

RECRUITER

United States Army Recruiting Command March 2007

Journal



Dr. Harvey

Mr. Peden

200 A Milestone Partnership for PaYS

page 16



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RECRUITER Journal

U.S. Army Recruiting Command

March 2007

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Commanding General

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Fort Knox High School

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Do Your Part to Uphold The Army's Reputation

The Army is the most trusted institution in the nation, and each of us carries a significant responsibility in helping to maintain that trust. The American public recognizes that we are a values-based organization with a reputation earned over the past 231 years by generations of Soldiers.

A good reputation is hard to earn, yet easy to lose or tarnish. Maintaining the Army's great reputation requires a daily commitment to the Army Values by every Soldier, civilian and contract employee on this team.

I am proud that the vast majority of personnel within Recruiting Command live the Army Values daily in both their conduct and their words. Unfortunately, a small amount of negative news can easily detract from the hard work and dedication to duty of many.

Over the past weeks and months, television crews in several locations across the country have used concealed cameras and microphones to attempt to capture recruiters who are less than forthright with "applicants." Most of our Soldiers continue to be open and honest as they tell the Army story, one for which we can all be very proud.

It is important that we do not minimize the risks involved in service in an Army at war. Additionally, there should be no coaching of applicants on how to conceal disqualifying information or how to get around drug screening. Each of us should know our facts, and when in doubt, do our homework. We owe this to each of those considering the Army.

We each swear an oath that we will support and defend the Constitution of the United States, against all enemies, foreign and domestic. Our duty is to fight and win our nation's wars. This responsibility cannot be compared to the risks of living and working in the cities across America. There is no comparison. Soldiers serving in our Army will possibly find themselves in harm's way, at some point, as they have for over 231 years; nothing has changed in our responsibility to serve our nation.

We cannot promise applicants a safe haven in any part of our Army. What we can promise is that our Soldiers will be well-trained, well-equipped and well-led. They will join the best Army in the world ... an Army where Soldiers, even those in harm's way, are choosing to stay with the Army in record numbers after their initial enlistment. These Soldiers are proud of their service, and they have the highest admiration of the American people.



Maj. Gen. Thomas P. Bostick

Resources

- Updated pocket key messages card on the G5 page of the USAREC portal
- Frequently asked questions about the risks of war: Page 10
- The truth about cosmetic surgery and the Army's medical benefits: Page 12

Each of us carries monthly talking points that will help in answering the key questions on the minds of applicants and parents. I encourage you to use these talking points, and to become an expert in representing our Army. With the speed and widespread coverage of today's telecommunications, our Soldiers at the tactical level, in stations far away from Washington D.C., can easily enter into the strategic debate and sway the opinion of the American people based on their actions and their words ... in both a positive and negative manner.

Our responsibilities go beyond any one individual as we serve as ambassadors for our Army. We are the face of the Army across America. We have much to be proud of, and we should celebrate and share the challenges, successes, and opportunities of serving in the greatest Army in the world, with Soldiers who embody the meaning of Army Strong.

Laptop Security

Maintain this equipment as a sensitive item

As Soldiers, we are given many duties and responsibilities and we are expected to carry out to the best of our abilities. From day one of basic training, we are trained to take responsibility for our actions, uniforms, equipment and those in our charge. As we progress through the ranks and become more seasoned Warriors, the expectations placed upon us and the standards we must uphold increase. This should be expected and desired with advancement in rank and position. Our Army must be counted on to achieve objectives those of a lesser trained organization may not be capable of successfully completing.

Remember when we were finally issued our M16-A1/A2s for the very first time? Even before we were handed that weapon, our drill sergeants drilled two very important points into our minds — safety at all times and never lost custody of your weapon. If we violated either one of those sacred rules we were held accountable by our drill sergeants. Corrective measures were put into place to ensure that such mistakes were never repeated. Carelessness or forgetfulness were not acceptable excuses after having been trained and informed countless times regarding proper custody of our weapon.

While we are not issued weapons in Recruiting Command, we are issued an instrument that is just as valuable in many ways and definitely warrants the same precautions when it comes to maintaining custody — our laptops.

Problem: Too many cases of laptops being stolen from GOVs/POVs in this command. Solution: Positive control of your assigned laptop and leader checks to reinforce this basic principle. USAREC CG policy letter H-2, Security of Laptops and Portable Computer Systems, dated Dec. 11, 2006, is a commander's tool to enforce and

reinforce this guiding principle.

This policy letter lays out the CG's guidance/rules regarding custody of our laptops. See excerpts at the right.

We must take the exact same precautions when it comes to custody of these laptops as we did in basic training with loaded weapons. We abided by the rules without question. We must do the same regarding this area of concern.

Do I think we have Soldiers who are derelict in their duties when it comes to laptop security? No, I don't. Do I feel that our Soldiers are intentionally non-compliant of Policy Letter H-2? Absolutely not. I do feel however, that we need to be more mindful when it comes to laptop custody. We know the rules and now we need to make every effort to abide by them. Since Dec. 11, we have lost one computer per week under circumstances which may be in violation of the CG's policy. This is far too many.

When you have that laptop with you outside of the station, you are expected to carry it with you at all times and **absolutely never leave it unattended in a GOV/POV for any reason!** Treat these laptops as though they were loaded weapons when it comes to maintaining custody. They contain personally identifiable information on prospects, applicants and Future Soldiers, which, if in the hands of a criminal, could result in one's identity being stolen. This alone should cause each of us to pause and think about where the laptop is located and how it is secured. Having that sensitive information is a trust which should not be violated.

Laptop security should not be an issue to this command. As trained warriors, we have accomplished far more challenging tasks in our careers. Let's move forward as a well-trained unit always does and accomplish the mission as directed.



Command Sgt. Maj. Martin Wells

Paragraph 4: Recently, a large number of USAREC laptop computers have been lost, stolen or misplaced. Laptop computers are known targets of theft because of their portability, cost and likelihood to contain sensitive information.

Paragraph 5: Each individual who has responsibility for a USAREC laptop computer must understand that the equipment is a sensitive item.

Subparagraph 5c: Laptops will not be left unattended in POVs or GOVs.

Paragraph 9: The following procedures must be followed:

When traveling with a laptop outside of the regular place of duty:

- Recruiting/responsible personnel will NOT leave a laptop unattended in a government owned vehicle or privately owned vehicle. This prohibition applies even if the vehicle is locked, the computer is in the trunk or the computer is secured by an approved locking device such as a cable lock.

These are only a few excerpts from policy letter H-2. Then again, you already know this since you were to have read and signed the letter by Feb. 16. Roger that?

Spring Cleaning Relationships

By Chaplain (Lt. Col.) Terry Whiteside

Do you remember the days when your mother and grandmother used to spend many weeks doing spring house cleaning? They would spend all of their time washing down walls, cleaning cobwebs, turning mattresses, scrubbing floors, cleaning carpets and polishing woodwork.

Those thoughts come to mind as I look outside the window and see the sun shining through the accumulation of dust and grime in and around the window. The winter weather is disappearing and the warmth of the sun is being felt. This is a reminder of the passing of one season and the renewing of another season.

With the entrance into a new season, we have the opportunity to renew ourselves and our relationships. One area in which we can all use some renewal is in the area of communication. I was talking with a friend who shared this experience. He has a wife and daughter at home and called home one day. Two female voices answered simultaneously, "I've got it," followed by two clicks as they both hung up. Imagine how he felt: he had something to say, but nobody wanted to listen.

This is what happens today in so many relationships. To help prevent this from occurring to you, I would like to share some basic tips.

- Take the time to listen. Don't be too busy to listen. What may be minor or inconsequential to you could be vitally important right now to your family member. Build each other up, don't undermine their enthusiasm, creativity or curiosity. Show an interest in them.
- Don't always be sarcastic. If you are always making others feel inferior by putting them down, this is a definite item that needs to be "swept" out with the spring cleaning.
- Do not be afraid to laugh together at least once a day. It has been proven that laughter is a good medicine that improves relationships.



Photo by Rebecca Woosley

- Share your daily expectations with one another. Don't be afraid of what others might think. You might be surprised to find that your partner might be thinking the same. Take the time to share your dreams and goals on a regular basis. Make daily dialogue a habit.
- Build each other up. Build up each other's self esteem. Regularly compliment, praise, hug and show affection to each other. A good self image allows you to feel good about yourself and your family.
- Keep your promises. Try your best not to make promises you doubt you can really keep. Saying you'll do something, and then for your own convenience or less-than-important reason, failing to come through after the person has built up their hopes is a sure fire way to lose their respect. It's extremely important that you are seen as being trustworthy.

Each one of us has to communicate every day, but we rarely work at improving our communication skills. With these helpful tips, we can begin this new season with improving our relationships through better communication.

These and more tips are all part of the marriage enrichment, family wellness and single Soldier training events sponsored by your brigade chaplain. As part of your "spring cleaning" make plans now to attend one in your battalion.

Errors on Web site

Dear TWISI,

The following Web site is grossly inaccurate on incentives for Army Reserve physicians: http://www.goarmy.com/amedd/medical/corps_benefits.jsp#army_reserve.

At a minimum the following items are in error:

- The list of critical wartime specialties is wrong; it changes for FY 06. Infectious disease, neurology and plastic surgery were eliminated. Anesthesiology was added.

- STRAP obligation payback is calculated on a six month time frame, not one year.

- The STRAP obligor can also repay his obligation in APMC.

I have attempted a number of times in the last 18 months to have this Web site corrected without success.

It is indefensible that the main source of online information for interested physicians has been out of date for more than 18 months and no one seems interested enough to correct it. You would not know by the concern of those in charge that USAREC missed its Medical Corps mission by more than 50 percent.

Would you please have this Web site corrected?

Thank you,
Sgt. 1st Class Kenneth N. Nichols
U.S. Army Health Care Representative
Cherry Hill, NJ

The Chief of Staff responds

Dear Sgt. 1st Class Nichols,

Thank you for recently submitting a suggestion to “The Way I See It.” The U.S. Army Recruiting Command greatly depends upon ongoing suggestions for improvement from the field and continues to review and evaluate the merits of each submission; I sincerely appreciate the time and effort you put forth to provide your comments.

We have a team of web developers working on the issue of updating the

Army Reserve Physician incentives portion of the AMEDD Web site. The Health Service Directorate has been working directly with the Strategic Outreach Division with a comprehensive plan to update and restructure the entire Web site. The Health Services Directorate provided all the required text changes and recommended structural changes to Strategic Outreach Division on Dec 1, 2006. The text changes were scheduled to be updated in January and the other structural changes will occur over the next six months. The specific issues that you addressed were updated on the site on Jan. 4.

Again, I sincerely appreciate your interest and involvement in ensuring USAREC meets the challenges of its recruiting mission. It is through the innovative and insightful suggestions from our recruiters in the field that we continue to succeed as an organization and provide for the future forces of the most magnificent Army in the world. For further information please contact Capt. James Jones at (800) 223-3735, ext. 6-0386 or e-mail james.jones4@usarec.army.mil.

