

# RECRUITER

United States Army Recruiting Command March 2004

# Journal

# *Recruiting's Best!*



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U.S. ARMY

# RECRUITER

United States Army Recruiting Command

March 2004, Volume 56, Issue 3

# Journal

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**Commanding General** - Maj. Gen. Michael D. Rochelle  
**Public Affairs Officer** - S. Douglas Smith  
**Editor** - Pearl Ingram  
**Associate Editor** - Beverly Harrison  
**Associate Editor** - Walt Kloepffel  
**Cover Design** - Joyce Knight

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Photo by Jim Welker

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Photo by Bob Stevenson

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Entering into its second year of NASCAR sponsorship, Soldiers and rookie observers are saluting the multimillion-dollar partnership. Some are taking note of the underlying similarities between the lives of race car drivers and Soldiers.



**Front Cover:** The 2004 award winners. Photo illustration by Joyce Knight. Left to right: SFC Erick Kramer, SPC Natasha Elusme, SFC Tracy Driver, SFC Michael Luff, SFC James Smith, SSG Rebecca A. Roberson, SFC Antione Clark, SFC Jeremy M. Smelser, and SFC Elias Gelat.

**Back Cover:** Upper left, Cynthia Bousqueto; Upper right, Denny Carter; Center, Pamela Walker; Lower Left, Fredia Cain; Lower right, Peggy Clinton.





*Maj. Gen. Michael D. Rochelle*

## A Snapshot of Today's Station Commanders – Small Unit Leadership at its Best

Throughout this “Year of the Station Commander,” I intend to frequently dedicate this space to topics addressing issues of primary importance to USAREC station commanders and their leaders.

Many within the command are unaware that for a number of years we have conducted wide-ranging studies and surveys of new recruiters entering the command in detailed status, station commanders, and other key leadership holders. Such surveys provide valuable insights into the adequacy of everything from the Army Recruiting Course training and assessment, command wellness and family advocacy programs, as well as station commander preparation, selection and training.

The fact that our research efforts begin with attendance at the ARC, continue, in many instances, through assignment as a detailed recruiter and may culminate with conversion and assignment as a station commander – our view is a longitudinal one. As a result, we learn much about our institutional training and the value of effective coaching and counseling.

Such insights greatly assist in continuing to improve the quality of training for each cohort of new recruiters and our all-important selection and preparation of station commanders.

Our extensive research and study efforts merge the unique talents of several inside-Army research organizations with those of name brand commercial firms. Such a cross-sectional view provides a unique and highly encouraging view of the professional attributes of today's station commanders. I would like to share three attributes common to USAREC station commanders with RJ readers.

### High Situational Awareness

USAREC station commanders are keenly aware of their markets, the strengths and weaknesses of their team members and the means available to leverage strengths toward mission success. Situational awareness extends beyond the immediate team and includes adjacent and higher levels of organization impacting the team.

### Self-confidence

Today's station commanders not only exhibit extraordinary levels of self-confidence, but also can communicate that confidence to members of the team. Such self-confidence stems first from solid technical and leadership skills. The competence gives the confidence legitimacy in the minds of team members.

### Task Oriented

Whether focused on the mission itself or subordinate tasks, which contribute to sustained mission success (i.e., training and safety), or family well-being, our data tells us that USAREC station commanders are task driven.

While these are only three of the strong leader attributes we find in USAREC station commanders, they represent the basis for our past and future successes. Station command in U.S. Army Recruiting Command is small unit leadership at its very best, and we must all invest appropriately this year and every year in strengthening our leaders even more.

# Wisdom, Well-Being and Warrior Ethos

I am proud of every Soldier and civilian within the command and want to personally thank each for their diligent efforts in executing standards and the mission. The Army is extremely busy in its efforts to meet the challenges of the contemporary operating environment. And so is USAREC, in its efforts of transforming business practices during the Year of the Station Commander.

Fundamental to any change is the willingness to think on a higher level. I want to share a perspective on a few universal core values — wisdom, well-being and warrior ethos — to aid in bringing the commanding general's proclamation to fruition.

Wisdom is the ability to make sound decisions — a highly developed sense of ethical intuition and the ability to act appropriate in any situation. It is intelligence shaped by experience: information softened by understanding.

Wisdom is not something a person is born with; it comes from living — from making mistakes and listening to others who have made mistakes and learned from them. One of the characteristics of wisdom is the ability to see the big picture — the ability to see the forest, as well as the trees. Theodore Roosevelt once stated that “nine-tenths of wisdom is being wise in time.” And Martha Washington was once quoted, “the greater part of our happiness or misery depends upon our dispositions and not upon our circumstances.”

Wisdom manifests itself in individuals committed to developing a high state of personal well-being and embracing a warrior ethos mind-set. In an effort to provide for a relevant and ready Army, General Peter J. Schoomaker, Army Chief of Staff, established as one of his focus areas to develop flexible, adaptive and competent Soldiers with a warrior ethos.

The warrior ethos demands that all Soldiers put the mission first, to never accept defeat, to never quit, and to never leave a fallen comrade. A warrior ethos mind-set is also critical to meet the demands of daily living. Soldiers imbued with the warrior ethos mind-set possess the attributes to make wise decisions about their professional and personal affairs.

According to William James, “the greatest discovery of our generation is that human beings can alter their lives by altering their attitudes of mind. As you think, so shall you be.” Success in any endeavor, whether in public or private sector, requires adherence to core values. This is no different for Soldiers performing recruiting duties.

***“The greatest discovery of our generation is that human beings can alter their lives by altering their attitudes of mind. As you think, so shall you be.”***

***— William James***

Well-being is defined as the personal physical, mental, material and spiritual state of Soldiers, civilians and their families that contribute to their preparedness to perform the Army's mission. It is linked to four outcomes: performance, readiness, recruiting and retention. Well-being is the human dimension of Army transformation. The Army as an institution requires individuals to take responsibility for their own well-being, while creating and sustaining an environment that supports this endeavor.



**Command Sgt. Maj. Harold Blount**

Soldiers and civilians must ensure that personal issues do not impair readiness to deploy and conduct the mission. Army well-being programs provide opportunities for Soldiers, civilians and their families to enhance their personal self-reliance and resilience as they pursue their individual aspirations. For more information on well-being go to the USAREC or Army Intranet home page. The root causes of substandard performance typically can be traced to unfulfilled or neglected well-being issues.

It has been made clear throughout our history that the source of Army might lies not in our equipment or technology, but its people. Individuals who proactively attend to personal and family well-being issues, exude a can-do warrior attitude while embracing the Soldier's Creed are fit to fight and win. To balance both requires wisdom — discernment and expert action.

In this Year of the Station Commander, the development and well-being of the force has got to be priority one to meet increased mission requirements to support an Army at war. It is my firm belief that it will be the mental, physical and emotional well-being of our Soldiers, civilians and families that will sustain USAREC success, now and in the future.

# Does Character Matter?

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

After only six months in USAREC, I am impressed with the quality of Soldiers that serve as recruiters. I attended a number of annual training conferences and saw firsthand their professionalism and dedication. Recruiters are selected because of their leadership qualities — leadership that rallies men and women to a common cause. All have demonstrated those characteristics described for us in FM 22-100. They have internalized the Army values and made them their own. Recruiters stand tall in the communities they serve.

Some would question a recruiter's character. We have all heard the stories of those who are willing to say anything to get a signature. Some recruiters describe Army life as what we saw in the movie "Private Benjamin." They asked themselves, "Does it really matter if I portray the reality of Army life?" "Does anyone care so long as I make mission?" "What does it hurt if I leave out a little of the truth? They will survive." Does character matter? Gen. H. Norman Schwarzkopf pointed to the significance of character when he said, "Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy."

One of the foundation building blocks of leadership is character, which has been defined as "the combination of mental and ethical traits marking and often individualizing a person, group, or nation." Ethical traits are more than words. They are our actions — actions that find their motivation in the essence of an individual. We cannot separate our actions from our character. If we say we care for Soldiers and their families and then do nothing to support them in their time of need, our character comes into question. Our actions reveal our values.

Credibility and trust are essential in developing good character. Soldiers must have confidence in those they follow. In order to build trust within a command, leaders must demonstrate competence, consistency and authenticity. Technical proficiency is rudimentary in the creation of a viable mission plan. Leaders must adhere to the plan and produce results. Achieving mission promotes trust among subordinates.

Character produces three qualities. First is *conviction*. What we are doing is important and matters. Calling young people to serve their nation and asking them to put aside their personal ambitions and seek a higher purpose can only build valued citizens. What we do matters in the life of the Army. We could not defend our nation and uphold our duty if we failed to recruit the best for our Army.

Secondly, character produces *hope*. We know that our efforts



will not go unrewarded. We visualize the DEP member arriving at the reception station and succeeding in their military career. We are confident in our abilities and results.

Thirdly, character produces *determination* to be successful and accepting nothing less. It drives us to those 12-hour days and six-day work weeks. Determination overcomes the doubts and fears that may attempt to distract us. It allows us to be focused and driven towards the objective.

A Soldier was asked why he was standing guard in a particular place. "I don't know," he replied, "I'm just following orders." This question was passed up the chain until it reached the King. "Why do we post a sentry at that particular spot?" he was asked. Not knowing, the King summoned his wise men and asked them the question. The answer came back that one hundred years before, Catherine the Great had planted a rosebush and had ordered a sentry placed there to protect it! The rosebush had been dead for 80 years, but the sentry still stood guard!

Character keeps us on duty even when we don't understand the mission. It demands that we ask the obvious question, "Why are we doing what we are doing?" It builds credibility and trust with our peers and subordinates. Character matters! It's relevant for Soldiers and even more for recruiters. May your actions mirror your character.

## A Recruiter Writes:

I understand the Army's policy of "Stay in School Stay off Drugs." What I do not understand is if a person is convicted of one possession of marijuana, it is a serious offense waiver and if convicted of two, a felony. If this same person told me he tried marijuana 10 times but never got caught, I would have no problem putting him in the Army.

Maybe I am looking at it wrong. It is not that we have a problem with trying marijuana, we just do not want you to get caught. It seems like both should need a battalion review but not a felony waiver.

## Chief of Staff Responds:

Your comment concerning marijuana use and levels of waivers is thought provoking.

Applicants who have been convicted of possession or use of marijuana require a waiver to process due to the court conviction. The waiver authority for the first offense is the battalion commander, for the second offense the waiver authority becomes Headquarters USAREC. This situation is similar to a driving while intoxicated waiver. One conviction requires battalion level waiver and a second conviction requires Headquarters USAREC approval.

When an applicant admits to use of marijuana, there are consequences the applicant must face. An applicant may require psychological consultation, or may be limited on MOS choice. The Army does not hold the use of marijuana against an applicant for eligibility, but ensures the applicant understands the Army's policy on drug use while serving.

The thought process that we use in this is that someone who has been arrested twice for possession of marijuana appears to have a serious drug problem. We do not disqualify applicants for experimental use of marijuana unless the MEPS chief medical officer feels the applicant is a drug abuser.

In reference to the Army's "Stay in

School Stay off Drugs" program, this program is designed to present to students of any age. It is a tool for recruiters to use to gain access to schools and provide a community service. The Army's policy on drug use has been and remains one of zero tolerance.

For further information contact Sgt. 1st Class Dirk Vandebos at DSN 536-0428; toll free at 1-800-223-3735, ext. 6-0428; or e-mail at [Dirk.Vandebos@usarec.army.mil](mailto:Dirk.Vandebos@usarec.army.mil).

## A Recruiter Writes:

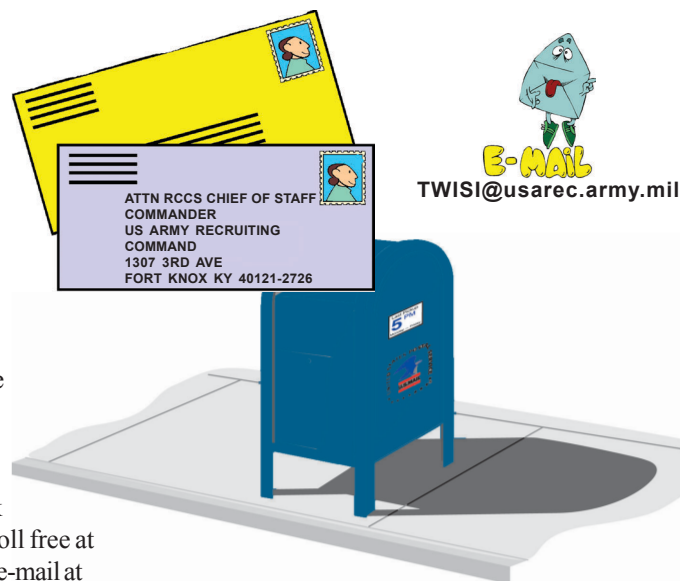
I would like to request stopping the three-day projection rule. This three-day projection rule has now turned into a four-day projection rule. The MEPS states that the projection has to arrive to them NLT 0900 three days prior to the applicant processing; however, in order for that to happen, you would have to do the projection on the fourth day.

Even when you do these projections, the MEPS only informs you the day prior to the applicant processing date that something is wrong with the documents or the projection was not received. Nonetheless, the applicant can't process for another four days.

Why send the information three or four days in advance when they (MEPS) don't even look at the documents until the day prior? If a recruiter does a projection for the end of the RSM and something is wrong, he or she can forget about processing that applicant days into the next RSM. Who exactly is this helping or hurting?

## Chief of Staff Responds:

Your question on three-day projections is a good one. The commanding general's intent is to provide guidance counselors



enough time to conduct proper quality control checks on all records and provide Red Carpet Treatment to applicants as they process.

I understand your concern about the three-day projection rule. When an applicant is projected to be placed into DEP/DTP, four levels of validation are automatically performed by GCR and an e-mail is sent to the CLT, SC and the recruiter initiating the projection. This e-mail provides a status of the projection and of any levels failed, with exact reason as to the failure.

Any recruiter can fix validation failures at Levels 2 through 4 on the RWS and replicate those corrections to TOS. Once corrections have been made and the applicant is replicated in the system that applicant may still process on the same day initially projected. Only Level 1 failures require reprojection.

