

RECRUITER

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Journal



New
USAREC
DOCTRINE
Recruiting the
Millennial Generation

page 18

RECRUITER Journal

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Commanding General

Maj. Gen. Michael D. Rochelle

Public Affairs Officer

S. Douglas Smith

Editor

L. Pearl Ingram

Associate Editor

Beverly Harrison

Associate Editor

Walt Kloeppe

Cover Design

Joyce Knight

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The Army Marksmanship Trainers, or AMTs, are recent additions to the arsenal for accessions support. Laser Shot and Beamhit are the two latest upgrades installed in the AMTs and are drawing large crowds at events.



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18 USAREC Annual Awards

USAREC's Annual Awards ceremony was held in Nashville, Tenn., on Feb 25 during the 2004 Annual Leaders Training Conference.

20 Annual Leader Training Conference

Change was the common thread running through every segment of the USAREC Annual Leaders Training Conference, appropriately titled, "Leading the Transition: Recruiting the Future Warrior for our Army."

A Major Revision in Recruiting Command Doctrine

I EXPECT LEADERS ACROSS the command found this year's Annual Leaders Training Conference to be extraordinarily interesting. The ALTC provided a superb forum to present a turning point in USAREC's thinking about the business of recruiting and about the culture and climate of USAREC.

Through the chain teaching method, the newly rewritten recruiting doctrine was presented to leaders. By practicing transformational leadership and using self-development techniques and self-awareness learning, leaders will lead from a coaching and mentoring position — not by rank or position alone. We now have an avenue to accomplish the mission through the use of intelligent risk taking.

The new recruiting doctrine is the foundation for how we think about recruiting expeditionary minded men and women for a transforming Army. Tremendously important to recruiters is the change from conducting a sales presentation to conducting The Army Interview. The Army Interview method will enable recruiters to provide information to young men and women in a mentoring, counseling, and coaching manner. It also provides recruiters a way to tell their



Maj. Gen. Michael D. Rochelle

personal Army story with enthusiasm and confidence to the Millennial Generation. Research reveals this is the expected method of receiving information by millennials and is thus the way the prospect wants to receive information.

The Army Interview moves the recruiting process from a sales based approach to a leadership and mentoring based approach. Mentoring through leadership is a tried and true Army method familiar to all Soldiers. New leaders and recruiters will now be able to immediately relate their previous leadership based training to the recruiting process.

In the years since 1989, when USAREC Manual 25-100 was last updated, the Army has changed, the market environment has changed, and the world situation continues to change. There is no doubt that it is time to change the way in which we recruit.

However, the culture and climate will not change overnight. As we know, doctrine is not written to serve as a “how to” manual but is conceptual in nature. These changes, once fully integrated, are our pathway to success. The changes are important to the health of the command and its future mission of providing a relevant and ready Army.

Good recruiting!

New Doctrine Implementation

USAREC's new doctrine is designed to make us "relevant and ready." We are making a dramatic shift from a process approach toward innovation. This involves the streamlining of our regulatory guidance and a shift away from the linear method of trying to delineate the execution of every action (task-oriented approach) in our recruiting operations. The new doctrine provides for a goals-oriented approach to conducting recruiting operations by shaping recruiters and leaders thoughts on how to integrate and synchronize individual tasks to more effectively and efficiently accomplish the mission. We are moving from a sales-based organization to a leadership-based organization centered on time-tested Army operations and leadership doctrine allowing commissioned and noncommissioned officers detailed to USAREC to more quickly adapt to the unique challenges of the recruiting environment.

Our transformation follows the current Army Transformation. The Army Chief of Staff, Gen. Peter J. Schoomaker stated, "Ambiguity is the rule, uncertainty is the norm and so our Army must change to build a force that can defeat the challenges ahead." USAREC is committed to building the force we need to be successful in our challenges as well.

The new doctrine provides the conceptual foundation to frame how recruiting leaders think about recruiting operations and the way we recruit. We are now conducting an Army interview based on leadership counseling principles, not the principles of sales. Additionally, the leader daily-performance-review process has changed to be more in line with the after-action-review process. We've even changed our standard uniform from Class B to BDU. Notwithstanding these changes, the key to our success as we move forward with our doctrine change is the development of self-aware and adaptive leaders and

Soldiers. A panel chartered by the former Army Chief of Staff, Gen. Eric K. Shinseki, recognized this. The panel determined that the Army's future success is so dependent on leader self-awareness and adaptability that they labeled these traits as metacompetencies — indicating that all other competencies must have these as a foundation in order for any leader to be effective.

Currently, there is only one Army organization that has formal training in these critical competencies — Special Operations. USAREC has invested time and resources to investigate their successful training program and bring it to this command. As part of the doctrine change, we are incorporating formal training for all USAREC leaders and recruiters as they go through courses at the Recruiting and Retention School. This will produce graduates with increased self-awareness and an introduction to the concepts of adaptability. But we cannot stop there. The sustainment piece is critical. Once these new graduates are incorporated into our recruiting brigades, we must continue to refine and develop adaptability in our leaders.

Our Army leaders have been asked on many occasions: "Why attempt to put the Army through a huge transformation while we are at war?" The reply: "This is the only time we could do something like this." How we engage in conflict is radically different. There is a 360-degree battlefield. All Soldiers, regardless of whether they are combat, combat support or combat service support must be prepared to operate successfully in the full spectrum of operations. Even with this dramatic shift, the war on terror continues to evolve at a rapid pace. One example is the rapid evolution and sophistication of IEDs. Gen. Schoomaker made his position clear with the following statement: "Adapt or die."

This same principle applies to USAREC. The changes in our society



Command Sgt. Maj. Harold Blount

and market propensity seem to be occurring on a daily basis. I have been asked a similar question: "Why is USAREC initiating such an extensive transformation while our operational tempo is so high?" My response is the same: "We must make these changes now." Just as the War on Terror has not put on hold the Army Transformation, our mission to recruit for an Army at war will continue while we initiate our transformation. This is a challenge for all of us, but with perseverance and tenacity, we will succeed. We must succeed.

I am excited and optimistic about the potential impact of USAREC's new doctrine. Having attended several recent ATCs and witnessed segments of battalion-level doctrine chain teachings, it is my assessment that recruiters, staff and leaders, alike, are excited and optimistic as well. The commanding general challenged us all to read, understand, and apply this doctrine to obtain mission box requisite results. While leaders are responsible for scheduling and conducting follow-on hands-on performance oriented training, it will also take individuals investing in themselves (self-development) to fully achieve his intent. Once our new doctrine is fully incorporated in USAREC, we will have positioned ourselves for success regardless of any challenges that come our way. While striving to be more self-aware and adaptive, we will ensure that USAREC always remain "relevant and ready."

A Passion for the Game

By Chaplain Lt. Col. Lyndell E. Stike

Last weekend my wife and I attended the Southeastern Conference basketball tournament in Atlanta. What a weekend of emotions! We saw people dressed in a sundry of colors. Hundreds wore blue hair, blue faces, blue shoes, blue shirts and yes, even blinking blue boas. The 24,000 fans had arrived from all over the South. They came by air, car, and even RV. During the games some would sit and intensely watch the action on the floor, studying every move, while others were standing on the seats screaming at the top of their lungs in support of their team.

Parents brought their children and began the indoctrination that would produce future fanatics. The children were wearing proper attire — blue shirts, blue pants, and of course, blue hair. They were taught the fundamentals: the fight song, how to cheer with zeal and enthusiasm, and how their mascot had the best dance routine. It was great fun for all.

What does it take to have so much passion and devotion to a school or a team? Fans don't get paid — they pay. Fans don't get a trophy — they give one. Fans don't get the recognition — they provide applause. So what's in it for the fan?

Fans connect to a school either through attendance or association in some form. The bond that is created can become so strong that the fan soon becomes a fanatic. During the next few weeks of "March Madness" our nation will be captivated with the fervor of the season.

What were the passions of your life? It may have been the Army, maybe even recruiting that brought purpose and fulfillment. Now over the years, you've lost that excitement and it has become dull and routine. You may even wonder why continue? How can the flame be rekindled?



Remember — In order to regain the enthusiasm for your career, remember what it was that stole your heart. Return to the time *you* walked into that recruiting station for the first time. Remember that feeling? Most likely it was a mixture of a little fear, a little anticipation, and a lot of excitement. In that short visit you found purpose, meaning and direction. Initial Entry Training created a family and a bond that is shared with Soldiers from all generations. For many of us, the Army provided security and stability. We were driven to be the best and to make it to the top faster than anyone else.

Renew — After taking some time to *remember*, you must *renew* your commitment to the dream enjoyed so many years ago. This may be informal or formal, depending on how far we have drifted from the vision. It may require us to reprioritize our life and develop a new environment that fosters the growth of our objective. Your mission may not be a checkpoint in Baghdad, or a hill in Afghanistan, but it is just as vital to those young Soldiers who stand on point.

Reclaim — Today is the time to reclaim the passion. Lace up your boots, don your beret (find your cell phone) and move out with purpose and determination. Take with you all the excitement and zeal that has carried you through your Army career. You may not wear blue hair or be painted in blue body paint, but you can possess the same fervor and enthusiasm as any fan in the NCAA. HOOAH!

Midwest VIP Group Tours Fort Knox

Story and photos by Christopher Dunne
Public Affairs Specialist, 3d Recruiting Brigade

VIPs from throughout the Midwest toured Army facilities at Fort Knox, Ky., recently as guests of 3d Recruiting Brigade. The group included Civilian Aides to the Secretary of the Army (CASAs), Partnership for Youth Success (PaYS), representatives, educators, a senator's aide, and a Michigan radio personality.

The group learned about Army values – that each Soldier is charged with defending the U.S. Constitution with Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. They visited Soldiers of the 1st Armor Training Brigade and observed classroom activities at the Army Non-Commissioned Officers Academy.

“The Soldiers that I encountered at Fort Knox were the same young men and women that I might have seen at a high school graduation ceremony less than a year ago,” said Michigan CASA Stephen Morris. “These aren't kids anymore, and the fact that they've chosen to do what they're now doing, at such a time as this, gives me confidence in the future for all of us.”

The tour group also had a small taste of Army training, taking turns in a tank driver simulator and engagement skills trainer,



Bryant and Stratton College (Ohio) administrator Dr. Ted Hansen thought the Tank Driver Simulator was the best part of the tour.

where they learned to handle a number of weapons. Nicholas Wall, Military and Veterans Affairs Liaison to U.S. Senator Richard Lugar, R-Indiana, called both simulators “impressive.” An Indiana National Guardsman and Operation Iraqi Freedom veteran himself, Wall asked the Soldiers a lot of questions. “I asked them why they joined, how their training was going, and if they thought the training was useful,” he said.

Some guests toured the Army's high-tech Cyber Recruiting Center, which provides anyone interested in the Army the opportunity to communicate with recruiters via chat rooms and e-mail. A visit to the Patton Museum was also an option.

For most of the guests, however, the highlight of the tour was the opportunity to talk to Soldiers. “It was nice to hear that they joined the Army to represent their country,” said Lansing, Mich. radio personality Mojo. “You could feel the patriotism and the passion they have for being an American Soldier.”

At one point during the tour, Mojo used his cell phone to put a group of Soldiers on the radio. “HOO-AH!” they shouted to the Q106 FM radio audience. “HOO-AH!” they repeated, twice more. From Fort Knox all the way to Lansing, you could hear the Soldiers enthusiasm.

Shirley LaFontaine of the Wisconsin Office of State Employment Relations called the tour “enjoyable, informative and moving.”

The State of Wisconsin recently became the first state in the nation to enroll in the Army's PaYS program, which partners with employers to provide job opportunities for Soldiers who have completed their active duty tours. Wisconsin Governor Jim Doyle called the program a “win-win” for the state and the Army, a sentiment LaFontaine agreed with. “The high level of professionalism and dedication these Soldiers have was demonstrated throughout the tour.”



Best Buy Recruitment Manager Bruce Kiefner takes on the Engagement Skills Trainer with attitude. Best Buy Company is an Army PaYS partner.



National Assets Give a Boost to College Campus Recruiting in Dallas

By Kim Levine, Dallas Recruiting Battalion, APA

Being one of U.S. Army Recruiting Command's targeted battalions means higher missions, harder work and more focus on target markets for recruiters. But the Dallas Recruiting Battalion has realized this doesn't come without help and support from the brigade and USAREC.

Several national assets from the Mission Support Battalion supported recruiters' efforts on college campuses and at events around the area throughout the month of January. Additionally, 5th Brigade's Mobile Recruiting Team, made up of 11 of the brigade's elite recruiters, joined the fight to make mission in the Dallas metroplex.

The Dallas Battalion kicked off the calendar month New Year's Day, recruiting at the annual Texas college bowl game, the Cotton Bowl. Dallas Company recruiters, along with the Army College Tour, set up two locations around the Cotton Bowl to catch the thousands of college students attending the game.