Sincerely,
Renee T. Finnegan
Colonel, U.S. Army
Chief of Staff

Campaigns for USAR

To whom it may concern,

Today while learning about the new Recruiter Zone application, I had a look at the “Campaigns” section. While I think this is a very useful tool, I would like to see campaigns that are useful to the USAR recruiters. As I reviewed them today, they are all pretty much exclusively for the Regular Army. Can some more USAR specific ones be added to this?

Thanks,
Sgt. 1st Class Jack Smith

If you have an issue you would like to have addressed through The Way I See It, e-mail TWISI@usarec.army.mil.

The chief of staff will answer all messages and select items will appear in Recruiter Journal.

The Chief of Staff responds

Dear Sgt. 1st Class Smith,

Thank you for your input to “The Way I See It.” We have discussed with G5 the need for additional USAR focused e-mail campaign templates as you recommended. They are currently working on two new templates that are designed for use by USAR recruiters. We looked to have those available for your use by the middle of February.

We are delighted to hear that you have found the Recruiter Zone application a good tool overall. You bringing this issue to our attention will make it even better.

Thank you again for using “The Way I See It.” For further information contact Mike Kuzma at (800) 223-3735, ext. 6-0491 or e-mail michael.kuzma@usarec.army.mil.

Sincerely,
Renee T. Finnegan
Colonel, U.S. Army
Chief of Staff

Early Background Check

Streamlining the recruiting process through technology

Story and photo by Walt Kloeppe, RJ associate editor

You spent two hours interviewing an applicant who said he had no charges. After taking him to the MEPS, you enlist him but he becomes a Future Soldier Training Program loss two days before shipping to basic training. Currently, you have to run police checks and obtain documents for every place he lived, worked and went to school for the last seven years only to find out that his moral background disqualifies him for Army service. He doesn't even qualify for a moral waiver.

You just lost countless hours of work and the Army just lost a substantial amount of money processing someone who wasn't even qualified to join in the first place.

A common problem? You bet. According to Timothy Lind, a recruiting operations specialist for the Center for Accessions Research, it's a big problem.

"We did a cost analysis and went back to the last three fiscal years and as an average, fraudulent enlistments cost us \$28.9 million a year," said Lind.

But what if you could have an instant background check at the touch of your fingertips? An idea born at the Best of the Best 2005 has come to fruition. The idea was handed over to CAR Lean Six Sigma in order to streamline the recruiting process. The result is a pilot program involving 10 battalions, hand-picked for having a high rate of waivers and fraudulent enlistments, using the service of an independent security company to speed up police background checks. The program launched Jan. 2.

Intelligent Background Check of Colorado is being used by approximately 1,100 recruiters to gain police background checks in as little as two minutes, with hard copy documentation arriving within 72 hours.

IBC is showing that it can get the mission done both quickly and accurately.

"From the first time we looked at it, which was about two



A Future Soldier Training Program loss for a recruiter is a nightmare after countless hours of processing. Knowing a prospect's criminal history in a matter of minutes frees up valuable time for the recruiter.

years ago to now, it's been about a 1,000 percent increase on accuracy reporting by the states," said Lind.

"100 percent of the time they got at least as much as the recruiter got and the ENTNAC, which is the Entrance National Agency Check."

According to Lind, studies have shown that recruiters spend an average of four hours per applicant running police checks. Cutting that time significantly equates to more time for recruiters to look for new prospects.

Reducing the time of police background checks benefits the station as well. Sgt. 1st Class Joseph Flores, G3, said "If I'm a station commander of that station (within the pilot program), this keeps my recruiters in the fight because I don't have to designate one recruiter to be the 'waiver guy' to run all the 369s (DOD form for police background check)."

IBC can ease a recruiter's mind and take the guesswork out by being able to get a nationwide background check, not just a state run check. While applicants might say they've never been in trouble in that state, the IBC can pull up a nationwide check that might show another story.

"Not every applicant is a liar, but not every applicant is totally honest either," said Lind. "Driving two hours to the courthouse to find out he lied to you, then driving two hours back — that is the one thing recruiters would like to get rid of."

According to Lind, the pilot will run until approximately 10,000 applicants are run through the system and then a final analysis will be made about going commandwide.

'Looking for a Challenge'

Des Moines Battalion first sergeant featured in magazine

By Tessa Jeffers, reprinted courtesy of Today's Omaha Woman

As a member of the military for nearly two decades, 1st Sgt. Eva Butler has had her fair share of battles. In leading the Omaha Recruiting Company, she has an important task — to motivate more than 30 recruiters to find the young Soldiers who are so important in these unstable times.

"We are the backbone of the Army," Butler said. "We are down in the weeds making sure that Soldiers are trained and know how to do things in order to take care of whatever missions are put before them.

"I provide guidance. As a whole, I touch each and every one of my Soldiers to make sure they understand the importance of our role here. We've got Soldiers that are in Afghanistan and Iraq and just everywhere in the world, and as a recruiter we're the first person that somebody sees. I try to instill within my Soldiers the ability for people to follow you."

She and her colleagues operate on a community-based mindset; they have lunch with the mayor on a regular basis, and work with companies like Union Pacific Railroad through the PaYS program. Butler is out in the community as a role model, not only to recruits but also to others who look up to her.

The single-mother of two from Waterloo, Iowa, Butler has lived in Germany, Louisiana, Colorado, Texas and Kansas, moving three times in the past three years. She moved to Nebraska in April from Des Moines after being promoted to first sergeant.

For some, the Army is an alternative route to take instead of college, but for Butler enlisting was the avenue she chose after leaving college (she has since returned and is nearing the completion of her second bachelor's degree).

"I was going to college, playing basketball at Iowa State on a scholarship," Butler said. "Around my sophomore year, I started saying, 'I don't think this is really what I want to do.'" She went "looking for a challenge."

A friend in the Air Force told Butler about the military as a career option. She took the ASVAB and chose the medical field because she wanted to help people, which she did for 14 years. In 2000 she changed to recruiting.

She is quick to acknowledge the affect of her job on her children.



1st Sgt. Eva Butler is assigned to Omaha Company. Photo by Laura Chang

"My kids are more worldly ... they have more culture about them. My daughter can speak Spanish because over the years we've lived in different areas," Butler said. Her son was born in Germany, speaks German and has dual-citizenship.

1st Sgt. Lenzy Morris, who has known Butler for five years, attributed her success to her confidence.

"In recruitment you hear 'No' a lot, and a lot of people aren't used to 'No,'" Morris said. This rejection makes the job very stressful, requiring high-energy individuals with enthusiasm to persevere. The positive-thinking Butler — one of only four females in her 30-member company — fits the bill.

"She didn't need a lot of guidance, she's really a self-starter; she gets up and gets things done on her own," Morris said. "She sought out knowledge and answers to problems and ways to develop people."

And Butler is still reaching for future goals. She hopes to reach the rank of command sergeant major, and she will have the three remaining classes for her second bachelor's degree knocked out by the end of this year.

"I didn't get this far from being melancholy, nice and passive. I've gotten to this level by being aggressive, knowing what I want and pursuing it," Butler said.

And yet, she also calls her self an average, everyday person.

"It's great to say that I'm a Soldier and that I'm doing something great for our country. But on the other side of the house I'm a mother, I'm a daughter to my late mother — I'm a sister. I'm still a person that gives advice in the world.

"And when certain people see you in the community, you may be that person that they just need to ask the right question to. And from your past experience that's going to give them guidance on how they want to pursue their life."

Centra Software

By Donald D. Copley Jr., director of training,
Recruiting and Retention School

The future of learning is an open book with many ideas under development, many concepts still in the design stage and many pages yet to be written. Because of the rapid changes in technology, the myriad opportunities technology offers for testing ideas that could never before be tested and the opportunities for our growth as knowledgeable, capable people, the future of learning offers something for all of us and for the organizations, institutions and companies for which we work.

With the ever-increasing need to conduct ready and relevant training in a geographically dispersed command, the newest technology launching out from the commandant of the Recruiting and Retention School/USAREC Training directorate is Centra software, which was developed by SABA. This virtual classroom software delivers highly effective blended learning programs that provide support for rich, varied session content and live and recorded sessions. Self-paced knowledge objects can be injected into a live session for easy access to other learning materials. USAREC has placed the Centra software on its Learning Management System and can be coordinated for use through the USAREC Training shop. USAREC has purchased an enterprise license for the software, which should be more than enough to deliver a free reign access to the program for use by all members of the command.

During a recent staff study, it was discovered that this same software is available on the Internet through Army Knowledge Online by going to the Army Learning Management System. Once on the ALMS homepage, the Centra link is at the bottom of the page. This requires no authorizations or requests and



gives users easy access through an Internet connection.

The software allows users to be reached anywhere; only a Web browser is required to attend a session. Centra Live for Virtual Classes replicates typical classroom interaction with a complete set of features for highly interactive, effective group learning — bringing together voice, video, data and graphics in a structured online learning environment for up to 500 simultaneous users. It delivers online classes with a preferred level of control — high for structured training, low for dynamic, collaborative learning and combines synchronous and asynchronous methods for more effective learning.

Most of us had the opportunity to see this technology employed at one of many recent events throughout the command. All Annual Training Conferences had a broadcast (or a recording) that was injected and infused into their training schedules. This technology was also showcased at the Annual Leader Training Conference and the Master Trainer Academy during the summer of 2006.

In the future, organizations will build, maintain, evolve and grow frameworks for enterprise learning based on defined business goals. Technology supports this framework with strong, sound learning frameworks, mapped to business goals. We will see so much more in the future than can be written in one article or in thousands of articles, and like anyone who makes predictions ... only time will tell whether we have guessed right or incorrectly. Learning — it is everything to all of us. In addition, learning has a future rich with possibilities we have yet to explore.

PROMOTE

Your Future Soldiers

Keep in mind these methods for a Future Soldier to be promoted upon entry and while a participant in the Future Soldier Training Program. Note that a promotion under any of these polices does not effect nor is it linked to eligibility for 2K referrals.

Promotion to E2



1. Complete one or two years JROTC.
2. Complete one or two years National Defense Cadet Corps.
3. Attend any U.S. military service academy or military academy prep school for 179 days or fewer (or grade determined by amount of college credits "whichever is higher").
4. Complete 24 or more classroom semester hours (36 or more quarter hours) at an accredited degree granting college.
5. Complete all phase II requirements of the Air Force Civil Air Patrol and be awarded the Billy Mitchell Award.
6. Take part in the Naval Sea Cadet Corps and be awarded NSC 19A (record of cadet advancement).
7. Be awarded the Boy Scout Eagle Award (Form 58-708) or the Quartermaster Award Certificate.
8. Earn the Girl Scout Gold award certificate.
9. Complete the Army Pre-Basic Training Task List as a member of the Future Soldier Training Program.
10. Refer one qualified nonprior service, days of service or prior service applicant who enlists into DEP, regular Army, Army National Guard or Army Reserve on or before the date applicant enters regular Army or IADT for Army Reserve.
11. Refer one qualified registered nurse who applies for the Army Nurse Corps active duty or Army Reserve and headquarters, USAREC accepts the application prior to shipping.

