was the topic of my recent Cavin Sends; neither is acceptable. Equally devastating is the soldier who knows an impropriety or misconduct is occurring but does nothing to stop it. This behavior runs counter to our Army values of integrity and personal courage and strikes at the heart of the NCO Creed.

We need two things to change the historic trend of third quarter: a commitment to keep a dynamic positive attitude and an abiding sense of integrity. Examine your own behaviors, understand the goals, ask for help if you need it, and keep focused on success. Lets make a difference, now!!!! 

**PROUD TO BE HERE, PROUD TO SERVE!**



# Chaplain's



## Motivational Notes



by Chaplain (LTC) Jim Stephen  
USAREC HQS

### “An Army of ONE”

Ours is a dependent society. In fact, we are so specialized that we depend on each other for virtually everything. Some raise the food we eat; others teach our children; our milk comes to the store by someone who depends on someone else to milk the cows; our very survival is dependent upon others.

There is, of course, value in this social reality: man is by nature a social animal, and interdependency guarantees group interaction.

But there is also danger. Perhaps our modern environment of collective living has obscured the worth of the individual, the contribution just one person can make to society, and the happiness that results from self-reliance.

These days, we often hear the flimsy excuse: but I am just one man or one woman, what can I do? What was Albert Schweitzer but just one man? Yet his work relieved unmeasurable suffering for the peoples of Africa and became the model for numerous medical installations in underdeveloped countries.


What was Florence Nightingale but just one woman: one woman whose determination to nurse the wounded became the foundation for the present-day Red Cross.

Single individuals have altered the course of world history. The words “we will never surrender” were spoken by one man in the dark days prior to World War II, when the survival of the free world was in doubt – words from Winston Churchill, who became the living symbol of defiance to the advancing war machines.

History has proven that the value and strength of society depends less on what people have in common than upon what people hold apart. In truth, where uniformity has been the rule, stagnation has been the result.

Single individuals were recently recognized at the United States Army Recruiting Command's Annual Awards Banquet. Each individual was remembered for their own efforts, not only to the command, but also to their community, their family, and to society as a whole. We must continue to value all the parts that come together to become the whole of our organization.

Every “ONE” can make a contribution to the United States of America. Every “ONE” has an obligation to help defend the freedoms we all enjoy. As we truly value the unique qualities of every “ONE” then the social structure becomes much stronger. Every person has a personal contribution to make, which they alone can offer – to neighbors, to society, to the Army, and to the world.

Please encourage recruiters everywhere to read this message, and then send your comments to: [James.Stephen@usarec.army.mil](mailto:James.Stephen@usarec.army.mil). 

# 'Sergeant's Time' gives info on black beret



by MSG Jon Connor, Army News Service

During the first-ever "Sergeant's Time" at the Pentagon 23 Jan, soldiers packed an auditorium to learn the "dos" and "don'ts" about the wear and care of the black beret.



MSG Kittie Messman, the Army's noncommissioned officer who oversees uniform policy, presented a Powerpoint slide class. She brought with her actual berets for inquisitive soldiers to try on and learn how to correctly wear the service's upcoming standard headgear.

June 14, which is the Army's birthday, is the date when soldiers throughout the Army will begin wearing the headgear that has brought much debate since it was announced last October.

"When the chief of staff makes a decision, it's not time to start debating," SMA Jack Tilley told attendees.

Tilley also addressed NCOs working at the Pentagon on other topics like military courtesy.

"We're going to start ratcheting it down and enforce standards," Tilley said, referring to the Army's birthday as a good time to renew customs and traditions long-held in the service.

Messman's presentation included information about how the beret should be worn, its care, and debunked some myths floating around the field.

One interesting tidbit was pointing out that the new black berets will not have liners compared to those made before them.

"The Army figured if everyone was going to cut them out, to not just put them in," she said.

One slide stated "Females may not pack hair into the beret," in accordance with Army Regulation 670-1.

Female soldiers will have to adjust their hair style to the beret, and not the beret to the hair style normally worn, Messman said.

As for the maintenance aspects of it, Messman said many of these care methods used by other beret wearers handed down over the years are not recommended by the manufacturer and can actually damage the beret because of its wool material.

For example, one of the so-called care methods discussed was soaking the beret in warm water which could actually shrink it.

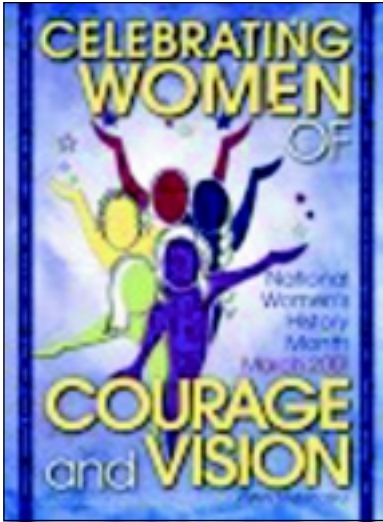
Soldiers who care for their beret in any manner not authorized will not be reimbursed or reissued a new one, but instead the beret will be replaced at the soldier's expense, Messman's class noted.

Other key points were:

- Soldiers will be issued their first beret in April with the Army flash sewn on.
- The second beret will be issued in October.
- The beret will be available for sale at military clothing stores in January 2002.
- No black berets will be worn at Basic Training, Officer Basic Course, Warrant Officer Basic Course, Officer Candidate School, ROTC, and the United States Military Academy.

Uniform policy on the black beret will be featured in Hot Topics in the May issue of Soldiers magazine. 📢





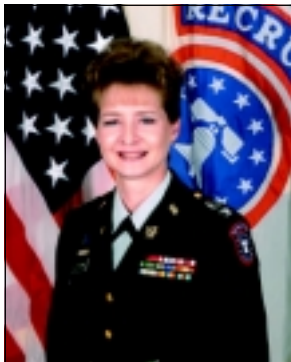
## March 2001 Women's History Month Celebrating Women of Courage and Vision

After serving several years in supportive positions such as nurses, clerks, and telephone operators, women officially became a part of the Army in 1943. Now, almost 60 years later, women are doing more than

just supporting the force, they're building it.

For years women have successfully recruited young men and women into the U.S. Army.

Recruiting in America is getting tougher and tougher, but women have not let that get in their way. More and more women are stepping up to the plate in the recruiting ring. Here are four USAREC women who intend to continue the legacy.



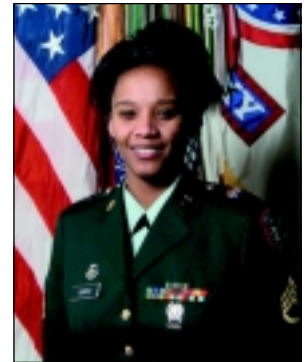
COL Kristi Ellefson, 1st Bde Commander — Command is a privilege, not a right, and it's truly a privilege to serve in USAREC during an exciting time of change and challenge. It was especially significant when it achieved its accession mission for the first time in years. I'm very proud of my soldiers and civilians who contributed to that success. It also is an important professional development tour. The intricacies of USAREC and its operation are not widely under-

stood by many in the Army. The fact that commanders are now slated from the CSL is a positive move. They will bring innovative ideas and creative procedures from other MACOMs and, in turn, spread the good news story about USAREC when they return. But most importantly, they are selected because they have demonstrated the ability to lead. And, no matter what unit you are in, leadership is key.

To be assigned to USAREC at the time when recruiting is the Chief of Staff of the Army's number one METL task is outstanding. Having the backing and interest of the senior Army leadership demonstrates the importance of our mission. And those who execute that mission should be proud they are a part of the effort. It also means high optempo and lots of change. Just in the short amount of time I have been in the command, we have adopted station missioning, instituted various new programs from PaYS to GED+, shifted to a greater emphasis on college and high school grad markets, implemented ARISS, repositioned stations, witnessed an increase in HRAP participation, launched a new ad campaign and numerous other initiatives, all without stopping the vital daily business of providing the strength.

What's great is knowing that you are providing tremendous opportunities for young Americans, the Army with its next generation of leaders, and communities with individuals who will serve their country and return better citizens because of it. The future is being shaped by the extensive efforts of those in the command today. I've enjoyed the opportunity to share with different groups, large and small, old and young, why I love the Army and why it's been my profession of choice for so many years. Command is the best job you can have. I'm glad I was able to have a leadership role in this great organization, and I know I'll miss it when the time comes to relinquish it to another.

SSG Feliece Cortez — Recruiting Operations Directorate — "You're going to make a great drill sergeant!" This is what my first sergeant back at Fort Carson said to me in January 1998. I loved training and mentoring soldiers; it was so natural for me. Becoming a drill sergeant was always a goal for me so I submitted the packet and waited for my confirmation to arrive. Day after day I checked EDAS, no assignment yet. One day as I sat in my office the phone rang; it was my good friend in the Headquarters G1 section. "Guess what Feliece?" You're on orders, but it's not for drill sergeant school, you are going to Fort Knox. I thought to myself, why are they sending me to Fort Knox. I immediately called the drill sergeant branch to find out why they didn't approve my request. I was informed that USAREC wanted me. I asked myself, what is USAREC? Forty-five days later I was on my way to Fort Jackson, S.C., to attend the Army Recruiting Course.



During my drive to Fort Jackson, all I could think about was everyone telling me how hard recruiting was and not to do it. How could I not do it. The Army had been good to me and I had to fulfill my obligation. Either someone saw recruiting potential in my records or just wanted to make my life miserable.

After successfully completing the course, I packed up my daughter and headed to Indianapolis Recruiting Battalion, Indianapolis, Ind. I went directly to the recruiting station where I was assigned. I remember this day as if it were yesterday. The station commander and two other recruiters greeted me at the door. They were all smiling, like recruiting was the best thing since peanut butter. I said to them, "You guys can cut the act, I already know about recruiting."

Recruiting was real tough in Anderson, Ind., but I knew I could do this. The station commander became my mentor only after I agreed to listen and work hard.

After a few months in recruiting, I realized that I controlled my own destiny. I actually started to enjoy recruiting. I would talk to everyone, regardless of age, race, or gender. I could look at a person and qualify them without asking a question and if you opened your mouth or looked my way, it was over.

There were a few rough days that made me want to just scream, but overall recruiting became a "fun challenge" for me. Everyday I would say to myself, "recruiting is my job, this is how I feed my daughter, pay my bills, and live comfortably."



Eighteen months later I was USAREC Recruiter of the Year for 1999. I was happy about this, but I was even happier to see that the Army Reserve Recruiter and the Soldier of the Year were also women. As you look at the photos on the wall next to Command Group, there we were. The top three prestigious titles a soldier could hold in USAREC and women held all three. We all worked hard and deserved the titles. The top Reserve recruiter, SFC Elizabeth Green, and I would often discuss what each was dealing with as top recruiters. Despite the comments we often were addressed with, we will continue to carry on the female legacy in recruiting just as these women have: CSM Lucy Angelo of 6th Brigade, MSG Josephine Swartzentruber of HQ, USAREC, CSM Ruby Bradford-Taylor and MSG Dianna Cox of 3d Brigade. These are just a few of many who have paved the way for women in recruiting.

During all my successes, I never thought that I held a prestigious title until after the third or fourth trip to the Pentagon. Although everyone saw me as the nation's top Army recruiter, I was still Staff Sergeant Cortez. At this point in my career, I had to make a decision on whether or not I was going to remain a member of the Recruiting Command. Did I want to continue living RSM to RSM or did I want to go back to my comfortable job in administration? It was a hard choice, but I knew recruiting was a part of me now; it was in my blood.

My brigade command sergeant major, CSM David Swartzentruber, was an inspiration whenever I was about to change my mind. He is such a great leader and mentor; he has so much recruiting and leadership knowledge that he is just unbelievable to me. I know he wants USAREC to be filled with not just great recruiters, but great leaders too. I know I am a good leader now; therefore, I converted to 79R so I would eventually become a great leader for the next generation of recruiters to follow. I will take all that I have learned, good and bad, old and new, and put forth a lot of effort to be a great leader that will mentor and lead future great leaders.

My name is SPC Elia Grimaldo. I joined the military on 7 Jul 97. I was really excited and looking forward to something new and challenging. I went to Fort Jackson, S.C. for basic training. But when I got to my platoon, my first reaction was "What did I just do?" After the first day, everything went smoothly. I enjoyed meeting people with the same interests and goals. Upon graduation, I stayed at Ft Jackson for AIT, where I was awarded my MOS of a 71L10.



I went then to my first duty assignment at Fort Irwin, Calif., where I was assigned to USA MEDDAC. There I worked in the S-1 as a PAC clerk. Let me tell you, I had a great time there. I learned a lot within the office. We also did SGT's Time monthly.

Working for the hospital was really an exciting experience. I PCS'd from NTC in December 1999, and came to Fort Knox, where I was assigned to HQS USAREC.

I was originally assigned to Productions, but was transferred to Recruiting Operations to work for the director. After working there for a few months, I was then moved to the Command Group to work with the Secretary of the General Staff administrative office. It has been very challenging thus far, which was my reason for joining the military in the first place.

Coming into the Army as an Administration Specialist has been

very rewarding, because it has opened a lot of doors. I will be afforded the opportunity to go where I can go, which can be everywhere.

Additionally, the Army is giving me the hands-on experience for my career field. I am currently going to school full time working on completing my bachelors degree in Business Administration.

The Army has not only afforded me these opportunities for a better life, but also allows me to provide for my family. I can be an exemplary role model and provide a positive and stable environment for a better future while being rewarded with a challenging career.

SFC Kristi Artis -  
Training Assessment  
Division, Recruiting  
Operations



Women have served in the Army since the revolutionary war and have participated in every conflict thereafter. The Army Nurse Corps was established in 1901, making it the first time women

were officially members of the American military. With much initial resistance, the Women's Army Auxiliary Corps was created in 1941 to "free a man for combat." One southern congressman asked, "Who will then do the cooking, the washing, the mending, the humble homey tasks to which every woman has devoted herself; who will nurture the children?" When it was realized during WWII, women could support the two-front war effort by supplying the added resources, the bill was passed. Women were typically relegated to noncombatant jobs such as communications, typing, stenography, and switchboard operator. Women officers could not command men and did not receive overseas pay, government life insurance, veterans' medical coverage, or death benefits, as did their male counterpart. They also received less pay than their male counterparts of similar rank.