The Special Operations Adventure Van was the next asset to roll through the battalion, Jan. 18-21. The high-speed Army exhibit traveled the outlying Lubbock Company, making stops at four different schools throughout the week. Lubbock Company recruiters also included the company's football toss and a radio remote to drive traffic to the exhibit at events.

While the Adventure Van traveled Lubbock, recruiters in the Fort Worth Company used the Army Marksmanship Trainer on college campuses to create a fun and interactive event with students. The Marksmanship Trainer visited four campuses in Abilene throughout the week.

Ridgmar recruiters, Fort Worth Company, made their presence known at Tarrant County College-North West campus in January. The Army College Tour made their second stop of the month at the campus Jan. 20 and 21. The following week, recruiters, supported by the Mobile Recruiting Team, set up the

battalion basketball challenge, football toss and a radio remote on campus for a two-day event to prospect and generate quality leads.

Meanwhile across town, the Army College Tour alongside Denton recruiters, Lewisville Company, made its final stop at the University of North Texas, Jan. 25. Recruiters set up a battalion football toss and had the second team from the Mobile Recruiting Team in support of their efforts, as well. Recruiters set up for a second day of lead generating and prospecting Jan. 26.

"The Army College Tour is great exposure for the Army. The new high-tech equipment is great to show off," said Sgt. 1st Class Fred Wysingle, the Denton recruiter responsible for UNT. "It's also great having the MRT, an expert team, out here to support us."

The MRT, led by 1st Sgt. Israel Talamantez, is a specialized recruiting team that travels the brigade to assist in recruiting battalions' target markets. The MRT is made up of top recruiters from six battalions in the brigade. Still in their first month as a team, they have already assisted recruiters on several college campuses in Dallas and San Antonio.

"[The MRT] is an excellent recruiting asset to go into quality markets and recruit," said Sgt. 1st Class Greg Hidalgo, MRT team leader. "We have a high quality recruiter, which is helpful on college campuses."

The MRT, a completely self-sufficient unit, sets their goal at one contract per recruiter on the team per campus. In Dallas, they hoped to pull 10 contracts, said Hidalgo. While the MRT recruiter will get credit for the contract, so will the recruiting station and the battalion.

With all the national assets and the MRT, the Dallas Battalion generated several quality leads. The battalion is also looking forward to several more assets supporting recruiting efforts on colleges throughout the second quarter.

Special Ops Van at Super Bowl XXXIX



Staff Sgt. Cesar Cano, Jacksonville Battalion, uses the identification tag machine at the Special Operations display at Super Bowl XXXIX.

*Story and photos by Cynthia Rivers-Womack
Jacksonville Battalion Public Affairs Specialist*

Jacksonville experienced many firsts as the spirit of Super Bowl XXXIX took over the city as the Army joined in showcasing its firsts as well.

The Army's newest mobile asset, the Special Operations Van, was the centerpiece of the Army exhibit at the Florida Times Union Super Fest, a downtown street gala that spanned four days leading up the Super Bowl between the Philadelphia Eagles and the New England Patriots.

The Army recruiting setup at Super Fest included the van with dog tag machine, a static display of Special Operations gear along with Green Beret Soldiers from Fort Bragg, a 10x10' Army branded booth and a football toss.

Sgt. 1st Class Shawn Arrance, Jacksonville West Recruiting Station commander, directed recruiter support at the event.

"We did a great deal of in-depth planning to support this activity," Sgt. 1st Class Arrance said. "We met with city officials and event coordinators to ensure we had a large space for this van. Its space required a larger than normal area. Also, we had to ensure we had recruiter coverage during the peak hours, which were in the evening during the week and in the afternoon and evenings on the weekend.

"This was a very good event for us. Not only did it present the Army, Army recruiting and Army Special Forces to the folks here in Jacksonville but it presented it to the nation since we had people from all over the country in town for the Super Bowl. Also, it let people from all walks of life realize the importance that Army Special Operations plays in defending our nation and its freedoms. Having the Green Beret Soldiers here from Fort Bragg was important since it added realism to the display and connected the mission to the men who perform it."

The Special Operations Van, less than a month old, is manned by Sgt. 1st Class James Hanlin, Team Chief, and Sgt. 1st Class Michael Davis.

"People are very receptive to the Special Operations theme," Sgt. 1st Class Hanlin said. Even though this van has been on the road a short time, people like the hands-on involvement with the different stations inside. The three most popular are the identification tag machine, the parachute simulator and Humvee simulator with the .50 caliber machine gun turret."

The van was the centerpiece of the Army's exhibit following its debut in January at the Army All-American Bowl.

Sgt. Major Roy Spivey, G3 Sergeant Major at the John F. Kennedy Special Warfare Center and School, accompanied a contingent of Green Beret Soldiers from Fort Bragg who manned an extensive static display that included medical equipment, communications equipment, forcible entry devices, sniper scopes, night vision equipment, practically the entire gamut of Special Operations gear.

The Soldiers were from the 3rd Special Forces Group as well as a representative from the 96th Civil Affairs Battalion and a representative from the 4th Psychological Operations Group along with two Soldiers from the 160th Special Operations Aviation Regiment, according to Sgt. Maj. Spivey. The team reinforced the exhibit, answering questions about training and equipment used in Special Operations.

"We wanted to present a full representation of the Special Ops community, Sgt. Maj. Spivey said. "We brought an A Team that covers down on all the MOSs. We got the weapons specialist, the engineer specialist, the medical specialist, the communications specialist, along with the team sergeant and a warrant officer.

"The things in the van are fun, exciting and hi-tech and let people see some of the things we do like the parachute and firing from the Humvee. It helps add a little bit of flavor and fun to the goal of getting the word out about Special Forces. This is good mix of having the Soldiers here who are connected with what people experience in the van.

The more gratifying moments at this event were passers-by making a point to come over to recruiters and the Special Forces team to shake hands and thank them for the job they do.

Leadership Versus Management

By Sgt. 1st Class Eugene D. Barnes, G3, Training Assessment

A question commonly asked by recruiters is “What does it take to be an effective leader?” There is, of course, the book answer: A Soldier who accomplishes the mission by applying his leadership attributes (beliefs, values, ethics, character, knowledge, and skills). I feel that for us, USAREC leaders, there is no difference than in our line unit counterparts. However, we face many more obstacles and challenges.

Think back and remember the leaders that we looked up to when we were young Soldiers or young recruiters. A leader is not any one thing, but a combination of many things. An effective leader is a combination of education, experience, talent and personality.

I’ve met good leaders and good managers and will tell you that they aren’t the same. Leaders have a vision that they clearly communicate and then they provide the purpose, direction and motivation to accomplish it. A manager merely applies the available resources (or identifies what is needed) to accomplish the assigned task. It is essential that we in USAREC are both.

Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing, and controlling organizational resources.

First, let’s look at influencing people and how this applies to recruiting. People are your business; you are constantly dealing with people either, your recruiters, applicants, future Soldiers, or superiors. It is critical that you understand what influences the actions and decisions of your recruiters and your applicants. Effective leaders will use leadership and management skills to determine how to influence through unconscious or physical influences. For example, unconscious influence is anytime that you can do something for a recruiter or an applicant, do it. It will cause that individual to feel obligated to do business with you.

An example of a physical influence is to lead by example and to have consistency in what you expect and are willing to give. Whenever we commit in any way and take an action, make a declaration, or set down a goal, we must remain consistent with it.

The next item is providing purpose. FM 22-100 states that purpose gives people a reason to do things. This does not mean that as a leader you must explain every decision to the satisfaction of your subordinates. It does mean you must earn their trust. They must know from experience that you care about them and would not ask them to do something — particularly something dangerous — unless there was a good reason, unless the task was essential to mission accomplishment. As the mission is in recruiting, you as a leader must provide purpose to accomplish the USAREC mission. Without purpose, there is no way for the recruiting efforts to begin. In order to be effective, you must give them a what and a why for the recruiter to understand. This is based on your mission and the historical data.

The next item that needs to be looked at is providing direction. Once you have given the purpose then the next step is to provide them with the direction they need to go.

FM 22-100 states that when providing direction, you communicate the way you want the mission accomplished. You prioritize tasks, assign responsibility for completing them (delegating authority when necessary), and make sure your people understand the standard. In short, you figure out how to get the work done right with the available people, time, and other resources. Then you communicate that information to your subordinates. “We’ll do these things first. You people work here; you people work there.” As you think the job through, you can better aim your effort and resources at the right targets. People want direction. They want to be given

To our subordinates we owe everything we are or hope to be. For it is our subordinates, not our superiors, who raise us to the dizzyest of professional heights, and it is our subordinates who can and will, if we deserve it, bury us in the deepest mire of disgrace. When the chips are down and our subordinates have accepted us as their leader, we don't need any superior to tell us; we see it in their eyes and in their faces, in the barracks, on the field, and on the battle line. And on that final day when we must be ruthlessly demanding, cruel and heartless, they will rise as one to do our bidding, knowing full well that it may be their last act in this life.

— Colonel Albert G. Jenkins, CSA
8th Virginia Cavalry

Leadership is influencing people — by providing purpose, direction, and motivation — while operating to accomplish the mission and improving the organization.

challenging tasks, training in how to accomplish them, and the resources necessary to do them well. Then they want to be left alone to do the job. When you are training a new recruiter this is what you are providing them, and if you are an experienced recruiter you will already have this leadership direction.

The next item that needs to be covered is providing motivation. Motivation gives subordinates the will to do everything they can to accomplish a mission. This begins with you being a good leader by providing the training that is required to become successful. It results in their acting on their own initiative when they see something needs to be done. To motivate your people, give them missions that challenge them. After all, they did not join the Army to be bored. Get to know your people and their capabilities; that way you can tell just how far to push each one. Give them as much responsibility as they can handle; then let them do the work without looking over their shoulders and nagging them. This will be done through a process called DPR. DPR is a tool that will enable you to provide all of the purpose, direction, and motivation needed. When they succeed, praise them. When they fall short, give them credit for what they have done and coach or counsel them on how to do better next time.

People who are trained this way will accomplish the mission, even when no one is looking, and being in recruiting, we must rely on this to happen on a daily basis to make mission. They will work harder than they thought they could. But Army leaders

motivate their people by more than words. The example you set is at least as important as what you say and how well you manage the work.

Direct leadership is face-to-face, first-line leadership. It takes place in organizations where subordinates see their leaders all the time: recruiting stations, teams and squads, sections and platoons, companies, batteries, and troops — even squadrons and battalions. The direct leader's span of influence, those lives he can reach out and touch, may range from a handful to only one Soldier. Station commanders will find themselves influencing people more through giving purpose, direction, and motivation. Most leadership positions are direct leadership positions, and every leader at every level acts as a direct leader when dealing with immediate subordinates. For direct leaders there is more certainty and less complexity than for organizational and strategic leaders. This is unique in recruiting due to the station commander being responsible for what happens and fails to happen. Direct leaders are close enough to see — very quickly — how things work, how things don't work, and how to address any problems.

When your team knows that you are looking out for their best interests and well being, and this includes the training and leadership that you provide, they will do everything within their power to meet the standard. Your recruiters, future Soldiers, and applicants will go that extra mile to ensure success.

Knees in the Breeze

R & R stood for recruiter reward when these five recruiters got to jump with the Golden Knights



*Story and ground photos by Walt Kloeppe, RJ Associate Editor
Aerial photos by GK photographers Sgt. 1st Class Talmadge Hunter
and Staff Sgt. Dave Wherley*

Staff Sgt. Joseph Multunas salutes at 125 mph while skydiving tandem with Golden Knights tandem team leader, Sgt. 1st Class Billy VanSoelen. Sgt. 1st Class VanSoelen has logged more than 9,000 free-fall jumps and 1,500 tandem jumps.

Five recruiters got the chance of a lifetime when they were rewarded with the opportunity to jump with the Golden Knights. The privilege to jump with the Golden Knights is due to USAREC's Tandem Jump Incentive Program, which allows USAREC to send 36 recruiters during the eight-week winter training at Yuma Proving Grounds, Ariz. The slots are divided between brigades by G-3 Plans Branch Chief, Capt. William Pittman. The Tandem Jump Program provides incentive awards for USAREC's outstanding Soldiers, such as the Recruiter of the Year and Station Commander of the Year.

Sgt. 1st Class Tony Harrison, recruiter liaison, Black Demo Team said, "We enjoy helping people [recruiters]. I used to be a recruiter, a station commander, so it's a good opportunity for us to give to give a little something back and also by helping them recruit. Putting the word out there about the Army makes us feel better."