Promotion to E3



1. Complete three or more years of JROTC.
2. Complete three or more years of NDCC.
3. Complete one year of senior ROTC.
4. Complete 48 or more classroom semester hours (72 or more quarter hours) without four-year degree.
5. Associate degree without regard to number of hours.
6. Complete two or more academic years of post secondary vocational-technical school and receive a certificate of training attesting successful completion of course. (School must be listed in the AIPE.)
7. Complete Army Pre-Basic Training Task List as a member of the Future Soldier Training Program and combined with any promotion qualifications listed in chapter 2, items 18a or 18b.
8. Refer one qualified nonprior service, days of service or prior service applicant who enlist into DEP, regular Army, National Guard or Army Reserve on or before the date of applicant enters regular Army or IADT for Army Reserve and if the applicant is qualified for promotion requirements listed in Chapter 2, item 18a or 18b.
9. Refer two or more qualified nonprior service, days of service or prior service applicants (any combination) who enlist prior to shipping.
10. Refer one qualified registered nurse who applies for the Army Nurse Corps active duty or Army Reserve and headquarters, USAREC accepts the application prior to shipping and combined with any promotion qualification listed in Chapter 2, items 18a or 18b.

Promotion to E4



1. Complete a degree-producing college program of four years duration and the institution is listed in the AIPE (bachelor's or higher degree).
2. Qualified under the Army Civilian Acquired Skills Program.

Going to War

Make sure you know the right answers

By USAREC G5, public affairs

After recent media reports used undercover cameras to attempt to capture recruiters being less than forthright with “applicants,” specific guidance is again being emphasized. Recruiters must tell the truth to applicants, their parents and other centers of influence regarding the risks involved in serving in an Army at war. Use these frequently asked questions to guide you.

1. WHAT ARE MY SON'S/DAUGHTER'S CHANCES OF BEING SENT TO IRAQ, EITHER RIGHT AFTER TRAINING OR DURING THEIR TERM OF ENLISTMENT?

Deployment to Iraq or to any operational mission is always a possibility. It depends on the unit to which a Soldier is assigned – the type of unit, its deployment cycle, etc. However, all recruits are fully trained in basic Soldier skills and specific military skills before reporting to their first duty location, so each Soldier is prepared to be a fully functioning member of their unit.

2. IF MY SON/DAUGHTER JOINS THE ARMY RESERVE, WHAT ARE THEIR CHANCES OF BEING DEPLOYED TO IRAQ? HOW OFTEN?

Any Soldier, active or Reserve, may deploy during their career. Deployments are based on the needs of the Army, each unit's deployment schedule, and the specific Soldier's specialty.

3. CAN YOU GUARANTEE MY SON/DAUGHTER WILL NOT GO TO WAR?

No. There is no way to guarantee that.

4. IF MY SON/DAUGHTER GOES TO WAR, HOW LONG WILL HE/SHE BE GONE AND WILL THEY GET TO COME HOME DURING THAT TIME?

Typical deployments are 12 months in length, and after six months, Soldiers are usually eligible for a two-week rest and relaxation leave. The exact length of deployment and R and R depends on each unit's specific mission.

5. IS MY SON/DAUGHTER GOING TO WAR? WHAT ARE THE CHANCES HE/SHE WILL BE DEPLOYED TO IRAQ, AFGHANISTAN OR ELSEWHERE?

The answer depends on your son's/daughter's military occupational specialty and the needs of the Army. The Army doesn't just send everyone to war; it sends units with a mission. Individuals choose the job they qualify for, which generally reflects the type of work they will do. The location of that work can be almost anywhere in the world.



Soldiers from the 82nd Airborne Division board a plane at Fort Bragg, N.C. by Spc. Jaime Avila

If your son/daughter is deployed, they will deploy with a unit. The entire unit will be trained and proficient in their tasks and drills. Parents should have full confidence that each unit will be there to do what they need to do and return home as quickly and safely as possible.

Soldier deployments are based on the needs of the entire Department of Defense system for a certain area. Certain jobs deploy more often than others, but there is no way we can know which jobs are more likely to deploy. If a Soldier makes a career in the Army, that Soldier will probably deploy at some time, based on the needs of the Army.

Not all deployments are for combat; there are many areas of the world that require military operations other than war, such as disaster relief or a security presence.

6. ARE ALL SOLDIERS REQUIRED TO FIGHT?

Not necessarily, although all Soldiers receive basic combat skills training. The global war on terrorism has redefined the typical “military engagement” of past wars. There are no “front lines,” so all Soldiers must be ready to defend themselves and fellow Soldiers. Even medical personnel are trained to defend themselves and their patients, if required.



Fort Bragg, N.C., Jan. 4, which will take them to Kuwait. *Photo*

7. DO FEMALE SOLDIERS HAVE TO FIGHT/DEPLOY?

Army policy does not allow female Soldiers to serve in combat arms units such as infantry/Special Forces, armor and certain field artillery units. All other combat support and combat service support specialties are open to women. Female Soldiers are required to deploy with their units, and they are properly trained to react to limited threats. There are no “front lines,” so all Soldiers must be ready to defend themselves and fellow Soldiers.

8. WHEN DO YOU SEE THE ARMY LEAVING IRAQ?

The president has stated we will stay in Iraq until the Iraqis are able to maintain their nation’s stability on their own. The Army will stay until the president orders otherwise.

9. CAN YOU PROMISE ME THAT MY FAMILY MEMBER WILL NOT BE HARMED IF HE OR SHE JOINS THE ARMY?

We cannot guarantee that any Soldier will not be harmed. But we can guarantee that the American Army receives the best training, the best equipment and the best leadership in the world. The Army takes care of its Soldiers.

10. CAN YOU TELL ME WHAT JOBS ARE NON-COMBAT?

Each person who enlists in the Army or Army Reserve becomes a Soldier and, as such, faces the possibility of deployment at some point during their term of enlistment. The actual chance of deployment depends on the military skill they enlist for, their unit of assignment and that unit’s deployment schedule, so there is no simple answer to this question.

11. HOW SAFE IS IT TO BE IN THE ARMY NOW, WHEN IT’S DEPLOYED?

There are inherent risks associated with being a member of the armed forces. As an Army, we know and understand these risks and are proactive in developing measures to better equip and protect our Soldiers as they train for deployment. Weapon immersion training, convoy live fire, improved body armor, up-armored vehicles and remotely operated equipment are just a few of the developments that make our Soldiers better prepared and more capable of surviving an attack. We use information gathered from the field of operation as lessons learned to develop innovative equipment to ensure that our Soldiers are protected and safe. We are dealing with an enemy that deploys various tactics to inflict harm, but we are just as vigilant in countering those tactics, thereby taking care of our own. We are committed to doing all we can to protect and bring your loved ones back alive and well.

12. WHY SHOULD MY SON/DAUGHTER ENLIST IN THE ARMY AS OPPOSED TO OTHER, SAFER BRANCHES OF SERVICE (NAVY, AIR FORCE AND COAST GUARD)? ISN’T THE AIR FORCE OR NAVY A SAFER CHOICE OF SERVICE?

There are risks in serving in any branch of service. There are different missions, challenges and benefits. While it is true that the Army is more involved in ground combat than, say, the Air Force, there are jobs in all services that are hazardous. It is not a competition; it is a team effort. The Army offers many jobs, skills, training and opportunities that are only available in the Army.

13. HOW LONG MUST MY SON/DAUGHTER SERVE IN THE ARMY?

Currently, there are active Army 15-month plus training, two-years plus training, three-, four-, five- or six-year enlistments. These tours are based on availability and the needs of the Army. All jobs have minimum enlistment periods. In some cases you can actually choose the number of years you want to serve. We analyze the jobs and qualifications to determine the enlistment options that best suit each Soldier’s needs.

14. ARE THEY GOING TO START THE DRAFT?

No, neither the Department of the Army nor the Department of Defense sees a need for a draft at this time. In any case, it would take Congressional legislation to reinstate the draft.

Face the Facts

Know the reality of cosmetic surgery in the Army

By USAREC G5, public affairs

In January, a local television station sent undercover “applicants” into recruiting stations and asked if they could get free plastic surgery in the Army. Recruiters must know the facts and present the truth when faced with questions regarding the Army’s medical benefits in relation to cosmetic surgery.

“If a person joins the military in hopes of receiving cosmetic surgery, they will almost certainly be disappointed because of the very limited number of cases performed,” said Cynthia Vaughn, chief of public affairs at the Office of the Surgeon General. “Military medicine is not in the ‘makeover’ business.”

Soldiers and their families are automatically covered by a comprehensive HMO-type health care plan called

TRICARE that provides medical and dental care at little or no cost. TRICARE enrollees receive most health care at a military treatment facility, where a primary care manager supervises care.

Cosmetic surgery procedures are not a covered benefit under TRICARE.

The Army does have plastic surgeons. Because the skills used in performing cosmetic surgery procedures are often the same skills required in obtaining optimal results in reconstructive surgery, these surgeons have a valid need to perform cosmetic surgery cases to maintain their specialty surgical skills. They also need to meet board certification, recertification and graduate medical education program requirements for specialties requiring training in cosmetic surgery.

However, the first priority for Army plastic surgeons is taking care of injured Soldiers. Plastic surgery is an integral part of training for battlefield medicine. Therefore, Army surgeons focus their

priorities on reconstructive plastic surgery — such as repairing cleft palates and reconstructive surgery for patients who have had mastectomies. Surgeons perform a limited amount of cosmetic surgeries on a time and space available basis.

“Like all specialty care, a patient must first be evaluated by a primary care provider, who then will decide if a consultation with a plastic surgeon is justified,” said Vaughn. “The plastic surgeons then evaluate the consultations and select the best candidates for the procedures.

She also noted that trained surgeons and support staff for reconstructive or cosmetic surgery are not assigned to all military hospitals.

Patients pay some of the costs (e.g. implants) and insurance is collected when possible. Family members who receive cosmetic surgery pay fees for the procedure and any implants.

All patients, including active-duty Soldiers, undergoing cosmetic surgery

procedures must pay the surgical fee, plus any applicable institutional and anesthesia fee, for the procedures in accordance with the fee schedule published annually by the Office of Secretary of Defense Comptroller.

Because cosmetic surgery procedures can impact unit readiness, active duty Soldiers must have written permission

U.S. Army Forward Surgical Teams administer life-saving, advanced medical care to injured combatants and civilians.
MEDCOM photo



Super COIs

Dallas Battalion takes engagement to the next level

By Col. Denny Shields, U.S. Army retired

Meet the ultimate force-multipliers for recruiting, individuals who are living in your community and may be just a phone call away from helping your station and your battalion better impact your local market.

Super COIs are the real movers and shakers in your community who help shape the public dialogue and affect how other COIs in the market think and act.

Engaging these “super COIs” may help you make mission now and in the future.

The job of an Army recruiter is more challenging now than perhaps ever before. The war, decreasing military propensity, a strong economy and competition from the other services mean it’s more difficult to find and convince prospects to act on the Army advantage. The pressure to meet mission will only intensify in the coming months and years as the Army — and ultimately, the recruiting force — is directed to put more Soldiers in boots.