Failure to make corrections for Level 2 through 4 failures prior to the arrival of the applicant on the floor may require a new projection depending on local policy.

More information on this subject may be found in Operations Order 4-0005, USAREC Message 04-013, and USAREC Message 04-026.

For further information please contact Capt. Jonathan Rufenacht at 1-800-223-3735, extension 6-1072; DSN 536-1072; commercial 502-626-1072; or e-mail at [jonathan.rufenacht@usarec.army.mil](mailto:jonathan.rufenacht@usarec.army.mil).

# Special Events Prom Generate Numerous I

*Story and photos by Al Burzynski, Columbus Battalion*

**W**hat draws thousands of people in our target market to venues large and small throughout Ohio 365 days a year seven days a week?

Better yet, how can the Columbus Recruiting Battalion take advantage of the Recruiting Command's most modern combat multiplier in its advertising and public affairs arsenal?

Drawing from professional experiences and speaking with contemporaries from the field of marketing, special event promotion is a way to reach massive audiences, promote products and services while simultaneously conducting face-to-face prospecting in a defined target rich environment.

Usually, as part of any event promotion, recruiters receive space to setup a recruiting table in a high-traffic area and are provided with ways and means to entice potential recruits to visit their area.

Members of the Columbus Recruiting Company recently took advantage of a special event promotion involving the pro wrestling house show that took place at Nationwide Arena in Columbus, Ohio.

A special giveaway promotion was developed for the event. Fans ranging from ages 12 to 34 rushed the recruiting table to register for a chance to win autographed wrestling memorabilia and escort a wrestling superstar down to ringside.

The event produced 260 leads with 101 classified as quality leads. Personnel on hand interacted with the crowd, passed out flyers about the giveaway promotion, and drove prospects to the recruiting area 90 minutes prior to the event.

Without a doubt, an organization can have the greatest products or career opportunities to offer the world, but all is for naught if no one knows about it.

During a visit to the Columbus Recruiting Battalion, Maj. Gen. Michael D. Rochelle said, "We don't need to sell the Army, it sells itself. We need to put quality noncommissioned officers in front of people."

Through advertising or stories generated by media outlets, it's safe to declare everyone knows about "An Army of One" whether it's good, bad, or indifferent. A key to continued mission success hinges on how effectively we leverage special event opportunities.

Recruiters are an important part of the recruiting marketing mix. We need energetic and knowledgeable recruiters promot-



**Sgt. 1st Class Marvin Dooley takes advantage of the special event opportunity by making appointments with four students from his local area high school, Dublin-Coffman.**

ing career opportunities, positive command messages, and proactive representatives dispelling stereotypes associated with the Army during these events.

Needless to say, time is a valuable commodity in the field of recruiting and the opportunity costs associated with working special events is enormously high. It's only natural for you to ask, what's my return on investment?

Clearly, a special event is a matchless occasion to prospect, generate quality leads, and meet people who can assist you with your mission in a target rich, nonthreatening, recruiting environment.

Each person you make contacted will do one of three things: become a quality lead, serve as a walking advertisement sporting or using Army branded merchandise, or they will share their positive Army recruiting experience with family and friends.

In all, a special event promotion is another tool in our recruiting arsenal. Each event gives us another opportunity to reach and interact with our target audience in a nonthreatening environment.



# Promote Army Awareness, Generate Leads



The future of America's Army register for a chance to escort a wrestling superstar down to ringside as part of the "Unleashed" house show at Nationwide Arena in Columbus, Ohio.

To have a successful event, it is crucial everyone involved believes it is worthwhile and not a waste of time and money. If not, personnel may be prone to clock-watch or deviate from the mission at hand. Input from the recruiting force when planning the event is paramount.

## Keys to Success

- Work in conjunction with Advertising and Public Affairs to identify special event opportunities.
- Actively engage the public. Take the opportunity to educate folks about the Army. People have a way of gravitating toward energetic and confident people.
- Before the event, take time to profile your audience and learn more about the entities (bands, teams, or entertainers) involved with the special event. If you have questions, contact Advertising and Public Affairs.
- Plant the seed now, so you can reap the benefits later. The majority of people who will visit your recruiting area are interested in the promotional items or they want a chance to register for the prize drawing. Take this opportunity to "soft sell" the Army.
- Treat our target audience with respect and show them that you are truly interested in them as a person and not another contract. Always project a winning image.
- Give your potential leads a reason to visit the recruiting

area. The key is to generate excitement in and around our area. Use techniques employed by the carnival barker or the Cracker Jack vendor to draw attention. Remember those famous words: "Step right up or get your hot peanuts and Cracker Jacks."

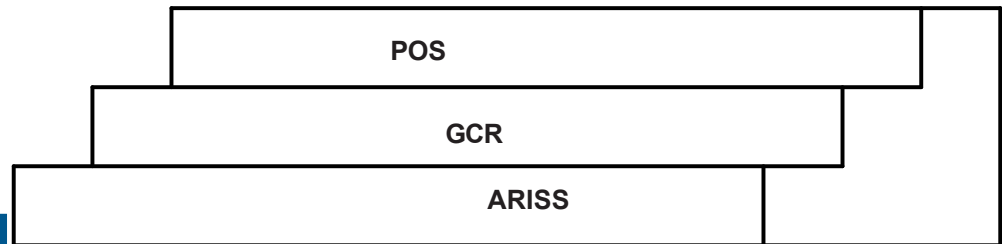
- Order additional business cards for the event. Each person who is a qualified lead or COI should walk away with a business card.
- Ensure you have enough personnel working the event and work with Advertising and Public Affairs to formulate a strategy to engage and leverage the crowd.
- Use promotional tickets or other promotional incentives, meet and greet opportunity, as a means to generate leads during school presentations or lunchroom setups. Encourage potential leads. One ticket, one appointment. Or encourage qualified leads to visit the recruiting station for a chance to register and win tickets or prize package.
- Ensure you have enough leads cards, pens, and clipboards for the event.



Staff Sgt. Brian Rogan actively encourages a potential applicant to register for a chance to win official wrestling shirts and DVDs autographed by wrestlers and wrestling personalities such as Hurricane, Rosie, Kane, Jim Ross and Jerry "The King" Lawler.

# A S t e p h e r

## FUTURE FORCE RECRUITER



By Sgt. 1st Class Jeffrey Fletcher, G-3

When I was a field recruiter, I remember hearing a dreamy idea from a senior leader in Recruiting Command that “one day every recruiter will have their own laptop computer.”

I looked upon this as an impossible task to achieve during my time in USAREC. It was hard to accept this idea considering the level of technology that was available in our recruiting stations at the time.

Then, we had one desktop computer in the station for everyone to share which was better than the fax and copier situation. The recruiting station did not have a fax or copier and the computer was nothing to brag about. Now, we have laptop computers, printers, copiers, fax/scanner combinations and cell phones. We have come a long way in a short amount of time.

### Working Toward a Paperless Environment

The technology is here and is constantly changing to better serve the recruiters and the leaders in the command. We continue to take steps toward a paperless environment in order to support the Department of Defense initiative. Now, acronyms and terms like ARISS, GCR, TOS, Replicate, ADHQ, Tier II server, ERM, cyber recruiting station, and electronic file cabinet are common in all recruiting stations.

Most of the terms that were around when I entered recruiting have taken on a completely new scope. Terms like projection and packet have remained the same, but the way we accomplish these tasks have changed drastically. Amidst the many changes in recruiting, there is still another step that the command will experience — point of sale.

Point of sale is one of the most progressive and innovative steps ever attempted by any Army organization. It allows recruiters to pre-qualify and reserve their applicant’s job before they go to the Military Entrance Processing Station. Prior to the physical exam, POS allows a recruiter to access the Recruit Quota System and reserve a job based on the applicant’s valid

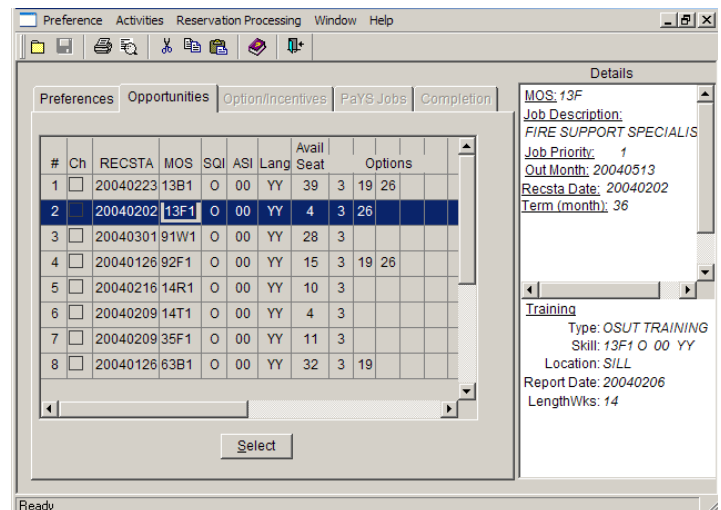


Figure 1. Opportunities Tab in REQUEST

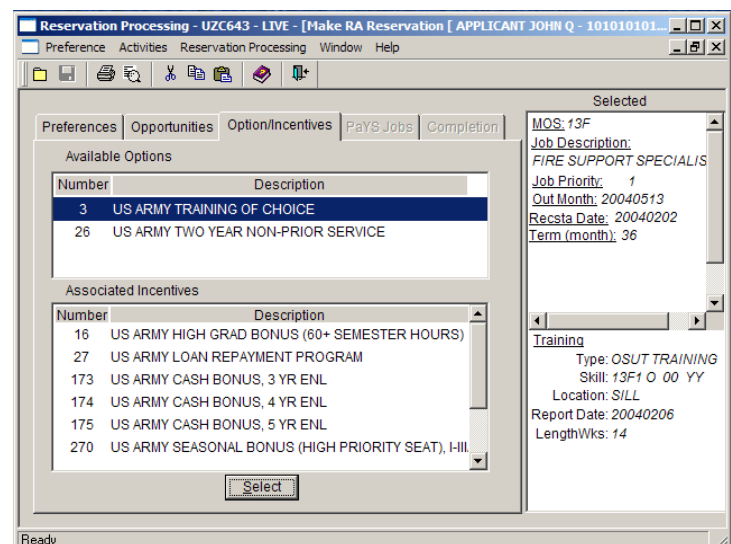


Figure 2. Option/Incentive Tab in REQUEST

ASVAB line scores. It moves the true decision point in the enlistment process to a place where the applicant is most comfortable — in their home. This also allows the applicant's influencers to be more involved in the decisions, helping the applicant to make a solid commitment. Even the name point of sale suggests that it is the place where the actual deal is closed.

The POS program is currently being tested in Albany Battalion, Las Vegas Company, and Louisville Company.

During the POS test, modifications are being made to ensure recruiters are able to maximize the effectiveness of REQUEST without unnecessarily altering existing records. These modifications coupled with training sustainment plans employed by the units will continue to refine POS to be the natural next step in the modernization process of USAREC.

While assessing the POS test units, it has become obvious that recruiters equipped with a tool that allows them to sell jobs will sell jobs — no big surprise.

However, recruiters should use POS to reserve jobs after the commitment is gained based on a solid sales interview because most applicant's dominant buying motive has very little to do with a specific job. The job and the incentives associated with it go together to meet the DBM.

### Knowing the Applicant's DBM

Sales interviews using POS will require discipline on the part of the recruiter. Because there are many choices to be made (Figure 1 and Figure 2), recruiters must enter this phase of the sale/close knowing the applicant's DBM. In the face of all the technology we are presented with, there are some steps that do not change. The need for each recruiter in every sales interview to ask the question *why*. *Why* has not changed, nor is it likely to change in the foreseeable future.

As we embrace these technological steps, these simple questions must be taken with us no matter how far technology takes us.

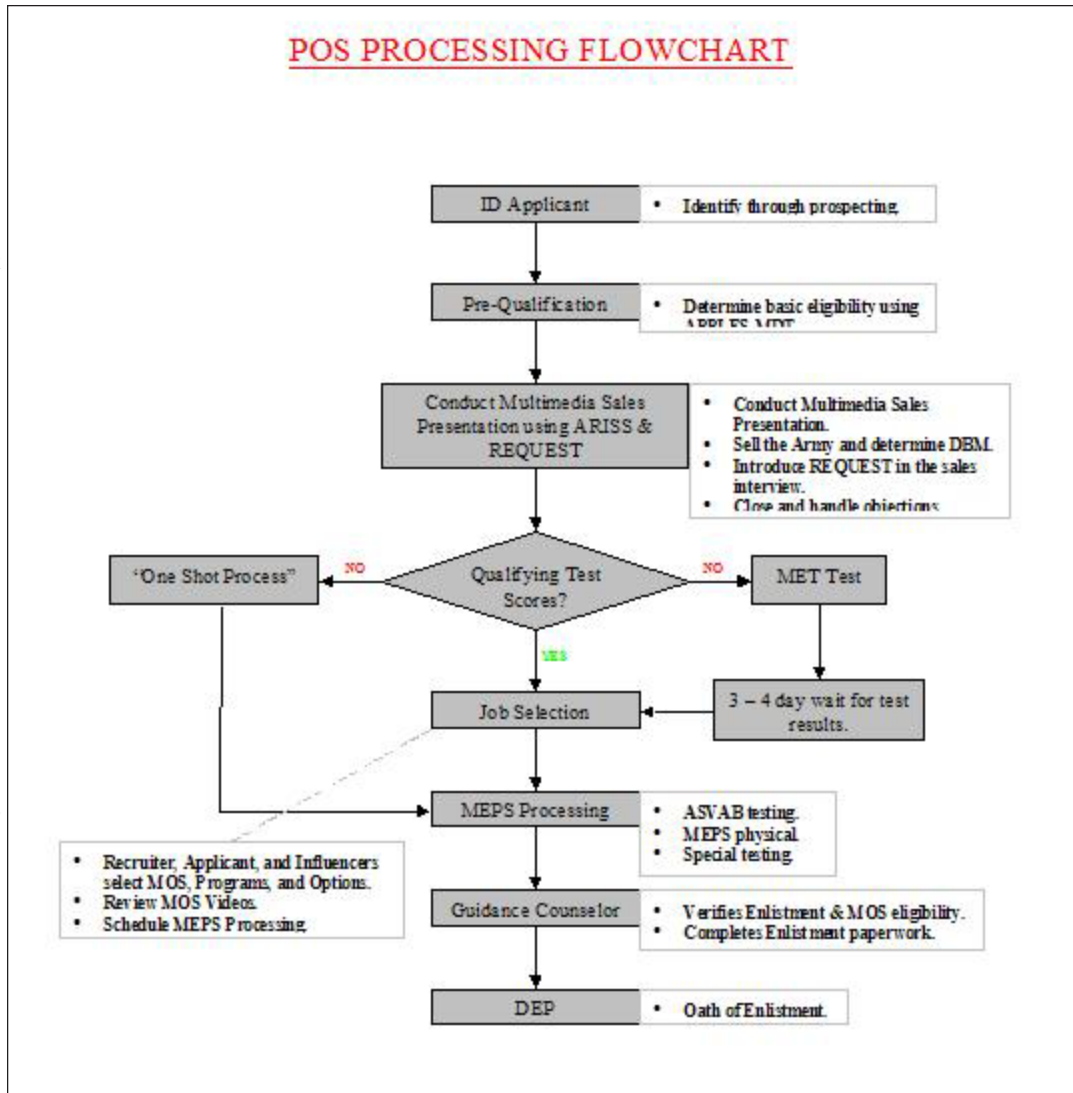


Figure 3. POS Processing Flowchart

This program has had positive feedback from the recruiters and the leadership in the POS test units. Some recruiters who have never recruited without POS have made comments like, "I don't know how USAREC has survived without POS." Others agree that POS is the most effective closing tool available to a recruiter. It is proving itself to be instrumental to the future goals of USAREC and the direction we must go to continue experiencing success as a command.