Staff Sgt. Joseph Multunas, 1st Brigade Recruiter of the Year, Syracuse Battalion: "I was informed about it through my brigade. It was an incentive award for being successful in 2004. This is probably the biggest incentive for my FY 04 accomplishments. More excited than anything, just to get up there and get the adrenaline rush. It's been awhile since I've had a good adrenaline rush. I would say that the extra hours and extra effort throughout the year, this made it worth it."

Staff Sgt. Timothy Thurman, 3d Brigade NCO of the Year, Indianapolis Battalion: "I was made aware of it as an incentive after winning the brigade NCO of the Year. They offered it to me. It was the adventure of a lifetime so I thought I couldn't turn it down. It's now or never. We're getting ready to do something a very small percentage of people in America or in the world get the chance to do. People like Tiger Woods, the President, I mean, you know, that's like being a part of something."



Staff Sgt. Joseph Multunas, left, prepares for his jump by having Sgt. 1st Class Tony Harrison check his rigging. Top left: Staff Sgt. Debbie Carreira flying high at 13,500 feet with Golden Knight tandem instructor, Sgt. 1st Class Greg Windmiller. Top right: Sgt. 1st Class Thomas Downs comes in for a smooth landing. Bottom right: Sgt. 1st Class Scottie LeBlanc and Staff Sgt. Timothy Thurman anxiously await their turn.

Sgt. 1st Class Scottie LaBlanc, 5th Brigade Station Commander of the Year, New Orleans Battalion: [Airborne but never skydived] “Read about it in the RJ last year but didn’t know how you went about winning it and found out this year from my brigade after we went through a USAREC board, that the brigade winners, for the different categories, they were going to send them for the jump. Oh yeah, I’m ready, can’t wait to go. Get my knees in the breeze one more time.”

Staff Sgt. Debbie Carreira, 6th Brigade Top RA Recruiter of the Year, Portland Battalion [after her 1st jump]: “It was exhilarating, it was wonderful, it was intense! I’m an adrenaline junkie, I like the adventure. I wasn’t aware of it until after they asked me if I wanted to go tandem jump with the Golden Knights after I won brigade RA Recruiter of the Year. That’s when they said, ‘hey do you want to go’ and I was like ... of course I do! I’ve been waiting and excited ever since I found out.

You can get all the AAMs and all the ARCOMs you want in your Army career but how many times do you really get the chance to earn to jump with the Golden Knights? That’s once in a lifetime.”

Sgt. 1st Class Thomas Downs, FY 02 RA Recruiter of the Year and USAREC 2004 Audie Murphy, currently assigned to USAREC HQ [after his first jump]: “I was glad that I got the opportunity to have this experience because I wasn’t able to attend in ’02 when I was RA Recruiter of the Year. This tops every incentive award that I’ve ever received. Definitely a great motivational tool. The plaques, eagles, etc., are nice, but free falling from 13,500 feet at 125 miles per hour ... you can’t beat that!”





Minnesota CASA Emeritus Veda Ponikvar meets with a group of Soldiers from northern Minnesota. When she returned to Minnesota following the tour, Ponikvar called the family of each Soldier to let them know that their son was “doing well.”

A Role Model for the CASA Program —in celebration of Women’s History Month

Story and photo by Christopher Dunne, 3d Brigade

Minnesota’s Civilian Aide to the Secretary of the Army Emeritus has many nicknames. Veda Ponikvar, a native of Chisholm, Minn., has been called “the epitome of the Greatest Generation.” She’s been referred to as the “Original Miss Chisholm.” But the diminutive 85-year-old, who grew up during the Depression and later became the nation’s youngest newspaper publisher, is best known as “Iron Lady.”

VEDA PONIKVAR was born following the close of World War I, came of age during the Depression, and served as a Naval Intelligence Officer during World War II. She founded the Chisholm Free Press in 1947, and served as publisher for nearly 50 years. She has devoted her life to serving the people

of Minnesota’s Iron Range — a hardscrabble, immigrant population from Europe’s Slavic countries who made their living in the region’s iron mines.

PONIKVAR WAS APPOINTED CIVILIAN AIDE to the Secretary of the Army in 1987, and in 1999 she was named CASA Emeritus, a lifetime appointment. CASAs are volunteers who serve at the discretion of the Secretary of the Army. They work to communicate Army issues to leaders in their communities, and they reach out to the general public through appearances and speeches. CASAs also serve as advisers to the Secretary of the Army on issues affecting their regions.

“Having her as CASA Emeritus — I couldn’t think of a better role model for the CASA program,” said Lt. Col. Daniel Hirsch, commanding officer of Minneapolis Recruiting Battalion-

ion, whose area of responsibility includes the communities of the Iron Range. “She doesn’t just do the job because she likes it; she is truly committed and she understands the importance of military service.”

LIKE MANY PEOPLE OF HER ERA, Ponikvar’s life was shaped by the Depression. “With the crash of the stock market in 1929, the impact was devastating,” she said. “The mines closed ... fathers didn’t have jobs. People depended on the mines for jobs.” The Depression, she said, “made me very cognizant of the value of the dollar and what it could buy. I’m always saving for a rainy day — it became a lifelong habit.”

Ponikvar recalls another benchmark of the time, the Japanese attack on Pearl Harbor, very clearly. “I’ll never forget that as long as I live,” she said. “Everybody was just numb ... in total disbelief.” She was a student at Drake University in Des Moines, Iowa, at the time, attending school on a scholarship. She lived with the Vickery family during the school year, handling cooking and cleaning responsibilities in exchange for room and board.

On Monday, the day after Pearl Harbor, Ponikvar went to school but the campus was deserted. “It was like a swarm of locusts had come,” she said. “The buses ran like there was no tomorrow ... taking young men to the city so that they could enlist in the Armed Forces.”

Ponikvar’s sister, Jennie, worked as an Army recruiter in Maine during the war. “We didn’t have a military before World War II,” Ponikvar said. “Recruiting at that time was very important, but it was easy.”

Unlike her sister, Ponikvar’s recruiting efforts are more subtle. “She does a lot of background things,” Hirsch said. “She’s very pro-active and she really talks up the military in her region.” Hirsch said she is well respected by Army recruiters. “When she speaks, they listen. They know she’s been involved with the military a long time, so they have a lot of respect for her.”

DURING THE WAR, THOUGH, it was the Navy that captured Ponikvar’s interest. “I was just fascinated by the great big ships,” she remembered. “There was something about the Navy that just kind of stood out.” The Navy sent Ponikvar to Smith College in Northampton, Mass., where she earned a Masters degree in six months. “It was a very intensive six months,” she said. “We took a lot of exams, because the Navy was trying to place us.”

After graduation, Ponikvar was sent to language school at Frederick, Md., then on to Washington, D.C., as head of the Yugoslav Desk in the Office of Naval Intelligence. “There wasn’t much going on at the Yugoslav desk,” she said. “Hitler had pretty much annihilated them — not much intelligence activity as a result.”

Following the war, Ponikvar was released from active service as a lieutenant commander. “I loved it,” she said of her time in the service. “I wouldn’t exchange those four years in the Navy for anything in the world.” She returned to Minnesota at the end of 1946 and published the first issue of her newspaper less than eight months later.

“I did my homework, checked my facts, told the truth and stood my ground on a lot of issues,” she said.

AS MINNESOTA’S FIRST WOMAN NEWSPAPER PUBLISHER, many doubted Ponikvar’s ability to succeed in a man’s world. “I invaded their territory,” she said, smiling. But it didn’t take long for her to silence her critics — and military reporting was a staple of her newspaper. She wrote about people going away and coming home from the service, she wrote about military families, and got involved with the American Legion and Veterans of Foreign Wars.

THREE YEARS AFTER STARTING THE FREE PRESS, Ponikvar bought out the neighboring Herald-Tribune. By that time, she was well respected, and the legend of the Iron Lady was born. Why the nickname? “I did my homework, checked my facts, told the truth and stood my ground on a lot of issues,” she said. She was also a prominent supporter of the Iron Range’s mining heritage.

Ponikvar’s appointment as CASA seemed a natural extension of her efforts promoting the military in her newspapers. She was instrumental in bringing Junior Reserve Officer Training Corps (JROTC) programs to high schools in northern Minnesota, and she still works closely with Army and Air National Guard programs in the state.

Her duties as CASA Emeritus also include visits to VA hospitals, attendance at military funerals, and helping young families in her community cope with military separations. “It’s hard on everyone, but it’s the kids who really suffer,” she said. “They have a fear that they’re not going to see their father again.”

AT 85, PONIKVAR IS BEGINNING TO SLOW DOWN a bit. But she still makes it a point to introduce herself to the recruiters in her area. “The recruiters have a mission and a responsibility, but they also have a job that is very difficult,” she said. “I wish that somehow the American public could realize how essential the recruiters are.”

Ponikvar’s community service commitment to the Iron Range is legendary. She has been involved in countless causes from establishing the “Iron Man” Memorial to spearheading efforts to create the Iron Range Center for the Developmentally Disabled, a challenge laid down by President John F. Kennedy. In 1992, she received the Distinguished Minnesotan Award and in 2004 was honored by the Chisholm community. As one resident put it, “Veda made us proud of who we are and where we came from.”

As CASA Emeritus for Minnesota, Ponikvar has proudly represented both her country and her community. While her Navy career ended more than 50 years ago, her service to the Army continues to make a difference.



The Army Marksmanship Trainers will be used at national events to interest and attract the primary market in learning about the Army and to create Army awareness at events. The AMTs are the most recent additions to the Accessions Command Mobile Exhibit Company. (Photo by Sgt. 1st Class Rodney Hoerter)

Laser Shot and Beamhit Attract National Event Spectators

By Sgt. 1st Class Rodney Hoerter, Mission Support Battalion

Army Marksmanship Trainers, or AMTs as they are called by the Mobile Exhibit Company, are recent additions to the arsenal for accessions support. They are used primarily to support recruiting efforts at national events, such as NASCAR, NHRA, PBR, and sports shows, where crowds are large.

The two AMTs are 28-foot cargo trailers that are moved with one-ton, dual rear-wheeled trucks using a gooseneck hitch. The trailers are wrapped and the black trucks display the Army brand. There are two shooting bay doors that open off the passenger side of the trailer and are covered by either a 10- by 20-foot awning or two 10- by 10-foot pop-up tents, depending on the shooting system being used for the show.

The trailer is equipped with a portable generator to supply power, although it is wise to place the exhibit where a 110-volt outlet is available in order to avoid the noise and exhaust of the generator. If the exhibit is set up indoors, a power source must be supplied since the generator cannot be run inside.

After recent upgrades, there are two types of shooting systems installed in the AMTs — Laser Shot and Beamhit. The

Laser Shot system uses a projector to put computer images up on screens mounted behind the game bays. A camera is used with the system in order to interpret lasers on the screen and communicate their location to the computer. The computer quite accurately reads the location of the laser strikes on the screen once the system has been calibrated and aligned.

The Laser Shot System

A variety of shooting programs and weapons are available with the Laser Shot system. Some of the simulated weapons include M-4 assault rifles and .45 caliber pistols. How does the Laser Shot system work? The weapons emit a laser that is “fired” at the screen. The camera reads the location of the “hit” on the screen and relates that location to the computer running the program.

The Laser Shot shooting programs are very flexible, allowing the target sizes, colors, movement speeds, and game times to be adjusted to the situation. Our Laser Shot system includes police training videos, pistol ranges, speed and timing trainers, and other arcade style games, as well as hunter safety videos and training.

The system is also being upgraded with the popular “America’s Army” game that will be an interactive version between the two game bays. Currently, the basic rifle qualification range and the Special Forces MOUT shoot house are available on the system.

One consideration, however, is that the Laser Shot system is extremely light sensitive and requires the use of the pop-up tents with sides or the awning with sides, which also blocks the view of the potential audience and reduces awareness of the activities available inside.

The Beamhit System

The Beamhit system in the exhibit is a simpler and easier system to use. This system is also the preferred choice when time with the audience is limited or crowds are large. There are seven circular pop-up targets in the front of each shooting bay.

This system uses teams of two working together in order to register the quickest time on the computer. Each team starts firing from the outside of their row of targets and meet in the middle. Model M-9 mm pistols use compressed air to simulate recoil and “fire” a laser to interact with the pop-up targets.

The targets are linked to a computer to control their movement and record the amount of time they are in the up position. The Beamhit system is not light sensitive and can be used without tents, allowing the audience to view the action taking place in the exhibit and draw them in.

Both systems can be used as a competitive tool. Prizes can be awarded for the quickest time in the class, the top score of the day, or for achieving a set standard. Of course, we collect name and contact information so that we can record the score, and the local recruiter can contact them later should they win in a competition.

Real Weapons Are Not Used

No real weapons are used with any exhibit in the Mobile Exhibit Company, but they do look real and have moving parts. The attitude of the local population should be considered before scheduling. The MSB will publish an AMT tri-fold that will be available soon so that recruiters can show the event planner exactly what the AMT looks like and its equipment.