So how can a COI help you make mission?

Engaging COIs is something that is already happening at the battalion and station level. Recruiters are active in AUSA chapters and local chambers. They interact with school leaders and local sports teams and are constantly connecting with the community. Most recruiters can point to specific returns on these investments of time and resources. But more can be done.

This year, Dallas Battalion is taking COI engagement to a new level with a demonstration project. The ongoing outreach to COIs continues; however, layered on top of that outreach will be a focused engagement around those “super COIs.” The goal is to enlist their support to help Dallas Battalion address its primary business objectives: increasing the Army’s share of the GSA market and improving Hispanic propensity.

The Dallas demonstration project was developed in concert with the Army’s marketing partners at McCann Worldgroup, the Strategic Outreach Directorate of Accessions Command, USAREC, Cadet Command and the U.S. Army Reserve.



Head football coach Steve Bragg, North Mesquite High School, Texas, was selected as the U.S. Army/Dallas Cowboys coach of the week Oct. 27. The coach of the week program was designed as a partnership between the Army and Dallas Cowboys to aid and promote high school football and the development of youth football. The program gives high school coaches recognition for their dedication to young athletes, their team, school and community. It also provides recruiters the opportunity to interact with a key leader in their high schools — head football coaches. *Photo by Kim Levine*

The premise of the demonstration project is that an aggressive grassroots COI outreach program that creates opportunities for conversations to happen at the community level and builds better understanding of the value of being a Soldier will, over time, positively impact perceptions of the Army and result in an environment that is more favorable to the Army’s recruiting message.

Critical to the success of this initiative is identifying the right individuals: those who can impact what we are trying to accomplish and who are willing to help us broadly engage the community and its leaders. These individuals need to be able to open doors and break through barriers. They are motivated by strengthening their community and making sure that opportunities for success exist for all. Our job is to demonstrate how the Army helps to do that by strengthening youth, training and equipping future leaders, preparing a disciplined, skilled workforce, and providing scholarship and educational opportunities for those who wish to continue their education past high school.

It is understood that this outreach requires extra effort, but by tying it back to the battalion’s business objectives, we are focusing the team on what success means — meeting mission — and how this initiative can help accomplish that goal.

The lessons learned and the tactics, techniques and procedures created for and implemented in Dallas will be the focus of a future training session.

Denny Shields is a vice president at Weber Shandwick Worldwide, part of the McCann Worldgroup. He can be contacted at dshields@webershandwick.com.



Lt. Col. Bob Bond, commander of Dallas Battalion, talks with D. Eric Walker, a financial aid officer associate with the University of Michigan. Photo by Julia Bobick

All-American Bowl Keeps Drawing Rave Reviews

By Chris Calkins, USAREC G5, Education Division

In the Army, it's called "training the trainer." During the All-American Bowl festivities for about 80 invited USAREC guests, it was known as something else.

It was called the All-American Bowl Coaches Clinic.

At least that's the way Tim Thornton saw it.

"The coaches clinic was very well done. The line-up of speakers was top notch. I was floored by the talent that was displayed," said Thornton, head football coach for Woodruff High School in Peoria, Ill.

That line-up of speakers included former NFL wide receiver and kick-returner Brian Mitchell, Ken "Sugar Land Express" Hall, the all-time leading rusher in high school history with 11,232 yards — a record that has stood the test of time for 52 years — and legendary high school coaches Herman Boone and Bill Yost, famous for their roles being portrayed in the movie "Remember the Titans."

"Personally, I was able to take a lot from Herman Boone," Thornton said.

"His experience spoke to a specific need that I address at my school. I will be using some of his ideas in the upcoming months with my student-athletes."

And Boone wasn't the only one "training the trainer."

"I learned a lot from the other coaches that were invited as well," Boone said.

"It was nice to get a chance to speak with coaches who care as much about the kids as they do with wins and losses."

For other centers of influence who were invited, a better understanding of Army training — and the quality of that training — was what they found most beneficial.

"I am learning so much and would love to have seen more," said Patricia Adkins, human resources recruiter for Citigroup Global Consumer Group North America Operations and Technology, one of the Army's newest PaYS partners. "We are looking for leaders to come out of the Army and join our organization."

The trip has been "enlightening," she said. "I cannot wait to

get back and share the level of commitment the Army has to training, educating and caring for Soldiers.”

Alabama-based sports radio talk show host Thom Abraham said, “as a father of four sons, I would have nothing but encouragement for my boys if they choose the service.”

And he was just getting warmed up.

“My experience in San Antonio was a real eye-opener. It restored my faith in our current generation of young people, willing to serve their country at a time when we need them the most. The American Soldier is alive and well!”

“My wife and I had a tremendous time, and the Army’s sponsorship of the premier high school All-Star game in the country is perfect venue to spread the word as to what the Army can do for young people. My listeners in Alabama also appreciated the ‘up close and personal’ reports from San Antonio on both the players and the work our military is doing there,” said Abraham.

Those who work in the education field were also impressed with what they were able to see and learn on their four-day visit.

“My experience regarding the trip was, in a word, phenomenal,” said D. Eric Walker, a financial aid officer associate with the University of Michigan.

“I was most impressed with the manner in which the Soldiers who had sustained severe injuries in Iraq handled their situations. Their attitudes spoke volumes to the manner in which they’ve been trained and to their commitment to our great country,” said Walker.

“And my greatest learning experience on this trip was how the PaYS program benefits both Soldiers and potential employers. The PaYS program represents a “win-win” situation for all involved. Overall, I am thoroughly impressed with the U.S. Army as an institution, and have a new-found respect for the job that it does. Thank you all for your tremendous sacrifices,” he said.

And for some, like John Lee, head football coach for Mason County High School, in Des Moines, Iowa, their All-American Bowl invitation was just an over-the-top experience.

“It has been the best two days of my life,” he said.



Legendary high school coach Herman Boone talks with Tim Thornton, coach of Woodruff High School, III. *Photo by Chris Calkins.*



The audience gives a standing ovation following a salute to wounded warriors. *Photo by Chris Calkins.*

Paying Attention to PaYS

200th Partner a Milestone for Incentive that is 'Icing on the Cake'

By Mary Kate Chambers,
RJ associate editor

When Bob Qualls and his team started the Partnership for Youth Success program in 2000, he thought if they could get 75 partners signed up he would be pleased.

Fast forward to 2007, when PaYS welcomed its 200th partner.

"A lot has changed since the start of the program," said Bob Qualls, program manager. "The 200th partner, certainly that is a milestone, one we didn't think we would reach quite this soon."

The Army signed on Raytheon Corporation Jan. 30 in a ceremony at the Pentagon with Secretary of the Army Francis J. Harvey. He penned his signature to the formal agreement along with Keith Peden, Raytheon's senior vice president for human resources.

PaYS is a strategic partnership program between Recruiting Command and a cross-section of U.S. companies

and the public sector that guarantees new applicants an opportunity following their enlistments to interview with one of the 127 corporations or 73 public-sector organizations presently participating in the program.

"We want to offer our Soldiers every opportunity to achieve a lifetime of success. Working with partners like Raytheon, who know the value of employing Soldiers, brings us further toward that goal," said Harvey.

Qualls, who said 65 partners have joined the program in the last 12 months, attributed the growth to two major factors.

"The battalions are out there nominating a lot more partners than they have in the past because they see the value of the program on a variety of fronts, but particularly as a COI builder at the local level," he said.

Additionally, support from Department of the Army has been key.

"The other part that helped us get to 200 partners was actually the letters that Secretary Harvey sent out to the Fortune 500 companies, to get a letter in front of their CEOs as well as the top 100 defense contractors," Qualls said. The letters encouraged those executives to see the strengths a former Soldier can bring to the civilian workforce.

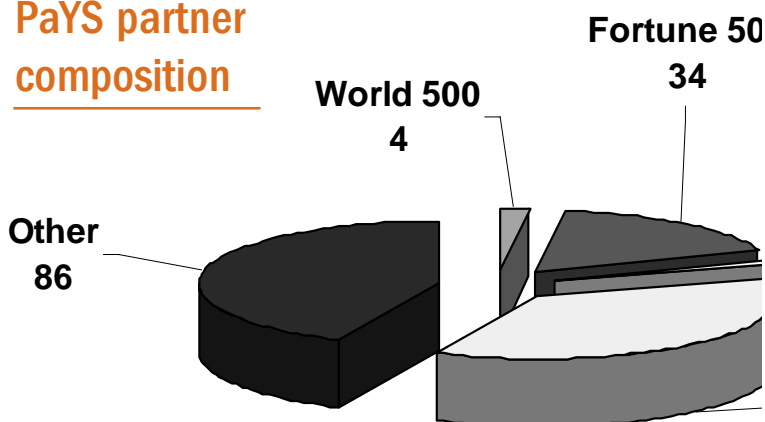
"Raytheon is honored to work with the Army to transition talent from the military to industry," said Peden. "This program will help provide Raytheon with qualified professionals while providing opportunity to those who deserve it most — our military."

Though support for PaYS has been strong, Qualls wants to make sure the message penetrates to the recruiter level. He wants recruiters and guidance

counselors to be able to speak knowledgeably about the program and be able to answer applicants' questions.

"I think that maybe in some cases we're not making them aware of some of the other programs that are out there," he said. "PaYS is something that's in addition to everything else. It's the icing on the cake."

PaYS partner composition





Secretary of the Army Francis J. Harvey, left, and Raytheon Corporation Vice President for Human Resources Keith Peden sign formal PaYS agreements. *Photo by Sgt. Christina M. O'Connell*

BY THE NUMBERS

- 100th PaYS partner signed only 18 months ago
- In the last quarter, the number of ZIP codes with jobs loaded in PaYS increased by 1,100, which equates to a 60 percent increase
- Five PaYS marketers, one for each brigade, all retired Soldiers
- Total jobs loaded by partners - over 722,000 Regular Army; over 280,000 Army Reserve

As for the future of PaYS, Qualls said there are a couple of new developments in the works to offer the program to more Soldiers, including a segment of the ROTC population.

"It's targeted toward those in Guaranteed Reserve Forces Duty. The population would be about 700 or 800 cadets a year getting commissioned under this program," he said. "Beginning next fall we would have the first opportunity to roll that program out."

Also, PaYS is planning with Army G1 to offer the program to prior service Soldiers.

Recruits who opt for PaYS sign a statement of understanding with a specific PaYS partner and agree to learn technical skills required by the Army as well as by the PaYS partner. PaYS partners in turn sign memorandums of

agreement that obligate them to interview Soldiers for the jobs selected and trained for when they joined the Army.