Figure 1 is an example of the Opportunities Tab located in REQUEST. This will show the recruiter the jobs available for an applicant who has qualifying line scores. Figure 2 is an example of the Option/Incentive Tab located in REQUEST. This will show the recruiter the available options and incentives for each of the applicant's job opportunities. Figure 3 is the POS Processing Flowchart.

# Working the USAREC Magic

## — a term recruiters know as hard work

By Pearl Ingram, Recruiter Journal editor  
Photos by Bob Stevenson, TSC Photo Lab

Learning about the Army's strength needs and leading recruiters to mission success were top issues at this year's annual leaders conference in Nashville, Tenn., Feb. 3-5.

At the start of the week-long conference, Maj. Gen. Michael Rochelle, USAREC commander, declared the year 2004 as the Year of the Station Commander.

"The station commander is the center of gravity for the entire command," said General Rochelle. "We're going to focus the collective efforts and the collective brain power of the entire command during the year of the station commander."

He said all of USAREC will concentrate on what makes the station commander successful — from a training perspective, from a resourcing perspective, and from a command and control perspective.

General Kevin Byrnes, TRADOC commander, announced



General Kevin Byrnes, TRADOC commander, speaking at the Annual Leaders Training Conference in Nashville, Tenn.

that this year's recruiting mission will increase by 2,500 accessions and the mission in each of the next three years will increase by 5,000.

General Rochelle told brigade and battalion commanders and command sergeants major that his one point of concern for the future is in the building of a healthy entry DEP.

"If we have emptied the DEP to fill this year, how will we be postured for next year and FY 06?" asked General Rochelle. He reminded leaders that building the entry DEP is vitally important to future mission success in filling the Army's personnel requirements. To assist recruiters in their endeavors, General Rochelle said he has asked that Phase IV of the recruiter reduction plan be placed on hold.

In addition to the mission increase for USAREC, General Byrnes wants recruiters to remain aware that Soldiers completing AIT can likely be assigned directly to units scheduled for deployment.

"We've got to make sure that when a Soldier graduates from AIT, that they are ready," said General Byrnes.

Command Sgt. Maj. John Drysdale, Cleveland Battalion, said the importance of the recruiter's job really hit home for him when members of the initial entry training panel talked about deployments within 30 days of completing training.

"The recruiters can no longer look at it as just putting someone in the Army," said Sergeant Major Drysdale. "This is serious business."

### **PT for DEP Members**

To assist DEP members in preparing for basic training and AIT, recruiters will soon become more involved in getting them ready for the rigors of physical training.

Leaders at the conference had a chance to actively participate in the new First Step PT program designed by the Soldier Support Institute at Fort Jackson, S.C.

"You are recruiting young people who come from an environment of low physical activity and then we expect them to become physical within a few weeks," said Lt. Col. William Rieger, commandant of the Soldier Physical Fitness School.

According to Colonel Rieger, injuries during basic training can be reduced when an individual uses a standardized program rather than haphazardly increasing physical activity. The aim of the new PT program, according to Colonel Rieger, is to reduce the number of recruits going



**A Soldier from the Program Executive Office, Fort Belvoir, Va., wears a Future Force Warrior uniform during the Nashville annual leaders training conference. Several displays were available for viewing during the conference.**

***“We’re going to focus the collective efforts and the collective brain power of the entire command during the year of the station commander.”***

**— Maj. Gen. Michael D. Rochelle**

“I have decided that this is the first extended duration war our nation has fought with an all volunteer force,” said Lt. Gen. James Helmly, chief, Army Reserve.

General Helmly said the Army Reserve has its fair share of challenges also.

“Our mission has not changed, but the world certainly has,” said Helmly. “This is an Army at war for a nation at war.”

General Helmly, who described himself as a “straight shooter,” says one weekend a month and two weeks in the summer no longer holds true for the Army Reserve.

Support for families was included in the conference agenda this year. Seventeen spouses attended and discussed ways to welcome new families into battalions. One group composed a recruiting spouse creed, which follows the same format as the Soldier’s Creed.

### ***The Awards Banquet***

As the conference approached the close, names of the recruiters of the year were announced at a banquet on Thursday night. On the final day, Lt. Gen. Dennis Cavin, commander, Accessions Command, told leaders that recruiters will be asked to do things differently, and regardless of the changes being made, they will be expected to go out and recruit.

“We will develop an Army with the Warrior Ethos, and we’ll start with you,” said General Cavin. “From my horizon, I don’t see any year in the future that USAREC will fail. Continue to do what you do. Do it with pride and dignity. Do it with an understanding that you are making a difference in the lives of Americans.”



**The youngest member of the USAREC family attending the ALTC awards banquet was three-month-old Ethan Levi, son of Sgt. 1st Class Trevor Bethel and wife, Brittany.**

into physical training units and to reduce the overall attrition rate during basic training. In turn, this will lower the cost of training and important to recruiters, keep their recruit happy in the choice they made to come into the Army. Truly, the big plus for recruiters is that it will reduce the number of new people they will need to go out and find.

“You’re helping the drill sergeant enable that Soldier to meet the requirements of basic training,” said Colonel Rieger.

### ***Army Reserve Changing***

Of course, not all topics discussed at the leaders conference affect only Active Army recruiting.



# Top Award Winners

## Unit Awards

### Top Chaplain Recruiting Team

2d Recruiting Brigade - Represented by Chaplain (Maj.) Steve Huber (OIC)

**Most Improved Battalion based on Quality:** Phoenix Recruiting Battalion

**Most Improved Brigade based on Quality:** 6th Recruiting Brigade

**Top GSCA Battalion:** Seattle Battalion, 6th Recruiting Brigade

**Top GSCA Brigade:** 6th Recruiting Brigade

### Hard Box Battalions within USAREC

Kansas City Battalion – 5th Recruiting Brigade

Dallas Recruiting Battalion – 5th Recruiting Brigade

Portland Recruiting Battalion – 6th Recruiting Brigade

Sacramento Recruiting Battalion – 6th Recruiting Brigade

Salt Lake City Recruiting Battalion – 6th Recruiting Brigade

Phoenix Recruiting Battalion – 6th Recruiting Brigade

Seattle Recruiting Battalion – 6th Recruiting Brigade

**TOP AMEDD Detachment:** 5th AMEDD Detachment

**Top Battalion:** Portland Recruiting Battalion

**Top Brigade:** 6th Recruiting Brigade

## Civilian Awards

### Outstanding Administrative Support Employee:

Cynthia Bousqueto, 5th Brigade Army Medical Detachment

**Runner-up** — Cynthia Williams, Headquarters USAREC, G-3

### Outstanding Technical and Program Support Employee:

Pamela Walker, 1st Brigade Army Medical Detachment.

**Runner-up** — Karen Williams, St. Louis Recruiting Battalion, 5th Recruiting Brigade.

### Outstanding Program Specialist Employee:

Peggy Clinton, HQ USAREC, CPO Office, G-1

**Runner-up** — Wendell Caldwell, 5th Brigade Army Medical Detachment

### Outstanding Professional Employee

Denny Carter, Nashville Recruiting Battalion, 2d Recruiting Brigade

**Runner-up** — Lawrence Romo, San Antonio Recruiting Battalion, 5th Recruiting Brigade

### James F. Davis Memorial Award

Fredia Cain, Education Specialist, San Antonio Recruiting Battalion, 5th Recruiting Brigade

## Recruiting and Retention School Awards

**The Division Chief of the Year** – Master Sgt. Tracy Cutler  
**Instructor of the Year** – Sgt. 1st Class Tracy Driver

## Retention Award

**Top Brigade Career Counselor:** Sgt. 1st Class Rodney Rundblade, 5th Recruiting Brigade

**Runner-Up Top Brigade Career Counselor** — Sgt. 1st Class Jason Chakot, 1st Recruiting Brigade

**Career Counselor of the Year** — Sgt. 1st Class James Smith, 6th Recruiting Brigade

**Runner-up** — Sgt. 1st Class Jason Chakot, 1st Recruiting Brigade and Sgt. 1st Class Rodney Rundblade, 5th Recruiting Brigade

## Military Individual Awards

**Health Care Recruiter of the Year** — Sgt. 1st Class Erick Kramer, 1st AMEDD Detachment, Central Health Care Recruiting Company

**Runner-Up** — Sgt. 1st Class Trevor Bethel, 3d AMEDD Detachment, Indianapolis HCRT

**Soldier of the Year** — Spc. Natasha Elusme, 5th Recruiting Brigade Headquarters

**NCO of the Year** — Staff Sgt. Rebecca Roberson, 1st Recruiting Brigade, Beckley Recruiting Battalion,

**Runner-Up** — Staff Sgt. Joshua Powell, 2d Recruiting Brigade, Miami Recruiting Battalion

**Guidance Counselor of the Year** — Sgt. 1st Class Antione Clark, 1st Recruiting Brigade, New York City Recruiting Battalion, New York City MEPS

**Runner-Up** — Sgt. 1st Class Ronald Maloney, 3d Recruiting Brigade, Great Lakes Recruiting Battalion, Lansing MEPS

**Army Reserve Recruiter of the Year** — Sgt. 1st Class Michael Luff, 2d Recruiting Brigade, Montgomery Recruiting Battalion (Sgt. 1st Class Luff was selected as RA Recruiter of the Year in 2000)

**Runner-Up** — Sgt. 1st Class Bertha Middlebrooks, 5th Recruiting Brigade, Dallas Recruiting Battalion,

**RA Recruiter of the Year** — Sgt. 1st Class Jeremy Smelser, 5th Recruiting Brigade, Des Moines Recruiting Battalion

**Runner-Up** — Staff Sgt. Teddy Desouza, 6th Recruiting Brigade, Salt Lake City Recruiting Battalion

**Station Commander of the Year** — Sgt. 1st Class Elias Gelat, 5th Recruiting Brigade, Dallas Recruiting Battalion

**Runner-Up** — Sgt. 1st Class Derrick Gordon, 3d Recruiting Brigade, Great Lakes Recruiting Battalion

## Regular Army Recruiter of the Year



**Sgt. 1st Class Jeremy M. Smelser**  
**Des Moines Recruiting Battalion**  
**5th Recruiting Brigade**

Sgt. 1st Class Jeremy M. Smelser, Des Moines Battalion, marches to the beat of a different drummer as far as recruiter backgrounds go. Sergeant Smelser is an Army Bandsman, 02M percussionist, who is also USAREC's 2003 RA Recruiter of the Year.

"I didn't hear of people from the band getting picked to do this. Once they picked me, I felt like I must have been doing something right to get selected. I was looking forward to doing the best I could. I had a feeling I could do pretty well," said Sergeant Smelser.

And well is exactly what Sergeant Smelser did by completing FY 03 with 35 enlistment contracts, 27 of which were GSCA. He earned his recruiter ring in 19 months, as well as earning the 5th Brigade Commander's Special Recognition Award (Jun - Sep). Smelser was also selected for induction into the Knights of the War Eagle Order for his excellence in recruiting, according to Command Sgt. Maj. Martin R. Wells of the Des Moines Battalion.

Sergeant Smelser's loyalty to mission success is apparent by the professional attitude he has portrayed since becoming a recruiter in January 2001.

"You can't fail at this mission. There's a lot of pressure. This job tests you on who you are. It's tested me as a leader, as a father, [and] as a husband. It basically makes you a better person all the way around."

Sergeant Smelser is currently the assistant station commander of North Des Moines Recruiting Station and is in the process of converting to 79R.

As a drummer, Sergeant Smelser enjoys playing jazz music and has volunteered his talent to several high schools, resulting in three band contracts for Des Moines Recruiting Company.

Sergeant Smelser enjoys spending time with his wife and two-year-old daughter by going to movies or the park.

## Station Commander of the Year



**Sgt. 1st Class Elias Gelat**  
**North Richland Hills Recruiting Station**  
**Dallas Battalion**

Sgt. 1st Class Elias Gelat couldn't have chosen a better time or place to be named Station Commander of the Year. During the opening remarks at the annual leaders conference, Maj. Gen. Michael Rochelle, commanding general, USAREC, announced the year 2004 as the Year of the Station Commander.