In my opinion, the hardest obstacle to triumph over was the unwarranted slander that most women were exposed to. Typically, women had to work harder, faster, and smarter than the male counterpart just to prove their worth. Although the environment was at times difficult, women stayed the course.

Army policies, programs, and mandatory training have significantly decreased those prejudices and women started being appreciated for their true abilities as soldiers. Women have been given opportunities to command and it's now realized that the female soldier is a true asset in defending the freedoms and democracy that we uphold.

The army is now a place to accomplish the mission and not worry about gender. The civilian community, by-and-large, has an undying appreciation for the contributions of the female soldier. I've often been told by many women that they wish they had been given the moral support to serve their country.

I've been in the recruiting command for twelve years, and I feel that no place in the army has been more advantageous toward the progress of women. Recruiting enjoys female leadership throughout all echelons of command.

I salute the pioneers of the past, who have made the army an honorable place to serve.

"An Army of One" 

# Regular Army Recruiter of the Year

SFC Michael S. Luff was selected as Regular Army Recruiter of the Year during the annual awards ceremony held in Nashville, Tenn., in January.

Luff's level of dedication and loyalty to the accomplishment of his station and company mission remains unparalleled by many of his peers. His performance reflects that of a senior noncommissioned officer whose loyalty to the nation, the Army, the unit, remains uppermost in his daily work ethic. Consistently putting his needs last and the needs of the nation and his unit, he remains focused on the daily mission.

"The first day I signed into my unit, it was expressed to me that I was going to a station that was the absolute worst in the entire battalion," said Luff. "Historically, my station had performed well below any acceptable standard of performance." He took these comments as a personal and professional challenge. Luff made a vow that with the help of God and his fellow recruiters, they would turn the station around 180 degrees and make it the most successful station that they could. "Together, we have completely turned the station around into one of the top recruiting stations in the entire battalion," said Luff. "Words cannot express the pride that I feel in what my station has accomplished as a whole in the Delray Beach community.

"I believe the one who benefits the most from my whole experience is not me, but my unit and USAREC as a whole. I have shown not only myself, but other recruiters in my unit that excellence can be achieved if there is a true desire to fulfill the



needs and interests of young men and women. Luff sees himself as a warrior, who in his own special way, "fights for the freedom of others." The "fight" he refers to is the trench warfare that recruiters go through, with deadlines to meet, little or no rest, planning, processing, scheduling, heavy traffic, reference letters, and various other requirements.

The "freedom" refers to giving young men and women the opportunities necessary to become successful adults and free from worry about things such as marketability, college funding, and skill training.

"SFC Luff has greatly improved community relations in his station area, through his confident, friendly demeanor towards all with whom he meets," said CSM Thomas Lipuma, Miami Battalion command sergeant major. "His caring attitude has earned him the respect and trust of educators, merchants, applicants, and their parents, as well as his fellow recruiters.

"His professional knowledge as a recruiter, his positive "make it happen" approach to recruiting, his devotion to duty, and his technical expertise exceed the level normally associated with one of his rank and experience," said Lipuma.

"It's an honor to be selected," said Luff. "Helping people is the bottom line. If I feel I am improving someone's life, it gives me a sense of purpose and satisfaction.

"It is important to me to not only know what leadership is, but to live it in my everyday life," said Luff. 📌

## Runner-up Regular Army Recruiter of the Year

Having written 24 contracts for Fiscal Year 2000, SFC Martin G. Telles earned the title of Runner-Up Regular Army Recruiter of the Year at the annual awards banquet in January.

"This assignment has been a challenge beyond what I've expected and heard from others who have walked this path," said Telles. "The difference is that I find recruiting rewarding with the utmost importance for the future of this Army."

"SFC Telles has exceptional drive and devotion to duty, and he has proven that he can be an exceptional

recruiter," said CSM Lucy Angelo, Southern California Battalion command sergeant major. "SFC Telles has personal and military discipline, which have earned him laudatory comments from peers and superiors alike."

LTC Gloria Lee, Southern California Battalion commander, concurs with Angelo's comments. "SFC Telles is an outstanding recruiter who demonstrates unusual competence. He fully understands his community, in which he works, and has developed the most extensive Center of Influence network in the Southern California Recruiting Battalion. He has impressed me with his aggressiveness and his willingness to try new techniques to reach deeper in his market."

"With the leadership and mission oriented mindset that has been instilled in my work ethics, I go out with the confidence and bearing to attack the world in all I do," said Telles. "Recruiting to put highly motivated soldiers in the foxholes has been my mission, and I find it a joy when I see the face of a young person who has become a member of the team." 📌



# Army Reserve Recruiter of the Year

SFC Michael R. O'Brien won the top honor of being the U.S. Army Reserve Recruiter of the Year during the annual awards banquet in January.

"SFC O'Brien consistently achieves and overproduces his USAR mission," said CSM A. Steven Hixon, Dallas Recruiting Battalion command sergeant major. "He is a team player who is not only concerned with his mission, but works with diligence to ensure the success of the entire station as well. SFC O'Brien has provided the RA recruiters with company-level training about the intricacies of USAR recruiting and has taught numerous classes in the Reserve recruiter training sessions."

"By far, recruiting has been the most challenging assignment of my military career," said O'Brien. "But, it has also been the most rewarding. I believe that recruiting is the single most important job in the Army. It is through our efforts in recruiting that keep the Army Reserve strong."

According to O'Brien recruiting is a difficult job, but not Mission Impossible.



"Attitude is almost everything," said O'Brien. "The bottom line is, I get up every day, put on my uniform and go to work prepared to do the best job that I possibly can. I do not set out to be the best recruiter, but to be the best person, soldier, and NCO that I can be."

"Many of today's young citizens lack the desire or interest in serving their country through the Armed Forces," said O'Brien. "For this reason, I feel strongly about the importance of my role as a recruiter. I am not seeking bodies to meet a number; I am seeking quality individuals to become quality soldiers. I am communicating with the young adults in my community about the honor, pride, and benefits of obtaining their goals through their service in the Reserve."

"He is always present in the community and local high schools, sharing with the students and their families the benefits and lasting rewards of joining the Army and Army Reserve in service to our great country," said Hixon.

"I believe that this award is not just about me, but about the team around me," said O'Brien. "With or without this award, I am proud to be a part of a great team." 📌

## Runner-up Army Reserve Recruiter of the Year

Proving himself to be a leader by example, obtaining nothing but superior results has earned SFC Woodrow Jones the title of Runner-Up Army Reserve Recruiter of the Year. The award was presented during the annual awards banquet in Nashville, Tenn., on 18 January 2001.

"A self-starter as well as an inspirational leader, SFC Jones has proven himself to be highly productive and versatile in the recruiting market," said CSM David Gonzalez, Nashville Battalion command sergeant major. "SFC Jones has established and maintained an excellent record and is a true leader. Characterized by his personal traits of organization, charisma, efficiency, and a strong sense of purpose, he has set the precedence of which all recruiters are to be measured."

According to Gonzalez, Jones' vitality, community involvement, and positive attitude are inspirational to those who serve with him throughout the ranks. "He is highly respected and totally committed to the goals, success, and the ideas of the Army and this superior nation," said Gonzalez.

"Not only have I driven myself to achieve my mission," said Jones, "but I have spent a great deal of time to ensure that I

learned and practiced the leadership and management skills necessary to become a successful noncommissioned officer. I feel that I demonstrate daily the Army values. I have always been a self-motivated, competitive individual, taking great pride in my work."

"SFC Jones has an excellent record and sets the standard for all recruiters," said COL Stover S. James, 2nd Brigade commander. "He is a top achiever and a professional who is highly respected and totally committed to the success of the Army."

"I will be found leading from the front, setting the example for fellow soldiers and assisting them in becoming all that they can be," said Jones. 📌



# Army Health Care Recruiter of the Year

SFC Angel V. Perez was recognized as the Army Health Care Recruiter of the Year at the annual awards banquet in January.

A former chemical engineering student at the University of Puerto Rico and then a petroleum supply specialist for the U.S. Army, Perez volunteered as a detailed recruiter in 1995. Earning top marks, he was selected to be an AMEDD recruiter in 1998. Perez is currently assigned to the 2d AMEDD Detachment, Health Care Recruiting Team, Puerto Rico.

“SFC Perez is a superior NCO who made the transition to AMEDD recruiting and became an expert in the vast health care market,” said 1SG Greg Sanchez, 2d Recruiting Brigade, 2d AMEDD Detachment first sergeant.

“He quickly adapted to the unique nature of recruiting for the Army’s numerous health care professional needs. His tenacity drove him to hit the ground running, and he hasn’t looked back. SFC Perez is a competent leader and trainer; he eagerly takes on the tougher missions.”

“Since the day that I became a soldier, my mother has been



my #1 fan,” said Perez. “So when I told her that I was going for this honor, she replied by saying, ‘You are the best recruiter already.’”

“I believe that the results of last years efforts are responsible for this (award),” said Perez. “I had a great year on my recruiting performance as a Health Care recruiter. As always, everything was done with integrity and honesty, which are the virtues that every recruiter must possess.”

“SFC Perez displays the Army values daily serving as a role model for seniors, peers, and subordinates,” said Sanchez.

“Through his sound judgment, professional competence, and tenacity of purpose, SFC Perez contributed to his team achieving its combined mission box for the year.”

“Early in my recruiting career, I realized that every year we are the ‘Recruiter of the Year,’ as long as we dedicate ourselves to do the assignment mission and then some more,” said Perez. “Last year was an outstanding year in my life. God gave me many blessings to be thankful for.” 🛎

## Runner-up Army Health Care Recruiter of the Year

With only a little over a year in AMEDD recruiting, SFC Gina Mallet has earned the title of Runner-Up Regular Army Health Care Recruiter of the Year at the annual awards banquet in January. A former member of the California Army National Guard 59th Army Band, Mallet is currently assigned to the Salt Lake City Health Care Recruiting Station, Salt Lake City, Utah.

“She has become one of the detachments’ stellar performers exhibiting a high level of product knowledge, sales presentation skills,” said 1SG Harold McDonald, 6th Bde’s Medical Detachment first sergeant. “She possesses the ability to lead other health



care recruiters to mission success and the professionalism required to recruit at the medical professional level.”

According to the Detachment’s commander, LTC Melvin E. Washington, “SFC Mallet’s commitment to mission accomplishment in addition to her interpersonal skills, product knowledge, and abilities to integrate it all into a sale, reflects highly on her success as a recruiter.”

“Mallet has become a major asset to her team and this Detachment,” said McDonald. “She is completely dedicated to mission accomplishment and an invaluable member of the unit.”

“I have learned from last year’s successes and improved upon my prospecting techniques with the result that I am currently working with over 60 applicants for missed categories,” said Mallet.

“I believe my dedication to mission accomplishment, continuous improvement, and concern for the success of my team warrants recognition,” said Mallet. 🛎

# Army Reserve Health Care Recruiter of the Year

A former Army aviator, SFC Patrick H. Hooker became an Army Health Care Recruiter in 1992 and earned the title of Reserve Health Care Recruiter of the Year for 2000. He was presented with the award during the annual awards banquet in January. Hooker is currently assigned to the Minneapolis Health Care Team, Bloomington, Minn.

“SFC Hooker is the consummate professional, a noncommissioned officer who epitomizes the Army values,” said COL Wanda Wilson, 3rd Brigade commander. “Committed to his recruiting mission, he spends many weekends and holidays to ensure the mission is achieved or exceeded. He is the backbone of this detachment.”

“I have been an AMEDD recruiter for over eight years now, and I have seen recruiters come and recruiters go,” said Hooker. “In that time, I have managed to fight the good fight year after year, day in and day out, doing what I feel is the most



important job in the Army. Without effective recruiting, there would be no volunteer force, much less the quality force in boots today.”

According to Hooker, recruiting duty is one of the most challenging of occupations, with a high rate of burnout and turnover. “I truly believe it takes an exceptional individual to be highly successful in this business day after day,” said Hooker. “They say that 20 percent of the force sells 80 percent of the product. It has been my constant focus to be in the top of

that 20 percent.”

“No soldier should be motivated to do his or her duty solely for recognition, and I have never been one to work just for an NCOER or award,” said Hooker. “However, I take great pride in being a professional health care recruiter, and I consider this as the absolute pinnacle of my military career.”



## Runner-up Army Reserve Health Care Recruiter of the Year

SFC Edward Jarman was named the Runner-Up US Army Health Care Recruiter of the Year for the second consecutive year during the annual awards banquet on 18 January 2001.

A former Marine, Jarman joined the Army Reserves in 1983 as a military policeman. He joined USAREC in 1986 and became part of the AMEDD team in 1996.

“SFC Jarman has championed an effective recruiting network that has resulted in his success,” said LTC Melvin E. Washington, 6<sup>th</sup> Recruiting Brigade’s Medical Detachment commander. “His effective presentation skills, product knowledge, and approachable personal skills have integrated him into a conduit for valuable alternative professional for residents, medical, and dental students, practicing health care professionals, and non-prior service recruiters. He has thoroughly orchestrated an exceptional health care network.”

“No one is more professional than I,” are words that Jarman lives by on a daily basis. “In Army Medical Department recruiting or any other Army recruiting, anything less than working and living by these words, one will not be successful,” said Jarman. “Dealing with the health professionals that I work with, if I am not professional in every way, from the first phone

call all the way to the commissioning and taking them to meet their unit, the applicant will most likely get a very bad image of the Army Medical Department.”

“Recruiting is by far one of the toughest and most rewarding jobs in the United States Army,” said Jarman. “Recruiting health professionals is even more rewarding. It is very rewarding to know that I am bringing into the Army the best and brightest health professionals in the world to care for my family and fellow soldiers.”