This exhibit can be specifically targeted at certain college classes, such as the physical education class or criminal justice classes. With a little preparation, the recruiter can schedule with both classes and get face time with hundreds of students in their target market.

The AMTs, like other large exhibits, should be in place and set up before the crowds arrive. At least three recruiters are needed to support this exhibit for use in escorting, in crowd control, and in ensuring leads cards are filled out correctly.

People enjoy this exhibit. They leave laughing, having had a good time, and talking about the Army. One successful day with this exhibit can lead to many successful days for the recruiter.



Mobile Exhibit personnel assist visitors to the Daytona 500 Interactive Zone in selecting their target, aiming the simulated laser weapon, and firing the Beamhit system. (Photo by Sgt. 1st Class Barry Dunnigan)

Getting It Right With Doctrine

By Pearl Ingram, Editor, Recruiter Journal

Rewriting operational doctrine, according to Col. Gary Carlson, former 6th Brigade commander and Recruiting and Retention School commandant — now special projects officer — usually takes the Army three to five years of drafting, staffing, rewriting, talking with subject matter experts, and then drafting again.

However, not true for the rewrite of USAREC Manual 3.0. With a blank sheet of paper and a roomful of successful station commanders, first sergeants, company commanders, civilians, and contractors, an outline was drawn up and a start to organizing the chapters was begun. Col. Carlson's mission was to rewrite USAREC Manual 100-5, Recruiting Operations, dated 1989. The doctrine team was given one year to complete the assigned mission.

"We have to get our doctrine to reflect how we are really doing business," said Col. Carlson. "In fact, in some ways you can say it is new, and in some ways, you can say all we have done is conceptualize how those who are successful are doing business."

Master trainers across the command settled into a conference room in Nashville, Tenn., Feb. 1, where they got the first view of the newly rewritten operational doctrine chain-teaching manual. Implementation of the new doctrine begins in RCM May. Prior to May each battalion within the command, at their ATCs, will conduct chain teaching to prepare their Soldiers and command for the implementation.

Master trainer Master Sgt. Phillip Morrison, Minneapolis Battalion, said he likes the idea of giving recruiters the initiative to think outside the box.

"This is not anything new," said Master Sgt. Morrison. "It is new as far as putting it in print, but those of us who have been successful out in the field have used our leadership skills to always learn. I am looking forward to this being implemented."

According to Morrison, successful recruiters change with the times and have been changing. The question he has always asked himself is what can he do that no other recruiter has done. Then he fine tunes a plan.



With the New Doctrine Chain Teach Leader Workbook and The Army Interview, USAREC Manual 3.01-1 draft, stacked on the table, Sgt. Major Gregory Craig, Recruiting and Retention School, fills in the critique sheet at the Master Trainer Conference held in Nashville during February. (Photo by Nikki Boggs, RCI)

USAREC Manual 3.0, was patterned after the U.S. Army's Field Manual 3.0, Operations, and FM 22-100, Army Leadership. As such, references to "work ethic" have been replaced by "leadership focus" and "production" with "operations." In addition, "DPR" has been replaced with "AAR." Coupled with the addition of developing self-aware and adaptive leaders, the AAR should assist recruiters in becoming better at their jobs.

"The revised doctrine is a vehicle to begin the change of USAREC's culture," said Col. Carlson. He says the new doctrine calls for leadership to develop coaching and mentoring skills, a sense of self-awareness, and discovering ways to become adaptive leaders in order to "coach subordinates to success." The Recruiting and Retention School is introducing the TAIS, or Theory of Attentional and Interpersonal Style survey, to assist leaders and recruiters in learning the new concepts.

A truly momentous change in the doctrine is a switch from sales-based presentations to counseling-based presentations, using Appendix C, FM 22-100, Army Leadership as a guide for The Army Interview. During the interview, recruiters will coach and mentor prospects, assisting them in setting goals and problem solving just as leaders provide coaching and mentoring to Soldiers.

"We are changing for two reasons. First, the millennial generation does not respond well to a sales based approach," said Col. Carlson. "They recognize it, they don't want it, but they want to gather information."

When conducting The Army Interview, recruiters will craft their Army of One story, and they will develop their concept on how to present information to the Millennial Generation prospect. 'Finding their passion' is key to The Army Interview and linking their passion with becoming a member of an organization that is bigger than any one individual.

"I think recruiters will do something that has not been done for the Millennial generation in the past — specifically tie their true passion in life to a concrete goal and more importantly to a pathway to success," said Col. Carlson.

The second benefit to using FM 22-100 and a transformational leadership, counseling based approach, is to capitalize on the leadership experience of the Soldiers assigned to Recruiting Command. They should feel more comfortable with this approach and should adapt much quicker to using developmental counseling techniques vice sales.

When newly assigned leaders arrive in recruiting, by having recruiting doctrine in a conceptual format similar to Army doctrine, they should find it easier to transition into the recruiting environment. Operationally, doctrine will be described as decisive, shaping and sustaining. Decisive operations or short-term objectives, are those actions taken to accomplish mission box this RCM.

Shaping operations can occur at all levels of command and include such examples as advertising, community organizations, and high school and college programs. Sustaining

operations include any operation designed to sustain decisive and shaping operations while taking care of Soldiers and their families.

Some of the ideas for the new doctrine came from the methods practiced in the Special Operations community. In many ways, according to Col. Carlson, Special Operations and recruiting duty are somewhat similar. Routinely, they are each geographically isolated from higher command, and routinely, both are given great latitude to accomplish their missions.

"One of the things we are trying to do with the doctrine is that at the same time we are revising doctrine, we are revising all the regulations with an eye to reducing the number of regulations that constrain a commanders use of initiative.

"I'm very optimistic," said Col. Carlson about the command's acceptance and implementation of the revised doctrine. The chain teaching is simply the first step. The "heavy lifting" occurs when each member of the command reads, understands, and then applies the doctrine to their daily operations.

Col. Carlson was given one year of active duty time to develop and implement the revised doctrine. He said he is confident USAREC has charted a path to a successful future.

The "Recruiting Millennials Handbook" is available for download on the G-2 Intranet site. Comments concerning this article may be sent to Pearl.Ingram@usarec.army.mil.



(From the right) 1st Sgt. Shawn Paradise, Montgomery Battalion first sergeant; and master trainers Master Sgt. Charles Paul, New England Battalion; and Master Sgt. Joseph Babel, Tampa Battalion, take notes during the presentation of the new training doctrine. (Photo by Nikki Boggs, RCI)

CIVILIAN EMPLOYEES OF THE YEAR

USAREC's annual awards ceremony was held in Nashville, Tenn., Feb. 25 during the 2004 Annual Leaders Training Conference. Maj. Gen. Michael Rochelle and Command Sgt. Maj. Harold Blount presented winners with trophies and plaques.



Lisa Kenific is Outstanding Administrative Support category winner. She is the telephone service clerk, 1st Brigade, Albany Battalion. The runner-up is Kathy Hartfield, Public Affairs and Education Assistant, 3d Brigade, Chicago Battalion.



Karen Williams is the Outstanding Technical and Program Support category winner. She is a Human Resources Assistant with 5th Brigade, St. Louis Battalion. Daniel Dumiller is runner-up. He is the Human Resources Assistant, Military, 6th AMEDD.



Victoria Sorensen is the Outstanding Program Specialist, USAREC G-3 Operations and Training Division. The runner-up is Eddie Rivera, IT specialist, 5th Brigade, Oklahoma City Battalion.



Michael Nelson is the Outstanding Professional category winner. He is an Operations Research Analyst, USAREC G-3. Runner-up is Ann-Marie O'Sullivan, Soldier and Family Assistance Program Manager, 3d Brigade, Chicago Battalion.



Martin Skulas is co-winner in the FY 03 Outstanding Professional category. He is the Army Community Services Officer, USAREC G-1 Human Resources Division.

2004 ANNUAL AWARD WINNERS



Sgt. 1st Class Dale Shavalier is Regular Army Recruiter of the Year. He is assigned to 2d Brigade. Runner-up is Staff Sgt. Joseph Multunas, 1st Brigade.



Sgt. 1st Class Clay Usie is Noncommissioned Officer of the Year. He is assigned to 5th Brigade. Runner-up is Staff Sgt. Gregory Boivin, 1st Brigade.



Sgt. 1st Class David Morrison is Army Reserve Recruiter of the Year. He is assigned to 2d Brigade. The runner-up is Staff Sgt. Bobby Turner, 1st Brigade.



Sgt. 1st Class Scottie Leblanc is Station Commander of the Year. He is assigned to 5th Brigade. Runner-up is Sgt. 1st Class Derrick Gordon, 3d Brigade.



Sgt. 1st Class Calvin Lamont is Health Care Recruiter of the Year. He is assigned to 5th Brigade. Runner-up is Sgt. First Class Troy Sloyer, 3d Brigade.



1st Sgt. Daniel Moore is First Sergeant of the Year. He is assigned to 5th Brigade. Runner-up is 1st Sgt. David Holmes, 6th Brigade.



Cpl. Robert Dienst is Soldier of the Year. He is assigned to 6th Brigade.



Staff Sgt. James Edgerton, 2d Brigade is New Recruiter of the Year. Runner-up is Sgt. 1st Class Chad Christenson, 5th Brigade.



Sgt. 1st Class James Kizziar is Guidance Counselor of the Year. He is assigned to 5th Brigade. Runner-up is Sgt. 1st Class Nelson Ballew, 3d Brigade.

Embracing Change

USAREC, Army leaders focus on transformation at ALTC

By Julia Bobick

USAREC G5, Public Affairs Division

Change was the common thread running through every segment of the USAREC Annual Leaders Training Conference, appropriately titled, “Leading the Transition: Recruiting the Future Warrior for our Army.”

Every senior Army and Recruiting Command leader who spoke at last month’s event in Nashville highlighted the requirement for both the Army and the Command to adapt to change to remain relevant and ready to serve the Nation.

The bottom line is that the time to change is now. But that’s nothing new for the Army.

“The Army has been changing fairly dramatically since 1775. The rate of the change seems to have picked up now because of the operational environment we are in. But it’s been changing all along and it’s going to continue,” said Maj. Gen. Michael D. Rochelle, USAREC Commanding General. “What we have to do as leaders is make sure that we are as adaptable and as flexible as possible in terms of coping with that change.”

Gen. Richard A. Cody, Army Vice Chief of Staff, who spoke primarily about the total force transformation, said that no matter how technology, formations or organizations change, the American Soldier remains the centerpiece of the Army. The quality of those Soldiers has never been better, according to Gen. Cody.

Echoing his sentiments, Sgt. Maj. of the Army Kenneth O. Preston spoke during lunch about the remarkable Soldiers he’s met during his travels throughout the Army and across the globe and what the Army’s transformation means to them, in terms of easing deployment stresses and increasing stability for families.

Wearing the uniform of a Soldier — especially in the many communities across America where recruiters ARE the Army — is very special, according to Lt. Gen. Franklin D. Hagenbeck, the Deputy Chief of Staff, Army G-1.

“You do make a difference; there’s no doubt about that,” Lt. Gen. Hagenbeck said. “None of you will ever wake up in the middle of the night wondering if you did something worthwhile.”



Lt. Gen. Robert Van Antwerp, the U.S. Army Accessions Command Commanding General and TRADOC Deputy Commanding General for Initial Entry Training, and USAREC leaders toss a drinking glass during a team building activity that focused on adapting to change and finding new ways of doing things. Photo by Summer Cowan.

The new recruiters joining the command have exceptional talents and, in many cases, remarkable deployment experiences, and they are bringing with them new energy and ideas that will help this command succeed.

“Recruiting is always challenging — always — especially when you have to take the majority of your contracts out of that portion of the market that, having been surveyed, already tells you they’re not inclined to enlist,” said Maj. Gen. Rochelle.

Keys to success will be reinventing the way the command goes after recruiter-generated leads, breaking old habits, developing fresh approaches to recruiting and, above all, remaining positive.

USAREC transformation, however, does not rest solely with its recruiters and leaders; the entire team must embrace it.

The challenge to the recruiting staffs at the battalion, brigade and headquarters levels is to think more broadly about how they contribute to the organization and its mission.

“We are at the critical nexus of this experiment called the all-volunteer force. Whether you realize it or not — family members, servicemembers, civilian teammates and contractors — we are writing history right now. What you’re doing has never been done before.” Maj. Gen. Rochelle said.

“It’s a new day in USAREC. It’s a brand new day!”

THE U.S. Army Safety Center *Transforms*

The U.S. Army Safety Center has transformed to the U.S. Army Combat Readiness Center. The CRC is a knowledge center that “connects the dots” on all information that pertains to the loss of a Soldier ... our combat power!