As the station commander of the year for 2003, Sergeant Gelat believes in recruiters. He also believes his recruiters will refuse to accept failure.

"Everybody is set up in the best possible way to use their talents so they can contribute," said Sergeant Gelat.

The way he makes sure everyone can tribute is through daily performance review. Sergeant Gelat says if there is a secret to cracking the code for success in recruiting, then it has to be daily performance review.

"DPR every day," said Gelat about his success as station commander at the Ridgmar Station. When he relocated to North Richland Hills Station six months ago, he continued doing DPR every day with each recruiter.

When he arrived as the new station commander, he called together the eight recruiters assigned to the station and gave each of them a copy of his station SOP.

"This is what we are going to do," said Gelat. "This is why we're doing it, and if you do what I ask, we'll be No. 1."

Gelat admits that the tools the station commander uses today have changed with the use of the laptop, but he also believes the basics are the same as when he became a station commander five years ago.

"Now that we're putting everybody in the computer, if you don't pull up their computer and look at who they have, you can't tell them who to follow up with. So, you're not leading them," said Gelat.

"I'd like to win again with another office," said Gelat. "This is a new crowd. I think they would like to win, and I think we can."

## Army Reserve Recruiter of the Year



**Sgt. 1st Class Michael Luff**  
**Montgomery Battalion**  
**2d Recruiting Brigade**

‘Just a serious work ethic’ is how Sgt. 1st Class Michael Luff describes his ability to be a winner for this year’s Army Reserve Recruiter of the Year. However, this isn’t the first win for Sergeant Luff. He won USAREC’s Active Army Recruiter of the Year in 2000.

With nearly 16 years of active duty under his belt, Sergeant Luff ended his active Army career on Dec. 23, 2001, and picked up where he left off on Dec. 24 with an assignment as an Army Reserve recruiter.

When he made the decision to be a Reserve recruiter, he was working as a large station commander and was successful the first few months. He soon found the long hours and constant managing, coordinating and evaluating not as satisfying as visiting schools, making appointments, and working with centers of influence and VIPs.

One of the station Reserve recruiters, Sgt. 1st Class Michael Murcay, suggested to him that he try the Reserve side of recruiting.

“I always like trying a new challenge,” said Sergeant Luff. “I thought about it. It wasn’t an overnight decision, but I had seen how demanding the station commander thing was at the time.”

Sergeant Luff not only likes to take on a new challenge, but he also likes to be a winner. His high level of motivation led him to recruit 33 people in 2003.

“Recruiting today is so different from even when I started back in November 1998,” said Sergeant Luff. “Now we have scanners. We’re scanning documents out to the MEPS.”

Although recruiting has changed a good deal, it is still a highly rewarding experience. He loves getting out of the station to do face-to-face prospecting.

He credits his wife, Julie, and daughter, Morgan, for his success.

## NCO of the Year



**Staff Sgt. Rebecca A. Roberson**  
**Beckley Recruiting Battalion**  
**1st Recruiting Brigade**

Staff Sgt. Rebecca A. Roberson’s goals and accomplishments for 2003 are truly a mark of her professional character. In 2003, Sergeant Roberson received 1st, 2nd, and 3rd Sapphire Achievement Stars for her Gold Badge, Army Achievement Medal, Army Commendation Medal, induction into the Audie Murphy Club, and now the USAREC NCO of the Year.

For FY 03, Sergeant Roberson was the Top Quality Producer for Johnson City Company.

She enlisted in the Army in 1992 as a dental specialist but later reenlisted as a military police officer.

Sergeant Roberson says her motivation comes from the remarkable feeling of seeing a Soldier, who she enlisted, proudly enter her station with head held high and beret in hand. She also thanks those mentors in her life who gave her the inspiration to succeed.

“Command Sgt. Maj. Vincent Crosby ... he’s retired now ... he always had a positive attitude no matter what was going on,” said Sergeant Roberson. “He always pushed us to go further, he never focused on the negative.”

Sergeant Roberson was under Command Sgt. Maj. Crosby’s leadership when she was assigned to Fort Leonard Wood, Mo., as an MP at Law Enforcement Command. She also thanks her station commander, Sergeant 1st Class Daniel B. Smith, for his support and direction.

Sergeant Roberson encourages her fellow recruiters to heed the values which she feels put her where she is today. She points out the many different roles she feels recruiters must realize to have success. Meeting the expectations of the community, acting as a career and guidance counselor and understanding the market are just some of the roles of today’s recruiter. It also requires an enthusiastic execution of recruiter duties.

“Be ethical, be honest, take care of your Soldiers like they’re yours,” says Sergeant Roberson.



## Health Care Recruiter of the Year



**Sgt. 1st Class Erick Kramer**  
**1st AMEDD Detachment**  
**Central Health Care Recruiting Company**

Sgt. 1st Class Kramer is quick to say he likes what he is doing, which is why after serving three years in recruiting, he extended for an additional year.

Sergeant Kramer came to USAREC from Fort Polk, La., where he worked as an LPN for seven years. Prior to that he was a combat medic. He says this prior experience helps him talk with physicians and find his way around in a hospital setting.

“Getting doctors and nurses is a hard mission,” said Sergeant Kramer, who was DA selected for recruiting duty.

What he likes most about his job as a health care recruiter is talking with students and doing presentations for those who are interested in the Health Professions Scholarship Program, which offers undergraduates money for medical school.

Last year was Sergeant Kramer’s most successful. He recruited a total of 28 new medical professionals for the Army, tripling his assigned mission. He says experience is important in health care recruiting and building rapport with the advisors at colleges and medical schools is essential in getting the word out about the Army.

“The biggest part in health care is getting rid of the rumors,” said Sergeant Kramer. He says everyone has heard about the recruiters who go to high schools, but few know about the scholarship programs the Army offers.

“I have first to get rid of the myths and rumors about basic training,” said Sergeant Kramer. He tells potential applicants that, yes, you’ll wear the green uniform because you are coming into the medical corps, but the work is the same as in a civilian hospital – taking care of patients.

Sergeant Kramer says there is nothing he doesn’t like about his recruiting duties, although he adds that long hours are required in order to catch doctors between rounds or set up for medical conventions. Staying organized and managing time is a requirement for success says Sergeant Kramer.

## Guidance Counselor of the Year



**Sgt. 1st Class Antione Clark**  
**New York City Recruiting Battalion**  
**1st Recruiting Brigade**

Jamaica is where recruiting duty began for Sgt. 1st Class Antione Clark. He was assigned with the Queens Recruiting Company.

“I was recruiting in an area that is interracially mixed and composing several ethnic religions and cultures,” said Sergeant Clark.

After two years of successful recruiting, Sergeant Clark converted to 79R. He then took over the Gunhill Road Recruiting Station in Bronx, N.Y., as station commander with excellent results. After a year at Gunhill, he moved to Hicksville Recruiting Station, turning it into a quality producing station. He remained there for two years before moving to the New York City Battalion MEPS in his current position as a guidance counselor.

Sergeant Clark says being selected for the award is an honor but credits his wife, Kijuana’s support for making it all come together.

“Everything I’ve accomplished so far, I owe to her. She’s very understanding. She never once complained about the hours I put in. She understands I have a mission to accomplish.”

Sergeant Clark’s success stems from the enthusiasm he puts forth to every applicant who processes at the MEPS, inspiring his peers, as well as motivating them to excel by his example, his selfless work ethic, and his always positive attitude said Lt. Col. John W. Gillette, Sergeant Clark’s commander.

What motivates Sergeant Clark? “Our ultimate goal and mission is to fill the ranks of the Army. That’s what motivates me as an ex-infantryman,” said Sergeant Clark.

Sergeant Clark’s accomplishments include Top Quality Recruiter of the Year 1998, Top DEP Award 1998, Battalion Leadership Award 1998, Station Commander of the Quarter 2001, and Top Station of the Quarter 2001.

## Instructor of the Year



**Sgt. 1st Class Tracy Driver**  
**Recruiting and Retention School**

Out of more than 70 instructors assigned to the Recruiting and Retention School and more than 300 at the Soldier Support Institute, Sgt. 1st Class Tracy Driver was selected as the Instructor of the Year. To earn the title, he had to be ready to teach any one of more than 40 lesson plans in front of a selection panel.

"They come in and sit in your room with their evaluation sheets," said Sergeant Driver.

Sergeant Driver said he was fortunate to have been teaching a telephone prospecting class when the evaluators arrived, because, he says, the telephone prospecting class requires a good deal of back and forth from the students.

"During the instruction period, you're pretty much popping questions and keeping them involved, keeping them in touch with the regulations and giving examples," said Sergeant Driver.

Sergeant Driver was assigned to USAREC in 1993 and in 1998 he was put in charge of a large station, where he performed as an AGR recruiter and as station commander.

"It was a very tough job," said Sergeant Driver.

After being in the field, he wanted to make a difference in the training of the recruiters being sent to stations. He felt he could ensure that a quality recruiter would leave the schoolhouse with his knowledge, experience, and passion for USAREC.

"I try to make sure that I put out the right kind of Soldier, so when I go back out there, I will be happy and satisfied with that individual," he said.

The challenging part of being an instructor, he said, is in articulating the message the Army wants recruiters to use. He says those who attend the Recruiting and Retention School come from all parts of the Army and know little about recruiting.

He says the most gratifying part of his job is getting e-mails saying 'you taught me right.'

"It's a very honoring position to be an instructor," said Sergeant Driver.

## Career Counselor of the Year



**Sgt. 1st Class James Smith**  
**6th Recruiting Brigade**

Sgt. 1st Class Smith had been a recruiter from 1994 to 1997 in the Cincinnati Company and now he enjoys helping recruiters get the locations they want for their next assignment. His mission is to help Soldiers get what they are looking for and at the same time fulfill the Army's needs.

"As a platoon sergeant, you affect the short term, but you never really have any direction for the Soldier as far as long term," said Sergeant Smith. Now, as a career counselor, he can affect the careers of the Soldiers in 6th Brigade.

When his tour was completed in 1997, he found he did not have time enough left to put in an application to stay, so he became a reenlistment NCO.

"It's one of the most difficult schools because you have to maintain an 80 percent average throughout the school compared to DA's policy of 70 percent," said Sergeant Smith.

"It is tough because when you are dealing with contracts you have to have 100 percent accuracy because it's a binding contract."

Sergeant Smith had more than eight years in the Army when he was DA selected to become a recruiter. At the time, he was a 19K, Armor Crewman, on the M1A1 tank. He was on leave when his platoon sergeant called to tell him he had orders for USAREC.

"I had no clue," said Sergeant Smith about coming to recruiting.

Not only is Sergeant Smith a winner at USAREC level but also at TRADOC level. He said that since there was no standard study guide for the board, the career counselors got together to help him rehearse for the TRADOC board.

"We worked together as a team," said Sergeant Smith. "They held mock boards for me and I would answer their questions. Since I was selected to represent them, they wanted me to do well at the next level, so they made sure I was prepared."

## Soldier of the Year



**Spc. Natasha Elusme**  
**5th Recruiting Brigade**

Specialist Natasha Elusme has been assigned to 5th Recruiting Brigade since 2002 and currently works at the Headquarters Commandant Office as an administrative clerk.

Specialist Elusme, a native of Haiti, says she was inspired to join the Army after being in Junior ROTC in high school while living in Pompano Beach, Fla.

“I loved everything about it, the uniforms, the commands, the marching ... the way things were done. I just decided right then and there, that’s what I wanted to do,” said Specialist Elusme.

Specialist Elusme graduated from PLDC and is pursuing a degree in nursing. She enjoys the opportunity to serve in USAREC.

“USAREC is really what the Army is all about. What we do is what keeps the Army running. We recruit civilians and turn them into Soldiers ... the tip of the spear. Without USAREC, there would be no Army.”

Specialist Elusme’s tasks include OpMoves and assisting in putting USBs together.

She also worked at the Fort Sam Houston Tax Assistance Center where she was trained to process tax returns for fellow Soldiers. Her peers appreciate her Army values.

In nominating her, 5th Brigade commander, Col. James E. Granger said, “Specialist Elusme has mastered the skills to prospect, coupled with her thoroughness in administrative matters, efficiency and tact, which has made her the top Soldier that she is.”

“It’s a great accomplishment ... very motivating,” said Specialist Elusme on receiving her award.

Specialist Elusme enjoys playing soccer and volleyball in her spare time.

## Division Chief of the Year



**Master Sgt. Tracy Cutler**  
**Recruiting and Retention School**

The Recruiting and Retention School Division Chief of the Year must be a leader of character, as well as someone who is committed to the Army Values. Sergeant Tracy Cutler is exactly that, earning him this year’s award.

Sergeant Cutler entered the Army in 1989 in Dallas, Texas. After completing Ranger School in Fort Lewis, Wash., Sergeant Cutler was assigned to the Joint Readiness Training Center in Fort Polk, La.

He entered recruiting duty in June 1995 and was assigned to the San Marcos Recruiting Company in San Diego, Calif., where he served as a recruiter, station commander, battalion master trainer, and first sergeant.

Witnessing results at the school on the Soldiers who have been deployed to USAREC is Sergeant Cutler’s reward of the job.

“[It’s] watching how they develop from someone who comes to USAREC, kicking and screaming, and watching that small team come together as a group, and how they excel through the recruiting school. The majority do very well, that’s a direct reflection on the Soldiers I have working for me. We have a really good working relationship within the schoolhouse itself,” said Sergeant Cutler.

Sergeant Cutler believes consistency is the answer in recruiting and retention.

“Your highs shouldn’t be too high and your lows should never be too low. You keep that consistency throughout and realize that they’re not shooting at you, you’re not sleeping in the mud [and] some days are better than others. But if you can stay consistent and follow up, you’ll be successful in whatever you do, and that works as a station commander, recruiter, first sergeant, master trainer ...” said Sergeant Cutler.

“Recruiting is successful if retention is successful ... they are so intertwined.”