“I will not forget, nor will I allow my comrades to forget that I am a professional, a noncommissioned officer, a leader,” said Jarman.



# Station Commander of the Year

Three years of hard work and persistence paid off when SFC Ronald McDaries was recognized as the Station Commander of the Year at the annual awards banquet on 18 January 2001. McDaries is currently at the Denver Recruiting Battalion.

“SFC McDaries is a superb leader whose dedication and example have proven instrumental in both his station’s and company’s success for FY 2000,” said LTC Charles Kellar, Denver Recruiting Battalion commander. “The Cody Recruiting Station mission boxed every quarter of the FY resulting in mission box for the year. His station’s performance led the way for his company resulting in Bighorn Company winning top company within the battalion.”

“SFC McDaries is the best of the best when it comes to leadership of what a true station commander should be,” said CSM Richard Reed, II, Denver Recruiting Battalion command sergeant major. Being located in the northwestern sector of Wyoming, geographical isolation, he is only authorized three recruiters. “His mentorship of his recruiters has motivated



their desire to have the station box for the year and win the Top OPSC crown for the battalion,” Reed said.

McDaries was assigned to USAREC in September 1997, and was immediately assigned as the station commander of the Cody Recruiting Station, Denver Battalion. “The station had been a marginal station at best,” said McDaries. “We set the goal of making Cody the number one station.”

During the first year, the station finished the year around 45 percent of mission accomplishment. The second year, it finished at 88 percent combined mission accomplishment. But the third year, things started improving.

“My station knew that it would be our year,” said McDaries. Everywhere we went, people knew us by name. We had

been accepted.”

Their patience and consistency finally paid off for the Cody Recruiting Station. They finished the year at 102.5 percent combined mission box accomplishment.

“SFC McDaries is the epitome of what a station commander should be,” said Kellar. “His performance and innate leadership ability throughout the year merits this selection.” 📢

## Runner-up Station Commander of the Year

SFC Luis Figueroa from the Jacksonville Recruiting Battalion earned the title of Runner-up for Station Commander of the Year at the annual awards banquet in Nashville Tenn., in January.

“SFC Figueroa is a self-starter and inspirational leader,” said CSM Maria Martinez, Jacksonville Battalion command sergeant major. “He has proven himself to be highly produc-



tive and versatile in the recruiting market. His efforts mark him as one of the top achievers in the command who is ready to assume an even greater role in the future.”

“Within the five years that I have been a part of the Jacksonville Battalion, this is definitely one of my greatest achievements,” said Figueroa. “I strongly believe that my strength lies within the soldiers with whom I work with on a daily basis. Success is inevitable when surrounded with talented and professional soldiers combined with strong leadership.”

Figueroa credits his success to being a firm believer and practitioner of the leadership principles and Army values. “Army values continue to guide my actions and my soldiers have always responded favorably to them,” said Figueroa. “I thrive and excel when challenged with any and all missions.”

“SFC Figueroa’s vitality, community involvement, and positive attitude are inspirational to those who serve with him throughout the ranks,” said Martinez. “He is highly respected and totally committed to the goals, the success, and the ideas of the Army and this superior nation.” 📢

# Soldier of the Year

SFC Ruben Avila was selected as the USAREC Soldier of the Year during the annual awards banquet on 18 January.

Avila is currently assigned to the Los Angeles Recruiting Battalion, El Monte, Calif.

“SFC Avila’s achievements are remarkable and impressive,” said LTC Richard W. Kemp, Los Angeles Battalion commander.

“Since his assignment just over one year to the El Monte Recruiting Station, he has affected production in a positive way as well as demonstrating an uncommon professionalism to his peers.”

Avila was selected to perform the duties of assistant station commander above more seasoned recruiters.

“He quickly grasped new challenges and showed unlimited potential for future assignments in the Command,” said Kemp.

According to CSM Donald Cunningham, Los Angeles Battalion command sergeant major, Avila quickly grasped all aspects of recruiting.



“SFC Avila implemented his own innovative ways of penetrating his market and is a role model for other recruiters,” said Cunningham. “SFC Avila is articulate and presents an outstanding appearance.”

“I have contributed significantly to the success of my station, which finished number one out of 23 medium stations in a battalion of 53 stations,” said Avila. “I also help encourage young Americans to go on active duty, and collectively we have a super team. As the soldier of the year, I will strive to continue to achieve mission and overproduce, and demonstrate to the brigade and the command my soldierly attributes.”

“Recruiting is not only about putting people in the Army, but displaying daily as an ambassador in hometowns across this land,” said Avila.

“I have enjoyed recruiting for America’s Army and get great satisfaction when my soldiers return to thank me after their training.

“I am a soldier first and always.” 📢

## Runner-up Soldier of the Year

SSG Kevin M. Bidwell earned the title of Runner-Up Soldier of the Year during the annual award banquet in Nashville, Tenn., in January.

A recent inductee into the Sergeant Audie Murphy Club, Bidwell is currently at the Butler Recruiting Station, Pittsburgh Battalion.

“SSG Bidwell’s performance for FY 2000 ranks among the top 2 percent of Regular Army recruiters within the Pittsburgh Recruiting Battalion,” said LTC Kenneth H. Clark, Jr., Pittsburgh Recruiting Battalion commander. “He is a motivated, creative, trustworthy, and outstanding NCO. He’s also a natural leader, who is dedicated, hard-working, and has the ability to bring a smile in tense situations.”

“SSG Bidwell treats all individuals as he would like to be treated,” said CSM Lyle Hearn, Pittsburgh Recruiting Battalion command sergeant major. “He ensures that his newly recruited soldiers are ready for basic training by mentoring and training them. His efforts have resulted in a 100 percent ship rate for FY 2000.”

“I am a soldier who needs no push start, self-motivated, and truly dedicated to whatever mission it is to be accomplished,” said Bidwell. “Whatever challenge there is, it’s just another



goal to strive for to be the best.

“SSG Bidwell dedicates personal time to help other recruiters in his station to be successful by assisting them with the sale and teaching art of being a proactive trainer,” said Hearn.

“I feel that I succeeded in recruiting for FY 00 because I like the challenge and will always strive no matter how hard the task to be number one, by digging deep down and going that extra mile,” said Bidwell. 📢

## Outstanding Technical or Program Support Employee of the Year



Karen Grimes was recognized as the Outstanding Technical or Program Support Employee of the Year at the annual awards banquet in January.

Grimes has been working as a paralegal/legal technician for eight years at Headquarters, 1st Brigade, Fort Meade, Md.

Her responsibilities involve reviewing and tracking reports of investigation and commander's inquiries; composing and preparing reprimands and administrative correspondence; and researching a myriad of legal and administrative questions.

Grimes aggressively assumes and accomplishes these and other assigned tasks with outstanding results. In the past year she has processed over 750 legal actions, many with multiple of complex issues. Her unparalleled ability to identify, assess, and address issues provides crucial assistance to the attorneys and command. Approximately half of the actions received are reports of criminal and recruiting impropriety investigations. Grimes reads each and makes a preliminary determination of completeness. If a packet is incomplete, she immediately drafts specific guidance to address the deficiency. For completed reports, Grimes deciphers the volumes of information and provides a concise and digestible factual summary.

Grimes maintains and tracks these actions with stunning accuracy. Even more impressive is her multi-faceted experience and knowledge base. Grimes was largely responsible for training an entire new legal staff, which had no previous recruiting experience. She assumed this task on her own initiative and with great enthusiasm. In a short time, office personnel became familiar with the legal intricacies of the recruiting command.

There were times when Grimes was without a division chief or attorney. She coordinated with Reservists and other remote attorneys to provide necessary legal opinions.

Grimes' hard work and experience has made a tremendous impact of the command, particularly in the operation of the legal office. Because of her competence and diligence, the attorneys are able to focus on legal analysis and advocacy. Grimes' initiative is a major factor in the legal offices' undertaking more proactive measures.

In short, the legal office is able to provide the quality and quantity of product that it does because of Grimes. 📌

## Outstanding Secretarial/ Clerical Employee of the Year



Ms. Joan Hinkle was recognized as the Outstanding Secretarial Clerical Employee of the Year for the United States Army Recruiting Command at the annual awards banquet in January.

A former cryptologic technician operator with the Naval Operations Special Intelligence Communications Center, Hinkle started working with the United States Army in 1983 with the Corps of Engineers. During her federal service, she has worked in places such as Wahiawa, Hawaii; Cincinnati, Ohio; Tampa, Florida; and the Pentagon.

Hinkle has been working in the Tampa Battalion since June 1992, first as an advertising assistant, and now as a public affairs assistant.

Hinkle's job performance during the past year has been consistently superior. Although the Tampa Battalion lost a GS-09 position in 1999, Hinkle willingly took on many of the tasks that would normally be assigned to a higher pay grade and position.

Some of Hinkles' accomplishments are: management of the Scholar-Athlete and JROTC award programs, allowing the Tampa Battalion to have the highest participation rate in the Brigade; her excellent oversight of the DEP and COI program request and after-action report process, resulting in a timely payment system and complete accuracy in record keeping for each activity; and her handling of the DEP news release program, which has increased in numbers and completeness since she assumed oversight of the program.

Hinkle's diligence in collecting and collating high school newspaper ad rates and production information provided an inexpensive yet highly effective method to convey the Army message to the key high school market and to the parents. Her assistance in all aspects of community relations programs has helped recruiters conduct more, less-expensive, and more productive events. Her personal efforts were essential in the battalion's achievement of the highest participation rate in USAREC for both the Scholar-Athlete and JROTC award programs and in a superior record in conducting DEP and COI events.

Having dealt with several personal tragedies this year, Hinkle has continued to work and has remained an outstanding and dedicated worker. Through such loss, she has become a more involved, caring, and focused person. 📌



## Outstanding Program Specialist Employee of the Year



Jane Alder was recognized as the Outstanding Program Specialist Employee of the Year for USAREC at the annual awards banquet in January.

Alder works as a budget analyst in the Resource Management Division of the Recruiting Support Brigade. Her primary responsibilities are senior budget analyst and financial advisor to the Comptroller and staff of RSB. She provides assistance and guidance on all budgetary and financial matters and administers an annual budget in excess of \$20M. She also provides oversight and is directly responsible for performing various budget execution functions involving formulation, justification, execution, programming and projecting of budgets for a major segment of the organization budget. Alder is directly responsible for collecting and analyzing critical funding data in support of all RSB programs.

During a time of personnel shortages, Alder's commitment to excellence and dedication to duty during this stressful period was monumental. She provided critical support to the Comptroller in providing analysis and data in preparing the FY 00 Obligation Plan and the FY 02-07 POM.

As a working mother of two young children, Alder's current priority is balancing work, college classes, and spending quality time with her family. She has served as a community leader in the local community as well as serving as the music minister/director in her church. She also supports her children's PTA and Girl Scouts, and has served as a Girl Scout leader for the past eight years. Alder is also an active member of the Army Society of Military Comptrollers.

Alder has continued her strong work ethic through numerous hardships over the past years. She took care of her father through his bout with colon cancer and then back surgery. She has also dealt with the death of a very close friend due to cancer, while continuing her duties in an exceptional manner.

Alder is a very rare and highly competent employee who merits special recognition and has made a significant impact under the most challenging conditions. 📌

## Outstanding Professional of the Year



Jacqueline Allen-Peters was recognized as the Outstanding Professional of the Year at the annual awards banquet in January. Allen-Peters is responsible for evaluating the Army's annual RA and USAR Army Medical Department (AMEDD) requirements and USAREC capacity as an operations research analyst with HQS USAREC.

Allen-Peters has been with USAREC since 1996. She has distinguished herself through her diligent and conscientious efforts in planning, directing, and executing the AMEDD nationwide recruiting market analysis to position the Army's AMEDD recruiting force for success. Allen-Peters built, from the ground up, the command's AMEDD market analysis and mission process capabilities.

Allen-Peters is the focal point for all AMEDD issues in the command. She developed, coordinated, and adjudicated the analytical methodology for AMEDD recruiting market analysis between all USAREC staff elements and the brigades. Using her calm demeanor and diplomatic interpersonal skills, she sorted and navigated through the myriad conflicting proposals. She worked through all options before determining and presenting viable courses of action that postured the command for AMEDD recruiting success. In addition to the RMA, Allen-Peters single-handedly created the USAREC AMEDD Intranet webpage, which now includes for the first time ever, post-secondary school data for AMEDD specialties, the American Medical Association medical residencies, and a new national hospital database. She recently updated and enhanced this website to include comprehensive coverage of dental residencies, working populations for physician specialties, nurse anesthetists and OR nurses, and doctoral programs.

Allen-Peters also developed an easy-to-understand demographic chart to aid recruiters in targeting the top 11 lifestyle market segments for the medical population. She further leveraged web technology and attached a webviewer allowing site visitors to dynamically view a spreadsheet summarizing all lifestyle segments by various target categories. Using her analytical skills and knowledge of database management, she also reviewed, evaluated, and recommended Ad Hoc Query software for ARISS. As the USAREC functional representative for the AMEDD portion of the Mission, Production and Awards module, her efforts will ensure that the command will have an automated tool for distributing and monitoring the AMEDD mission through all recruiting command levels for the first time.

Allen-Peters routinely exhibits great initiative, works well with minimal guidance, is a superb, persuasive and articulate analyst, and demonstrates an uncanny ability to coordinate issues. 📌

## Recruiting Operations Directorate

### DTP Management

We all are familiar with USAREC Regulation 601-95, Delayed Entry and Delayed Training Program. Of course, DTP maintenance and ownership has always been a hot topic and for good reason. If for nothing else, it's the right thing to do. Good DTP maintenance benefits our DTP members, our TPU, and ourselves.

This FY we have had 2,413 DTP losses that were cancelled within 30 days of the ship date. This is a staggering amount of training seats that will never be regained. Knowing this, we need to ensure that the 45 day rule is enforced so that training seats can be resold to other potential applicants. We need to keep this in mind as we get ready to ship both Phase I and Phase II shippers.