Knowledge is power. This simple truism is echoed in our adoption of Composite Risk Management, CRM, because the more you know about the total hazards you face, the more effectively you can manage the risk. Real power comes from sharing actionable knowledge from the top to the bottom of your formation.

CRM recognizes that a loss is a loss — no matter where it happens — and every loss degrades combat power. During FY 04, the Army lost a Soldier every 32 hours to an accident. FY 04 was our worst year for accidental fatalities in the past 10.

This clearly is a big challenge for the Army. Former President Dwight D. Eisenhower said, “If you can’t solve a problem,

“If you can’t solve a problem, enlarge it.”

—President Dwight D. Eisenhower

enlarge it.” Enlarging the problem translates to viewing accidental and other losses in a larger context ... *all* Army losses. The U.S. Army Combat Readiness Center is developing the capabilities to take a more holistic look at how and why we are losing Soldiers. To date, no single agency collects, analyzes, and reports such holistic data to allow commanders to apply CRM and reduce or prevent losses. In recognition of this void, the Chief of Staff of the Army and Secretary of the Army expanded the mission and redesignated the U.S. Safety Center as the Combat Readiness Center on Jan. 31.

When all losses are looked at — accident, combat, medical, and criminal — the true impact on readiness emerges: The Army loses a Soldier every *nine* hours. Not only does the Army lose a precious life, but also loses combat power and is required to recruit and train a replacement. This adds to the challenge of an Army at War that is transforming.

What does this mean to you? The CRC is taking a more holistic look at loss and providing the field with a greater awareness of its overall impact on readiness. Additionally, they are accelerating reporting, gearing up as your knowledge broker and becoming a world class data warehouse. By collecting loss information from disparate sources to distill and pass on, and along with data mining efforts, the CRC will have the capabilities to report actionable knowledge back to you. The goal of the CRC is to be fast, holistic, digital, preventive, and predictive. Knowledge is power, but sharing this knowledge is what makes it actionable and *powerful*.

CRM will be included in the next version of FM 100-14. It will not change the risk management process it will only add the missing dynamics of an “Army at War.”

Adapted from an article by Brig. Gen. Joe Smith, commander of the Army Combat Readiness Center.



Brig. Gen. Joe Smith, commander of the Army Combat Readiness Center at Fort Rucker, Ala., formerly called the Army Safety Center, stands next to his unit’s newly unveiled sign. Photo courtesy of U.S. Army

Top Army Nurse Helps Recruit

By Maj. Sandra Rolph, Army Health Care Recruiter, Rochester AMEDD Recruiting Station

Col. Elizabeth Mittelstaedt “Colonel Mitt” volunteered to participate for a luncheon and dinner at South Dakota State University in support of recruiting Army nurses. As she jokingly states, “I have to find my replacement.” Yet with all sincerity she said, “We need quality nurses who have their Bachelors degree to join the Army Nurse Corps, and I will assist you in any way I can.”

Col. Mittelstaedt is the Top Army Nurse for the Year 2003. She received the Dr. Anita Newcomb McGee Award from the Daughters of the American Revolution (DAR) on July 11, 2003. This award is presented annually to one active duty Army Nurse Corps officer who exemplifies excellence in professional and military nursing.

Currently the Deputy Commander for Nursing at Bassett Army Community Hospital, Fort Wainwright, Alaska, Col. Mittelstaedt agreed to take time out of her busy schedule to visit as an alumnus and participate in recruitment efforts. On November 15, 2004, she attended a COI function that included a dinner in her honor. The dinner had many distinguished guests attend, including the South Dakota State University Vice

President, Dr. Carol J. Peterson; Dean of the School of Nursing, Dr. Roberta Olson; and several other deans and faculty members from South Dakota State University.

Col. Mittelstaedt started her nursing career at South Dakota State University, where she earned a Bachelor of Science degree in Nursing. As she explained to students, “The Army has provided me with an incredible journey. I joined sort of on a whim ... to leave South Dakota for three years. I do not come from a military background, so I basically had no idea what I was getting into. Here I am all of these years later. I’ve been all over the world, met key leaders in the Army Medical Department and been assigned to a variety of positions.” During the dinner, she explained to university key leaders and faculty how influential her instructors were and how they truly are mentors for students. She explained how her instructor helped her to make the decision to join the Army. “It is only three years ... what a great chance to see the world.” Now 25 years later, Col. Mittelstaedt is only 47 years old and envisions another five years in the service. As she explains, “Attitude is everything. The Army has been a great career. I’ve had incredible opportunities and challenges. When you’re in the military, you have to move every few years and some geographic locations are better than others, but through the years I’ve learned to appreciate the fact that each assignment is what you make of it and your attitude really is important.”

Father and Daughter Enlist

By John McCollister, Public Affairs Specialist, Montgomery Bn.

Mark Dale Willoughby and his daughter, Renee Nicole, decided to make a commitment in January, joining the U.S. Army together.

Mark served with the U.S. Marine Corps from 1984 to 1988 in the supply field. “I want to be part of something bigger than myself,” he said. “I feel like I owe it to my country.” Nicole echoed her father’s sentiments. “I just feel that it’s the right thing to do, especially now.”

Mark, currently working at Couch Ready Mix Concrete in Pensacola, Fla., enlisted on January 7 for three years and selected skill training as an Armored Cavalry Scout crewmember. He began One Station Unit Training at Fort Knox, Ky., February 7. Upon completion of this training he will be assigned to an active Army unit.

Renee, a senior at Pensacola High School, enlisted on January 13 for four years and selected skill training as a Medical Logistics Specialist. She will report for active duty August 29 after completing her senior year at Pensacola Senior High School. She will attend Basic Training at Fort Jackson, S. C., and Advanced Individual Training at Fort Sam Houston, Texas, before being assigned to an active Army unit.

Renee qualifies for the Montgomery G I Bill, which will pay up to \$36,144 for college after she leaves the service. In addition she signed up for the PaYS program. The Army and corporations across the United States are partnering to provide quality

employees trained in a variety of skills. She is partnered with Lakeview Regional Medical Center in Covington, La. After she completes four years of military service, she has a job offer as a Medical Stock Clerk, based on her military training with the center.

“Mark came to the station to see if he could still serve his country, since he was 38,” explained Sgt. 1st Class Stuart Whitman, commander of the Army’s Pensacola West Recruiting Station. “At the time he said, if he qualified he had a surprise for us...that was his daughter, Renee. They both just want to serve their country and make a difference.”



Mark Dale Willoughby and his daughter, Renee Nicole, decided to make a commitment in January, joining the U.S. Army together. Photo by Janice Willoughby



Maj. Patrick Bremser, far left, executive officer of the Oklahoma City Battalion starts the race held on Veterans Day.

Relay Challenge Takes Place Despite Rain

Story and photos by Chris Wilson, Oklahoma City Battalion

“Are we still going to run ... in that?” Sgt. Rudregus Davis said as he looked out the windows of the Oklahoma City Federal Building.

Thick rivulets streaked down the tall glass windows, the raindrops of a fall thunderstorm splattered on the sidewalks so often the downpour sounded more like radio static.

“The Marines aren’t going to back out,” Capt. Daren O’Day answered.

O’Day stood smiling in the cluster of cubicals of the Oklahoma City Battalion’s Operations section. The captain had organized this run, a relay competition against the Marine recruiting office and Military Entrance Processing Station located in the same building. The relay challenge would feature six four-man relay teams, two from each organization, competing in a race around the building’s two-block campus. It was originally conceived as a way to celebrate and honor Veterans Day, but no one planned for rain. No one planned for hail.

“Maybe we should do a risk assessment,” another runner, Jim Brehm said, jokingly.

Everyone looked outside at the heavy rain. White marbles of hail bounced off the pavement and grass. As in response, the storm swelled — the rain and hail flooded down from black clouds. The runners watched the storm, wondering if the downpour would lift enough for the race’s 4:30 start. Other staff watched out the windows, trying to gauge when the deluge would abate enough for them to reach their cars dry. The storm grew in

intensity as local weather stations warned of possible tornadoes, a rarity in mid-November. A few members of the staff who were not previously interested in the run decided to wait and see — it would be an entertaining race if they decided to run in that weather.

Finally at 4 p.m. the rain slowed and the hail stopped. Staff grabbed their umbrellas and hurried from the office. The runners, though, readied themselves for their competition. Some checked shoe-laces and stretched, while other older runners salved soon to be sore muscles and tightened knee braces.

Staff from the three agencies gathered on the Federal building’s rain-soaked lawns to wait for the start. They came wearing military uniforms, PT clothes, and business attire. These spectators eyed the clouds for fresh rain as storm sirens sounded in the distance.

The runners lined up at the starting line. Each service had two teams of four gathered for the competition. The Oklahoma City Battalion’s first team consisted of Maj. Patrick Bremser, Sgt. Rudregus Davis, Sgt. Maj. Len Godwin and Capt. Daren O’Day. The second team consisted of Jim Brehm, Master Sgt. Dennis Weir, Master Sgt. John Milsap and Capt. Michael Warren. The runners flexed their legs in anticipation.

“Go!” broke through the air as an NCO dropped his outstretched hands.

Runners sprang forward and locked into their pace. Shoes pounded on the soaked sidewalks as the pack rushed past their watching colleagues. The runners rounded the block corner, and the cheering staff moved up the sloped federal campus turf to see which runner emerged on the other side of the building. They waited and watched. Cheers erupted as the runners for the various teams ran into view on the far side of the block.

Spectators then moved to the sidewalk to shout praise and encouragement to the passing runners. The runners turned the corner and headed into their second lap. The competitors looked very different when they circled around the second time. Sweat poured down their faces as they pushed for more speed, more air. Each runner’s stride was stiff and pained as they pressed tired muscles for the last stretch.

Each man passed a baton to his teammate and the next runners pushed down the sidewalk. The crowd moved again, cheering and watching the second group take their two laps. Leads were gained and lost, gaps narrowed and widened through the second and third leg of the relay.

Finally the anchors of the race, the last and fastest runners, took the batons from their teammates and sped down the path. They moved swiftly around the corner and across the backside of the race lap. They raced through the first lap and into the next turn. The spectators cheered as the first of the pack came running into view.

Capt. Daren O’Day narrowly trailed a Marine lieutenant as they approached the finish. Each pushed harder for an extra bit of speed. Finally the Marine crossed the line with Capt. O’Day close behind. The first drops of a fresh rain started falling a moment after the last runners crossed the finish.

Winded runners and curious spectators eyed the clouds as they moved back toward the building. The weather had cleared just long enough to complete the relay. It did not end as the Army runners had hoped, but they expect to race again next year.

No one expects rain.

Football Champ Joins Army Team

Story by Chris Wilson, Oklahoma City Battalion
Photos courtesy of the Richardson family

Courtney Richardson ignored the sweat stinging his eyes as he glared through his face mask at the opposing running back. They sprinted toward one another, and the play ended with the thundering crack of football pads as Richardson exploded into the ball carrier. Richardson, a hard-hitting safety, helped lead his football team at Kilgore College in Kilgore, Texas, to a national championship, but he had chosen a different kind of team — the U.S. Army.

“I was looking for something new,” Richardson said. “I needed a new challenge.”

Friends and family were skeptical at first, especially with the prospect of a football career ahead. Richardson also won a state high school championship with Liberty-Eylau High School in Texarkana, Texas.

“At first they wanted me to try out for NFL Europe or the Arena League,” Richardson explained, referring to the National Football League’s developmental league in Europe and the popular Arena Football League that plays indoor football during the summer.

His parents and fiancée gave him an example of another path through life. Both of Richardson’s parents served in the U.S. Navy and his fiancée, Shamke Seaton, is a member of the National Guard who was deployed to Iraq.

“I was very worried at first,” Richardson said. “Then she came back and everything was okay.”

The deployment didn’t affect the football player’s decision to enlist. Everyone supported Richardson once he decided to join.



Courtney Richardson helps make the tackle during a football game at Kilgore College in Kilgore, Texas.

“My family supports me,” he said. “They know it’s my decision.”

The football player was interested in the career opportunities the Army provided and the personal development they required. The Soldiers who enlisted Richardson describe him as a model recruit, but he is still looking for more discipline and maturity from his Army career.

“I want to build better character and get a head start on a career,” Richardson explained.

Richardson also hopes his athletic experience will be an asset in his military career.

“It will help with the physical aspect and with the mental,” he explained. “I’m used to playing under pressure — when you play in front of family and friends you hate to lose.

“It’ll still be a challenge, though, the Army is a different ballgame.”

Medline Pledges to Help Soldiers Find Employment

By Lori Bolas, Director of Marketing Communications, Medline Industries, Inc.

Medline Industries, Inc., signed an agreement with the Army this week to help young reservists and Soldiers find employment when their military service is complete.

“Medline is honored to participate in this [PaYS] program. Not only is it a way to show our patriotism and support our troops, it will help us develop relationships with highly qualified future candidates,” said Medline’s Chairman of the Board John Mills. We also hope that our efforts inspire other large businesses in the community to participate.”