**Outstanding  
Administrative Support  
Employee of the Year**



**Cynthia Bousqueto, Secretary  
(Office Automation), 5th Brigade  
Army Medical Detachment**

**Civilian  
Awards**

**James F. Davis  
Memorial Award**



**Fredia Cain, Education Specialist,  
San Antonio Recruiting Battalion,  
5th Recruiting Brigade**

**Outstanding Technical  
and Program Support  
Employee of the Year**



**Pamela Walker, Human Resources  
Assistant (Military), 1st Brigade  
Army Medical Detachment**

**Outstanding  
Program Specialist  
Employee of the Year**



**Peggy Clinton, Human Resources  
Specialist, HQs USAREC, G-1**

**Civilian Employee  
Runners-Up**

**Outstanding  
Administrative Support  
Employee**

**Cynthia Williams, Office  
Automation, HQs USAREC, G-3**

**Outstanding Technical and  
Program Support Employee**

**Karen Williams, Human  
Resources Assistant, St. Louis  
Recruiting Battalion, 5th  
Recruiting Brigade**

**Outstanding Program  
Specialist Employee**

**Wendell Caldwell, Information  
Technical Specialist, 5th Brigade  
Army Medical Detachment**

**Outstanding Professional  
Employee**

**Lawrence Romo, Soldier and  
Family Assistance Program  
Manager, San Antonio Recruiting  
Battalion, 5th Recruiting Brigade**

**Outstanding  
Professional Employee  
of the Year**



**Denny Carter, Education Specialist,  
Nashville Recruiting Battalion, 2d  
Recruiting Brigade**



# NASCAR Good Fit With Army, Soldiers

Story and photos by Spc. Lorie Jewell  
Army News Service

**A**s the Army enters its second year of NASCAR sponsorship, Soldiers – both longtime racing fans and rookie observers – are saluting the multimillion-dollar partnership.

The relationship was born of a desire to pump up recruiting efforts, officials have said. But as the bond continues to gel, some are taking note of the underlying similarities between the lives of racecar drivers and Soldiers.

Joe Nemechek, who drives the Army's black and gold No. 01 Chevy, feels a kinship with the men and women in uniform.

"We're gone a lot for a big part of the year, it's tough being away from your family," Nemechek said, adding that he also relates to the danger factor and the tragic consequences it can bring. His younger brother, John, was killed in a 1997 racing accident.

"I know what it's like to lose someone," Nemechek said. "It makes you appreciate every day you have with people you love."

Nemechek spent time with injured Soldiers at Walter Reed Army Medical Center in December. The visit left him with an even deeper sense of pride in representing the Army – and a strong desire to give Soldiers a team they can be proud of in return.

"The one thing I want to do is get this Army Chevy in victory lane," Nemechek said. "That's for the Soldiers who serve."

The Daytona 500 drew an estimated 180,000 fans to the first race of the Nextel Cup 2004 series at the Daytona Speedway in Florida Feb. 15. It was Spc. Russell Burnham's first NASCAR experience. He described himself as a

fan in the development stage. But despite his rookie fan status, Burnham has already picked up on the commonalities between racing and the Army.

"It's all about the team," Burnham said. "Even though the driver is the guy out front, there's a whole team that supports what he does."

Sgt. Maj. of the Army Ken Preston sees other commonalities.

"Speed, power, agility – it takes all those things to be a successful racing team," Preston said. "The same thing applies to being a Soldier. Every Soldier on the team is important to winning. It's the same in racing."

NASCAR races are fertile ground for recruitment possibilities, many believe. Pvt. Christopher Conner, a special forces Soldier who serves with the 3rd Battalion, 20th Infantry Division, Florida National Guard, has been a NASCAR fan for more than a decade.

"This is one of the best forms of recruiting they could have," Conner said. "A lot of young teens love NASCAR."

Those teens may be too young to join the Army now, but Sgt. 1st Class Rodney Hoerter of the U.S. Army Mobile Exhibit Company has no doubt their interest now will pay enlistment dividends later.

"It's all about planting seeds," said

Sergeant Hoerter, who runs the marksmanship exhibit with Sgt. 1st Class Barry Dunnigan. "This is giving a positive first impression. Give them a couple of years to think about it, and we'll see many come back."

As fans entered the speedway grounds, they couldn't help but notice the 52-foot-high "Army of One" tower that beckoned them to the Army's interactive display.

Inside the area, visitors could ride an Army race car simulator, see how fast they could change a tire or test their marksmanship skills with air guns at targets that popped up in front of super-sized posters of the Soldier's Creed and Warrior's Ethos that served as backdrops.

There were informative displays as well, where race fans learned about the Army's newest technology, equipment and weapons systems.

Specialist Burnham, the Army's current enlisted Soldier of the Year, is impressed with the Army's presence in the racing world.

"It's fabulous, the sheer volume of people here and how big this event is," Burnham said. "And the Army is right up there."

"I think it totally helps the public's perception of the Army. The Army is changing and this (the interactive area) shows how money is being spent wisely on Soldiers, their equipment and their training," Specialist Burnham said.

For as much as the Army gets from its sponsorship, the racing team gets plenty in return. It's not just about the money, either, team members said.

"We get a lot more respect, being the Army team," said Ryan Pemberton, the team's crew chief. "We have special guests come visit us almost every week. That feels really good."



**A teen-age NASCAR fan takes a shot at the marksmanship exhibit in the Army's interactive display at the Daytona 500.**

# USAMU Teaches Shooting Skills in Baghdad

*Story and photos by Spc. Andrew Meissner  
1st Armored Division Public Affairs Office*

The firing range was located on the grounds of Baghdad International Airport. Surrounded by steep berms on three sides, the sharp crack of gunfire echoed out through the palm trees. The weapons being used varied greatly from M-9 pistols to M-4 carbines to M-249 squad automatic weapons. But, what these arms all had in common was that the Soldiers wielding them were being trained in shooting techniques by Soldiers of the U.S. Army Marksmanship Unit, Fort Benning, Ga.

The USAMU instructors are in Iraq to teach and demonstrate the potential every Soldier has as a rifleman. The main focus of this training is educating Soldiers on how to fire, move and negotiate with their Army issued weapons.

"This is advanced close quarters marksmanship," said Sgt. 1st Class Charles Gibbs, the noncommissioned officer in charge of the USAMU Service Pistol Team. "We don't teach tactics, we teach marksmanship technique."

The USAMU instruction is set up as a "train the trainer" exercise. The shooters then take these new practices back to their units and teach them to others at smaller ranges. The USAMU instructors have to conduct training this way because there are simply not enough instructors to teach these techniques to all the units that need them.

"What we're doing here is strictly offense," explained Staff Sgt. Aaron Hampton, USAMU service pistol instructor and shooter, "how to move, shoot effectively and keep moving."

Shooting while moving, either on foot or in a vehicle is stressed in this training. Sergeant Hampton explained that unlike marksmanship qualification ranges where there is one firing point, this training introduces the concept that both the target and the shooter may be moving.

"It's total training — shooting, accuracy, movement left and right, up and down — things that you might encounter while out on the streets," said Sergeant Hampton.



**Staff Sgt. Aaron Hampton, an instructor and shooter with the USAMU Service Pistol Team, demonstrates for his students the exercise he is about to teach.**

For many of the students, this is the most time they've spent shooting on a single day.

"This is very fast paced; it keeps Soldiers interested," said Staff Sgt. Gary Harris, a military policeman with the 1st Platoon, 501st Military Police Company. "You shoot a lot of rounds and that's always good when you get to shoot."

Sergeant Harris admitted that he was having fun, but also knew that he was learning an invaluable combat skill.

"You never know when a threat is going to pop up two meters from you, and you're going to have to engage; it's very effective training," Sergeant Harris explained.

Although the USAMU instruction highlights stealth and quickness, the students have to be precise.

"In this type of environment, it's really good to be able to shoot fast and accurately," Sergeant Harris said, "But it doesn't do any good if you shoot 10 rounds in two seconds if you're not hitting anything."

"And, the students have ample amounts of brass to send downrange to practice their shots. You come out here and shoot a thousand rounds in a few hours," said Sergeant Harris with a wide grin. "It's very fun."



**Staff Sgt. Aaron Hampton, an instructor and shooter with the USAMU Service Pistol Team, helps out a student with his shot placement at the USAMU range held at the Baghdad International Airport in Iraq.**

# Commentary: Declaring 'War on Accidents'

By Bob Van Elsberg, Managing Editor, "Countermeasure" Magazine

Life may be unfair but death isn't — a fatal accident is an "equal-opportunity" killer. It doesn't care whether you're behind the wheel of a Humvee or a Honda; it will take you wherever it can.

I know. I have seen death many times during my 33 years in and around the military. Back in 1974 I waved goodbye on a Friday afternoon to a couple of friends as they left to go canoeing in Washington state. Within 24 hours they were both dead — victims of alcohol and the "I-am-bulletproof" syndrome that led both of them to shun life jackets.

The year before, I saw a young woman dying on the road next to her car. There was nothing I could do to help her. There's an old saying that goes, "Die young and leave a handsome corpse." But believe me, there is nothing attractive in watching someone die.

Early in 2002 I interviewed the widow of an Air Force sergeant who'd gotten on the road drunk and hit a concrete barrier at 79 mph. Unbelted, he'd gone into the windshield and was declared brain dead the following day. He had a lot of bravado in his attitude about life. As I interviewed his widow, I

sat there helplessly as she broke down in tears. They'd gotten married and bought a house barely two months before he died. When he ignored years of warnings against drinking and driving, he never thought about what it would do to the person who loved him most.

The problem with accidental death is that there's no 20-20 hindsight for those involved.

There's no going back and doing things differently because of lessons learned. There is only one destination — and death gives no paroles.

That's why declaring war on accidents is important, even as we fight this War on Terrorism.

It hurts just as much to bury a loved one who died in an accident as one who died on the battlefield. Maybe, in reality, it hurts more. Death in combat is at least for a purpose. Death from an accident does little except to provide a sad example.

Boston, Baltimore, Baghdad — it doesn't matter where you are, you're on the front lines of this war. Your best piece of protective "armor" is risk management. Taking the time to identify risks, assess their severity, develop a plan to protect yourself, and then follow that plan can make you a victor in this war. Ignoring the risks and hoping in luck to get you through can quickly make you a victim.

Victor or victim — it's your choice.

## Army Kicks Off New Safety Campaign

By Sgt. 1st Class Marcia Triggs  
Army News Service

The Army is hoping that saturating Soldiers with two simple and heartfelt words can keep them alive.

Acting Secretary of the Army Les Brownlee announced that "Be Safe" will be the Army's official safety campaign theme. The campaign will attempt to decrease accidents by 50 percent over the next two years.

Brownlee came up with the slogan after hearing the phrase continuously used by Soldiers and their commanders in Iraq when he visited there.

"Be Safe" wasn't used flippanantly by the Soldiers in the box, Brownlee said. He explained that they were a "band of brothers" with a fundamental concern for one another's safety.

From fiscal year 2001 to 2003 the Army's accident rate has spiked from 168 accidental deaths to 255, according to officials from the Army Safety Center, Fort Rucker, Ala.

The plan is to plaster the theme all over installations to remind Soldiers and leaders of the importance of safety in all endeavors, locations and environments, safety officials said. The goal is to provide leaders with the resources to minimize risks and the training to help Soldiers identify and avoid hazardous behaviors, officials said.

Leader-driven risk management is what it's going to take to stem the increased accident rate Armywide, officials said. This is a responsibility of the entire chain of command.

The announcement of the campaign was not the first

initiative to improve the Army's accident rate. During the Christmas season the Army announced that it was joining the nationwide "Click It or Ticket" campaign.

There have already been 29 deaths this year caused by privately owned vehicles, according to officials from the Safety Center. Last fiscal year POVs were responsible for 40 percent of accident fatalities.

Military police are aggressively ticketing people who disregard seatbelt laws and showing zero tolerance during holiday weekends.

Lt. Gen. Ricardo Sanchez, the Combined Joint Task Force-7 commander, had POV safety in mind when he started Operation Guardian Angel. The program calls for family members and friends to adopt a service member while they're at

home on their two-week Rest and Recuperation leave.

"While on leave, we entrust the care of our Soldiers to their family and friends. We are asking those families and friends to assist in caring for our troops by participating in Operation Guardian Angel to ensure their safe return to duty," Sanchez wrote.

Operation Guardian Angel is not initially part of the Army's "Be Safe" campaign, but Sanchez intends to expand it Armywide and lend it to other services and coalition forces.

The Army is not alone in its campaign to decrease its accident rate. Secretary of Defense Donald Rumsfeld formed the Defense Safety Oversight Council last year and challenged all defense agencies to reduce the number of accidents and injuries recorded in 2002 by 20 percent in fiscal year 2004 and 50 percent in 2005.

## DEP Member Sworn in at Pentagon Ceremony

*By Jena Stephenson, Tampa Battalion*

Brian D. Perry Jr., son of Col. Brian D. Perry Sr. and Karla Perry, of Brandon, Fla., enlisted in the Army's Delayed Entry Program. His oath of enlistment was administered by Dr. Dov Zakheim, Under Secretary of Defense (Comptroller) during a swearing-in ceremony at the Pentagon.

Brian, who received his high school diploma through home schooling, will attend basic and advanced individual training at Fort Benning, Ga.

Prior to leaving for basic training, Brian will be promoted to private first class. This promotion was earned by completing the listed tasks on the Delayed Entry Program Basic Combat Training List and by referring other applicants who subsequently enlisted in the Army, the Delayed Entry Program, the Army Reserve or the National Guard.

Joining the military has been a life-long dream of Brian's. He decided on the Army because he wants to be an Army Ranger and

airborne qualified. He is looking forward to the training.

"I can't see life without the military," Brian said. "I was raised to believe that you have to protect your country. I do believe in old-fashioned values."

Brian also has the full support of both his parents. "I expected Brian to go to college before joining the Army, but I

could see that waiting four more years after he had waited so long to be a Soldier was not realistic. Once he turned 17 and graduated, we knew the question of his joining would be asked," said Colonel Perry, who currently works at the Pentagon as Senior Advisor, Foreign Assistance and International Financing, Office of

the Under Secretary of Defense (Comptroller).