USAREC message 01-015 dated 28 Nov 00 informs us the Phase II training seats will not be pulled until verification has been made with the TPU concerning the status of the soldier.

It is critical that we try and save as many training seats as we can. If we don't, our vacancies and training seats will become scarce. We have seen this happen in the past and we know what the long-range effect can be.

Staying in touch with our new soldiers is the key to maintaining a good DTP program. We need to keep our new soldiers informed and involved in DEP/DTP functions. Encourage our DTP members to keep us informed about anything that may change their status or eligibility. This is the best method to help keep our losses to a minimum.

So help yourself and show your new soldier you care by visiting your TPUs on drill weekends. Make sure they have a sponsor and are involved with unit activities and events. You may even recommend that your TPU set up a training squad and start teaching basic areas in NBC, drill and ceremony, or any other common task training. This is a good way to hold your DTP member's interest in attending drills until they ship. Try the same training at DEP/DTP functions and we are sure that you will find that participation is contagious.

### Web Clicks

"Basic Training" is a new series of television commercials and Internet vignettes showing six recruits' experiences in BT. The commercials/vignettes begin with their departure from home and will continue through the end of basic training at Fort Jackson, S.C. The vignettes can be found on **goarmy.com** at: **goarmy.com/basic/ind.**

A valuable and important tool available to recruiters and staff is the "ARISS Guidance Counselor Information Web." It lists the most current and applicable USAREC messages for Active and Army Reserve processing and enlistment. It also lists regulations and related documents with current changes, news and information, and FY 01 calendar. The address to this site is: **gcweb.usarec.army.mil.**

### ARPERSCOM Waivers

Have you ever wondered why it takes so long to get a waiver approved or disapproved from ARPERSCOM?

USAREC and ARPERSCOM have teamed together to help expedite the turnaround time back to the battalions. USAREC Message 01-014 lists the instructions for the new waiver policy. It allows the battalion waivers analyst to scan the entire waiver packet via email as opposed to sending it through the mail to the USAREC Liaison at ARPERSCOM.

Once the waiver is received at ARPERSCOM, the USAREC Liaison NCOIC will perform a quality control (QC) on the packet. If the waiver packet is considered a "GO," then the packet will be submitted to the "waivers section." If the waiver is a "NO GO" status, the battalion will be notified via email for any deficiencies, and the packet will be placed in a "Hold Status" until all deficiencies have been corrected.

Since this new policy began in December 2000, the average time for disposition is 15 calendar days ; the longest is 37 days.

Keep in mind that this timeframe is based on when the waiver packet is in a "GO" status. With all this in mind, you can see how important it is that all recruiting personnel involved strive to make this waiver packet a "GO" from jump start. Recruiters, station commanders, battalion operations, and waivers analysts are

encouraged to read AR 601-210 paragraph 4-9e for the documents required before submitting the waiver to ARPERSCOM.

Packets rejected thus far have been primarily for the lack of reference letters from employers or non-employers.

By ensuring that a thorough QC is performed, the waiver process and timeline will greatly improve. Just think, one of these packets may be the one that puts us over the top.

### Kudos Korner

Each month we will give Kudos to recognize the good work that is done in the field. This months Kudos go to the following:

**ADSW Quarterly Report Winner - 1st Brigade**

**Least Exceptions Requested Winner - 1st Brigade**


**Lowest ARPERSCOM Waiver Errors Winner - 5th Brigade**

**Exceptional Recruiter Assistance Winner - SFC Leonard Parker, 5th Bde for supporting the ROTC Dept at Northwestern State University, Natchitoches, La.**

### Exceptions

As you all know, each RSM we get several requests for exceptions. Each RSM the staff will vote on each exception that has been requested and select what we feel is the most unique. We will share it with you but the source will be kept anonymous to protect the innocent. We hope that you will have fun with this featured item and take it in the spirit in which it is meant.

Most Unique Exception Requested for RSM January - A 5 point line score exception to qualify someone for an ROTC/SMP enlistment.

If you find that you have any comments, article recommendations, or a recruiter who has done something exceptional, please submit the information to our office. You never know what you might find in the next issue. POC is Mrs. Victoria Sorensen. Email address is **victoria.sorensen@usarec.army.mil.** We look forward to hearing from you. 





Fold here second and secure with tape

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U.S. ARMY RECRUITING COMMAND  
FORT KNOX, KY 40121-2726

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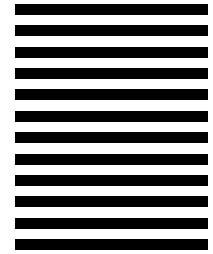


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Fold here first

By John A. Kolkman, Safety Specialist  
HQS USAREC Safety

I am attempting the ultimate in writing an informed article. As promised, and to be fair, I will attempt to educate some of you on women's health issues. Since I am a male this may be difficult to address and keep some credibility with some of you and especially my wife. I have very little medical training and have expanded that through what I have been able to access through researching the web. So without further delay, let's see what information is out there that could benefit women.



There is really no difference between men and women on how we feel about going to the doctor. Sometimes we need a push by our mates and friends to seek the guidance of a doctor when something just doesn't feel right. I would urge all men to make sure the women in your life seek medical help when needed. If I've learned anything about healthcare over the last few months of research, it's that women have several

more health issues than men that if go unchecked, can result in poor quality of life, and possibly debilitating consequences, and maybe death.

Drawing on my own experience observing the frequency and amount of information that is given freely to women through many medical associations, I have found a lot more information on women's



health issues than for men. The different search engines like Yahoo break down much of the information into categories like skin, cancer, and mental health, for

example. Cancer is then further broken down into sub-categories like breast cancer and skin cancer. Those can even be broken down further. The web search engines do a good job with all forms of health issues and leave very little untouched.

Some sites will even help you with guidance and what kind of doctor to seek treatment from.

These sources are also an invaluable tool in educating you on the full scope of some diseases. They can dispel old wives tales and give you confidence in understanding your particular problem. The best benefit is that you can research your issue in the privacy of your own home. You will want to know who is reputable on the net, because like the news papers you shouldn't believe everything you read. Another good thing about the net is you can get information from more than one place to check your facts.

The best web pages to visit are ones like *The American Diabetes Association* and other mainstream medical sites. You won't want to use the net for treatment itself, just use it to educate yourself and always check your facts with your doctor. Some items you may want to check on, I just can't list because of the sheer number of sites.

Some of you have already been using the web to help identify problems and to gain some knowledge about them. I want to leave you with one more item, that is the number of support groups also listed online that can help when dealing with difficult health issues.

If you don't have a computer, many public libraries have them for your use and a staff that is very willing to help you with getting started on the web. You can also find a lot of information at your doctor's office, the hospital, and in healthy living magazines. Many health organizations have a toll free number and will send information to your home.

So please don't procrastinate with your health. Educate yourself and get a jump on living well for those who love you. 📞



# Things You Should Know

## DoD launches web site for special needs families

By Linda D. Kozaryn  
*American Forces Press Service*

Need to know if your next duty station can accommodate a handicapped family member? If so, you can now turn to the Internet for information.

DoD's Special Needs Network, a web site for military families with special medical or educational needs, went on line 24 Jan 01, at [mfr.calib.com/snn](http://mfr.calib.com/snn).

Rebecca Posante, a program analyst at DoD's Office of Educational Opportunity, initiated the site to provide access to information and resources. She said she told web designers to keep things simple.

"Our people have a hard time downloading, especially overseas," she explained. "I've gone into a couple of web sites that are so intensive that I just turned them off."

So don't expect elaborate graphics or streaming video, she said. The site features simple design and straightforward point-and-click access to information. Menu options include assignment coordination, federal and state programs, and health and education.

Other menu topics include relocation, community support, advocacy and resources.

Posante said the site would help service members and their families research assignments and hook up with care coordinators and service providers. She called "special needs" an umbrella term for a wide range of services—everything from assignment and coordination, to family support, to special education.

DoD has no formal special needs program, but the military puts a great deal of effort into families with special needs, Posante told the American Forces Press Service. For instance, each service has an Exceptional Family Member Program to coordinate assignments and to provide information and referrals to families with special needs, she noted.

"The services take both educational and medical needs into consideration when assigning families overseas," she said.

"For example, if a service member going overseas has a wife who's in a wheelchair, we would try to find a place where facilities are wheelchair-accessible. In some overseas locations, U.S. facilities might be, but community facilities might not be."

By the same token, military officials would try to assign a service member with a blind child to a location overseas that has a teacher who specializes in working with visually impaired children. Each service has at

least one such location, Posante said.

For stateside assignments, the military Exceptional Family Member programs are concerned mainly with medical needs, she said.

Unfortunately, available support varies from base to base because no standard exists, she said. Posante intends the Special Needs Network to complement available services and to help those who work with special needs families to identify information and resources.

The new web site also provides access to a confidential members' network where families and service providers can chat and exchange information. Users must register by providing their names, e-mail addresses, and "screen" names that identify their messages and allow other members to respond.

"The members' network will allow people to raise issues with others who might have the kind of information we may never have. Like, 'I'm moving to Fort Lewis, Wash., and I need a dentist for my 5-year-old autistic child.'"

While most people wouldn't know any dentists with that specialty, another family in the same boat might, she said. Or someone with a Down's Syndrome child might be moving to an area and want to know about local advocacy groups and support programs, she remarked.

Site visitors can also use the members' network to ask another family with special needs to serve as "tour guides" when they relocate. "It's always your decision whether to share your e-mail with other members," Posante stressed.


The network will automatically send interested members news about various issues. "People will be able to subscribe so that they will be alerted if something new comes up," she said.

A web section on state and federal programs will include requirements for such programs as Supplemental Security Income, food stamps, and WIC. "We want to link to other web sites that can answer questions," she said. "That's something I hope is going to grow, because even federal web sites don't have the state-specific information that we might want."

In her quest for a site that's fast and easy to use, Posante said, the links don't just go to other agencies' Web home pages. Instead, links jump directly to the information pages that users request.

Eventually, Posante said, she hopes to include a section for civilian personnel. "Say you were considering going overseas and one of your family members has multiple sclerosis. The job announcement, perhaps, might direct you to this web site. You could learn about the health care available at various overseas locations," she said.


She called the web site a work in progress. "I think families are going to tell us about services that we're not aware of and that we can link to," she said. "It will just keep growing."

In addition to the chat network, visitors can use an e-mail form on the site to send recommendations, links, and information. 

## DOD launches web site for transitioning service members

*Armed Forces Press Service*

The Department of Defense announced today a new Internet resource for servicemembers leaving active duty. Dubbed the DoD Transportal and located at [www.dodtransportal.org](http://www.dodtransportal.org). The web site is designed to be the doorway to Internet transition and job assistance information and services for departing servicemembers and their spouses. The online service is intended to complement the existing network of transition assistance offices at more than 212 major military installations worldwide.

The web site has three main features: "Transition Assistance" provides a brief overview of the DoD Transition Assistance Program, including a general discussion of all benefits and services available to servicemembers and their families. "At Your Service" provides the locations and phone numbers of all transition assistance offices worldwide and links to other transition-related web sites. The last feature, "Your Next Career," provides mini-courses on conducting a successful job search campaign and creating resumes; information on avoiding Internet scams; and links to job search web sites and corporate recruiting sites. There is also a suggested reading list of books that can be used as job search resources. 

## Finance counselors help soldiers in debt

*Army News Service*

The Army's Consumer Affairs and Financial Assistance Program helped reduce this debt by more than \$11 million.

Buying on credit and not planning ahead

for the future is how soldiers often end up in trouble, according to financial assistance counselors.

“We have to stop thinking about what we want today and start thinking about what we want for tomorrow,” said Mildred S. Quinones, manager of the Consumer Affairs and Financial Assistance Program at the Soldiers and Family Support Center at Fort Belvoir, Va.

Despite soldiers’ genuine desire to be financially stable, some soldiers are burdened beyond their means, said Isaac Templeton Jr., manager of the Army’s Consumer Affairs and Financial Assistance Program.

If societal influences to buy on credit are not enough, counselors said the economic well-being of soldiers is further challenged by frequent change. Whether it’s being assigned to high-cost areas, lengthy deployments or the need to take care of a family, they said soldiers shoulder a heavy responsibility.

Among newly enlisted soldiers, 26 percent are married. Some of them enter military service with past debt, and others acquire it in the course of their careers.


“Commanders know how much money young families make, and they know how much rent costs in that particular area,” Templeton said. “The first duty station is usually the first time new soldiers have ever received a paycheck, and they have the financial responsibility of taking care of themselves and their families. If you look at how much young soldiers make and how much the necessities add up to, you’ll see that there’s not very much money left over.”

With that in mind, the Army has developed a new yardstick with which to measure soldier well-being. This framework encompasses the idea that the institutional needs of the Army cannot be met without also fulfilling soldiers’ personal, physical and mental needs.

LTC Steven Shively, chief of personnel readiness for the Office of the Deputy Chief of Staff for Personnel, said the new Army Well-Being Program is the basis upon which leaders will ask Congress for higher pay and benefits. Goals include a closure of the pay gap between enlisted and officers, a dislocation allowance for soldiers reporting to their first duty stations, better housing and an increase in the basic housing allowance to eliminate out-of-pocket costs.

In light of these goals and the advice available from financial counselors at

worldwide installations, Templeton said, soldiers should always keep the end of their military careers in mind.

“They should start planning for their transition, from the day they enter the Army, whether they want long careers or think they’ll get out in a few years,” he said. “They’ve got to ask themselves: ‘What do I want to have when I leave?’ For some, the answer is just getting out of debt, which puts money back into the pocket so they can start saving.” 

## Health.mil TRICARE’s first-ever fully interactive on-line enrollment system

Health Net, Inc. announced that its Federal Services subsidiary, Foundation Health Federal Services, has selected a vendor to implement an online enrollment system for its 1.5 million TRICARE beneficiaries.