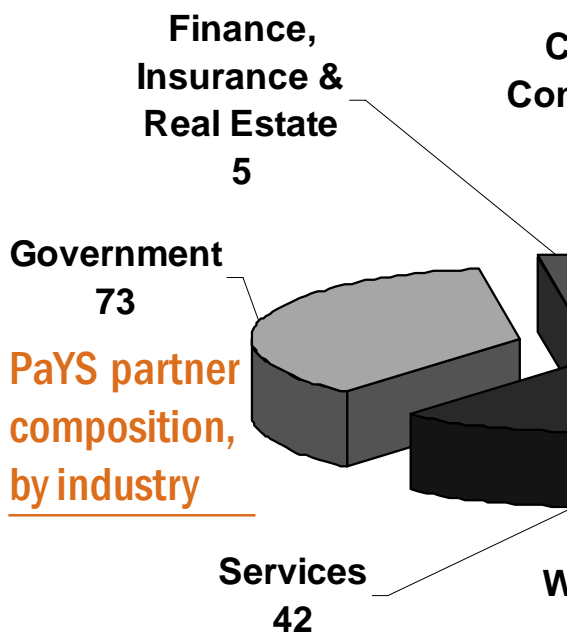
Harvey summed up his fifth PaYS signing ceremony referring to PaYS as a win-win-win program.

"It's a win for our Soldiers who have the opportunity for a good job that will utilize their skills after their terms of service. It's a win certainly for the civilian organizations which are going to gain high-quality individuals with

outstanding leadership and technical skills, and who are disciplined and motivated," he said. "And, of course it's a win for the Army because it helps us recruit the all-volunteer force to help defend our country."

For more information on PaYS visit www.armypays.com.

J.D. Leipold at Army News Service contributed to this report.





Representatives from the Indianapolis Battalion cut the ribbon during the opening stop of the Colts' "Make it Personal Tour 2006" at the Colts' training complex. From left are Sgt. 1st Class Veda Pleasant, Battalion Commander Lt. Col. Val Siegfried, Sgt. Ryan Mayfield and Staff Sgt. Ryan Dickey.

Make it Personal

Story and photos by Stacie Shain, Indianapolis Battalion

The Indianapolis Battalion made it personal this pigskin season, partnering with the Indianapolis Colts. Recruiters participated in the Colts' summer tour and high school football tour, held a "Blue Friday" event at a recruiting station, provided color guards for two home games at the RCA Dome, and participated in the pregame and halftime festivities for the Colts' playoff games against the Kansas City Chiefs and the New England Patriots.

The "Make it Personal" tour visited 31 sites across Indiana and metro Louisville during June and July. The battalion's "tiger team" of Sgt. 1st Class Veda Pleasant, Sgt. Ryan Mayfield and Staff Sgt. Ryan Dickey traveled to the sites and showcased the Army using the Laser Shot, the Multi-Exhibit Vehicle and the H3 Hummer. Local recruiters added support at each tour stop.

Each site featured the Army's exhibits as well as Colts player and cheerleader autograph sessions, the quarterback challenge football toss and the "Colts in Motion" traveling museum. The "tiger team" and local recruiters collected leads and generated interest in the Army among the Colts' fans.

"People were very interested in learning about the Army," Pleasant said. "They didn't know there were so many different jobs — they thought everyone who joined was infantry."

Mayfield said the summer tour generated 150 hot leads with 10 enlistments. He said recruiters are still working many other leads.

"Being involved in this summer tour will generate more leads and enlistments throughout the year," Mayfield said. "When we're out in the community, people see us and say, 'Hey, I remember you from the Colts tour this summer.'"



Colts cheerleaders help cut and serve the Army's birthday cake at the "Make it Personal" tour visit at the Colts' training facility on June 12.



Sgt. Mindy Crawford, Master Sgt. Cedric Taylor, Staff Sgt. Thomas Parker, Staff Sgt. Paul Ney, Sgt. 1st Class James Persinger and Staff Sgt. Jacob Lopez stand alongside Indiana National Guard Soldiers to honor America during halftime of the AFC playoff game between the Indianapolis Colts and the Kansas City Chiefs.

Pleasant said that some of the Colts' staff members have talked with her about joining the Army Reserves.

In the fall, the Colts joined the Army at eight high school football games, including contests at two hard-to-penetrate schools. The tour generated more than 200 solid leads and several contracts.

Staff Sgt. Jeremy Sutton of the Fort Wayne South station said that many high school students talked to recruiters at the game he worked on Sept. 15.

"At the Heritage versus Adams Central game, we had a lot of high school students come over to talk to us," he said. "They asked a lot of questions about the Army. We not only had recruiters there to talk to them, but we also brought Future Soldiers to the game. After working the 55 leads, we got two contracts from that football game. It was a great event for us."

As a Colts sponsor, the battalion had the opportunity to host a "Blue Friday" event at a local recruiting station. The pep rally was held in the parking lot of the Castleton station on Indianapolis' north side with Colts cheerleaders, a face painter, the quarterback challenge football toss and the "Colts in Motion" interactive exhibit. The event attracted hundreds of fans despite blustery cold weather. Recruiters passed out business cards and collected leads during the two-hour event.

"Blue Fridays have become a successful part of the Colts marketing campaign," promotions coordinator Matt Gonso said. "The Castleton recruiting station went out of their way to help us host a very memorable Blue Friday."

In addition to the tour stops, recruiters also served as the color guard for two of the Colts' 10 regular-season games. During the AFC playoffs, the Colts hosted the Kansas City Chiefs and the New England Patriots; Army recruiters partici-

pated in pregame and halftime activities, which included unfurling a huge banner before both games, appearing with the Colts cheerleaders in a halftime performance and joining country music star Darryl Worley as he performed his hits "I Just Came Back from a War" and "Have You Forgotten?"

"The Indianapolis Colts are proud to have partnered with the U.S. Army throughout our Super Bowl season," sponsorship sales account manager Ryan Lobsiger said. "We appreciate everything the Army does for our country, and we are proud to be in partnership with them."



Sgt. Charlie Tenio and Sgt. Mindy Crawford were among 400 Soldiers and Airmen who joined in the singing of the national anthem as they hold part of a giant banner.

G1 News You Can Use

Urinalysis Testing Program

Do you have questions or need training on the Urinalysis Testing Program? USAREC G1 can help.

USAREC requires random urinalysis testing each month for at least 10 percent of a unit's authorized strength in order to ensure that the Department of the Army quarterly requirement to randomly test 25 percent is met. Commanders test every Soldier present for duty on the day of the random test. In addition, during the fourth quarter, commanders conduct mandatory testing for all assigned Soldiers who have not yet been randomly tested during the fiscal year.

During first quarter of fiscal year 2007, 45 of our 47 battalions met the DA standard. USAREC needs to focus on ensuring that no samples are submitted to the lab that cannot be tested due to errors made by the observer or unit prevention leader. No credit is given for a sample that has one of these errors. USAREC is averaging 7 percent errors compared to DA's 1 percent standard; we can do better.

This is where USAREC G1 can help. Training is available for UPLs through installation Army Substance Abuse Program offices and also at brigade locations when coordinated through the USAREC G1.

USAREC is progressing at a phenomenal rate in complying with DA standards, and the program continues to improve. Thanks to all for your support which ultimately meets our overarching goal of taking care of Soldiers.

Soldiers can earn promotion points for ACS training

A request to award promotion points for the Army Personnel and Family Readiness Courses, which include the Financial Readiness training, Operation Ready, New Parent Support Program, Army Family Team Building (Level 1) classroom instruction and Army Family Team Building (Level I, II and III) online instruction is approved.

A total of four points can be awarded for 40 accumulative hours of course instruction and/or training. Promotion points are not valid unless the DA Form 87 is signed by the installation Army Community Service director. In USAREC, Soldiers will be able to get promotion points by either coordinating with their nearby ACS director or by sending the DA Form 87 to their Soldier and Family Assistance manager, who will relay it to headquarters USAREC to be signed by the chief of Soldier and Family Assistance, Marty Skulas, and returned.

Additionally, Soldiers who participate in the New Parent Support Program as part of their mandatory treatment are ineligible to receive promotion points.

Women's History Month



March is Women's History Month, which provides us the opportunity to **Finnegan** recognize the many contributions of women in military service. Headquarters USAREC has one such Soldier who is the first female Army Reserve officer to serve as USAREC chief of staff.

Col. Renee T. Finnegan is responsible for the operation of the staff and the interpretation and dissemination of policies, plans and decisions of the commanding general to staff and brigades.

Finnegan, a graduate of the University of Central Florida, received a direct commission in 1982. In 1990, she deployed to Saudi Arabia for Operation Desert Shield/Storm where she was secretary of the general staff for the Theater Personnel Command. In 2003, Finnegan served as the chief, Office of the Army Reserve, Retention and Transition Division in Atlanta. Before that she served in the Pentagon as the Officer Policy branch chief for the Army G1.

Finnegan is a graduate of the National War College, U.S. Army Command and General Staff College, the Adjutant's General Basic and Advanced Course and the Human Resources Management Course. In addition to a bachelor's degree in psychology, Finnegan also holds a master's degree in management from Webster University and a master's degree in National Security from the National Defense University.

Finnegan's awards include the Legion of Merit; Bronze Star Medal; Meritorious Service Medal (four Oak Leaf Clusters); Army Commendation Medal (three Oak Leaf Clusters); Army Achievement Medal (three Oak Leaf Clusters); the Southwest Asia Service Medal (three Campaign Stars); and the Kuwait Liberation Medal.

Snow, Ice and Fog — Oh My!

By 2nd Lt. Erik Johnson, Indiana Army National Guard,
courtesy of U.S. Army Combat Readiness Center

Winter is upon us and, depending on their location, Soldiers are encountering various weather conditions. Regardless the weather, missions must go on; as such, Soldiers must be prepared to drive in all types of conditions, be it snow, ice or fog. Soldiers driving in these conditions must have the facts and skills necessary to complete their missions safely and successfully.

Snow

Snow forms when water vapor in the air freezes and creates small ice crystals. Some common hazards associated with driving in snow include reduced visibility and traction, less directional control and increased braking distance. When snow melts and refreezes, however, drivers encounter even more hazardous road conditions. Intersections, high-traffic areas and shady spots that were exposed to direct sunlight earlier in the day all are prone to ice-over from melted snow. During snowy conditions, drivers must reduce their speed, brake moderately, make turns slowly and increase the following distance between vehicles.

Ice

Another dangerous condition associated with winter weather is windshield icing. Windshields and other glass surfaces can ice over when the temperature is low enough to freeze moisture on ground surfaces. Conditions are ripe for windshield icing any time there's visible ground haze. All ice must be removed from the vehicle's windshield and other windows before operations begin, preferably with the vehicle's defroster. Preventive maintenance checks and services should be performed on each vehicle to ensure the defroster and heater system are functioning properly. It's a good idea to keep an ice scraper in each vehicle just in case the defroster stops working.

Black ice — a thin sheet of dark ice on the roadway — is extremely dangerous because it's hard for drivers to detect before they're actually on it. Black ice forms when light rain or drizzle falls on a road surface below 32 degrees or when super-cooled fog droplets accumulate on bridges and overpasses. A roadway covered with black ice appears wet when the ambient temperature is below freezing.