When asked what advice Colonel Perry would give Private Perry on the day he begins basic training, the answer was to "volunteer for the hard jobs. It sounds odd, but you can make the most out of the Army by doing the things that others avoid. As you move up in rank, your actions affect a greater number of people. Having done what they have, yet accomplished more, gives you the best appreciation for what you need to do as a leader."



**Staff Sgt. John Smith, Brandon, Fla., Recruiting Station, Brian D. Perry Jr. ( center), and Dr. Dov Zakheim, Under Secretary of Defense (Comptroller), after Perry's swearing-in ceremony at the Pentagon.**

## Partnership — University of Nebraska ROTC and Lincoln Metro Recruiting Station

*By Staff Sgt. Edward Dust, Des Moines Battalion*

For several years, Army and Army Reserve recruiters have been trying to make inroads into the campus population at the University of Nebraska – Lincoln. Recently, due to the opening of the new Lincoln Metro Station and a new ROTC commander, an alliance was forged on the "Big Red" campus.

Metro Station was created October 2002 and in FY 03 was named the Top On Production station in Des Moines Battalion.

In September 2003, the station began a partnership with the UNL ROTC commander, Lt. Col. Bede Bolin. UNL's ROTC program has experienced a reduction in growth and Lt. Col. Bolin hopes that in forming this partnership on campus one area of growth potential will be in the Simultaneous Membership Program.

At first, the relationship between the Army ROTC department and Metro Station has been a standard exchange of referrals and ideas. Now Sgt. 1st Class Billy Blair and Staff Sgt. Edward Dust are helping ROTC, not only in recruiting for the SMP program, but assisting as tactical NCOs.

After the first three months, the results for the Metro Station

and the "Big Red" battalion have been tremendous. The station has been able to contract several qualified students and then turn them into referrals to the UNL ROTC. The UNL ROTC has many non-scholarship members who are considering the Army Reserve as a way to stay in school and participate in ROTC as SMP cadets. As SMP cadets, they enjoy the benefit of earning additional pay each month they drill with their unit, while adding to their leadership development and experience.

Metro Station is also seeing an increase in face-to-face prospecting while on campus and has the ability now to participate in UNL ROTC recruiting events. One such event is the Big Red Welcome, a freshmen and new student orientation held in August, plus sharing booth space in the Student Union throughout the year.

The Metro Station and UNL's "Big Red" battalion are in the process of making this a permanent partnership. The benefits of this relationship can continue indefinitely and increase the number of ROTC cadets, as well as help the Army get its share of quality college contracts at the University of Nebraska-Lincoln.



## Local Army Recruiters Draw Praise for Showcase Efforts

*Story and photo by Lee Elder, Nashville Battalion*

Besides meeting their monthly recruiting mission, Army recruiters have an added challenge while serving as a showcase station for the U.S. Army Recruiting Command.

In recent months, the Elizabethtown Recruiting Station, Elizabethtown, Ky., has played host to delegations from Columbia, Peru, Italy, Russia and Spain. These efforts were recognized Jan. 31 when Col. Peter J. Varljen, USAREC's chief of staff, gave each of the station's recruiters a Golden Eagle Award.

"I want to recognize the contributions you make to Recruiting Command," Colonel Varljen said. "In this situation, you are always where the rubber meets the road."

In letters of commendation to each recruiter, Colonel Varljen said Elizabethtown recruiters "are truly the backbone of our recruiting force and more importantly, our Army."

Besides handling Regular Army and Army Reserve recruiting responsibilities in Elizabethtown and Hardin County, the station also recruits in nearby Radcliff due to the recent closing of that station, as well as several adjoining counties.

Sgt. 1st Class Roger Brown commands the six-man force in Elizabethtown. He said hosting visitors is just part of the territory with the station's proximity to Fort Knox and USAREC headquarters.

"You always have to have the station ready," Sergeant Brown said. "We want to make sure our visitors always get a good impression of what we're doing here."

Colonel Varljen said visitors are always impressed with what they see in Elizabethtown.

"The benefit of showing how our Army conducts recruiting



**Sgt. 1st Class Roger Brown (left) is congratulated after receiving the Golden Eagle Award from Col. Peter J. Varljen, U.S. Army Recruiting Command chief of staff.**

operations leaves a lasting impression on our distinguished visitors," Colonel Varljen said.

"They make mission even though they have a whole lot of distractions," said 1st Sgt. Michael R. McCrady. "Every month, they show a lot of drive, determination and will to succeed."

Besides Sergeants Brown and McCrady, other recruiters honored were Sgt. 1st Class Robert Bennett, Staff Sgts. Jeffrey J. Evans, Billy J. Rowe, and Douglas A. Schmidt and Sgts. Kelly B. Copas, and James M. Edgerton.



**Ernestine Griffith when she weighed 210 pounds and after she lost weight to join the Army.**



## Determined Applicant Loses 70 Pounds

*Story and photos by Sgt. 1st Class Mark Hefner, Los Angeles Battalion*

Ernestine Griffith from Fresno, Calif., has always wanted to be in the Army, but found out in February 2003 that she was over the weight limit for enlisting. When she walked into the recruiting station in Fresno, she weighed 210 pounds. Staff Sgt. Stephen Buck, Fresno Recruiting Station, informed Griffith of the weight requirements and told her how much she would have to weigh to get in the Army.

Determined and with the help of her recruiter, Griffith worked hard to lose the

weight. When asked how she did it she said, "I ran a lot." She started with no soda and no eating out. She says, "as a supervisor at Best Buy it was easy to eat and eat and eat." She also joined the local gym.

When the mother of three walked into Maj. Alvin Brown's office at the Los Angeles Recruiting Battalion to seek a dependency waiver, Major Brown was so impressed with what she did to get in the Army that he forwarded her request up the chain for approval.

## Creating Ads for Your Market — New York City Style

By Christine Cuttita, New York City Battalion

The New York City Recruiting Battalion was presented Starcom Media's Best in Collaboration and Innovation Fueling Army Power Award on Jan. 23, at the USAREC G-5 Conference in Daytona, Fla.

In front of peers, Emily Gockley, New York City Recruiting Battalion Advertising and Public Affairs chief, proudly accepted Starcom's recognition.

"Emily was one of three Advertising and Public Affairs chiefs across the Army recognized for their success," said Christin Hannon Kennedy, Starcom Worldwide Media Supervisor. "We commend Emily and her team on their innovation."



**Z-Card is a pocket-sized folded up New York City subway map on one side and a listing of all the recruiting stations and their phone numbers on the other side.**

Starcom Media works as part of the Leo Burnett team, the contracted national advertising agency for all Army marketing communications efforts, ensuring compliance with the Army Brand and national marketing strategy to provide Local Army Media Plan media planning and buying support.

For eight years Gockley, a native New Yorker, has been behind the success of local advertising at the battalion. Bombarded with local proposals daily from the "media capital of the world," what New York City is appropriately called, Gockley carefully picks and chooses those few that reach the Army's target market.

"You need to be open to company leadership team and recruiter suggestions and also be aware of what your competition is doing," said Gockley. "Know your target audience, population, culture and, in our case, diverse ethnicity. For example, the subway is the lifeline for the New York City community so Gockley spearheaded the idea of advertising in Z-Cards. On one side it is a pocket-sized folded up subway map of the entire city and on the other side it tells you where all the recruiting stations are and their phone numbers.

"The Z-card is a unique media since it is compact (wallet-size), re-usable, and reaches prospective recruits in a different frame of mind than traditional advertising," said Hannon-Kennedy. "It keeps the Army top of mind, but as a soft sell. Gockley's Z-card program has been quite successful, and has increased prospective leads in the New York City Battalion by 10 percent. Although best suited to large urban markets, the Z-cards have many applications as a successful advertising tool."

"Our greatest challenge is informing the target market that there is a recruiting station close to their home," said Gockley. "Everyone knows about the famous Times Square Recruiting Station, so prospects travel great distances from New Jersey and Long Island to inquire about Army service there."

The focus in local advertising is directing traffic and creating local awareness. According to USAREC, the purpose of local marketing efforts is to drive traffic to a recruiter (at a recruiting station or an event), provide Delayed Entry Program sustainment, and create opportunities to build relationships between the Army and Centers of Influence.

When deciding who to advertise with, how to tell the Army message, and where to place local advertisement, Gockley believes you need "foxhole information."

"Ask recruiters what radio stations their DEP Soldiers listen to," said Gockley. "Have recruiters find out what attracts an applicant's attention and what other services are doing to get a feel for what works. Listen in to what works while at job fairs and table set-ups in schools.

Advertising and public affairs chiefs also create local advertisements to bring the target market to the station. The Media Online Placement System, or M.O.P.S., is designed to streamline the ordering, placement, creation, and fulfillment of materials traditionally handled through Army LAMP. This system is available over the Internet. Services include print ads for publication, radio scripts for broadcast, ordering exhibit space, cinema buys, and access to related creative materials.

"In my opinion, M.O.P.S. is the best tool to use when advertising exhibit space, mainly because it is a great way to add to a media buy and you can change the information as needed," said Gockley. "When it comes to print creative, I like to pick ads that are general and geared toward a certain skill. I publish the company leadership team's phone number and address for screening and tracking purposes. They have the time to do that and can direct those interested in the Army to the correct recruiting station. At marketing council meetings, I find out what print ads worked."

Another talent that comes with eight years of experience is learning how to successfully develop relationships with local advertisers.

"Try to explain to them specifically who the Army's target market is," said Gockley. "With budget cuts, we can't devote all advertising dollars to COIs. We have to be specific and hit that 17 to 24 year old prospect."

Gockley suggested that advertising and public affairs try to spread fiscal dollars throughout the year and not all up front.

"Know what to say yes to and what to say no to," said Gockley. "You can't accept every proposal that comes through the office."

## The Army Kicks for Success With GOAL Army

By John C. Heil III, Sacramento Battalion

The Army started a new program recently called GOAL Army, which gives high school and college soccer players the opportunity to attend a free clinic and get tips from some of the best players in the world.

Major League soccer stars, Richard Mulrooney and Ian Russell, from the San Jose Earthquakes provided an introduction at each clinic in Salinas and West Sacramento held on Dec. 13 and 14.

“Mulrooney and Russell were very professional and worked extremely well with the clinic participants,” said Col. Thomas Moore, Enlisted Accessions Division chief with the Corps of Engineers for the Army Reserve and 24-year soccer player. “They were definitely the event draw for the attendees. Richard and Ian ran a very professional practice session followed by two scrimmages (one for the older and one for the younger participants). I also observed them giving very good answers to technical questions from the participants.”

The Salinas event generated 22 leads with the potential to do



Staff Sgt. Jason Casey, Elk Grove Recruiting Station, Elk Grove, Calif., shows off his skills with San Jose Earthquakes midfielder, Richard Mulrooney (wearing blue T-shirt). Mulrooney was drafted in the first round of the 1999 Major League Soccer College draft.



Capt. Dennis Wheeler, South Sacramento company commander, signs GOAL Army soccer balls for clinic participants, Dec. 14.

far better in the future with more coordination with the local soccer community.

The next day, the GOAL Army clinic produced 30 leads in West Sacramento.

“This event was great exposure for the Army,” Capt. Dennis Wheeler, South Sacramento Recruiting Company commander said. “It has enormous potential to do even better.”

The event in West Sacramento was televised.

Photos were taken by Army reps at the event and are available for participants to download at the [www.goalarmy.com](http://www.goalarmy.com) Web site.



From left to right: Sgt. 1st Class Kendall Atterbury, Staff Sgt. Larry Agustin, Staff Sgt. Michael Kirby, Staff Sgt. Jason Casey, Staff Sgt. Jason Williams, Richard Mulrooney, Craig Waibel, Sgt. 1st Class David Bustamante and Capt. Dennis Wheeler pose at the GOAL Army clinic in West Sacramento. Also pictured (kneeling) from left to right: Staff Sgt. Ricardo Morales, Staff Sgt. William Hill III, and Staff Sgt. Daniel Pushor II.

## Warrior Ethos, Not Just for Combat Soldiers

By Joe Burlas  
Army News Service

While the warrior ethos may be central to the new Soldier's Creed, it is not new to the Army.

Field Manual 22-100, Army Leadership, published in August 1999, defines the warrior ethos as the desire to accomplish the mission despite all adversity.

The manual also states, "The warrior ethos applies to all Soldiers and (Department of the Army) civilians, not just with those who close with and destroy the enemy."

The warrior ethos is also discussed in FM 7-0, Training the Force, published in October 2002:

"Warrior ethos compels Soldiers to fight through all conditions to victory no matter how much effort is required. It is the Soldier's selfless commitment to the nation, mission, unit and fellow Soldiers. Warrior ethos is grounded in refusal to accept failure."

And according to Brig. Gen. Benjamin C. Freakley, chief of Infantry and Fort Benning commanding general, the warrior ethos is about manning the force with adaptive Soldiers who do not rely on a single set of job skills to get the job done.

"What we are talking about is adaptive Soldiers who are situationally aware of what is going on around them and have a mindset that is ready to quickly adapt to changing situations and environments to accomplish the mission," General Freakley said. "It is like a football team where the quarterback reads the defense on the line after the huddle and doesn't like what he sees.

"With a good team, the

quarterback can call an audible for a different play at the last minute based upon the defensive situation."

Warrior ethos extract from the Soldier's Creed:

*I will always place the mission first.*

*I will never accept defeat.*

*I will never quit.*

*I will never leave a fallen comrade.*



## Army Program Helps With Absentee Voting

By Andrea Takash  
Army News Service

Americans across the country are now voting for president in state primaries, but most Soldiers can't make it to the polls, said Jim Davis, the Army's voting assistance officer.

The Army's Voting Assistance Program aims to ensure that Soldiers, their families and DOD civilians overseas can exercise their right to vote, Davis said.

Absentee ballots can be applied for by filling out the federal postcard application, Standard Form 76, which can be found at the Federal Voting Assistance Program's Web site, Davis said.

"Not only does this register them for an absentee ballot, but it also registers them to vote in federal, state and local elections," he said.