Selectica, Inc., a leading provider of Internet Selling Systems for e-businesses, will provide a comprehensive suite of e-Insurance applications to power FHFS’ enrollment operations.

“Health Net, Inc. is committed to using emerging technologies, such as the Internet, that will help make the health care experience better, simpler and easier for our TRICARE beneficiaries,” said Paul Gilbertson, senior vice president of Business Development for Health Net, Inc.’s New Ventures Group. “We look forward to our relationship with Selectica, as it will allow us to simplify and expedite the TRICARE enrollment process by moving many time-consuming enrollment functions on-line.”

The TRICARE online enrollment initiative is just one of the e-business initiatives spearheaded by Health Net, Inc.’s New Ventures Group, headquartered in San Rafael, Calif. The New Ventures Group develops new technological tools that streamline health care processes, create new information tools to empower consumers and reduce administrative burdens for members, beneficiaries, physicians, hospitals and employers.

FHFS will begin to deploy the new Selectica solution in the spring of 2001. The use of Selectica applications will allow individual TRICARE beneficiaries to check eligibility, enroll in the program, pay enrollment fees, select primary care


doctors (primary care managers), update enrollment information, change and view personal information and receive temporary identification cards. All of these activities can be done on-line, 24 hours a day, seven days a week.

“We are proud to be partnering with Health Net’s Federal Services subsidiary to improve service to many of our nation’s active duty military personnel, their families and military retirees,” said Raj Jaswa, president and chief executive officer of Selectica. “The automation capabilities of Selectica’s e-Insurance applications will make enrolling in the TRICARE program easier for thousands of military personnel and their families.”

Currently, beneficiaries can download enrollment forms from the Internet, fill them out, and mail them back to a TRICARE regional office. They can also visit or call one of the many TRICARE Service Centers to pick up enrollment forms or make an enrollment change, such as selecting a new primary care manager.

“Within the next few months, our beneficiaries will begin to have the ability to take care of all of their enrollment needs on-line, on their own schedule and at their own convenience,” added Gilbertson. “Unlike the process now, any change a beneficiary makes will be instantaneous, as Selectica’s application will allow our enrollment systems to interact on a real-time basis with Department of Defense and our own systems.”

Late last year, Health Net’s New Ventures Group launched Questium, a healthcare web site that links health plan members directly to their personal health benefit information. It also played a major role in the development of MedUnite, an industry initiative that allows physicians to conduct real-time transactions, such as referrals, authorizations and claims submissions, through the Internet.

Foundation Health Federal Services is the nation’s largest administrator of managed care programs for military families, currently serving more than 1.5 million eligible military dependents. It currently administers TRICARE programs in 11 states: Arkansas, Alaska, Arizona, California, Hawaii, Idaho, Louisiana, Oklahoma, Oregon, Texas, and Washington. 

# Synchronizing battle rhythm: *Go slow to go fast!*

By LTC Russell Rector  
Columbus ARBN, 3rd BDE

We can collectively increase the number of contracts we write by synchronizing battle rhythms across all levels of command. Some fringe benefits we gain by working smarter, not harder, are (1) more predictability, (2) better teamwork, and (3) increased efficiency in our resource use. Battle rhythm synchronization is the art of coordinating calendars, scheduling, resource request triggers, and the efforts of all levels of command to produce optimum results. On the other hand, poorly coordinated battle rhythms disrupt everyone's ability to work effectively. A perfect battle rhythm at the Company level may be precisely the reason why the Station can't produce sufficient contracts. One level spends its time reacting to the requirements of the other rather than keeping its eye on the right objective. In recruiting that objective is to make mission by producing contracts, period.

I must preface this article by saying that the methodology discussed in this article works well for Columbus Battalion, however I recognize that battle rhythms will differ from battalion to battalion. The overriding theme still remains that every level of recruiting from recruiter to HQS USAREC has a battle rhythm, and each level must be synchronized at both above and below to maximize recruiting efforts in the field.

We initially developed an understanding of our battlefield and the resources at our disposal while preparing for a Unit Status Brief last October. After identifying weaknesses within our battalion, we developed an attack plan followed by careful synchronization of our assets. Most importantly, we ensured that everyone understood how the battle rhythm at every level interacted with every level in the command. This process resulted in a concrete direction for the entire battalion to focus upon and a clearer understanding by all involved of what steps were necessary for success.

As we developed our USB slides we asked, "What does this do to (a) protect our ability to produce more contracts, or

(b) effect bottom line production?" If the answer was 'nothing,' then it quickly became an issue to discard. This led us to a logical thought process and a sequential approach to the USB brief that resulted in our discovering how important a synchronized series of battle rhythms was to future success. Each subsequent calendar meeting has matured our ability to forecast events requiring synchronization resulting in less time wasted on last minute deconfliction of assets or embarrassing last minute cancellations.

The primary tool we use in the Columbus Battalion is the Battalion Synch Matrix. It is updated and produced monthly, reflecting 12 months out, as a byproduct of staff call, marketing analysis, ad council, and calendar synchronization meetings. When we initially started, we struggled to look beyond a few weeks. Recently, we finalized our long range calendar through first quarter FY 02. Our goal is to have a firm plan one year out with assets requested nine months out and committed six months out. Station commanders know with a high degree of certainty what assets, distracters, and battalion level assistance they can expect six months out. This provides them ample opportunity to coordinate events, and most importantly, allows them to concentrate on the daily business of production.

One thing we discovered concerning synchronization and battle rhythm was that for every event there is a logical frequency to conduct it and a critical decision necessary to maximize the event's effectiveness. For instance, the critical resource decision to conduct an effective Battalion Blitz involves personnel availability. Sources for additional support to recruiters in the field include the battalion executive officer, operations officer, marketing officer, recruiter trainers, guidance counselors, operations personnel, education specialist and the assistant education specialist, advertising and public affairs personnel, the CSM, and the battalion commander. They can have an immediate impact on contracts, but they aren't always available throughout an RSM.

The first week of an RSM has proven to be the best week for Columbus Battalion to conduct a blitz. This is the time most personnel are readily accessible. We normally pull three recruiters from adjacent companies and focus our effort on three separate stations. We have learned that with the available telephone lines, number of LRLs, and SASVAB lists we can positively effect three stations in a single company with this mix of personnel. It amounts to an extra six to seven contract producers per station. In our Lancaster Company Blitz for RSM January, we achieved 11 additional contracts. There were no inspections or training. Everyone focused on putting people in the Army. Additional assets we use on Blitz operations are Recruiting Support Battalion (RSB) assets, The Army Involvement in Recruiting, Active Duty Special Work, Hometown Recruiter Assistance Program, and additional local focused advertising.

An understanding of the trigger points to synchronize an event such as the blitz requires insight into the various battle rhythms of those who are to contribute to the blitz. The timeline to coordinate RSB assets is six to nine months. The advertising trigger point with Leo Burnett requires 60 to 75 days prior to ad placement. If print is not feasible, we have to focus on alternative means to advertise. TAIR and ADSW require at least 30 days. HRAP soldiers are obtained by identifying previous recruits to solicit their assistance and can occur within two weeks. Holiday periods are easiest to get HRAPs, so we factor that into availability and the timing of blitz operations. The bottom line is we do one effective blitz per month early in the RSM to boost production in stations identified as high/low stations (IAW Bread and Butter rankings). The company, along with the three stations, must be identified nine months out to fall within RSB asset accessibility. Specific ZIP codes to blitz must be identified 75 days out to ensure effective advertising placement. ADSW, TAIR, and HRAP are finalized 30 days out. To ensure everyone is on track company commanders



conduct a back brief two weeks prior to the start of the blitz. Mail outs and cyber recruiting is executed one to two weeks prior to the blitz.

The duration of the blitz is a full five days. Tele-coordination is made early every morning to discuss the results from the previous day's efforts, the plan for the current day, and to synchronize efforts and shift fires if necessary in order to obtain the desired results. After Action Reviews are completed at the end of the week and shared within the battalion as point of departure for the next blitz.

In addition to blitz operations, other battalion level battle rhythm synchronization events include bimonthly newcomer orientations and hail and farewells, monthly company accountability sessions and production assessment training, and biweekly command and staff, marketing analysis, and education program coordination meetings. BLT station visits, battalion quarterly training and awards, SC training, cadre recruiter training, and recruiter trainer assistance visits are programmed as well. We must include external time consumers such as Brigade CIPs, IG Visits, USBs, etc, as well. We only bring the leadership together once a month. More than once takes too much time away from production and interferes with the companies' battle rhythm. All newly arrived personnel and their families come to Columbus Battalion on the third Friday of the month. Soldiers and their spouses spend the day receiving briefings. The staff is fully involved. That evening the commanders join us for a hail and farewell at the hotel where we deliver the briefings. The commanders stay through Saturday for a production accountability session, calendar synchronization, and a leader-training topic that varies every month. Command and staffs occur for one hour only every other Monday via a teleconference. The staff rhythm, however, is to produce them once every week. In the off cycle weeks of command and staff, we hold marketing/advertising sessions and education program synchronization. The CSM and I are in stations Tuesday through Friday. On Friday afternoon a weekly conduct and production review with each CLT is held. This has proven to be successful and gets the following off to a good start. The session includes recruiter level detail and serves to identify where midcourse

corrections are necessary, and to brief what the plan for the weekend is for low producing recruiters and stations. The CSM conducts production reviews every evening with each first sergeant. I DPR every night with the company commanders. The CSM and I share and crosscheck our info with the purpose to make the CLT talk to each other and to gain accuracy of situational awareness.

The RTs begin the first week of an RSM dedicated to the blitz. Weeks two, three, (and four in a five week RSM) are dedicated to training in stations. They stay until the recruiter or station increases production. Fridays are reserved for certifying the next week's training plan and updating training records. The last week of the RSM is dedicated to analyzing who are the next month training targets and developing training for the next battalion quarterly training.

Battalion and CLT interaction occurs face to face once a month. There is a command and staff teleconference two or three times a month. Each member of the BLT visits at least three stations per company per week (plus the company hqs) and companies once every two months. Battalion Blitz operations occur every six months per company, and nightly DPRs as indicated above. We conduct a weekly PMS review every Friday evening. Additionally, we conduct a full DEP lay down by recruit once every two weeks with each company commander. Since DEPs are supposed to be contacted once every week, checking every two weeks provides a memory aid through the chain of command to maintain contact. DEP scrubs normally result in due-outs to respond back to during nightly DPR. Finally, the battalion gets together once every quarter on a Friday and Saturday (half-day) for quarterly awards, and training for recruiters, station commanders, CLTs, and the staff. This always involves a teambuilding activity.

The company battle rhythm is imposed over the battalion battle rhythm. To understand the CLT battle rhythm, we first analyzed the recruiter and station commander rhythm to determine where they lose time and effectiveness. Individuals get distracted not because of laziness, but because they don't work smart. Working smart means multitasking and meshing battle rhythms with those

both above and below you. To focus on one task exclusively at a time is a guarantee to fail in something else.

We took each CLT and had them list all tasks we collectively require a recruiter to accomplish during a day or week and how much time does it really take to do that task well (i.e. what is the measure of effectiveness and how long should it take). After this we put the tasks into two categories: (1) that which directly effects production (Offense) and, (2) that which protects your ability to produce (Defense).

Once this was done we then prioritized each list and came up with the order in which these tasks were put in the Daily Planning Guide. Regarding a recruiter for instance, he or she must execute three community recruiting runs (MilkRuns) per week at the same frequency: same order, same time, and same places visited. These are routine events. Since we recently found we had a schools program in need of repair, each CRP route is anchored on a school. By multitasking, we combine a school visit with CRP with COI development with market analysis (check the RPI racks to know what's interesting to our market) with leads generation and targeted contact (house knocks). Next on the list to enter into the DPG is the P1 then the P3 plan followed by specific one-and-half hour blocks to conduct appointments. This is all offense and geared for scoring contracts. No day will look like any other, but they all contain similar events. Defense is next as we strive to protect our prospecting time. We must DPR daily and this usually happens early in the day. We must also create packets, process applicants, and conduct follow-up. Add unexpected tasks that interfere with prospecting, which we call Could Really Affect Production time or CRAP, and it is clear that soldiers who fail to have a solid daily plan also fail as recruiters. We discovered where we go wrong is in not dedicating time for CRAP - these unexpected tasks. Where no time is fenced for unexpected tasks we tend to take time from prospecting.

It takes 12-14 hours a day minimum to execute a balanced recruiting plan per day. When one of the blocks falls out such as an appointment that doesn't show or isn't scheduled, a hip pocket plan or second priority for the time block should

exist. If a recruiter accomplishes his or her task early to standard, then it's their time to help themselves or help their team. It is all of this that we now place in our DPGs six weeks out. Where we prospect, what schools, which houses to knock and specific applicant interaction we input two weeks out.

We went through the same drill for a station commander and each member of the CLT. Crisis time is usually in the morning (shipper and applicant issues) with unexpected time consumers and ISG and station commander interaction. Most processing and packet creation and replication also occurs early. End of day reports are due by 1200, MEPS must have its projections by 1300, shippers have to be gone by 1030, etc. By mid-morning things slow down and MEPS is on its steady rhythm. By 1430-1500 we see MEPS winding down unless it's in the last week of the RSM. Given everyone's battle rhythm, the best time to see a station starts after 1200. By multitasking a commander or ISG should do at least three things during a station visit: inspect, visit a school/validate a CRP (Milk Run), and make the SC or a recruiter more productive. It's a good visit if production has increased as a result of the visit. Too often, this last segment (the most important) is left out. We found, accounting for driving distances, it takes about five – six hours to properly check a station – two hours checking the Station PMS, production tools, and DEP program – one and half-hours to validate the CRP and visit the school, with the remainder spent making a non-producing NCO more effective.