Drivers must use extreme caution when driving on suspected black ice surfaces. Vehicles that hit black ice have little to no traction, which means little to no braking capability and extremely poor directional control with a heightened possibility of skidding. Optimally, movement should stop in black ice conditions. However, if the mission must go on, drivers should reduce their speed, accelerate very slowly, increase the following distance between vehicles, brake very lightly and make all turns gradually and slowly.

Frost heaving, a condition related to icing, is the uneven lifting and distortion of the ground close to the surface. Frost heaving is the result of water within the soil freezing and expanding. This expansion might damage the road surface and loosen tree roots. The biggest danger associated with frost heaving is the possibility of trees falling across roads, but uneven road surfaces are much more common. Such uneven surfaces can interrupt directional control, which is especially problematic in areas such as curves. Drivers should slow down and look for buckled or uneven patches on the road during freezing weather.

Fog

Valley fog forms when cold, dense air drains from areas of higher elevation into low areas or valleys. As the cool air accumulates in the valley, the ambient temperature sometimes decreases to the dewpoint temperature and creates dense fog. Drivers should expect reduced visibility and turn on the vehicle's lights, slow down, and increase the following distance between vehicles when driving in fog.

Freezing fog is composed of super-cooled water droplets that form when the temperature falls below 32 degrees. These droplets freeze and form ice as soon as they contact a cold surface. Freezing fog creates driving problems such as reduced visibility, poor traction and directional control and possible skidding. Drivers should turn on the vehicle's lights, reduce their speed, accelerate slowly, increase the following distance between vehicles, brake moderately and make turns slowly.

Remember these guidelines this winter and, most importantly, slow down! The cold won't last forever. If you and your Soldiers make it through the winter accident-free, you'll have even more reason to celebrate when spring finally comes.

Cleveland Battalion scores at Cavs' Army Night



Jan. 24 was the season's first Army Night with the NBA's Cleveland Cavaliers. Approximately 40 members of the Future Soldier Training Program, 20 recruiters and eight guests attended the game. James B. Cole, former Green Beret and Vietnam War veteran, administered the Oath of Enlistment to the Future Soldiers on the court. Cole is the chief executive officer of NOSHOK Inc. in Berea, Ohio. Recruiters manned an information table on the concourse. Helping draw attention to the Army area was an Army branded freethrow inflatable. *Photo by Perry Edelbergs*



Entertainment Team on the air

Master Sgt. Marty Gowin, left, and Sgt. 1st Class Jamie Buckley played and sang a song from their new Army PPI CD during a radio interview in Kerrville, Texas. The appearance, along with two at local high schools, were in support of San Antonio Battalion.

Buckley says recruiting stations are encouraged to coordinate such appearances for the Entertainment Team while they are in the area. Buckley's music is primarily country. Brigades, battalions and local communities should contact Rhonda Richards, USAREC G-5, at (502) 626-0430 or Buckley at (502) 626-2022 to request the Entertainment Team. They can also be reached by e-mail at Rhonda.Richards@usarec.army.mil and James.Buckley@usarec.army.mil. *Courtesy photo*

Harvard medical student joins Army

By Christopher I. Bush, 1st Brigade

For Christian Gaffney, the Army is just the next step for a young man who has spent his life looking for the greatest challenges the world has to offer. Gaffney, a second-year medical student at Harvard, is proof that the Army continues to attract the finest young men and women in the United States.

Gaffney was recently commissioned as a second lieutenant in a ceremony on the steps of Harvard Medical School. Gaffney said his decision to become an Army physician had been something he had thought about for a long time.

“Joining the Army was an easier decision than deciding to go into medical school because I knew that I wanted to be in the military long before I knew I wanted to be a doctor,” Gaffney said. “My dad served in the Army and I have uncles that also served in the Army and in the Marines, some of them fought in the Vietnam War. I also have cousins and friends that are serving now.”

The decision to pursue medicine came rather late in his education.

Gaffney said during his last summer prior to graduation he had the opportunity to work in a children’s hospital in Philadelphia and the result was a life-altering experience.

“I worked in a lab and hung out with the pediatric oncologists and it felt so great and it also felt so right,” Gaffney said. “I found that it was very rewarding and I felt that I was really making a difference and helping people.”

Even after applying to medical school the idea of a career in the military was still in Gaffney’s mind.

“I had gotten some information about the Army while studying at the University of Pennsylvania,” Gaffney said. “But I really started to think about the military when I studied at Oxford in England between undergraduate and medical school. I met an Army physician at Oxford who told me a lot of his experiences in the Army. He told me about the training and residency and how much he liked military medicine.”

Though the seed had been planted in Gaffney’s head it wasn’t until he began school at Harvard that he received the final steps towards the Army Health Professions Scholarship Program.

“The push that I really needed was when Capt. (John) Gilmore came to Harvard and led an information session,” Gaffney said. “He spoke to us and then an Army physician spoke to us as well. He was a real inspiration for me.”

Gaffney also added that the idea of being part of a strong Army tradition excites him and will make his years of diligent study all worthwhile.

“I am looking forward to waking up everyday and knowing that I am serving the United States in a very tangible way and



Christian Gaffney, left, was commissioned a second lieutenant on the steps of Harvard Medical School. His recruiter was Capt. John Gilmore Photo courtesy of Capt. John Gilmore

“I am looking forward to waking up everyday and knowing that I am serving the United States in a very tangible way.”

Christian Gaffney

that I am able to use what I have learned through years of studying in undergrad, countless Friday and Saturday nights in the library, in England, and now I will be able to use all of that to help the United States Army, it is truly the greatest feeling in the world,” he said.

He also said that despite the widely held view that students at Ivy League schools may not be interested in serving in the military, he has had a number of his fellow classmates ask him about the different programs the Army has to offer.

“Since my commissioning ceremony I have had a number of e-mails asking me about the Army and congratulating me,” He said. “The other day ... a few other guys asked me about the whole (accession) process. There are a lot of people here that are interested in serving.”

Gaffney also said that he could have never been as confident about his Army career if it had not been for his recruiter, Gilmore, and the rest of the team at 1st Medical Recruiting Battalion.

“Throughout this whole process, all of the recruiters have been outstanding to me,” Gaffney explained. “CPT Gilmore is phenomenal; he has given me so much insight. He has been able to relate a lot of his experiences in Army healthcare to me and that has helped me immensely.”

He also said that he would recommend the HPSP program to his fellow students at Harvard.

“The financial aspects of the scholarship program are attractive but that is not the only reason to join the Army,” he said. “I look at the scholarship as a great benefit but I would want to do this even without the program because I want to be an Army physician and that is what I tell my classmates who express interest in the HPSP program, first they should have the desire to serve.”



Cpl. Tala Silver visits with a resident at the New Hampshire Veterans Home.

Concord station Soldiers visit veterans home

Story and photo by Sgt. 1st Class Chad P. Kozdra, Concord station

Soldiers are always there for one another, and on Dec. 22, four members of Concord station served as examples. They visited the New Hampshire Veterans Home in Tilton, N.H., to pass out some holiday cheer. Armed with veteran pins, candy canes and 205 holiday cards, the Soldiers of Concord station wished those who served previously a happy holiday.

Sgt. 1st Class Kathleen Hall, Sgt. Nicholas Lovato, Cpl. Tala Silver and Pfc. Melanie Lord, an HRAP, spoke with the appreciative former servicemembers.

“It was clear that even though they only served a short time, it was a very important time in their lives. It was evident by the pride shown in their stories and the garments worn so proudly,” said Hall.

New Jersey mayor now a COI after Golden Knights jump

By Lenny Gatto
Mid-Atlantic Battalion

Meet Mid-Atlantic Battalion’s newest supporter of the US Army: Brian Wahler, the mayor of Piscataway, N.J.

Wahler attended the All-American Bowl in San Antonio where he represented his town and helped celebrate the selection of a player from the local high school.

The mayor had the opportunity to jump with the Golden Knights. He said that he did feel a moment of trepidation before taking that “historic jump” from an airplane, but he described it as “exhilarating.” The jump was captured on film and is broadcast on the mayor’s local TV show three times a week.

Wahler thanked Mid-Atlantic Battalion’s military escort officer, Capt. Marcus Jackson, and Sgt. Torrence Gilliam for their assistance and professionalism.

Mayor Brian Wahler, right, accepts a coin from Col. Norvel Dillard, 1st Brigade deputy commander. Photo by Ralph Krulder.



6th Brigade Chaplain Recruiting Team, candidates have shared motivation

By Michael Goldstein, 6th Brigade

“This is not the kind of e-mail I would ever want to send out, but I’m doing a memorial ceremony tomorrow, so please pray for me that I would be poised, composed, clear and compassionate.”

These are the opening words of a message sent by a new Army chaplain from Iraq to his family and friends in the United States. He entered the Army with the help of the 6th Brigade Chaplain Recruiting Team. He was assigned to Fort Hood and the 1st Cavalry Division. Within 30 days of his assignment, he was deployed to Kuwait and Iraq.

The strong emotions he expresses illustrate well the reasons Chaplain (Maj.) Brian Harki, the leader of the 6th Brigade Chaplain

Recruiting Team, gives when asked why pastors, ministers and seminary students become Army chaplains.

“They hear a stirring of the hearts,” he said. “They believe they have been called to this mission. They know Soldiers are in harm’s way — that Soldiers need them — and they want to serve.”

Harki and the members of his team, Chaplain (Capt.) Allen Raub, Sgt. 1st Class Raymond Jenkins and Sgt. 1st Class Marina Garmendia, all attribute their success in meeting the Army’s chaplain mission to this calling.

“First and foremost, I give thanks to God for calling those into the chaplaincy and each of them for answering the call — which includes the call to duty,” said Harki. “For me, this is the best way to explain what I mean by a stirring of the heart.”

In FY 06, the team achieved hard box in all categories — the first time in USAREC history. The team received recognition on many occasions.

“I salute you on achieving hard box in every mission category; a rare feat in U.S. Army chaplaincy recruiting,” said Maj. Gen. Thomas Bostick, USAREC commanding general, in a letter he presented to the team at a 6th Brigade training conference.

Harki is quick to point out that the team had help from many sources.

“Reserve and active duty chaplains help us recruit,” he said. “Deans and professors of seminaries also direct their students to us. They have long-standing relationships with us — and

understand the importance of our mission.”

All these individuals work hard to help ministers, pastors and seminary students meet Army standards, and answer their calling. The reward for chaplain and Soldier is clearly communicated in another message from the new chaplain from 1st Cavalry: “It’s awesome to see how the Lord has really taken care of me ... I’m so grateful that he’s placed me in a position to serve the men and women who serve our country. I feel so privileged and

proud ... and I’m motivated to do my best to support and love them in the midst of the stress and dangers we will face during war time in theater.”

The team is already overproducing for FY 07. The reason for their success: they hear the same stirring of the heart that motivates their chaplain candidates.



Maj. Gen. Thomas Bostick presents Chaplain (Maj.) Brian Harki a letter of congratulations at a 6th Brigade Training Conference. The team achieved hard box for the first time in USAREC history. Also pictured to Harki’s left are Chaplain (Capt.) Allen Raub and Sgt. 1st Class Raymond Jenkins. Photo by Robert Lee

Army's 'Blue to Green' program hits milestone

By Samantha L. Quigley,
American Forces
Press Service

The Army's "Blue to Green" program, designed to allow airmen, sailors and Marines affected by force shaping to move to the Army, recently hit a milestone, a Defense Department official said Jan. 24.