The Uniformed and Overseas Citizens Absentee Voting Act requires states to allow absent military voters and overseas American citizens to use

absentee ballots in elections for federal office.

Typically absentee ballots are mailed out to citizens 30 to 45 days before an election. If Soldiers, families or civilians sent in their request for an absentee ballot in sufficient time and didn't receive their ballot, they can fill out Form 186, the federal write-in application, which allows them to write their votes without a ballot. Voting assistance officers at each unit have copies of Form 186, Davis said.

Most states require the absentee ballot by close of business on the day of the election. However, there are some exceptions to that rule.

Absentee ballots for Louisiana must be in by midnight before the election. In New York, absentee ballots need to be postmarked the day before the election. North Carolina requires the ballots to be in by 5 p.m. the day before the election.

The Army requires every unit to have a voting assistance officer. They are there to answer questions and provide resources to Soldiers, their families and DOD civilians on voting in federal, state and local elections.

For more information on voting policies, go to the Federal Voting Assistance Program's Web site at <http://www.fvap.gov>.

## Installations to Serve as Flagships

By Sgt. 1st Class Marcia Triggs  
Army News Service

"We have pledged to rid the Army of Camp Swampy — substandard installations," said Geoffrey Prosch, the acting assistant secretary of the Army for Installations and Environment.

When Army Chief of Staff Gen. Peter Schoomaker

announced that "Installations as Flagships" would be one of the Army's 16 immediate focus areas, there were already more than 74,000 people working the issue, Prosch said.

The Office of the Assistant Chief of Staff for Installation Management vowed in 2002 to improve installation business practices by cutting out layers of bureaucracy, and managing its \$15 billion budget through one agency, Prosch said.

Spacious barracks rooms with walk-in closets and homes with garages and driveways had already been built. They are good examples of how ACSIM was working to improve where Soldiers work, train and their families live, Prosch said.

To end the impression that there are "have and have-not installations," all Army posts will operate under Installation Design Standards, a written policy that will outline what the minimum standards are, officials said.

"Right now we are in the process of developing an implementation plan for the Installation Design Standards," said Lt. Col. Paul Mason, chief of the Transformation team for ACSIM.

"The design standards will give installations a framework for building or renovating billeting, setting up force protection, and landscaping. Installations will then initiate their own Installation Design Guides based on the standards we outlined in the IDS," Mason said.

The endeavor is not to make all installations the same, Prosch said, but to ensure consistent quality among Army installations.

The Army Community and Family Support Center is also playing a part by placing family services and Morale, Welfare and Recreation programs on a level plateau, Mason said.

Everything from the Child Development Center to the post gym will be managed to standard, he added.

Soldiers should share the same quality of life as those they have pledged to defend, Mason said. By improving the installation infrastructure, the Army is recruiting and retaining Soldiers and their families, he added.

Residential Communities Initiative, the Army's housing privatization plan, is one of the best things the Army has done for its Soldiers, said Prosch.

"We're not just building row houses, we're building communities," Prosch said. "We have put an equity investment of \$335 million into RCI, and our private partners have been able to borrow \$7.2 billion. We would not have been able to obtain that type of money through military construction dollars from Congress."

Other future plans to improve billeting on post are to spend \$1 billion to upgrade lodging facilities for Soldiers who are on temporary duty or in-processing and to upgrade the barracks for Soldiers who are deployed.

The Army exists to fight and win wars, Prosch said. The job of ACSIM is to ensure that the installations have the resources to deploy its active-duty, and mobilize and demobilize its reserve troops, he said.

"There is currently a plan to revise the number of mobilization sites, Mason said.

"Deploying Soldiers is one of our focuses, but training is also an installation's core," Mason said. "Ranges will evolve from single-use, stand-alone platforms to be able to support both individual and collective training simultaneously."

Mason said Soldiers should start to see more live and

virtual training in fiscal years 2007 or 2008. With the Installation Management Agency focusing on the post facilities, commanders can focus on training and war fighting, Mason added.

While Soldiers are training for a war, ACSIM will continue to outsource non-war-fighting functions, such as utilities, to private industry because they have the expertise and money, Prosch said.

As of Oct. 1, funds for installations started going directly to the garrison commanders to be used for their intended purposes, instead of being funneled down through major commands, Prosch said.

IMA has seven regions, but there is only one banker, Prosch said. The IMA headquarters is located in Virginia, and there are four regions located stateside and three located overseas.

Army leadership knows the importance of installations, Mason said. The changes that are taking place are not merely enhancements or Band-Aid fixes, he said. New and fresh approaches are being taken to make installations efficient and effective worldwide, Mason added.

*Ed. note: This is one of the Army Chief of Staff Gen. Peter Schoomaker's 16 focus areas.*

## Army Striving to Combat Identity Theft

By Andrea Takash  
Army News Service

The Army is working to ensure that thieves can't steal the personal information of Soldiers, their families and Army civilians.

Over the past five years, 27 million American adults have been victims of identity theft, according to the Federal Trade Commission's 2003 Identity Theft Survey Report.

"Identity theft was the

number two most reported crime to the federal government in 2003, and it is on the rise," said Peter D. Anzulewicz, information assurance analyst, Army Web Risk Assessment Cell.

The Army Web Risk Assessment Cell in the Information Assurance Directorate released a distance learning training course on Feb. 1 that contains a section on DOD and Army Web site policy and an interactive Web site. The interactive Web site will test Web administrators' knowledge of the policies.



"The distance learning training course will teach Web administrators what is and is not permitted on publicly accessible Army Web sites," Anzulewicz said.

"We have been working with other Department of Defense agencies to minimize the risk of identity theft through the removal of inappropriate personal information from Army publicly accessible Web sites during the AWRAC review of Web content," Anzulewicz said.

For example, commanders' biographies on the Web no longer list the names of family members. The publicly accessible Web sites should only list office names and phone numbers. The only names on the Web sites should be Army spokespeople, Anzulewicz said.

Anzulewicz explained that it is imperative for securing personal information that Web

administrators, Web masters and commanders understand the DOD and Army's Web policies. "Criminals don't have to be clever to steal identities; they are just a keyboard away," he said.

In 2003 alone, consumers reported losses totaling more than \$400 million from fraud, according to Consumer Sentinel, the complaint database maintained by the FTC.

Under the Identity Theft and Assumption Deterrence Act, it is a federal crime when someone transfers or uses a means of identification of another person with the intent to commit any unlawful activity that constitutes a violation of Federal law.

Identity theft takes only minutes for thieves to accomplish while recovering from identity theft takes months to years for the victims of this serious crime, Anzulewicz said.

He said it is more dangerous when Soldiers become victims of identity theft.

"If a Soldier in Baghdad has his credit card stolen, the criminal will max it out without his knowledge. Then, his wife back in the states can't buy food for the kids. The Soldier is thinking of his family starving back in the states. Identity theft makes Soldiers ineffective and puts them in harm's way," Anzulewicz said.

Three common ways of stealing identities exist. "Most identity thieves take personal information out of mailboxes or trash cans," Anzulewicz said. However, the Internet is a growing outlet for criminals, he said "People give their personal information away every day on the Internet," Anzulewicz said.

He said Soldiers and their families can protect themselves from identity theft by being cautious of giving out their personal information.

“Also, make sure you check your credit card bills for abnormal charges. Invest in a shredder and shred all of your personal information before throwing it away,” he said.

If your credit card is missing or stolen, Anzulewicz said immediately call the credit card company. “Ask that a ‘fraud alert’ be placed in your file,” he said.

Furthermore, he advises people to order an annual copy of their credit report from the three credit reporting agencies — Equifax, Trans Union and Experian. Check for accuracy on the reports and make sure the activities listed were authorized.

Identity theft victims should call the Federal Trade Commission Identity Theft Hotline at 1-877-ID-THEFT, Anzulewicz said. When people call the hotline, trained personnel guide them through the steps needed to resolve their issues resulting from identity theft.

For more information on identity theft, go to the Federal Trade Commission’s Web site at <http://www.consumer.gov/idtheft>.

## Army Announces Force Stabilization Initiative

The Department of the Army announced Force Stabilization and its two manning initiatives for designated installations that will fundamentally change how the Army assigns Soldiers to its warfighting forces.

Beginning 4th quarter FY 04, the Army will begin implementing Home-basing and Unit Focused Stability, two complementary manning strategies designed to stabilize the force and provide Soldiers and families increased predictability in its Continental United States-based force.

Under the Home-basing

strategy, Soldiers will remain on their initial installation for six to seven years, well beyond the current three-year average. Soldiers can expect to be stationed at one installation through squad leader or company command (or equivalent) positions respectively. Leaders will attend leader development schools such as the Basic Non-Commissioned Officer Course, and the Captain’s Career Course in a temporary travel status and return to their stabilized family at their Home-base installation.

During the Home-basing period, the Soldier remains stabilized with his family at one installation. The Soldier and his unit will deploy to meet Army requirements, redeploy to home station, and refit the unit based on normal attrition.

Once a noncommissioned officer becomes leader qualified as a squad leader or equivalent, assignment to other duties to include drill sergeant, recruiter, and other career enhancing positions is more likely.

Similarly, officers will qualify as leaders at company-level command or equivalent at about the seven year mark. Following this, they will leave the installation to assignments such as ROTC, recruiting, or to attend advanced civil schooling.

Under Home-basing, some Soldiers may not be able to remain in their current organization based on unit structure and professional development needs. These Soldiers will be reassigned on the installation if possible, or fill other Army CONUS or overseas requirements if no vacancies exist at their installation.

The Army will continue to rotate Soldiers to Korea for one year. After completion of that tour, they will return to their Home-base installation where their family remained.

Home-basing reduces moves and provides predictability for Soldiers and families, and provides the basis for expansion of Unit Focused Stability, a manning process which synchronizes the Soldier’s assignment cycle to the unit’s operational cycle.

Under Unit Focused Stability, Soldiers will arrive, train, and fight together. It sets the conditions for the Army to build better and more deployable combat units. Soldiers assigned under Unit Focused Stability will serve in a unit for the duration of the unit’s operational cycle of approximately 36 months. During this time they can expect to complete an operational deployment or rotation of six to 12 months.

*Force Stabilization is one of the Chief of Staff, Army, Gen. Peter Schoomaker’s 16 focus areas.*



## Requirement Expires for Tricare Standard Nonavailability Statements

*American Forces Press Service*

People covered by the Tricare Standard military health care plan no longer need approval from their military treatment facility to seek inpatient care at civilian hospitals.

The need to get a nonavailability statement before seeking civilian inpatient care expired Dec. 28 under a provision of the 2002 National Defense Authorization Act. A nonavailability statement indicates that care is not available from the military facility and authorizes care at a civilian facility.

An exception in the law continues the requirement for Tricare Standard beneficiaries to get a nonavailability statement before seeking nonemergency inpatient mental health care services. However, officials said, this applies only to beneficiaries who use Tricare Standard or Extra, who are not Medicare eligible, and who have no other health insurance that is primary to Tricare. DOD does not require preauthorization for Tricare beneficiary inpatient mental health care when Medicare is the primary payer.

“With this change in policy, beneficiaries now have the freedom to choose a military treatment facility or a civilian facility, without any extra paperwork,” said Dr. William Winkenwerder Jr., assistant secretary of defense for health affairs. “However, I urge Tricare beneficiaries to still look to the military health system as their first choice for health care because I believe the services we offer are second to none.”

A military treatment facility may request a departmental waiver of the new policy in certain specific, but limited, circumstances. But those requests don’t apply to maternity services, unless the affected beneficiary began her first prenatal visit before Dec. 28, officials said.

Any military treatment facility granted a waiver must publish a notice in the Federal Register that a nonavailability statement is required for a certain procedure; the treatment facility, the services and the Tricare Management Activity will notify the affected beneficiaries if this occurs, officials said. Maternity patients should check with their local military treatment facility to compare maternity services there with those available in civilian facilities,

Military Health System officials said.

A recently implemented "Family-Centered Care" program offers enhanced services and recognizes the unique needs of military families in today's climate of increasing deployments and high operations tempo, officials said. Beneficiaries can review the enhanced military treatment facility maternity services online and with their military medical care provider.

Beneficiaries can check the Tricare Web site if they are seeking an inpatient service and want to know if their nearby military treatment facility applied for a nonavailability statement waiver. They also may contact the beneficiary counseling and assistance coordinator or health benefits adviser at their nearest treatment facility, officials said.

Before seeking care at a civilian facility, military health system officials urge beneficiaries to check with their nearby military treatment facility to compare services and ask questions. Even if the facility could not provide the needed services in the past, the facility's staffing levels or capabilities may have changed, and they might now be available, officials said.

*Compiled from a Tricare news release.*

## Defense Department Updates ASVAB Norms

*News Release from the United States Department of Defense*

The Department of Defense announced that new norms for the enlistment test, Armed Services Vocational Aptitude Battery, will be implemented this summer. The ASVAB is a multiple aptitude test battery originally designed to predict

training and job performance in military occupations. Since its introduction in 1948, the enlistment test norms have been updated three times.

The updated ASVAB will reflect more current norms based on the 1997 Profile of American Youth, a national probability sample of 18 to 23 year olds in 1997. Implementation of these norms will allow DOD to compare the cognitive ability levels of today's military applicants and recruits with those of contemporary youth.

Effective July 1, new ASVAB norms will be implemented with two goals: to represent accurately the aptitude of those enlisting in the military and to treat all applicants fairly. This includes all those who take the test prior to July 1 and have valid test scores; they will be grandfathered under an appropriate transition policy.

An individual ASVAB test score by itself has no inherent meaning. Test scores of military applicants are compared with the scores of a representative sample weighted to reflect all recruitment-age men and women. Consequently, enlistment decisions are based on the relative performance of the applicant compared with the youth population from which the applicant was recruited.

These reference group scores are called norms. The current ASVAB norms were developed in 1980, and no longer accurately reflect the aptitude of today's youth. Over the past 20 years, aptitude levels in the United States have increased. Scores on educational achievement tests such as the National Assessment of Educational Progress are up; high school and college attendance rates have increased; youth demographics have shifted; and the country has experienced an explosion in technology develop-

ment and application. Consequently, the 1980 norms are no longer representative of American youth.