The company commander must attend to administrative actions such as efficiency reports, awards, personnel actions, command and staff issues, and email. These are best handled in the morning and often require interaction with the staff. Other morning issues include applicant and recruiter actions such as interviews, follow-ups, DEP letters and calls, marketing analysis, and preparation for market penetration activities such as a company blitz or a college-recruiting event. What we found was that we sometimes visit stations at the expense of conducting these other more long-term production tasks. All these tasks must be done to achieve a balanced recruiting effort, sustain the effort over the longer

term and even out the production flow.

The company commander has to fence time for both long and short term production events in his own DPG. The ISG is primarily focused on short-term production and most intensely during the mornings. Mornings are the best time for the commander to attend to long-term production and defense against those things that interfere with short-term production. Afternoons and evenings are best suited for face to face contact with recruiters and station commanders. Saturdays are consumed with DEP leadership, Reserve recruiting activities, and checking stations that haven't achieved PMS goals. These events coupled with the battalion battle rhythm result in a saturated, but manageable company battle rhythm.

We found that our schools program is a major area in which production can be improved. The schools were prioritized so that we could determine which schools paid the highest dividends for our efforts. Expecting to effectively improve production in 529 schools was unrealistic. We decided that the CLT and SC would visit one different school every day as a part of the established daily routine. To shift focus and cover down on every school would jeopardize the improvements in a collective battle rhythm achieved thus far. As a result, we are downshifting the frequency of station visits and including more time for school visits. We won't strip blitz operations at battalion or company levels. One member of the CLT can still visit every station weekly, make the visits more productive, buy time for the commanders to put their brains into both long and short-term production, and keep the ISGs engaged in the knife fight.

Numerous details have been left out, however, the devil is in the details. To effectively mesh battle rhythms requires attention to detail. By instinct, we attend to those above. It's a greater effort to do so below. The secret to not interrupting the collective battle rhythm is in adhering to keeping CLTs and SCs accountable from a distance every day and checking it during DPRs and those less frequent face to face visits.

Another way to protect the collective battle rhythm is to cycle the important things through the rhythm so that there is sufficient time to not lose a beat if one

item in the rhythm is lost. For instance, if we miss one command and staff, the next will be in two weeks and the slides still go out weekly so that situational awareness is maintained whether the teleconference takes place or not. The interaction is where the accountability occurs. For our battalion, if an event cannot be conducted, instead of moving the event, we cancel it and let the battle rhythm bring the cyclic event back around to us rather than upset the collective battle rhythm.

Columbus Battalion is on a quarterly cycle with two-week intervals with the exception of the lead-time necessary for blitz operations and the school program. Companies are on an RSM cycle with 3 x 2-week intervals. Stations are on a single RSM cycle with 6 x 1-week intervals. Both companies and stations will have a two-week period where two RSMs overlap. This is the critical juncture at which battle rhythms must be viciously defended. Recruiters are on a weeklong cycle with five or six day long intervals. If we miss a beat, the cycle brings the event back around, and with patience we'll catch it then. Each of these fits nicely into current BDE and USAREC rhythms.

We have had to slow down and look at what is really important, prioritize those events, and make sure everyone understands where we are going. It was a lot of tedious work, but it has paid off and we are gaining momentum daily. We call this "going slow to go fast." Take the time to understand every level's battle rhythm; take the time to mesh them all, and through aggressive execution of the plan you'll see increased production as we have here in Columbus ARBN. 📢



**SSG Robert Bonner Jr and SSG Darryl Thomas go over their prospecting area in preparation to conduct their part in one of Columbus Battalion's company blitzes.**

# America, First Family witness Army's finest

By SGT Nicole Alberico  
Golden Knights

For more than 30 days, America was put on hold as Florida held the nation's fate in the palm of its hands. Republican Texas Governor George W. Bush and Democratic Vice-President Al Gore waited, along with the American public, to see who would become the most powerful man in America.

After the recounts, Bush was finally elected to fill the presidential seat in the White House. And so it was time to let the celebration begin.

On 18 January 2001, the 54<sup>th</sup> Presidential Inauguration kicked off its opening ceremonies. To help begin in the gala event, the United States Army Parachute Team, "Golden Knights," conducted an aerial assault on the mall in Washington D.C.

Seven jumpers exited the aircraft over the Lincoln Memorial. As each black and gold parachute opened, a flag from each service trailed behind them. As each of the jumpers flew by, SFC Rich Chandler had the honor of narrating the aerial presentation on stage.

"I was originally merely going to narrate our jump, but then my friends at the Armed Forces Inaugural Committee asked me if I would do the flyover also," said Chandler.

"It was great being on stage with the new leadership and sharing the microphone with Larry King," he added.

SFC Billy Van Soelen, the first to exit the aircraft, flew the Coast Guard's flag. Next out with the Air Force flag was SFC Pedro Munoz. The Navy flag was presented by SFC Serjio Pruneda, followed by SFC Johnny Mulford with the Marine Corps flag. SSG Darrin Grim flew in the Army flag.

The final two jumpers out of the aircraft were aerial photographer SFC Ken Kassens and SGT Chris Altman. Altman presented the American flag as he descended to the landing area near the Potomac River. As he flew his parachute and displayed the National

Colors to the American public, the president-elect and vice-president elect looked on from below.

"It's always an honor to fly in the National Colors," said Altman. "And being in Washington D.C. makes it even better."

This was the team's second inauguration ceremony. Kassens, who closely followed Altman's descent, wore three cameras strapped to his helmet, and provided live coverage of the flag's journey over the Lincoln Memorial, via microwave transmission. Kassens was one of the four parachutists who jumped into the team's first inaugural ceremony in 1989 for George H.W. Bush.

"I consider it a great honor and privilege," said Kassens of the experience of jump, "one of the highlights of my career with the Army Parachute Team."

To Kassens, the difference between the two inaugural jumps was the excitement behind George W. Bush's tight race to the White House and his selection of Richard Cheney as his running mate.

"It was very exciting watching the election process unfold," Kassens said. "and I fully support Mr. Cheney as Vice-President. I respect him greatly."

For safety reasons, the jumpers

landed behind the Lincoln Memorial, away from the crowds. After their jump, the team was then invited to the stage to be part of the finale. They joined the Radio City Music Hall Rockettes and lined up the stairs to the memorial. Bush and Cheney, along with their families, walked up the stairs to shake the hands of the Army Parachute Team.

This was a special moment for the team. According to some members, Bush offered words of encouragement and praise for a job well done.

To prepare for the Inaugural Jump, the seven jumpers, four ground-crew and two pilots went through several rehearsals, including the day before the opening ceremonies.

The team was invited by the Presidential Inauguration Committee to join in the opening ceremony festivities.

According to CPT Billy Miranda, head of Team Operations, the most difficult aspect to the jump was the coordination with the highly restricted airspace, but feels the jump went great.

Overall the ceremony was a success for the country's military service.

"It was a great tribute and contribution for the Army to represent all the services," Miranda said. 📢



## Bush, Rumsfeld pledge support to military

By Linda D. Kozaryn and Jim Garamone, American Forces Press Service



As the armed forces welcomed Donald H. Rumsfeld 26 Jan, the nation's 21st defense secretary, in turn, saluted those he was about to lead.

"The President and I believe that the men and women who freely elect to wear the country's uniform deserve not only our respect, but our support, and yes, our appreciation," Rumsfeld said. Those who serve "in times of conflict deserve not only our thanks for their sacrifice, but our commitment to value every veteran."

Pulling a folded page from his pocket, he then read a message from President Bush pledging his support to America's service members and the men and women who support them and their families.

"Your service in the cause of freedom is both noble and extraordinary," the president wrote. "Because of you, America is strong and the flame of freedom burns brighter than at any time in history."

"Your country can never repay you for the sacrifices and hardships you endure, but we are grateful for the liberties we enjoy every day because of your service," Bush said.

Recalling a story from the Reagan Administration, Rumsfeld made a pledge of his own. "A young GI on the front line in Germany asked our ambassador there if he ever got to see the president.

Our ambassador replied that sometimes he did.

"Well," the GI said, "you tell the president we're proud to be here and we ain't afraid of anybody."

"A few weeks later, the ambassador saw the president and he passed along the GI's message. Not long after that back in Germany the GI was listening to the president's weekly radio address on Armed Forces Radio.

"When he heard Ronald Reagan tell the story of a message sent by a GI in Germany through our ambassador, the soldier ran out of the quarters down through the company area shouting, 'The system works. The system works.'"

"On behalf of President Bush and Vice President Cheney and the civilian and military leadership here in the Defense Department, I make this pledge today, to every man and woman wearing a uniform. We will work to make the system work.

"Work so that you can serve with pride and know that service to our nation is a sacred calling," he said. "Work so that America and her friends and allies are strong and secure. Work so that the cause of freedom will better bind the community of nations, seeking, not conflict, but common purpose."

Rumsfeld also said he would work with the diplomatic and the intelligence communities to "arm the president with the options, the information, and capabilities needed to defend American interests and to pursue every avenue to keep the peace."

Rumsfeld was confirmed by the Senate and sworn in after the Inauguration 20 Jan.

Army GEN Henry Shelton, chairman of the Joint Chiefs of Staff, said Rumsfeld is the perfect pick for the Pentagon.

"He proved by his actions that he understands the importance of maintaining a robust military capability as the best way to deter aggression ensure stability and prevent war," the chairman said.

In his remarks, Rumsfeld contrasted the world situation when he was secre-

tary from 1975-1977 to today. "Twenty-five years ago, Warsaw was the name of a military pact opposed to the ways of the West," he said. "Today Warsaw is the capital of a new member of NATO.

"Twenty-five years ago, American freedom was menaced by the Soviet Empire and a wall cut not just Europe, but a world in two. Today that empire is no more, the wall is down and the Cold War is over."

Rumsfeld listed President Bush's three goals for the military: to strengthen the bond of trust with the American military, to protect the American people both from attack and from threats of terror and to build a military that takes advantage of remarkable new technologies to confront the threats of this new century.

"Reaching those goals is a matter of mission and of mind set," he said. "Among the things we must combat is the sense that we have all the time in the world to get to the task that's at hand."

Some people sense that the United States "can't or needn't act because the world is changing," Rumsfeld said. "That we're in a transition period between the Cold War and the next era — whatever it may be. That we can wait until things shake out and settle down a bit."

But Rumsfeld posited constant change might be the new status quo for the world. "We may not be in the process of a transition to something that will follow the Cold War," he said. "Rather we may be in a period of continuing change, and, if so, the sooner we wrap our heads around that fact, the sooner we can get about the business of making this nation and its citizens as safe and secure as they must be in our new national security environment."

The country is safer now from nuclear war, Rumsfeld said, but "more vulnerable now to suitcase bombs, to cyber-terrorists, to raw and random violence of the outlaw regime."

Keeping America safe in a dangerous world is within the country's reach "provided we work now and we work together to shape budgets, programs, strategies, and force structure to meet threats we face and those that are emerging," he said.

"The changes we make in our defense posture, the innovations we introduce,

take time to be made part of a great military force,” Rumsfeld continued. “We need to get about the business of making these changes now in order to remain strong not just in this decade, but in decades to come.” 📢

## Soldiers register for eArmyU

by Joe Burlas

Ensuring that they would be among the first in line for the Army’s newest distance learning initiative, soldiers camped out overnight in their sleeping bags just outside Army Education Services doors 15 Jan at Fort Benning, Ga.

More than 663 soldiers enrolled for Army University Access Online during the first week of operations at the three installations where the program is initially being implemented. Those posts are: Fort Benning; Fort Campbell, Ky.; and Fort Hood, Texas.

SSG Jeffrey L. Matthews from Fort Campbell, SGT Christopher M. Jones from Fort Benning and SSG Keva A. Wallace from Fort Hood pre-registered for the program last December so that they could be part of the contract award announcement.

“I think it is truly remarkable that six months after the initiative was first announced and just over a month after the contractor was selected, Army University Access Online is up and running,” said Susie Johnson, online program advisor with the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs. “The soldiers who camped outside the Fort Benning Army Education Services building demonstrated first-hand how much they want to be a part of the program.

“The AUAO staff at Fort Benning that came in at 4 a.m. were amazed literally to see hundreds of soldiers waiting in line to enroll.”

Former Secretary of the Army Louis Caldera first announced the initiative 10 July with the goals of enhancing recruiting, increasing retention and developing more educated, technology-savvy soldiers. He announced on 14 Dec the selection of PricewaterhouseCoopers

as the Army’s implementing partner under a \$453 million, five-year contract.

PricewaterhouseCoopers is leading a consortium of 29 academic institutions in an AUAO Learning Network with more than a dozen supporting technology companies in launching the education initiative. More academic institutions are expected to join the network in coming months, Johnson said. Participating institutions must be members of the Servicemembers Opportunity Colleges Army Degree program that guarantees the transferability of credit among other participating institutions.

Registered participants will be able to work on academic certificates or degrees free of charge. All costs, including tuition, books, lab fees, Internet access, technical assistance, tutoring and mentoring programs, are covered by the AUOA program.

AUAO is currently being offered to enlisted soldiers at the first three participating installations. Other installations will be phased in to cover the entire Army over the next few years. Eventually, the program will also be offered to the officer corps, the reserve component and family members, Johnson said.

To register, soldiers at participating installations must first visit an Army Continuing Education System counselor to get the necessary paperwork, set education goals and determine if program eligibility requirements can be met.

Those requirements include:

After an ACES counselor talks to the enrolling soldier, the soldier meets with AUAO staff. Technical staff issues the soldier a technology package consisting of a laptop computer, printer, Internet service provider account, and e-mail account. An AUAO program mentor assists the soldier in registering for classes via the AUAO portal, **eArmyU.com**, before leaving the building.

Johnson described the portal as a virtual doorway to diverse courses leading to degrees and certificates and a full range of student support services. It is used to attend all classes, complete coursework, access educational advisory services, and technical and administrative support.

In return for this opportunity, Johnson

said soldiers are required to complete 12 semester hours in the first two years of enrollment.