"Just in the past couple of weeks we've had our 1,000th transfer," Bill Carr, acting deputy undersecretary of defense for military personnel policy, said in an interview.

An effect of the Air Force and Navy downsizing is fewer opportunities for airmen, sailors and Marines to continue in their career fields, he said. The Army's Blue to Green interservice transfer program, open to officers and enlisted personnel, affords an alternative to leaving military service.

"That would be to serve as an officer or noncommissioned officer in the U.S. Army," Carr said. "I think the ones that are considering Blue to Green are the ones who are interested in trying another career and the challenges associated with it."

2nd Lt. Michael B. Moore, a recent transfer, is a good example, Carr said. The former airman was an air battle manager trainee before trading his blue uniform for green. When Moore transferred to the Army, he chose to go into the infantry.

But that wasn't enough of a challenge for the newly

minted Soldier who has been assigned to the 82nd Airborne Division, at Fort Bragg, N.C., Carr said.

"(He) not only went over as an Army officer in the infantry, but also participated in the airborne and ranger training," he said. "He's really taking the full exposure and doing very well at it."

Carr said the program is good not only for the military, which retains experienced servicemembers through the Blue to Green program, but also for the servicemembers. It provides them a chance to look into options within the military before they consider the private sector, he said.

"For Blue to Green, the ideal future would be that anyone who was considering leaving the service would first look to Blue to Green as they're looking at other options and consider what it has to offer," Carr said. "And it has a lot to offer."

Accident fatalities down 20 percent

By U.S. Army Combat
Readiness Center

The Army achieved a 20-percent reduction in accident fatalities in fiscal 2006 according to a recent report on safety, available at <https://crc.army.mil/Report/Fy06yearend.doc>.

Driving mishaps were the leading category of accidental fatalities. Although driving fatalities decreased by 13 percent in fiscal 2006 compared to fiscal 2005, the category still represented 65 percent of the Army's accident-related fatalities.

"What is never acceptable is the loss of a Soldier (or

Make sure your Future Soldiers have registered properly for AKO and SMART. The standard is 100 percent compliance.

Soldiers) to preventable accidents," said Brig. Gen. William H. Forrester, director of Army Safety and commanding general of the U.S. Army Combat Readiness Center.

To address trends in privately owned vehicle accidents, the Army has implemented such initiatives as the Army Safety Management Information System (version two), the Motorcycle Mentorship Program and the Driving as a Life Skill Program.

"Over the past two years, ASMIS-2 users were three times less likely to be involved in a fatal POV accident than non-ASMIS users," said Forrester. "However, the value of the tool itself is not in the computer online input, it is in the one-on-one interaction between the Soldier and his supervisor. It, again, comes down to leader engagement at all echelons that saves lives."

The Army Readiness Assessment Program offers commanders a collective view of their units' climate and safety performance. This Web-based survey identifies battalion-level units most at risk for mishaps, and identifies areas at which leaders should focus their efforts.

ARAP statistics over the past eight months show that battalions scoring in the lower

quartile are 50 percent more likely to experience a Class-A mishap than those scoring in the top quartile.

"The results from safety programs and tools such as ARAP arm leadership with the information and action steps they need to then use on points of failure within their formations," Forrester said. "This provides leadership and commanders the ability to adjust safety climate, risk management practices, leadership, and processes that enhance high performance in their formation and decrease loss overall within the Army."

According to the Army Safety and Occupational Health Strategic Plan issued by Secretary of the Army Francis Harvey and Army Chief of Staff Gen. Peter J. Schoomaker, the Army goal is to reduce accident rates by 75 percent by fiscal 2008, using fiscal 2002 as the baseline.

Casey confirmed to lead Army

By Sgt. Sara Wood,
American Forces
Press Service

The Senate Feb. 8 confirmed Army Gen. George W. Casey Jr. to be the next Army chief of staff.

The vote was 83-14 in favor

of Casey, who has led Multinational Force Iraq since July 2004. Casey replaces Army Gen. Peter Schoomaker, who is retiring. President Bush nominated Casey for the Army's top uniformed position Jan. 17, and Casey faced tough Senate confirmation hearings Feb. 1.

Defense Secretary Robert M. Gates has supported Casey's nomination. At a Pentagon media roundtable Jan. 26, Gates noted that Casey spent 30 months on the ground in Baghdad during what was supposed to be an 18-month tour and adjusted tactics to deal with the rise in sectarian violence.

"He was the first choice of the professional military and the secretary of the Army for this position," Gates said. "He served as the vice chief of staff of the Army. So I think he's eminently qualified. I think he's rendered good service. I think he deserves this position."

As commander in Iraq, Casey oversaw the largest sustained ground forces operation by the U.S. military in a generation. After the Golden Mosque in Samarra was bombed in February 2006 and sectarian violence surged, Casey adjusted troop levels and tactics. He was also a key figure in implementing Iraqi Prime Minister Nouri al-Maliki's Baghdad security plan.

In his confirmation hearings before the Senate Armed Services Committee, Casey said that Bush's new Iraq strategy can work, emphasizing the importance of securing the Iraqi population.

"For the Iraqis to successfully assume and sustain security responsibility, their



Casey

security forces must emerge as the dominant security forces in the country," Casey said. "To do this, political and militia influence over the security forces must be eliminated, and levels of sectarian violence, particularly in the capital, must be brought down substantially — brought down to the point where the people in Baghdad can be safe in their neighborhoods. This is what we are working toward in Baghdad. It will take time, and the Iraqis do need our help."

Casey also said that the Army has not been overly strained by the war on terror and is still the world's preeminent land power. He said he believes in the Army vision and transformation and that his position in Iraq has given him an opportunity to see the Army at work in the war on terror.

"I see in Iraq every day a splendid Army," he said. "I know that Gen. Schoomaker has problems with the forces yet to deploy and with some of the strategic elements that will deploy later, but from what I see in Iraq, the Army is far from broken."

Casey pledged that Soldiers and their families will be his top priority.

Casey was set to hand over command of Multinational Force Iraq to Army Gen. David Petraeus on Feb. 10.

Military OneSource offers free online tax filing

By Gerry J. Gilmore,
Armed Forces Press Service

The Defense Department's Military OneSource family support program is once again offering free online tax preparation and filing for servicemembers and their families, officials said.

The service is available to active-duty servicemembers, National Guardsmen, Reservists and their families.

This is the second year of the program. Last year, more than 327,000 tax claims were filed using a similar program, said Jane Burke, principal director in the Office of the Deputy Undersecretary of Defense for Military Community and Family Policy.

Burke added that servicemembers can put their tax refunds to good use as a deposit in a savings or retirement account or to pay off debts.

Filers who use Military OneSource's online system can expect to receive their refund within 10 days, Burke said. And Military OneSource tax consultants, she said, are trained to answer questions on preparing and filing taxes and provide other financial management information.

The Military OneSource service augments the long-standing voluntary income tax assistance program offered through legal centers at most military installations, Burke said. Volunteers at the centers provide free tax preparation and filing services, she said.

Tax-filing assistance also is available through the Internal Revenue Service's electronic filing program.

Military OneSource's online tax preparation and filing was very popular with servicemembers and their families last year, Burke said.

"It is just one more way we can help improve the quality of life for our troops and their families," she said.

For more information, go to www.militaryonesource.com.



Sgt. Leigh Ann Hester, Kentucky Army National Guard, reads the information panels on a war on terrorism exhibit at the Army Women's Museum at Fort Lee, Va., Feb. 3. Hester was the first woman to receive the Silver Star since World War II. Photo by Staff Sgt. Jon Soucy

Gold Badges

RSM JANUARY 2004



ALBANY

SSG Jerod Burghardt
 SSG Kristin Cummings
 SSG Jennifer Harris
 SSG Aaron Newcombe
 SSG Ryan Scalera

ATLANTA

SFC Clarence McWhorter
 SFC Jeffrey Taylor
 SSG Carl Brown
 SSG Richard Galyon
 SSG Sheshe Maynard
 SSG Mark Phillips
 SSG Stacey Smith
 SGT Raymond Emer
 SGT Kelley Green
 SGT Gregory Griffin
 SGT Donald Johnson
 SGT Christian Malstrom
 SGT Brandon Miller
 SGT Jeramie Perkins
 SGT Darrell Thornton

BALTIMORE

SFC Cacelli Bristol
 SFC Lee Dowiat
 SFC Phelan Holmes
 SFC Jessica LaPointe
 SFC Joshua Stevens
 SFC Darrell Wrights
 SSG Sean Miller
 SSG Robert Trujillo
 SSG Trenise Welch
 SSG Justin Wurster
 SGT Jermaine Jackson
 SGT Jason Jensen
 SGT Brian Mawyer
 SGT Michael Vick
 CPL Victoriano Camacho

BECKLEY

SFC Theodore Zuppa
 SSG Joseph Casey Jr.
 SSG Mark Engle
 SSG Anthony Fey
 SSG Jerry Gentzel
 SSG Shawn Mace
 SSG Leslie Rea
 SGT Ashley King
 CPL Beau Oakes

CHICAGO

SFC Enrique Justinohilerio
 SFC Andy Yoshimura
 SSG Eric Conway
 SSG Robert Hall
 SSG Michael Hull
 SGT Richard Bolger
 SGT Marcelus Chambers
 SGT Chanbala Cuney
 SGT Glen Kent
 SGT John Reyes
 SGT Steven Watson

CLEVELAND

SFC Roger Bly
 SFC Kevin Zulauf
 SSG Kevin Jones
 SSG Andrew Kelley
 SSG William Maple
 SSG Nicholas Ochs
 SSG Kristie Proy
 SSG Donald Rickley
 SSG Travis Stills
 SSG Tarita Taylor
 SSG Christopher Thompson
 SGT Jason Bowden
 SGT Adam Franks
 SGT Manuael Isbell
 SGT Justin Jewell
 SGT Christopher Lawson
 SGT Gavin Ockerman
 SGT Joshua Vineyard
 SGT Brian Webber
 SGT Emily Wesemann
 SGT Wayne Wright
 CPL Michael Burgdolf
 CPL Joahua Connors
 CPL Daniel Navarro
 CPL Jeffrey Woolard

COLUMBUS

SSG Quentin Bonam
 SGT Kellisea Coffee
 SGT Derrick Roberts
 SGT Timothy Stout
 SGT Lester Strahl
 CPL Norwin Harral

DALLAS

SSG Saul Garcia
 SSG Bobby Hardin
 SSG Tedrick Holmes
 SSG Cedric Morgan
 SSG Reginald Webster
 SGT Kevin Lasalle
 SGT Christopher Post
 SGT Nicholas Scheuring
 SGT Russell Scott