Medline has now joined other Illinois-based partners including Walgreens and Midas.

“This is a great recruiting tool for the Army and it will provide Medline with well-trained, well-disciplined and hard-working candidates for employment,” said Lt. Col. Patrick Healy, Chicago Battalion commander.



A PaYS ceremonial signing with the Chicago Battalion Commander, the Northern Illinois CASA, and Medline Industries, Inc. Left to Right: Dennis R. Coll (CASA, Northern Ill.), John Mills (Medline Chairman of the Board), Lt. Col. Patrick Healy (Chicago Battalion Commander). Photo by Cindy Misner, PaYS

Army's Second-in-Command Swears in Soldiers at Bulls Game

Story and photo by Justin Ward, Chicago Battalion

The Army's Vice Chief of Staff, Gen. Richard A. Cody, took center court beside Lt. Col. Patrick J. Healy, commander of the Chicago Recruiting Battalion, to administer the oath of enlistment to 20 Chicago area men and women at a pre-game ceremony at the Bulls game at the United Center in Chicago Jan. 29.

"It is both a privilege and a freely accepted burden," Gen. Cody said of the recruits' choice to enlist in the Army, "and I, for one, commend you for accepting it."

Before the ceremony, Gen. Cody sat down with the new recruits, earnestly acknowledging the significance of their decision and praising them for it, especially during a time of war.

He also pumped them up for their nationally-televised performance, calling them a "good-looking group," and adding that they wouldn't be there "unless we knew you could make it physically and mentally through Basic [Combat Training]."

He finished his motivational speech by giving them each a Vice Chief of Staff coin and an obligation: "If you don't make it though basic," he said, "I want you to make sure this coin gets back to my office."

The Army's second-in-command came to Chicago for an outreach and recruiting support effort. His visit included an



Gen. Richard A. Cody, the Army's Vice Chief of Staff, stands by Lt. Col. Patrick J. Healy, the commander of the Chicago Recruiting Battalion, and Capt. Heath A. Melton, the commander of the Chicago recruiting company, while giving the oath of enlistment to 20 Future Soldiers at a Chicago Bulls game Jan. 29.

address at the Pritzker Military Library, which develops programs highlighting the citizen Soldier, and an address at the Union League Club of Chicago during its 125th anniversary gala for its efforts in support of the Army.

During his visit, Gen. Cody presented a four-year scholarship to Manish Sheth, a ROTC cadet who will be attending DePaul University in Chicago.

"Having the Vice Chief [of Staff] here to swear in our Future Soldiers was not only a distinguished honor for this

command, but a testament to the importance of recruiting," said Lt. Col. Patrick J. Healy, commander, Chicago Recruiting Battalion. "His visit showed his commitment to our Future Soldiers and the future of our Army, and we couldn't have been prouder to host him."

His visit comes on the heels of the 2005 U.S. Army All-American Bowl, an Army-sponsored high school all-star football game that took place in San Antonio's Alamodome Jan. 15, where Gen. Cody swore in 100 new recruits.



A Recipe for Success

By Matthew Fullerton, Public Affairs Specialist, Baltimore Battalion

Challenging the old adage, "you can't mix business with pleasure," Staff Sgt. Terrence Houser of the Gaithersburg, Md. recruiting station, did just that.

Staff Sgt. Houser integrated his enthusiasm for motorcycles into his everyday recruiting activities by customizing his own motorcycle with the Army logo. Staff Sgt. Houser confesses, "I have always had a passion for motorcycles and I love the Army, so why not combine the two?"

"It surely breaks the ice and promotes conversations." Staff Sgt. Houser welcomes questions from curious prospects about his personalized bike. They usually ask him if the motorcycle was Army issue. This opens the door and often transitions the conversation from the joy of riding to his pride in the Army. "This is my personal touring asset and it has already paid off for me the first month I had the bike out." Staff Sgt. Houser says, "I realize recruiting can be challenging and tough at times, so why not make it fun and enjoyable at the same time."

Posture Statement Sets Out Army's Needs, Goals

by Eric W. Cramer, Army News Service

The U.S. Army's Posture Statement, which informs Congress about the status of the Army, was released Feb. 9 and is available at the Army's Web page.

The statement, which focuses on transformation, creating a campaign quality Army with joins and expeditionary capabilities, is the centerpiece of the Posture of the United States Army 2005 presented to the Congress by Secretary of the Army Francis J. Harvey and Army Chief of Staff Gen. Peter J. Schoomaker.

The annual statement is an unclassified summary of the Army's mission, roles, accomplishments plans and programs published to provide information to members of the U.S. Senate and House.

Col. Eric Ashworth, who helped write the document, said this year's posture statement focuses on four overarching and interrelated strategies: relevant, ready landpower to support combatant commanders; well-trained and equipped Soldiers serving as warriors led by adaptive leaders; quality of life and wellbeing for the Army's people to match the quality of their service; and infrastructure to enable the force to fulfill its strategic roles and mission.

He said the posture statement also includes a new area, not included in previous years.

"This year's posture statement includes a risk statement. We try to provide the reader with the consequences if, say, we don't get funding for some of the things we need, what that risk is to the force," Ashworth said.

The posture statement pro-

vides a detailed description of the restructuring from a division-based to a brigade-based, modular force consisting of standardized Brigade Combat Teams. Called "modularity" the plan will increase the combat power of the active-duty component 30 percent, and increase the size of the Army's overall pool of available forces by 60 percent. The Army will increase the total number of available brigades from 48 to 77, with 10 active brigades being added by the end of 2006.

The posture puts forward the Army's goal of rotating units — with two years at home following each deployed year for active-component units, and four years at home for each year of deployment for Reserve units, and five years at home following each deployed year for National Guard forces.

The posture statement also discusses changing the balance of the active and reserve components, and realigning the specialties of more than 100,000 Soldiers to increase infantry capabilities by 50 percent. The plan calls for a similar increase in military police, civil affairs, intelligence and other critical areas. The Army has already converted more than 34,000 spaces.

It also discusses stabilizing Soldiers in one unit for longer periods of time and re-engineering the Army's business processes to better support combatant commanders.

The statement says it is necessary to balance the Army's future and current demands in order to:

- Recruit and retain the All-Volunteer force and its families;
- Generate a force that is properly manned, trained and led in order to fight the Global War on Terror and other missions;
- Enhance Soldiers' ability

to fight by rapidly fielding promising technologies that are ready now.

· Repair and recapitalize equipment that is aging rapidly because of sustained combat operations in severe environmental conditions.

"One of the key things, obviously, is that the Soldier remains our centerpiece. The Soldier is the resource that allows us to do our mission. The Secretary and the Chief of Staff believe in improving the Soldier's quality of life," Ashworth said.

The posture statement is available on the Army's homepage at www4.army.mil/ocpa/read.php?story_id_key=6863.

New Policy Enables Automatic Promotion to Sergeant

By Gary Sheftick, ARNEWS

A shortage of sergeants in some specialties has prompted a new Army policy in which corporals and specialists could be automatically promoted without a board.

Under the Army's semi-centralized promotion policy approved Feb. 23, all eligible specialists and corporals (with 48 months in service and a year in grade) will be placed on a promotion list. Then, if a military occupational specialty falls beneath 100 percent strength at the E-5 level, some Soldiers on the list will be automatically promoted.

The new policy could potentially affect about 19,000 corporals and specialists currently in the active component, according to G1 personnel officials. "Are we taking away a commander's authority? Absolutely not," said retired Sgt. Maj.

Gerald Purcell, G1 personnel policy integrator for enlisted professional development.

According to Purcell, commanders will have the ability to remove a Soldier from the Sergeant Recommended List if a Soldier is not trained, or otherwise unqualified. There will be a 15-day window after the automatic promotion list is generated for commanders to remove names.

"If a Soldier should truly not be a sergeant," Purcell said, "then commanders should stop it." But he went on to say that in units with E-5 shortages, many specialists are doing the job of a sergeant and deserve to receive the pay and recognition.

Even under the new policy, Purcell said most promotions to sergeant will still go to those who appear before a promotion board.

"The only time anyone is automatically promoted is when all Soldiers who have gone through (board) procedures are promoted and the MOS is still not 100 percent for the E-5 grade," Purcell said. The new promotion policy should eliminate specialties that historically have a shortage of sergeants, known as Star MOSs.

The Army is currently short 1,549 sergeants in Star MOSs. In recent months, the number of Soldiers recommended for promotion to sergeant has decreased to just above 10 percent of the eligible population, according to G1 stats.

This compares to more than 30 percent of those eligible being recommended for promotion 10 years ago.

"It is the field's responsibility to grow our future leaders," Purcell said.

"We believe you should give a Soldier an opportunity to succeed after four years in the Army," Purcell said. "It's what's

right for the Army.”

The creation of new brigade combat teams and units of action are adding to the shortage of sergeants, Purcell said. He explained that new units require senior NCOs, accelerating the promotion of mid-grade NCOs, resulting in more E-5 vacancies.

“We need an E-5 promotion for every growth in the NCO structure,” Purcell said. In any case, Purcell said the new promotion policy should eliminate the shortages. He said it’s a great tool not only to man the Army at the proper grade level, but also to motivate Soldiers.

Soldiers placed on the promotion list automatically, without participating in a promotion board, will only be given the minimum of 350 points.

Purcell emphasized that these Soldiers will not be promoted to sergeant unless an MOS falls below 100-percent operating strength and no other Soldiers with more points are available to promote. Soldiers who want to receive promotion points based on their actual accomplishments need to go through the promotion board procedures and the processes outlined in AR 600-8-9, Purcell said. For instance, Soldiers integrated onto the promotion list without a board appearance will not be awarded additional points based on the Airborne promotion advantage.

The Army’s new promotion policy will actually help first sergeants and others in the chain of command to better manage their units, said Sgt. Maj. Reynald Domingo of the Army’s Directorate of Personnel Management, G1. “I’m just hoping that they’re going to see the goodness in this,” Sgt. Maj. Domingo said.

MOAA Most Recent Partner

USAREC’s most recent partnership agreement was signed in December with the Military Officers Association of America. Maj. Gen. Michael Rochelle lauded this latest outreach to veterans organizations as “a natural partnership.”

Formerly known as The Retired Officers Association, MOAA’s membership includes both active duty and retired officers. An independent, non-profit, politically nonpartisan organization, MOAA is operated exclusively to benefit members of the uniformed services — active duty, former and retired, National Guard and Reserve — and their families and survivors. MOAA is dedicated to preserving their earned entitlements and to maintaining a strong national defense.

MOAA’s Web site, www.moaa.org offers information on military issues such as healthcare, pay, and survivor benefits for active duty, retired, National Guard and Reserve personnel, as well as information on benefits, second careers, financial planning and more. The Web site also has information on where local chapters and councils are located.

This “natural partnership” can produce significant Center of Influence benefits. Recruiters can use the chapters as they would any other veterans organization COI. Find the closest chapter and make contact. Ask how MOAA is involved in the community and how you can partner in those activities.

See other partnership agreements under the “Partnership” link in the “OUTREACH” section on the G-5 Web site, <http://my.usaac.army.mil/portal/dt/launcher?jumpUrl=http://hq.usarec.army.mil/ap/index.htm>.

AKO Supports Army Library Program

Army Knowledge Online is partnering with Army Libraries to provide a broad scope of Army information that is readily accessible 24 hours a day. The AKO site, which serves as the Army Libraries Community page, provides user authentication and access to those services restricted to authorized Army users.

The Digital Army Library Service is the Army Library Program’s homepage and its virtual library. Featuring a worldwide network for an Army in transformation, ALP has 81 general, 67 technical, 24 academic, and six other special libraries. DALs also features 18 databases holding 8,000 full text journals and 2,675 e-books that were funded by the Army Community & Family Support Center. DALs provides access to 2,000,000 items from 34 military libraries in the Military Education and Research Library Network.

Commissaries Promote Military OneSource

By Bonnie Powell, Special to American Forces Press Service

Need advice on consumer debt? Feeling depressed? Help is on the way. Military OneSource is the newest member of the military family support team, and commissaries are stepping up to the plate to help increase awareness of the program.

Provided by the Defense Department at no cost to servicemembers and their families, Military OneSource is available 24 hours a day, seven days a week on the Web at <http://www.militaryonesource.com/>

Users need only type “military” for the user ID and

“onesource” for the password to gain entry to the site.

“Military members who forget how to log in to this great resource will be reminded while they are shopping in their local commissary the next few months — and even after they get home,” said Patrick B. Nixon, acting director and chief executive officer for the Defense Commissary Agency. “The reminders will come in the form of posters in stores, pins on cashiers, and even OneSource messages on our grocery bags.”