“One of the great features of Army University Access Online — and there are many great features — is all the support services available to participants,” Johnson said. “There are mentoring, tutoring, and technical help services available via the portal, 1-800 numbers, and onsite at each participating installation. Help is there 24 hours a day, seven days a week.” 📢

## Tilley tells soldiers to stay focused

by Joe Burlas, Army News Service



Seven months into the job as the Army’s top noncommissioned officer, SMA Jack Tilley is urging soldiers to stay focused in their lanes of responsibility

and not worry about what they cannot change or affect.

That was one of several messages Tilley delivered to more than 230 Active, Reserve and Guard senior NCOs at the first Nominative Command Sergeant Major Conference, held 8-12 Jan at the Sergeants Major Academy, Fort Bliss, Texas. Typically, nominative command sergeants major are those who serve at one-star commands or higher.

Staying in your lane is also the main message Tilley takes to the field. Since starting as sergeant major of the Army 23 June, Tilley has talked to more than 30,000 troops at 40 Army installations in the United States and overseas.

“Too often people get concerned and off track worrying about things they are not responsible for nor have any control over,” Tilley said. “My message to all soldiers is to stay focused on the things within your lane of responsibility — let others take care of the things they are responsible for.”

One thing soldiers should not be concerned with, according to the sergeant major, is the black beret. Chief of Staff of the Army GEN Eric K. Shinseki announced in October that Army troops will start wearing the beret in garrison 14 June to symbolize the Army's transformation to a lighter, more deployable force.

"The decision has been made and it is not up for discussion," Tilley said. "It is time to move on and start preparing our soldiers by teaching them now how to wear and maintain the beret."

Backing those words with action, Tilley scheduled a class to instruct conference attendees on the proper wear and maintenance of the new headgear.

In addition to delivering his own messages to the field, Tilley also gives updates of Department of the Army issues that directly affect soldiers during his visits. The top issues soldiers want to hear about are pay, quality of life, retention, TRICARE and retirement, Tilley said.

"I have always been a field soldier and I still consider myself to be one," Tilley said. "I see my job as getting out there — taking the pulse of the Army by talking to soldiers and bringing the issues I don't have the answers for back to DA."


Prior to this assignment, Tilley had never held an Army staff job at the Pentagon.

"I never really knew what exactly went on around here until I had been in the job for a couple of months," he said. "I now know there are all sorts of people here at the Pentagon who are genuinely concerned about soldiers and who are constantly working for their benefit."

"I think the sergeants major who attended the conference caught a glimpse of that concern and of how important NCOs really are when they saw the secretary of the Army, the chief of staff of the Army and more than a dozen other senior Army leaders show up at the conference and take the time out of their busy schedules to brief them about what is going on within our Army."

As an outcome of the conference, Tilley now has a new NCO vision for the Army with five messages he will take to the field. Those messages are: lead by example, train from experience, maintain

and enforce standards, take care of soldiers and adapt to a changing world.

According to Tilley attendees chose these leader skills the Army needs today by consensus from among about 25 choices. 

## WWW.Huh?: IRS site answers military taxpayer questions

*By Jim Garamone  
American Forces Press Service*

Doing taxes if you are in the military can be confusing. What do you report as income? If you were stationed in Bosnia or Kosovo for three months or were aboard ship in the Med, how much of your pay is taxable? How are moving expenses treated?

The answers to these and many other tax questions unique to military service are on the Internal Revenue Service Web site in the Armed Forces Tax Guide. Go to [www.irs.gov/forms\\_pubs/pubs/p3toc.htm](http://www.irs.gov/forms_pubs/pubs/p3toc.htm) and start reading.

The publication addresses a slew of military tax issues such as areas declared as combat zone exclusions and how to handle income earned by resident alien spouses. It lists what income is taxable and, more important, what is not. It lists exemptions and how to qualify for them.

Service members can request an extension for filing an income tax return if they meet certain provisions. The publication tells how to apply.


Speaking of returns, the IRS this year lets you file electronically, free, and directly. You still need compliant computer software and forms, but you don't need to file through a tax preparer or other middleman unless you choose. "E-file" instructions are at [www.irs.ustreas.gov/elec\\_svs/efile-ind.html](http://www.irs.ustreas.gov/elec_svs/efile-ind.html).

Need forms? You can get those over the Internet at the IRS forms page at [www.irs.gov/forms\\_pubs/forms.html](http://www.irs.gov/forms_pubs/forms.html). Select a document format and then download all the forms you want.

Need a form, but not sure which one? Go to a forms searcher at [www.irs.gov/forms\\_pubs/findfiles.html](http://www.irs.gov/forms_pubs/findfiles.html) and enter some key words. The search engine will

point you to the right area.

How do you handle state taxes? The IRS forms page has a link to a state tax page prepared by Federation of Tax Administrators, or go there directly by manually keying [www.taxadmin.org/fta/forms.ssi](http://www.taxadmin.org/fta/forms.ssi). Click "Local and State News" at the IRS site tree, [www.irs.gov/search/site\\_tree.html](http://www.irs.gov/search/site_tree.html), for links to individual state tax news pages and information about joint electronic federal-state tax filing.

States that also allow direct Internet tax filing include Colorado, Delaware, Illinois, Indiana, Massachusetts, Maryland, Louisiana, Michigan, Missouri, New Mexico, Pennsylvania, South Carolina, Virginia, and Vermont. 

## SOCAD Army degree builders

*By William Kunisch  
Education Division, HQS USAREC*

Most recruiters are aware that SOCAD is the Servicemembers Opportunity Colleges (SOC) degree program for the Army. It consists of colleges that offer associate and bachelor's degree programs on or accessible to Army installations worldwide. These colleges have joined together to form networks in which each college accepts credits from all others. This guarantees that Army students and their adult family members can continue toward completion of their degrees even though the Army may transfer them several times.

Colleges within SOCAD act as "home colleges" for SOCAD students. After completing no more than six hours at the home college, SOCAD students are eligible for an official evaluation and SOCAD Student Agreement, which is a degree plan and contract-for-degree. Included on the official SOCAD evaluation is appropriate credit for any previous college courses and nontraditional learning, including Army MOSs, military training courses, and results of national examinations. Credit for nontraditional learning is based on recommendations of the American Council on Education.

The staffs at SOC and the Army Continuing Education System have taken the next logical step by developing

SOCAD Army Degree Builders. Army Degree Builders translate training into college credit that matches requirements in MOS-related college degrees. They show soldiers precise options for meeting college requirements with Army training, in the classrooms of more than 100 SOCAD colleges, or by distance learning, testing, certification, and licensure. Degree Builders currently exist for over 30 MOSs. Printed copies of the SOCAD Army Degree Builders are distributed at the BNCOC schools of the MOSs for which they are available. Although the SOCAD Degree Builder is usually introduced at BNCOC or WOBC, any soldier can use it to plan a degree. Remember that the Degree Builder is for planning purposes and a completed SOCAD Student Agreement is still needed as a personal degree plan.

Recently, the Degree Builders for the **79R Recruiter and 79S Career Counselor** MOSs were developed. Through Central Texas College a 79R can use the degree builder to earn an Associate in Applied Science in Applied Technology in either Sales Management or Marketing Management. The 79R and 79S can work with Park University to earn a Bachelor of Science in Management/Marketing. Recruiters can download these degree builders from the SOC web site at [www.soc.aascu.org/socad/DegBldrsA.html](http://www.soc.aascu.org/socad/DegBldrsA.html). Information can also be found on the USAREC home page by going to the Professional Development section and clicking on SOCAD. 📢

## TRICARE puts new emphasis on prevention

by **SFC Kathleen T. Rhem**  
*American Forces Press Service*

The military health system is rapidly changing from a system that deals with health problems to one that prevents them. “We’re moving to a time when every enrollee in the ... system will know their provider,” Dr. H. James T. Sears said 22 Jan at the annual TRICARE Conference. “That provider will know them and their health status, will have met their unmet medical needs, and will be actively maintaining their health.”

Sears is executive director of the TRICARE Management Agency. Healthcare providers and administrators from throughout DoD met thru 25 Jan to discuss advances and issues affecting them.

Sears cited many recent improvements in claims processing and access to care and told conferees they are participating in “the development of a model healthcare system for the nation.” The next big steps, he said, will be launching computerized records and a national enrollment database in summer 2001 to ease enrollments and claims and to make population health trends easier to track.

He noted TRICARE is also planning a wide array of Internet-based services in the near future.

But to make TRICARE “the national model we want it to be,” officials need to work on several areas, including “leadership committed to change, innovation and some risk taking,” Sears said. He also cited two needs: organizational changes to eliminate redundancy, and better way to pay for military medical care.

“We need a new process for funding the defense health program that removes our entitlement program from the discretionary budget on hand,” Sears said. “We need to fund the benefit up front.” 📢

## Changes in our DEP/DTP Program

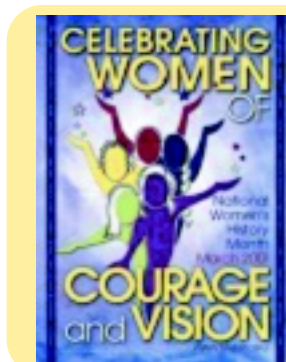
by **SFC E.J. Hoversholm**  
*Recruiting Operations, HQS USAREC*

In the command’s ongoing commitment to improve the Delayed Entry Program and Delayed Training Program, some very positive changes have recently been put in place. A recent change to USAREC Regulation 601-95 allows recruiters to spend up to \$10.00 (including gratuity) on our DEP/DTP soldiers for the purpose of DEP/DTP mini-functions. This does not, however, change or raise the REA total amount of \$75.00. This change will not only allow recruiters to provide a better environment and meal, but assists with continuing our “red carpet” treatment of DEP/

DTPs. This increase will not only assist in planning quality DEP/DTP functions, but allow our DEP/DTP members to become more involved in face to face tutorials.

As leaders, we need to ensure we are preparing new soldiers for arrival at the reception battalions. Plan time with your soldier to go over RPI 925, “Guide for New Soldiers”. Emphasize the “What to Bring” section on page 27. Ensure new soldiers and their families understand what and what not to bring to avoid undue expense and excess baggage. We must ensure that we inform them *NOT* to purchase running shoes. Each will undergo a foot assessment by qualified personnel at the reception battalion, which will provide guidance in determining the proper type of running shoe for each soldier’s foot profile. Once the assessment is complete the soldier will be given the opportunity to purchase proper fitting running shoes. A SMART card is issued for a specific dollar amount which can be utilized to purchase running shoes and other required items. This card is used just like a debit card with the money deducted from the soldier’s first month’s pay.

Surveys done recently as part of a DEP/DTP Tiger Team reinforced the fact that our recruiters are trusted and soldiers look up to them as leaders and mentors. Let us set the standards high and ensure that our DEP/DTP soldier’s first experience with NCO Leadership exemplifies that they have joined “An Army of One.” For any further information on DEP/DTP programs contact SFC Erick Hoversholm, Headquarters USAREC DEP/DTP Manager at DSN 536-1582, or Commercial (502) 626-1582. You can also e-mail him at [Erick.Hoversholm@usarec.army.mil](mailto:Erick.Hoversholm@usarec.army.mil). 📢



March 2001  
“Celebrating Women of  
Courage and Vision”

above poster by  
*Eneida Sombarriba*

## Gold Badges

RSM January 2001

### ALBANY

SFC Rist, Ben  
SSG Goble, John Jr.  
SSG Morales, Melvin  
SGT Minitrez, Henry

### ATLANTA

SSG Barker, Joseph  
SSG Huskey, Samuel  
SSG Sewell, James  
SSG Spears, Raymond  
SSG Finlaw, Ronald  
SSG Stuckey, Griff  
SSG Reliford, Garde  
SSG Buckland, James  
SSG Cobb, Wanda  
SSG Cross, Willie  
SSG Hall, Jason  
SSG Williams, James  
SSG Brown, Javis

### BALTIMORE

SFC Shumac, Daniel  
SFC Johnson, Kim  
SSG Bendit, Jeffrey  
SSG Vaughan, Eric  
SSG Sifford, Ellicott  
SSG Johnson, Janina  
SSG Simmons, Michael  
SSG Sheppard, Donald  
SSG Bost, Danny  
SSG Sams, Vernon Jr.  
SSG Carson, Sanquinetta  
SSG Johnson, Anthony  
SSG Williams, James  
SGT Ragsdale, May  
SGT Feliciano, Andrea

### CLEVELAND

SFC Ash, Henry Jr.  
SFC Wilson, David  
SFC Meister, John  
SSG Campbell, Zina  
SSG Windzor, Jean  
SSG Taylor, Michael  
SSG Sheet, Steven  
SSG Mattingly, Charles  
SSG Murphy, Michael  
SSG Wilkins, Richard  
SSG Ward, Charles

### CHICAGO

SFC Allison, Charles  
SFC Martin, Cheryl  
SFC Wilcox, Anthony  
SSG Stricklin, Tim  
SSG Lamar, Tracey  
SSG Johnson, Darnell  
SSG Lewis, Mark  
SSG Ransom, Charles

### COLUMBIA

SFC Williams, Damon  
SFC Talley, Delano  
SSG Watson, William  
SSG Cooper, Anthony  
SSG Mays, Frank  
SSG Weems, Mark

SSG Overton, Walter  
SSG Mitchell, John  
SSG Ingram, Adrian  
SSG Mobley, Avery  
SSG Adams, Dickie  
SSG Brown, Elliot  
SGT Oldham, Robin  
SGT Harper, Carlos  
SGT Spooner, David  
SGT Godfrey, Monica

### COLUMBUS

SSG Breining, Wayne  
SSG Dietrich, Lawrence Jr.  
SSG Bailey, Gerald  
SSG Draught, Damon  
SSG Combs, Bradley  
SSG Guillereault, Shawn  
SGT Pryor, Kenneth II

### DALLAS

SSG Salcedoherndadnez, L.  
SSG Bray, Carlton  
SSG Grigsby, Don  
SSG Moore, Mark  
SSG Haynes, Terry  
SSG Bingham, Kenneth  
SSG Ordonez, Mario  
SSG Camp, James  
SGT Wood, Jason  
SGT Bledsoe, Stephen  
SGT Pesina, Fernando  
SGT Bragg, Richard  
SGT Joseph, Dalton