## Tony "The Sarge" Schumacher Eyes 2004 NHRA Season

*By Chris Dirato, U.S. Army Racing*

Tony "The Sarge" Schumacher is geared up for the start of the 2004 NHRA POWERade Drag Racing Series season.

The driver of the Army Top Fuel dragster, who is coming off a third-place finish in the Top Fuel standings, recently took time out to reflect on the 2003 season, while looking ahead to the '04 campaign:

Q: Having finished the 2003 season with three wins in the last seven races, while setting the national e.t. record and capturing four straight number one qualifying spots, you must be pretty confident going into the new season?

"Let's say we're optimistic. No question, we ended last year on a solid note.

Really, we began to turn things around when Alan Johnson came on as crew chief at the first Chicago race. It just got better from there and we produced some pretty stout performances the rest of the

way. I believe the entire U.S. Army team eagerly awaits the new season."

Q: What do you consider the highlights of last season?

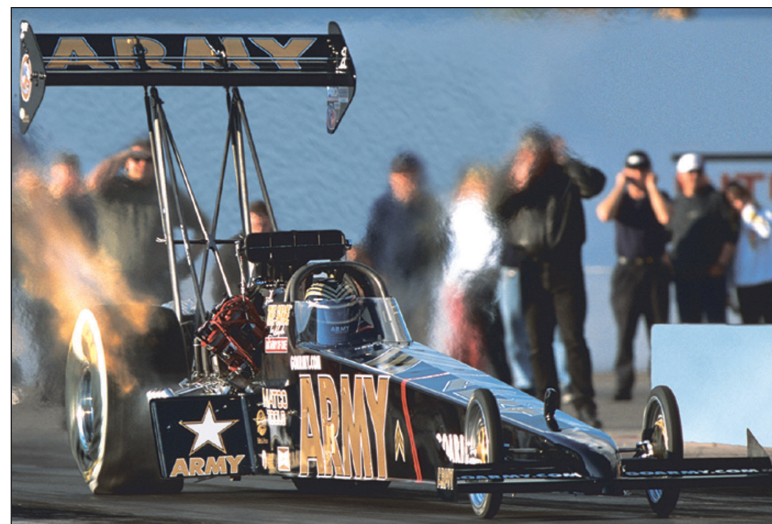
"Of course, winning the U.S. Nationals again was particularly special and overcoming the qualifying crash at Memphis to win the event was exciting as well. I also think getting into the 4.4-second class and setting the national e.t. record in the process stood out. Frankly, none of that will mean very much if we don't come out just as strong this year."

Q: How do you rate the rest of the Top Fuel field?

"It's going to be one great race for the championship. There are so many good teams and drivers. It will be a real competitive class this year."

Q: I would imagine it would be pretty special if you were able to secure the '04 title for the U.S. Army?

"You can't imagine how special it would be for a lot of people. The Army has been a great partner for the last three-plus seasons. We want to win a championship for them so bad. It would be tremendously gratifying if we could deliver that to them come November. I'd dedicate it to all of the men and women fighting to protect our freedom."



# Gold Badges

## RSM JANUARY 2004

### **1ST AMEDD**

SSG Terry Haygood

### **ALBANY**

SSG Robert Bridges

### **BALTIMORE**

SSG William Talton

SSG Michael Basler

SSG Duane France

SSG Jonathan Hartwig

SSG Joshua Brown

SGT Earl Crable

SGT James Schutt

SGT Scott Johnson

SGT Christopher Hall

SGT Joseph Anthony

SGT James Flowers

SGT Erica Morris

SGT Cary Harvey

### **CLEVELAND**

SFC Scott Starn

SSG Michael Rubio

SSG Joshua Carman

### **COLUMBIA**

SSG Scott Hurley

SSG Keith Bradley

SSG Terry Dinkins

SSG Michael Newsom

### **COLUMBUS**

SFC Angela Worley

SFC Marvin Dooley

### **DALLAS**

SSG Valdemar Gonzales

### **GREAT LAKES**

SGT Phillip Fitch

SGT William Wilkey

SSG Nicholas Kolowich

### **HOUSTON**

SFC Cary Adams

### **INDIANAPOLIS**

SSG Darrell Spears

### **LOS ANGELES**

SFC Paul Coefield

SSG Ronald Evans

SSG Darrell Proechel

SSG Eric Vaught

SSG Leo Castillejo

SSG Timothy Prado

SSG Antonio Diaz

SSG Scotty Ruffin

SSG Sean Donhahue

SGT Marshall Gilbert

SGT Anthony Gomez

SGT Fernando Rodriguez

SGT Elias Wejbe

SGT Alfredo Casasola

SGT Paul Monhollen

SGT Jacqueline Turan

SGT Pedro Loredo

SGT Jilly Meyer

SGT Joel Millerman

SGT James Jones

SGT James Phillips

SGT Luis Zacarias

SPC Diego Perezlopez

### **MIAMI**

SSG Abner Feliciano

### **MILWAUKEE**

SGT Kelly Wollschlager

### **MONTGOMERY**

SFC Paul Kendall

SGT Stephen Essary

### **NASHVILLE**

SSG Eric Cogdell

SSG Annette Tharp

SSG Keith Olson

SSG Tracy Perkins

SSG Marcus Deas

SSG Robert Doughty

SSG Donald Walbert

SSG Sammy Green

SSG Michael Polites

SSG Daniel Wirt

SGT Sean Lenn

SGT Kelly Copas

SGT Judy Canter

SGT Carl Nyman

SGT Cornell Moore

### **NEW ORLEANS**

SGT David Davenport

SGT Adam Whitford

### **OKLAHOMA CITY**

SGT Paul Kimble

### **SACRAMENTO**

SFC Wilfredo Campos

SSG Tracy Snyder

SSG Kevin Santos

SSG Brian Knott

SSG Patrick Muse

SSG Jason Suggs

SGT Jahir Avila

SGT Steven Munch

### **SALT LAKE CITY**

SSG Michael Miranda

### **SAN ANTONIO**

SFC Demetrius Dangerfield

CPL Glen Grabs

### **TAMPA**

SSG Miguel Nater



# Recruiter Rings

RSM JANUARY 2004



## **ALBANY**

SFC Edward Ford

## **ALTANTA**

SFC John Collier

SSG Steven Bragg

## **BALTIMORE**

SSG Christopher Belcher

## **CLEVELAND**

SFC Jason Smith

## **COLUMBIA**

SFC Troy Joyner

SSG Charles Spicer

SSG Carneilius Wooden

SSG Donald Thomas

SSG Rosalind Hernandez

## **DENVER**

SSG Matthew Depuy

## **JACKSON**

SFC Choatte Taylor

## **LOS ANGELES**

SFC Joseph Seidel

SSG Sang Pae

SGT Victor Limas

## **MILWAUKEE**

SSG Jeremy Cousineau

## **MONTGOMERY**

SSG Sherry Foxx

SSG Leonard Gilliam

## **NEW ENGLAND**

SFC Robert Harris

SFC Frank Tomko

SFC David Ballard

SSG William Moore

SSG Jason Getz

## **NEW ORLEANS**

SFC Eva Randolph

## **RALEIGH**

SSG Jamal Walters

SSG Quincy Frederick

SGT Jeanette Riley

## **SACRAMENTO**

SSG Michael Kahyal

## **SAN ANTONIO**

SFC Darnyl Hayward

SFC Michael Earnest

## **SYRACUSE**

SFC Stephen Mayfield

SFC Robert Conkling

SFC Stephen Marean

SSG Charles McMillen

## **TAMPA**

SFC Thomas Crompton

# Morrell Awards

RSM JANUARY 2004



## **COLUMBUS**

SSG Lawrence Roberts

## **DALLAS**

SFC Don Grigsby

SSG Carl Miller

## **DES MOINES**

CSM Martin Wells

SFC Charles Moody

## **DENVER**

SFC Mark Young

SFC Daniel Simon

## **JACKSONVILLE**

SFC Dennis Wyckoff

## **KANSAS CITY**

SFC Michael Wright

## **MIAMI**

MSG Scott Kelly

SFC Eugene Barnes

## **PITTSBURGH**

SFC Michael Rafferty

## **RALEIGH**

SSG Andy Beck

## **SOUTHERN CALIFORNIA**

SFC Antone Clemetson

## **SYRACUSE**

CSM Dorothy Clark

SFC Michael Wise

**1. What does USAREC Reg 601-94 cover?**

- a. Post Secondary Schools Recruiting Program
- b. Mission Procedures
- c. Police Records Check
- d. Delayed Entry Program

**2. Who is authorized to receive recruiter expense allowance?**

- a. All personnel
- b. Civilians only
- c. All military personnel
- d. All military personnel whose principal assignment is to perform recruiting duties

**3. What form does the recruiter use to claim recruiter expense allowance?**

- a. SF 1164
- b. SF 765
- c. SF 93
- d. SF 86

**4. Commanders must encourage \_\_\_\_\_ filing of claims to ensure recruiters are expeditiously reimbursed.**

- a. spouses
- b. recruiters
- c. timely
- d. not

**5. What regulation covers recruiter expense allowance?**

- a. USAREC Reg 22-100
- b. USAREC Reg 37-26
- c. USAREC Reg 37-16
- d. USAREC Reg 37-96

**6. The \_\_\_\_\_ will process USAREC Form 512 (Regular Army and Reserve Component Referral Sheet).**

- a. recruiter
- b. guidance counselor
- c. company commander
- d. battalion commander

**7. What regulation covers the requirement to make required follow-up contacts with DEP enlistees?**

- a. USAREC Reg 601-95
- b. USAREC Reg 350-6
- c. USAREC Reg 601-81
- d. USAREC Reg 350-7

**8. How often should you contact your DEP member if they have 45 days or fewer prior to shipping?**

- a. Quarterly
- b. Weekly

- c. Twice a month
- d. Once a month

**9. When should a DEP orientation be conducted?**

- a. One to three days after enlisting
- b. On the way home from MEPS
- c. One to four weeks after enlisting
- d. Three to 10 days after enlisting

**10. Are there correspondence courses available to DEP members?**

- a. Yes
- b. No

**11. According to the safety regulation, what is the goal of the safety program?**

- a. To ensure everyone is happy.
- b. To reduce and keep to a minimum accidental personnel and monetary losses, thus providing more efficient use of resources towards enhancing recruiting mission success.
- c. To reduce work hours within USAREC.
- d. None of the above.

**12. Supervisors and decision makers at every level will employ \_\_\_\_\_ management approaches to effectively preclude any unacceptable hazards within their areas of responsibility.**

- a. Recruiter
- b. Property
- c. Risk
- d. Personnel

**13. Most accidents occur as a result of an individual's \_\_\_\_\_ to comply with promulgated standards and procedures.**

- a. Failure
- b. Lack of knowledge
- c. Carelessness
- d. Over confidence

**14. The \_\_\_\_\_ role in accident prevention is an inherent responsibility of command.**

- a. recruiter's
- b. sergeant major's
- c. commander's
- d. station commander's

**15. What USAREC Regulation covers the Safety Program?**

- a. USAREC Reg 345-6
- b. USAREC Reg 385-2
- c. USAREC Reg 350-6
- d. None of the above

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

# Mission Box

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



## RSM January 2004

### Top Regular Army Recruiter

SSG Dennis Kelly  
New York City

SFC Maria Kincaid  
Atlanta

SSG Kenneth Fauska  
Indianapolis

SSG Brigg Miller  
Houston

SGT Lawrence Meade  
Phoenix

### Top Army Reserve Recruiter

SFC Jacquelyn Green  
Baltimore  
SFC Lawrence Gianangeli  
Pittsburgh

SSG John Powell  
Atlanta

SSG Arturo Crosby  
Great Lakes  
SSG Jeffery Strong  
Milwaukee

SFC Joseph Flores  
Oklahoma City

SFC George Ybarra  
Phoenix

### Top Limited-Production Station

Bayridge  
New York City  
SFC Kevin Thomas

Owensboro  
Nashville  
SFC James Warnock

Florence  
Columbus  
SFC Ronnie Creech

Pekin  
St. Louis  
SFC Rocky Gannon

Black Canyon  
Phoenix  
SFC James White

### Top On-Production Station

Times Square  
New York City  
SFC Jorge Rodriguez

Neptune Beach  
Jacksonville  
SFC Christopher Johnson

Columbus  
Indianapolis  
SSG Steven Morrison

Marble Falls  
San Antonio  
SFC Ricky Grell

Yreka  
Portland  
SSG Konrad Wilson

### Top Company

Potomac  
Baltimore

Radcliff  
Nashville

None

Lubbock  
Dallas

Honolulu  
Portland

### Top Army Medical Department Detachment

Southeast

Georgia/Alabama

Chicago

Dallas

Northwest

## Answers to the Test

1. c. Recruiting Station Operations, dated July 2003
2. d. USAREC Reg 37-16, para 4a(1), dated Mar. 2000
3. a. USAREC Reg 37-16, para 8a(2), dated Mar. 2000
4. c. USAREC Reg 37-16, para 8b, dated Mar. 2000
5. c. Recruiting Station Administration, dated July 2003
6. b. USAREC Reg 601-95, para 4-3e(1), dated July 2002
7. a. USAREC Reg 601-95, para 2-4c(1)-(6), dated July 2002
8. b. USAREC Reg 601-95, para 2-4c(4), dated July 2002
9. d. USAREC Reg 601-95, para 2-4c(1), dated July 2002
10. a. USAREC Reg 601-95, para 5-8a, dated July 2002
11. b. USAREC Reg 385-2, para 5, dated Feb. 2003
12. c. USAREC Reg 385-2, para 6c, dated Feb. 2003
13. a. USAREC Reg 385-2, para 7e, dated Feb. 2003
14. c. USAREC Reg 385-2, pra 6, dated Feb. 2003
15. b. Recruiting Station Administration, dated Feb. 2003

# Outstanding CIVILIANS

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