The Pentagon’s steward of communities and families said the exposure the commissaries can give Military OneSource will be a big boost for the program. “Commissaries have a tremendous amount of visibility in the military community,” said John Molino, deputy undersecretary of defense for military community and family policy. “So putting the OneSource message in front of millions of commissary customers should help increase awareness of this valuable source of help for military families.” Nixon voiced the Defense Commissary Agency’s dedication to the people the agency serves. “Our 272 commissaries worldwide have a commitment to being actively involved in the military community,” said Nixon, “and we share DoD’s interest in making sure we do whatever we can to get the word out to military shoppers with a need for this service.”

Military OneSource on the Web contains a wealth of information and advice as well as pointers to services ranging from counseling by phone or in person by masters-level consultants, to information on family support, emotional support, debt management, and legal issues, among other topics, all at no cost to the servicemember.

Gold Badges

FEBRUARY 2005

3D AMEDD

SFC James Becker

ALBANY

SGT Jeremy Logan

SFC Mark Steils

SSG Hector Millian

SSG Joseph Perdieu

SGT Christopher Caudill

SSG Mary Skelton

SSG Theodore Pillsbury

ATLANTA

SSG Carl Davis

SSG Reginald Burnette

SGT Michael Dean

SSG Douglas Schmidt

BALTIMORE

SFC Jose Ruiz

SSG Kevin Schmoke

BECKLEY

SSG Gerald Alexander

SSG Lareese Jackson

SSG Jason Spoon

CHICAGO

SGT Michael Caro

CLEVELAND

SGT Kristin Barnes

SGT Danny Nash

SFC Robert Fleshman

SGT Robert Salsgiver

SSG Jack Ward

SFC William Pope

SSG Justin Scott

SSG Derrick Klein

COLUMBIA

SSG Robert Davis

SGT Maurice Ivy

SSG Curt Lawson

SFC Darin Smith

SGT Mody Spencer

COLUMBUS

SSG William White

DALLAS

SSG Karen Alexander

SGT Valenta Meno

SGT Jeffrey Riddle

SSG Marc Thomas

DENVER

SSG Curtis Wolf

SSG Heather Hapanowic

SSG Daniel Warden

SSG Scott Lance

SFC Mark Eckstrom

GREAT LAKES

SSG David Dzwik

SSG Anthony Ortolano

HOUSTON

SGT Donovan Hartwell

SFC John Langley

SGT Corey Rosemond

SSG Jeremy Billings

SSG Terry Mills

SFC James Brown

SGT Benjamin Heath

LOS ANGELES

SSG Phitsdane Pandradith

SFC Harold Cleveland

SFC Ronald Sawyer

SSG Joe Poor

SGT Ronald Whitehead

MINNEAPOLIS

SSG Jeb Taylor

SSG Clay Wait

SGT Jason Hydronemus

SSG Brady Smith

SSG Nancy Portz

SSG John Buster

SFC Bridgett Burns

NASHVILLE

SSG Douglas Schmidt

SFC Craig Nabors

SSG Jeffrey Evans

SSG Leroy Durrah

NEW ENGLAND

SSG James Horsley

SSG Paul Brunelle

NEW YORK CITY

SSG Timothy Young

SSG Richard Howell

SGT Yimmy Roman

SGT Angela Indardeo

PHOENIX

SSG Robert Wood

SSG Charles Nichols

SGT Cesar Zapata

SFC Felix Olivarez

SFC Roger Jackson

PITTSBURGH

CPL Anthony Hillery

SGT Tyrone Davis

SSG Anthony Anderson

SSG James Mills

SGT Tyrone Dixon

PORTLAND

SSG Douglas Hollie

SACRAMENTO

SFC Ulysses Mann

SFC Marco Ramos

SSG Jaime Caoile

SSG Daniel Pushor

SFC Charles Mize

SSG Michael Thomas

SALT LAKE CITY

SFC Nikolas Duchene

SSG Adam Hudgins



SAN ANTONIO

SGT Gilberto Ontiveros

SGT Charles Hood

SSG Michael Jonas

SOUTHERN

CALIFORNIA

SSG Anthony Boulware

SFC Pangchin Shen

SSG Jaime Robles

SGT Allen Taylor

SSG Jose Vasquez

SGT Clinton Stansfield

SSG Quinn Manning

SFC Erik Whitman

ST. LOUIS

SSG Jeffrey Rieman

SSG Rob Jackson

SSG Darnell McKinney

SGT Joseph McDonald

SYRACUSE

SGT Scott Reed

SSG Chris Stephens

SSG Joseph Weeks

SFC Wyatt Smith

SSG Joseph Multunas

SSG John Gueli

TAMPA

SSG Juan Cabrera

Recruiter Rings

FEBRUARY 2005

2D AMEDD

SFC Jeff Capps

3RD AMEDD

SFC Michael Green

ATLANTA

SFC Arthur Crump

SSG Stephen Fuller

ALBANY

SFC Nicholas Clark

SFC Gregory Psoinos

SFC James Raynoha

SFC Stacy Ford

SSG Michael Therrien

BALTIMORE

SFC Issac Horton

SFC Daniel Lindenfeld

SFC Kenneth McKnight

SFC Derrick Pollard

SFC Jere Smith

SSG Thad Copeland

SSG Luke Fortin

SSG Lee Ingle

SSG Brad Lowrance

SSG William Reynolds

SGT F. B. Anderson

SGT Daniel Levi

BECKLEY

SFC Scott Geise

SFC Thomas Wilson



SSG Steven Bowling

COLUMBIA

SSG Walter Watlington

COLUMBUS

SFC Don Phillips

SSG Christopher Taylor

**RECRUITER RINGS
CONTINUED —****DALLAS**

SFC Roderick Johnson
SFC Frederick Wysingle
SSG Eddie Faniel
SSG Francisco Larraza
SSG Willard Messick
SSG Michael Webb

DENVER

SFC Jeffrey Bales
SFC Keno Livingston
SSG James Martinez

DES MOINES

SSG Matthew Vlahovich
SSG Alan Wynn

GREAT LAKES

SFC Daniel Cozine
SFC Curtez Riggs
SSG Kurt Douglas

HOUSTON

SSG Tanisha Medina
SSG Jeffrey Warren
SGT Douglas Havlir

INDIANAPOLIS

SFC Billy Case
SFC David Lee
SFC Michael Rutan
SSG Thomas Arnett
SSG Charlie Brown
SSG Jamie Manshum

JACKSON

SFC Bennie Stubblefield

JACKSONVILLE

SFC David Essinger
SSG Andrew Allen
SSG Keith Thayer
SSG William Yorgey

KANSAS CITY

SFC Keith Gould

SFC David Zeiler
SSG Christopher Givens
SSG Larry Jones
SSG Robert Seymour
SSG Jeffrey Stone
SSG Jared White
SGT Eric Bowman

LOS ANGELES

SFC Steven Stewart
SSG Jerry David
SSG Leonard Govea
SSG Adam Johnson
SSG Angelito Orlanda
SSG Jack Peterson
SSG Juan Saray
SSG Roger Van-Orden

MID-ATLANTIC

SFC Milton Tucker

MILWAUKEE

SFC Chad Eske
SSG Simmons Scott
SSG Eugene Washington
SSG Brian Wilkins

SGT Shane Korevaar

MINNEAPOLIS

SFC Michael Strate
SSG Danny Smith

MONTGOMERY

SFC Jerome Edmonds
SFC Lewis Simpson
SSG Leon Hood
SFC Patrick Vilt

NASHVILLE

SFC David Fuller
SFC Charles Powell
SSG Kelly Copas
SSG William Minton
SSG Roy Stinson

NEW ENGLAND

SFC Jay Langlais
SFC Thomas Reid
SSG Loren York

NEW YORK CITY

SSG Danesh Kateli

OKLAHOMA CITY

SSG Abel Manrique
SSG Darrell Richards

PHOENIX

SFC Robert Bunnell
SFC Tamatha Perkins
SFC Anthony Toney
SSG Timothy Hale
SSG Matthew Michler

PITTSBURGH

SSG Steven Eakin

PORTLAND

SSG Scott Bronner
SSG Bennett Muasau
SSG Robert Pope
SSG Paul Teatro

RALEIGH

SFC Kenneth Diaz
SSG James Bellamy
SSG Connell Lewis
SSG Shawn Mills
SSG David Woodard
SGT Maurice Fells
SGT Montgomery Loving

SACRAMENTO

SFC Leonard Bru
SFC James Glenn
SFC John Stanton
SFC Jesse Togawa
SSG Roland Banandos
SSG Michael Kirby
SSG Sean Price

SALT LAKE CITY

SFC Christopher Aranyos
SSG Richard Suter
SSG Robert Palmatier
SSG Alexander Thorpe

SAN ANTONIO

SFC Juan Moore
SFC Elvin Nuells
SGT Jeffery Nash

SEATTLE

SFC Steven Loduha
SFC Homero Tamez
SSG Christopher Nelson
SSG Aaron Ryan
SSG Caleb Wood

**SOUTHERN
CALIFORNIA**

SSG James Alexander
SSG Jimmy Bruno
SSG Julius Marmito
SGT Daniel Fernandez
SGT Santiago Gallardo-
Johnson

ST. LOUIS

MSG Ryan Sowell
SFC Gregory Ellis
SFC John Meadows
SSG Christopher Givens
SSG Jeremy Jurewicz
SSG Douglas Ledbetter
SSG Shannon Lewey
SSG James Pearson
TAMPA
SFC Roland Sharp
SFC Darick Smallwood
SFC Malachey Sumpter
SSG Steve Conner
SSG John Vera

Morrell Awards

FEBRUARY 2005**2D AMEDD**

SFC Frankie Hicks

5TH AMEDD

SFC Esther Fitch

ALBANY

SFC Charles Randall

ATLANTA

SFC James Buckland
SFC Timothy Bundick
SFC Wanda Cobb
SFC Bobby Garner

SFC Clarence Miller

SSG Joseph Barker

SSG Steven Howard

BALTIMORE

SFC Steven Barnaby

SFC James Brown

SFC Terrell Cunningham

SFC James Johnson

SFC William Odum

SFC Gregory Stafford

SSG Eric McMillion

SSG Michael Pate

COLUMBIA

SFC George Carter

SFC Andre Howland

COLUMBUS

1SG Jeffrey Desotell

SFC David Bodkins

SFC Dwight Henderson

DALLAS

SFC Darwin Buggage

SFC David Curtin

SSG Seann Rodda

**MORRELL AWARDS
CONTINUED —**

DES MOINES

SFC Gordon Sams
SFC William Wagoner Jr

GREAT LAKES

SFC Kevin Dew
SFC Jeffrey Ward
SSG John Warren

HOUSTON

SFC Charles Colbert

INDIANAPOLIS

SFC Jeffrey Andress
SFC Cynthia Reed

JACKSON

SFC Willie Larry

JACKSONVILLE

SFC Raul Rios

LOS ANGELES

SFC Rueben Avila
SFC Paul Rivera

KANSAS CITY

SFC Gregory Cowper
SFC Andre Pittman

MIAMI

SSG Luis Planell Martir

MID-ATLANTIC

SFC Marion Phinazee

MILWAUKEE

SSG Michael LaHaye

MINNEAPOLIS

SFC Wesley Annable
SFC Joseph Embury
SFC Daniel Hines
SFC Michael Langenbacher
SFC Joyce Miles

NASHVILLE

SFC Patrick Meadows
SFC John Raper

NEW ENGLAND

SFC Peter Slivinsky
SFC Richard Trevisone
SFC Steven Vachon

OKLAHOMA CITY

SFC Samuel McMaster
SFC William Sewell

PHOENIX

SFC Steven Breitengross
SFC Ellen Casavantes
SFC Chris Ghant
SFC Richard King
SFC Elizondo Perez

SSG Morgan Campbell

SSG Jeffrey Johnson

SSG Ryan Kowen

PITTSBURGH

1SG Harold Billings
1SG Torrey Vap

1SG Matthew Suggs

SFC George Hocker
SFC Douglas Kull
SFC Joseph Morra

PORTLAND

SFC Timothy Hodges
SSG Melvin Fernandez
SSG Kalani Kaneko

RALEIGH

SFC Edward Daniel
SFC Norman Gentle
SFC Craig Nesmith
SSG Jason Crider

SSG Andre Miller

SSG Charles Wilson

SACRAMENTO

SFC Dennis Challand
SFC Daryl Demay
SFC Racine Evans
SFC Cresilito Galendez

SFC Peter Schell

SSG Thomas Hornbrook

SALT LAKE CITY

MSG Julie Beck
SFC Gilberto Maldonado
SFC Jay Paff
SFC Ralph Roe
SFC Douglas Romero

SAN ANTONIO

SFC Jesse Benes
SFC Clark Brazil
SFC Ramiro Gonzalez
SFC Ricky Grell
SFC Gary Wilson

SEATTLE

SFC Alvin Coley
SFC Kevin Markham
SFC Jason Orahood
SFC Robert Perkins
SFC Robert Read
SFC Nathaniel Reed
SSG Thomas Caetano

**SOUTHERN
CALIFORNIA**

SFC Roger Eltzroth
SFC Ben Gibbins
SFC Joseph Russell
SSG Rene Paredes Jr.