### DES MOINES

SFC Noah, Gregory  
SGT Wagoner, William

### DENVER

SSG Jones, Hollie  
SSG Lord, Paul  
SSG MacArther, Jason  
SSG Corbett, Samuel  
SSG Keaster, James  
SGT Parker, Bruce  
SGT Hendrix, Daniel  
SGT Misener, Howard

### GREAT LAKES

SFC Tanner, Kimberly  
SFC Maloney, Ronald  
SFC Rozsa, Richard  
SFC Olson, Randy  
SSG Richardson, G.  
SSG Fayette, Jeffrey  
SSG Morris, Fredrick  
SSG Easterday, Todd  
SSG Beyer, Bruce  
SSG Fluharty, Justin

### HARRISBURG

SFC Cattell, Timothy  
SSG Hammond, Thomas  
SSG Bills, Edwin  
SSG Gustofson, Derrick  
SSG Williams, Matthew  
SGT Davis, Michael Jr.  
SGT Anthony, Joseph

SGT Young, David

### HOUSTON

SFC Escalera, Carlos  
SSG Compton, Dennis  
SSG Parker, Santee  
SGT Arjanen, Jon

### INDIANAPOLIS

SFC Lewis, Joel  
SFC Lindzy, Michael  
SFC Goedert, Jeffrey  
SFC Pisarcik, Joseph  
SSG Harris, Willie  
SGT Dunn, William  
SGT Selking, Andrew

### JACKSON

SSG Brown, Kevin  
SSG Johnson, Jerry

### JACKSONVILLE

SSG Zeigler, Melvin  
SSG Green, Carl  
SGT Cvikich, Jason  
CPL White, Jeremy

### LOS ANGELES

SFC Oliver, Richard  
SFC Oden, David  
SFC Costello, William  
SFC Reeve, James  
SFC Doss, Willie  
SFC Czakowski, Wade  
SSG Amador, Juan  
SSG Guevara, Juan  
SSG Grow, Michael  
SSG Alejandr. Francisco  
SSG Champlain, Hollis  
SSG Martin, John  
SSG Hicks, Audra  
SSG Perez, Richard  
SGT Paulino, Sylvin

### MIAMI

SFC Benitez, Orlando  
SSG Northey, John  
SSG Eldred, Denise  
SSG Grimes, Albie  
SSG Lide, Robert  
SSG Domenech, Torres  
SSG Sanchez, Edward  
SSG Diaz, Wigberto  
SSG Barnes, Eugene  
CPL Norford, Duane

### MILWAUKEE

SFC Powell, Lloyd  
SSG Barnhardt, Laverne  
SSG Westfall, Mark  
SSG Knox, Dedric

### MINNEAPOLIS

SSG Melz, Gregory  
SSG Griffin, Dennis  
SSG Spenst, Timothy

### NASHVILLE

SSG Murray, Bryan  
SSG Davis, Scott  
SSG Shelton, Royden  
SSG Braswell, Peter

SSG Harding, Douglas  
SSG Bryson, Cory  
SSG King, William  
SGT Morris, Melanie

### NEW ENGLAND

SSG Levesque, Michael  
SSG Mejia, Julie  
SSG Graham, Michael  
SSG McDermott, Ryan  
SSG Borge, David  
SSG Grushkin, Donald  
SGT Vachon, Steven  
SGT Marks, David

### NEW ORLEANS

SSG Bostock, Christina  
SSG Trosclair, Edward  
SGT Lane, Russell  
SGT Montano, Jason  
SGT Jackson, Troy

### NEW YORK CITY

SFC Davis, Troy  
SSG Simmons, Mark  
SSG Boozer, Donald  
SSG Ford, Abraham Jr.  
SSG Kelly, Dale  
SGT White, Aarnonda

### OKLAHOMA CITY

SGT Degarmo, Corey

### PHOENIX

SFC Baker, Ronald  
SFC Lujan, Michael  
SSG Olivares, Daniel  
SSG Wilkins, Frederick  
SSG Reller, Gregory  
SSG Lohof, Erik  
SSG Bernardo, Richard  
SSG Bailzik, Toby  
SGT McCoy, James  
CPL Couch, Jacob  
CPL Molnar, Benjamin

### PITTSBURGH

SFC Phillips, Vincent  
SFC Baxa, Daniel  
SSG Wilson, Donald  
SSG Bowman, Kevin  
SSG Holbert, Rodney  
SSG Tulanowski, R. III  
SSG Siegel, Michael  
SSG Ferguson, Edd  
SSG Vietmeier, William  
SSG Connors, Michael  
SSG Trent, William  
SSG Stein, Laurence  
SSG Bidwell, Kevin

### PORTLAND

SFC Balding, Scott  
SSG Stevens, Bryan  
SSG Thompson, Paul  
SSG Gaoteote, Palaie  
SSG Larkins, Loren

### RALEIGH

SFC Shaw, David  
SSG Steensgard, Gary  
SSG Tinker, James

SSG McGhee, Dewight  
SSG Bassett, Kerry  
SSG Thomas, Frederic  
SSG Bivins, Michael  
SSG Dailey, Thomas  
SSG Stancil, Benadretta  
SSG Toomer, Tyrone  
SGT Davis, Richard

### SACRAMENTO

SGT Fraley, Michael  
SGT Houck, John

### ST LOUIS

SFC Kimble, Dexter  
SFC Byrd, Anita  
SFC Madson, Matthew  
SSG Leeds, Michael  
SSG Anthony, John  
SSG Smith, Steven  
SSG Powers, Jason

### SALT LAKE CITY

SFC Trujillo, Patrick  
SFC Garcia, Jeffrey  
SSG Wimberly, Eric  
SSG Barkdull, Paul  
SSG Young, Raymond  
SSG Jennings, Peter  
SSG Munn, James  
SSG Clegg, Jay  
SGT Hallstead, W. II

### SAN ANTONIO

SFC Warner, David  
SSG Negron, Angel  
SSG Mishkoff, Marc  
SSG Gleason, Christopher  
SSG Cooner, Richard  
SSG Lopez, John  
SSG Dorgan, Daniel  
SGT Banfield, Brian

### SEATTLE

SSG Heermann, Kevin  
SGT Carpenter, Ky  
SGT Brooks, William

### SYRACUSE

SFC Harris, Rodney  
SSG Jones, Richard  
SSG Pierri, Anthony  
SSG Larrabee, Toby  
SSG Mayfield, Steven  
SSG Jackson, Robert  
SSG Terrell, Mark  
SSG Lavier, William  
SSG Tassie, Scott  
SSG Devane, Travis  
SGT Temple, John  
SGT Poppe, Kyle  
SGT Jackson, Brenc

### TAMPA

SFC Trimarco, Blake  
SFC Kist, Michael  
SFC Brantley, Joty  
SSG Williams, Rudolph  
SSG Rodriguezjimenez, J.  
SSG Martell, Santos  
SSG Brown, Kevin  
SSG Huether, William



# Morrell Awards

***RSM January 2001***



**ALBANY**

SFC Martin, Jeffrey

**ATLANTA**

SFC Mays, Phillip

**COLUMBUS**

SFC Thurman, Timothy

**GREAT LAKES**

SFC Arline, Roddie

**INDIANAPOLIS**

SFC Watt, Stanley

**MONTGOMERY**

SFC Toy, William

**NEW ENGLAND**

SFC Darlington, Darin  
SFC Reed, Clayton, Jr.

**PHOENIX**

SFC Burkett, Merell

**PORTLAND**

SFC Endersen, Robert

**SACRAMENTO**

1SG Abafo, Rudy

**SAN ANTONIO**

CSM Villegas-Diaz, Juan

# Recruiter Rings

***RSM January 2001***



**ATLANTA**

SFC Pamplin, Steve

**CLEVELAND**

SSG Schmidt, Michael

**COLUMBUS**

SFC White, Christopher  
SFC Dunlosky, John  
SFC Lewis, Vincent  
SSG Graves, David  
SSG Clark, Anthony

**DENVER**

SSG Jagger, Brent

**GREAT LAKES**

SFC Earl, Mabry

**HOUSTON**

SFC Taylor, Charles  
SSG Lanford, Ron  
SSG Broadnax, Edward

**INDIANAPOLIS**

SFC Hodge, Elson

**MIAMI**

SSG Guzman, Gerardo  
SSG Ruiz, Marta

**MINNEAPOLIS**

MSG Reed, Rebecca  
SFC Himes, Danial

**MONTGOMERY**

SSG Dodd, Sherry

**PITTSBURGH**

1SG Beck, Julie

**RALEIGH**

SFC Collie, Russell  
SFC Lancaster, Redger

**SACRAMENTO**

SFC Calvin, Gregory  
SSG Lamonda, Timothy  
SSG Lopez, Anthony

**SAINT LOUIS**

SSG Clukey, Robert

**SALT LAKE CITY**

SSG Chandler, James

**SAN ANTONIO**

SFC Harp, Paul  
SFC Weaver, Michael  
SSG Garza, Albert

**SEATTLE**

SFC Smith, Randall  
SFC Harvey, Kevin  
SSG Affonso, Vinciente

**SOUTHERN CALIFORNIA**

SFC Cook, Jerry

# The Test

1. There are two methods of holding the lensatic compass and sighting. What are they?
  - a. Hand to face, nose to cheek.
  - b. Hand to hand, hand to arm.
  - c. Arm to arm, cheek to cheek.
  - d. Compass-to-cheek, center hold method.
2. On a lensatic compass, 360 degrees equals \_\_\_\_ mils.
  - a. 6,400.
  - b. 5,400.
  - c. 6,500.
  - d. 7,900.
3. On the lensatic compass there is a tick mark every \_\_\_\_\_degrees or \_\_\_\_\_mils.
  - a. 10, 20.
  - b. 1,2.
  - c. 5, 20.
  - d. 6,12.
4. On the lensatic there is a black ring of numbers and tick marks used for finding direction in\_\_\_\_\_.?
  - a. minutes.
  - b. millions.
  - c. mils.
  - d. degrees.
5. On the lensatic there is a red ring of numbers and tick marks used for finding direction in\_\_\_\_\_.?
  - a. minutes.
  - b. millions.
  - c. mils.
  - d. degrees.
6. Which regulation covers Army Emergency Relief?
  - a. AR 93-9.
  - b. AR 930-4.
  - c. AR 78-90.
  - d. AR 54-98.
  - e. None of the above.
7. What does AER do for the service member?
  - a. Provides emergency financial assistance to soldiers (active and retired) and to their families in times of distress.
  - b. Provides financial assistance to spouses and orphans of Regular Army personnel.
  - c. "Helping the Army take care of its own."
  - d. All of the above.
  - e. None of the above.
8. Which pamphlet covers Army Community Service Centers?
  - a. DA Pam 608-42.
  - b. DA Pam 456-34.
  - c. DA Pam 45-90.
  - d. DA Pam 34-34.
  - e. None of the above.
9. What kinds of services does ACS either provide or provide referral services to the service members and their families?
  - a. Medical assistance.
  - b. Emergency services.
  - c. Financial assistance.
  - d. Health and environmental services.
  - e. All of the above.
  - f. None of the above.
10. Which pamphlet covers ACS Staff Handbook for Assisting Families with Exceptional Children?
  - a. DA Pam 608-38.
  - b. DA Pam 675-76.
  - c. DA Pam 543-90.
  - d. DA Reg 54-9.
  - e. None of the above.
11. What are the four skills that leaders must master and develop?
  - a. Interpersonal skills, conceptual skills, technical skills, tactical skills.
  - b. Talking skills, feeling skills, people skills, tactical skills.
  - c. Counseling skills, leader skills, personal skills, selling ideas skills.
  - d. None of the above.
  - e. All of the above.
12. Under Roles and Relationships, who is responsible for establishing policy and managing Army resources?
  - a. Commissioned Officer.
  - b. Noncommissioned Officer.
  - c. Warrant Officer.
  - d. Junior Enlisted.
13. What qualities must a leader demonstrate to counsel effectively?
  - a. Respect for subordinates.
  - b. Self and cultural awareness.
  - c. Credibility.
  - d. Empathy.
  - e. All of the above.
14. Name the five types of Event-oriented counseling;
  - a. Crisis counseling, referral counseling, promotion counseling, separation counseling, reception and integration counseling.
  - b. Crisis counseling, referral counseling, promotion counseling, separation counseling, personal counseling.
  - c. Crisis counseling, referral counseling, promotion counseling, separation counseling.
  - d. Crisis counseling, referral counseling, promotion counseling, separation counseling, behavior counseling.
15. What are the three approaches to counseling?
  - a. Non-directive.
  - b. Directive.
  - c. Combined.
  - d. Routine.
  - e. A,b,c.

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

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**RSM for January 2001 was not available at press time. Will print in the April issue.**

## Answers to the Test

- d. STP 21-1-SMCT, 071-329-1003, 1. (1),dtd Oct 1994
- a. STP 21-1-SMCT, 071-329-1003, 2. (1),(2),dtd Oct 1994
- c. STP 21-1-SMCT, 071-329-1003, 1. (1),dtd Oct 1994
- c. STP 21-1-SMCT, 071-329-1003, 1.b,dtd Oct 1994
- d. STP 21-1-SMCT, 071-329-1003, 1.c,dtd Oct 1994
- b. Army Regulation 930-4, dtd 30 Aug 1994
- d. AR 930-4, Section II, para 1-6. b,c,d.,dtd 30 Aug 1994
- a. DA Pam 608-42
- e. DA Pam 608-42, Unit II, a. (1), (h), Section C.
- a. DA Pam 608-38, dtd 1 Oct 1984
- a. FM 22-100, Chapter 6, Para 1-10
- a. FM 22-100, Appendix A, A-1
- e. FM 22-100,Appendix C, C10-C14
- a. FM 22-100,Appendix C, C26
- e. FM 22-100,Appendix C, Figure C-5.