ST. LOUIS

MSG Ryan Sowell

TAMPA

SFC Stephen Fletcher
SFC Roberto Gonzalez-Mojica
SFC Jason Richards
SFC Daren Robinson

Top 10% of USAREC Station Commanders

FEBRUARY 2005

SOUTH CHARLSTON

SFC Christian Humphrey

WOODLANDS

SSG Donald Henry

NEW BERN

Mr. Ed Long

SYLVA

SSG William Dobson

ESCABANA

SFC Erik Hoversholm

FARMINGTON

SFC Robert Leeman

WATERVILLE

SFC Michael Johnson

TOWANDA

SFC Maurice Geer

SOMERVILLE

SFC Phillip Martir

AUBURN

SFC Patrick Winslow

ROME

SFC Kenneth Ashlee

WISE

SSG Matthew Bentley

WOONSOCKET

SSG Nichlos Fregeau

WATERVILLE

SFC Michael Johnson

ELKIN

Kenneth Friend

CAMP ZAMA JAPAN

SFC Joseph D Moxley

FEDERAL WAY

Kurt David Schreiber

TEXAS AMU

SFC Lawrence Kagawa

NATCHITOCHESE

SHREVEPORT CO

SFC Robert Soden

NORWALK

SFC Jeffrey Collisi

JACKSONVILLE

SOUTH

SFC Donte Thomas

ALBERTVILLE

SFC Andrew Hendrickson

COLUMBUS NORTH

SFC Brendan Kelly

SECURITY

SSG Max Burda

BLUE RIDGE

SFC Terry Peterson

GADSDEN

SFC Larry Luden

MARION

SSG Anthony Marinaro

PETOSKEY

SSG Kristina Hartman

GENVA

SSG Raymond Kerr

TOMS RIVER

SFC Christopher Vastrow

PLACERVILLE

SFC James Glenn

HARRISON

SSG Frederick Mierow

VISTA

SFC Robert Martinez

KALISPELL

SSG Trevor Proefrock

N. AUGUSTA

SFC Kevin Henderson

FLORENCE

SFC Michael Cornelius

**TOP 10% OF STATION
COMMANDERS
CONTINUED —**

FOND DU LUC

SFC Kenneth Abruzzini

PITTS NO HILLS

SFC Jerry Holman

SACO

SFC Greg Grayson

PALESTINE

SSG Fredrick Clayton

MARYSVILLE

SSG Edward Holderbaum

GREENSBORO

SFC Tommy Clay

SA WEST

SSG Terry Ceasor Sr.

COLLEGE PARK

SFC Willie Cross

LOUISVILLE EAST

SFC William Dunn

RAPID CITY

SFC John Kost

MARTINSBURG

SFC Matthew Oliver

WASHINGTON

SFC Todd Cercone

BURLINGTON

SFC Nichlos Clark

HANOVER

SFC Edgar Taylor

AGANA GUAM

SFC Eugene Pereira

METRO CENTER

SSG Nathan Burgess

GRESHAM

SFC Richard Rhea

SA NORTHEAST

SFC Danny M. Montoya

PLANO

SFC Carl Miller

INDIANA

SFC Alex Gibson

ST. ANDREWS

SFC Chester Underwood

ROCK HILL

SFC Paul Glover

USC OCR

SFC Kelly Greene

MT. PLEASANT

SFC Ricardo Terrazas

APPALACHIAN OCR

SFC William Holland

TALLHASSEE SO.

SFC Orville Beeman

CAGUAS

SFC Victor Melendez

STUART

SSG Steven Quinn

ANDALUSIA

SFC Eric Norman

EUFAULA

SFC Gary Springs

GALLATIN

SSG Jason Hawkins

MIDDLEBORO

SSG Keith Olson

CHATT-HIXON

SFC Darrin West

CLEVELAND

SSG Bryan Herndon

GLASGOW

SSG Donald Walbert

SOMERSET

SFC Michael Dodd

LEXINGTON

SFC George Cable

FAYETTEVILLE

SFC Douglas Mitchell

WILSON

SGT Michael White

KERNERSVILLE

SFC Lisa Rose

DE KALB

SSG Keith Tunstall

UNIV ILLINOIS

CHICAGO

SSG Donald Wagman

ATHENS

SSG Christopher Castlebury

FAIRFIELD

SFC James Inman

LEBANON

SFC David Taylor

WILMINGTON

SFC Anthony Garrison

ANDERSON

SFC Joseph Guilfoyle

SCOTTSBURG

SSG Jamie Manshum

FREMONT

SGT Jeremy Fetterolf

LUDINGTON

SFC Jason Schenkel

LIVONIA

SFC Steven Anderson

TAYLOR

SSG Richard Wadlington

MARSHFIELD

SSG Todd Hughes

MARINETTE

SSG Edward Wuepper

BARABOO

SSG John Zonta

BENNINGTON

SFC Matthew Caron

KAISERSLAUTERN

SFC Celena Major

WURZBURG

SFC Robert Curtis

HANAU

SFC Jeremy Richmond

NARRAGANSETT

SSG Glenn Eisenberg

BEDFORD

SFC Michael Martin

SOUTH SHORE

SSG Mycle McConnehey

TIMES SQUARE

SSG Dennis Kelly

LOWVILLE

SFC Scott Ruff

HORNELL

SSG Timothy Gabbard

SUMMerville

SFC Nathan Cook

SELLERSVILLE

SFC Michael Stack

BRISTOL

SFC Warren Still

NY HARLEM

SSG Richard Guzman

BAY SHORE

SFC John Camacho

BAKERSFIELD WEST

SFC Manuel Perez

LARAMIE

SFC Jay K. Haskell

ALAMOSA

SFC Darrell Ray Martinez

LAKE HAVASU

SFC James Butler

FARMINGTON

SSG Charles Warner

VISCOUNT

SFC Flores

NEWPORT

SFC Frank A Stropith

CRESENT CITY

SFC Scott Clark

KLAMATH FALLS

SFC Matthew Hoerner

BOZEMAN

SSG Adam Hudgins

BARSTOW

SGT Peter Concepcion

HUNTINGTON BEACH

SSG George Ohan

SANDPOINT

SFC Paul E Parker

CLEBURNE

SFC Stephen McCourt

TERRELL

SSG Jeremy Heuman

WAXAHACHIE

SSG Chris Voldarski

PLAINVIEW

SFC Steven Darbyshire

GALVESTON

SFC Jeffrey Warren

HUMBLE

SFC Jimmy Bowie

ENID

SFC Stephen Procell

HOT SPRINGS

SFC Christine Oldham

BATESVILLE

SSG William Redwine

BEEVILLE

SFC Alejandro Zamora

CORPUS CHRISTI

NORTH

SFC Javier Ratliff

PORTLAND

SFC Elvin J. Nuells

KERRVILLE

SFC Eloy Martinez

FARMINGTON

SFC Michael Todd

MARION

SFC Raymond Bugg

PEKIN

SFC Douglas Verplank

ST. PETERS

SFC Juan Dozier

STAUANTON

SSG Jathan Day

POPLAR BLUFF

SFC Andrew Treydte

HARRISONVILLE

SFC Willie Banks

1. What are the four phases of training?

- a. Assessing, planning, executing, and evaluating
- b. Planning, preparing, executing, and AAR
- c. Assessing, preparing, executing, and AAR
- d. Assess, prepare, execute, and AAR

2. What are the dimensions of the recruiting environment?

- a. Technology, information, and political
- b. Sustaining, shaping, and decisive
- c. Telephone, face-to-face, and schools program
- d. See first, understand first, act first, and finish decisively

3. What is not considered to be one of the components of a Network Centric Unit?

- a. Common purpose
- b. Shared Army values
- c. Training base focused
- d. Mission focus

4. What are the two primary means of market segmentation for USAREC?

- a. Education and aptitude
- b. Tier I and Tier II
- c. Aptitude and ethnicity
- d. Geography and education

5. What system of the ROS reduces personal and family anxiety about joining the Army?

- a. Prospecting
- b. Recruiting Service Support
- c. Future Soldiers Training Program
- d. Command, control, communications, & computers

6. What system of the ROS focuses on tasks directly related to the unit's METL training?

- a. Recruiting Service Support
- b. Training
- c. Intelligence
- d. C4

7. What is the practice of adapting and applying dynamic interpersonal and leadership competencies and communication techniques with personal experience?

- a. Recruiting art
- b. Operational art
- c. Interpersonal skills
- d. Science of Recruiting

8. A commander uses a solid thought process to _____, _____, _____ recruiting operations to make sure the mission is a success.

- a. Improvise, adapt, and overcome
- b. Be, know, and do

- c. See first, act first, and conduct
- d. Visualize, describe, and direct

9. At the brigade and battalion level, local advertising and promotions belong to the

- a. S5/A&PA
- b. G5
- c. S1
- d. S4/8

10. What results from the absence of battle rhythm?

- a. Disjointed ROS and RRS functions
- b. Missed opportunities and staff inefficiency
- c. Difficult access to the Top of the System via ARISS
- d. Identified times the commander's physical presence is not required

11. What depicts both how a unit is performing within its market and what markets of opportunity are worth exploiting or expanding?

- a. RRS
- b. IPM
- c. DPR
- d. ROS

12. What is *not* one of the four steps of the IPM process?

- a. Synchronize recruiter actions
- b. Evaluate the market
- c. Describe the effects of the recruiting environment
- d. Synchronize assets to target high payoff zones and events

13. How far out should a commander be looking so as to align and request resources such as advertising, TAIR units, HRAP assets, and others?

- a. Week
- b. Month
- c. Quarter
- d. Year

14. What is the intent of positioning?

- a. Ensure that recruiters are in the best possible positions
- b. Ensure RMA guidelines are met
- c. Ensure Soldiers are not under/over missioned
- d. Ensure missioning models are relevant

15. Contract mission is defined as

- a. The number of individuals that must depart for the training base each month.
- b. The number of individuals that join the Army Reserve each month.
- c. The number of individuals that must be placed in the Future Soldier Training Program.
- d. The number of individuals that have committed to contract with the Army each month.

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

Mission Box

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

Recruiting Calendar Month February 2005

Top Regular Army Recruiter

SSG Joseph Longo
Baltimore Bn

SSG Donald Cato
Atlanta Bn
SFC Anthony Gist
Columbia Bn
SSG Charles Spicer
Columbia Bn
SSG Stephen Essary
Montgomery Bn

SFC Jeffrey Collisi
Cleveland Bn

SSG Donald Hardy
Houston Bn

SSG Felimarie Benavente
Portland Bn

Top Army Reserve Recruiter

SFC Steven Cramer
Albany Bn

SFC Don O'Neal
Raleigh Bn

SGT Nathan Goldsmith
Indianapolis Bn

SSG Fredrick Henderson
Houston Bn

SFC Jamie Bosman
Sacramento Bn

Large Station Commander

SFC Christian Humphrey
South Charleston
Beckley Bn

SFC Larry Luden
Gadsden
Montgomery Bn

SFC Brendan Kelly
Columbus North
Columbus Bn

SFC Danny Montoya
San Antonio
San Antonio Bn

SFC Max Burda
Security
Denver Bn

Small Station Commander

SFC Phillip Matir
Sommerville
Mid-Atlantic Bn

SSG William Dobson
Sylva
Columbia Bn

SFC Erick Hoversholm
Escanaba
Milwaukee Bn

SSG Donald Hardy
Woodlands
Houston Bn

SFC Edward Kester
Sheridan
Denver Bn

Top Company

Europe Company

Guam Company

Top Army Medical Detachment

Southeast

Mississippi/Tennessee

Minneapolis

Dallas

Rocky Mountain

Answers to The Test

1. a. UM 3.0, para 1.3.3

2. a. UM 3.0, para 1.6.1

3. c. UM 3.0, para 2.1.2

4. a. UM 3.0, para 3.7.4

5. c. UM 3.0, para 4.12

6. b. UM 3.0, para 4.15

7. a. UM 3.0, para 6.2.2

8. d. UM 3.0, para 7.2.3 Fig 7-1

9. a. UM 3.0, para 5.17

10. b. UM 3.0, para 7.4.1

11. b. UM 3.0, para 8.2

12. a. UM 3.0, para 8.3.1-8.3.4

13. c. UM 3.0, para 8.5

14. a. UM 3.0, para 9.1

15. c. UM 3.0, para 9.1

UM 3.0 can be found on the USAREC My Portal under LMS and click on Doctrine Material.



Annual Award Winners