DES MOINES

SFC Casey Cantrell
 SSG Jeremy Bright
 SSG James Page
 CPL Vane Boecker

DENVER

SFC Gregory Boudreaux
 SFC Carlos Lynch
 SSG Thaddeus Rule
 SSG Adondis Townsend
 SGT Jason Angle
 SGT Roberdt Garcia
 SGT Matthew King

GREAT LAKES

SSG Mark Baxter
 SSG Salvatore Lazzara
 CPL Benjamin Downs

HARRISBURG

SSG Scott Newcomer
 SSG Davis Lineberry Jr.
 SGT Matthew Breeden

HQ CHAPLAIN

LTC Kenneth Beale Jr.
 MAJ Michael Frazier
 MAJ Brian Harki
 CPT David Bowlus
 CPT Allen Raub

HOUSTON

SFC Robert Atkinson
 SFC Travis Wood
 SSG Anthony Ball
 SSG Lisa Curlin
 SSG Joaquin Deleon
 SSG Bryan Nagle
 SSG Damion Waller
 SSG Jeromiah Williams
 SGT Lawrence Aki
 SGT Pedro Armijo
 SGT Bernardo Chavez
 SGT Jon Barron
 SGT Keith Garvin
 SGT Tariq Gasrrett
 CPL Marcos Martinez
 CPL Marc Pritchard

INDIANAPOLIS

SFC Denise Butler
 SFC James Lackey
 SFC Kjuana Erskine
 SFC James Jensen
 SSG Michael Adkins
 SSG Tyrone Douthit
 SSG Denver Gillham
 SSG Frankie Hill
 SSG Melissa Holstein
 SSG Michael Johnson
 SSG Michael Lamm
 SSG Reginald Lane
 SSG Jacob Lopez
 SSG Corey May
 SSG Wayne Rice
 SSG Christopher Stoltie
 SGT Lee Carney
 SGT Keith Kulczyk
 SGT Jesse Page
 SGT Matthew Sibenaller
 SGT Jeffrey Todd
 CPL Michael Miller

JACKSON

SSG Allon Collins
 SGT Johnny Branch
 SGT Charles Davis
 SGT Lindy John
 SGT Matthew Marchese

JACKSONVILLE

SFC Tony Lopez
 SFC Leigh Murchison
 SFC Edwin Pera
 SSG Gabriel Guevara Gonzalez

SSG Ramon Jackson
 SSG Harry Lopez
 SSG Julio Mejia
 SSG Mary Palmore
 SSG Patrick Thomas
 SSG Samuel Woodall
 SGT Frank Brown

KANSAS CITY

SGT Justin Burkhardt
 SGT Jeffery Lesley
 SGT Kevin Smith

LOS ANGELES

SSG Juan Carmona
 SSG Raymond Hicks
 SSG Arron Iskenderian
 SSG Harvey Marcus
 SSG Seanessey Odowd
 SSG Jaime Ramos
 SSG James Riley Jr.
 SSG Raheen Valentin
 SGT Stephen Blankenship
 SGT Marcelo Calderon
 SGT Joshua Cannon

MIAMI

SFC Hilario Benitez
 SFC Stephen Canonico
 SFC David Caro-Colon
 SFC Jesus Morales
 SFC Kenneth Nazario
 SFC Rafael Pabon
 SFC Luis Santana
 SFC Wanda Valderrama
 SFC Jorge Vega
 SSG Miguel Alvarado
 SSG Angelina Bonds
 SSG William Bonilla
 SSG Yeuris Castro
 SSG Juan Chevere
 SSG Iris Clemente
 SSG Shannon Englehart
 SSG Roberto Garcia
 SSG Ismael Gonzalez
 SSG Eric Feliciano
 SSG Antonio Jimenez
 SSG Carlos Lind
 SSG Robert Mang
 SSG Franklin Mejias
 SSG Raul Ortiz
 SSG Nubia Pena
 SSG Javier Rabell
 SSG Roberto Rivera
 SSG Eddie Slusser
 SSG Machita Williams
 SGT Edwin Irazarry
 SGT Adam Reyes
 SGT Eriel Rivera
 SGT Christian Tuesta

MINNEAPOLIS

SFC Glen Gilson
 SFC Richard Penix
 SSG Torrance Colon
 SSG Gregory Ziemer
 SGT Erik Albertson
 SGT Nicholas Bosanko
 SGT Sean Boyd
 SGT Matthew Evans
 SGT Nathan Graf
 SGT Daniel Michael

MONTGOMERY

SFC Annie Hines-Shiver
 SSG Alan Ash
 SSG Calvin Baisden
 SSG Christian Hare
 SSG Scotty Hodges
 SSG Marquin Russell
 SSG Zsolt Szabo
 SGT Andre Bend
 SGT Cory Callaoway
 SGT Joshua Deason
 SGT James Farris
 SGT Brandon Hughes
 SGT Carter Wright

NASHVILLE

SFC Andrew Delalla
 SFC Daniel Grant
 SSG Robert Elgie
 SSG Craig Horstman
 SSG Jeffery Marsk
 SSG Sallem Salloum
 SSG Andrew Thronhill
 SSG Jason Young
 SGT Christopher Fleming
 SGT Robert Holmes

NEW ENGLAND

SSG Kevin Hutchins
 SGT Elizabeth Hill
 SGT Michael Sanchez
NEW ORLEANS
 SFC James Holoman
 SGT Brandon Blackmon
 SGT Justin Cady
 SGT Mack Coath
 SGT Charlie Mcree
 SGT Scales Osborn
 SGT Richard Rudd
 SGT Crystal Singer
 SGT John Walker

NEW YORK CITY

SFC Shamod Green
 SFC Shane Latty
 SSG Jorge Calzudes
 SSG Miguel Castillo
 SSG Anglade Jeanfrancois
 SSG Deshawn Jones
 SSG James Latella
 SSG Sejana Webster
 SGT Emil Beresford

SGT Alfredo Dooley-Hernandez

SGT Joseph Frost
 SGT Glen Healy
 SGT Gregory Paris
 SGT Angel Pimentel
 SGT Dharmendra Ramsumare
 SGT David Rivera

OKLAHOMA CITY

SFC Christopher Hooks
 SFC Marcel Pruner
 SSG Shane Arms
 SSG Robert Kowal
 SSG Kevin Lindsey
 SSG Daniel VanEpps
 SSG Richardo Villegas
 SSG Karriem Washington
 SSG Joshua Woods
 SGT Christopher Alcorn
 SGT Clinton Beene
 SGT Timothy Briggs

PHOENIX

SFC Clifford Gooding
 SSG Brandon Allen
 SSG David Cyr
 SSG Robert Lozano
 SSG James Sobrowski
 SGT Daniel Rubio
 SGT Josh Williams

PITTSBURGH

SFC Scott Cassidy
 SFC Lance Huhn
 SSG Matthew Clark
 SSG Stacey Cooley
 SSG Robert Fadden
 SSG James Gill
 SSG John Holt
 SSG Eric Muir
 SSG Gregory Smith
 SGT Michael Knight
 SGT Matthew Nunnally
 CPL Andrew Davis

PORTLAND

SSG Timothy Cockerham
 SSG Joseph Hawkins
 SSG Charles Widel
 SGT Donald Hemper
 SGT Skyler Moe
 SGT Floydmitchell Payne
 CPL Judah Lamontagne

RALEIGH

SFC Kendra Anderson
 SFC Jeanette Birkholz
 SFC Derrick Coleman
 SFC Jason Earl
 SFC Brian Edmiston
 SFC William Hyden
 SFC David Nile
 SFC Kyle Sessoms
 SFC Earnest Taylor
 SFC Lavo Smith
 SSG James Bockelmann
 SSG Chandres Bolden
 SSG Anthony Buckmon

SSG Gregory Castellano
 SSG Christopher Deans
 SSG Charles Edwards
 SSG James Grannis
 SSG Tabatha Hardiman
 SSG Jeffery Hood
 SSG Bogdan Ionescu
 SSG Lindsee Janise
 SSG Kevin Jefferson
 SSG Billy Jones
 SSG Charles Jones
 SSG Nigel Jones
 SSG Alejandra Lane
 SSG Guillermo Litada
 SSG Leroy Middleton
 SSG Michael Oates
 SSG Jeremy Parker
 SSG Mark Phillips
 SSG Demika Porterfield
 SSG Warren Schepisi

SSG Daniel Skildum
 SSG Robert Szarka
 SSG Andre Tate
 SSG Citwyler Tate
 SSG Michael Turner
 SSG Jeffery Weaver
 SGT Alex Anderson
 SGT Steven Bray
 SGT Seandra Ewing
 SGT Lee Faison
 SGT Alan Hempel
 SGT Robert January
 SGT Adam Nelen
 SGT Thomas Powers
 SGT Robert Wolfe

SALT LAKE CITY

SSG Scott Custer
 SSG Bartlet Vance
 SGT Keua Phothisane
 CPL John Gray

SEATTLE

SFC Kevin Zulauf
 SSG Andrew Kelley
 SSG William Maple
 SSG Travis Stills
 SGT Adam Franks
 SGT Dennis George
 SGT Manuel Isbell
 SGT Gavin Ockerman
 CPL Joshua Connors
 CPL Daniel Navarro
 CPL Jeffrey Woolard
SOUTHERN CALIFORNIA
 SFC Aureliano Almazan
 SSG Armando Arroyo
 SSG Donald Beach
 SSG Cheryl Palomino
 SGT Alan Caldwell
 SGT Matthew Carlson
 SGT Paul Escobedo
 SGT Ryan Frederick

SGT Carlos Padilla
 CPL David Bigger
 CPL Mike Kinzer
 CPL Colin Love
 CPL Stephen Sullivant

ST. LOUIS

SFC John Belisle
 SSG James Bennett
 SSG Jeremiah Cummings
 SSG Brian Farrow
 SSG Brent Garrett
 SSG Brandon Hoel
 SSG Rebecca Hudson
 SSG Pahco Maresch
 SSG Keith Montgomery
 SSG Larris Witherspoon
 SGT Clinton Baker
 SGT Jeffery Bielefeld
 SGT Nathaniel Howard
 SGT Thomas Flowers
 SGT Brian Ladig
 SGT Micah McGeisey
 SGT Jonathan Myers
 CPL Wayne Debauche
 CPL Adam Halstead
 CPL Jerry Nored

TAMPA

SFC Patrick Bennett
 SFC Armando Rosario
 SFC Delmarco Span
 SFC Joseph Vovchik
 SSG Carlos Acevedo
 SSG Travis Cole
 SSG Christian Davis
 SSG Blondie Demosthene-Victor
 SSG Hector Gutierrez
 SSG Edgar Paezbetances
 SSG James Parker
 SSG Michael Rodriguez
 SSG Damien Russell
 SSG Latisha Smith
 SSG Timothy Smith
 SSG Raymond Theiss
 SSG Julio Vargas
 SSG Amy Williams
 SGT Donald Albritton
 SGT Lindsey Foran-Roach
 SGT Idris Goldsmith
 SGT Nelson Padilla
 SGT Adam Rodriguez
 SGT Michael Smith
 SGT William Whitley
 CPL John Blankenship
 CPL Stephen Carter
 CPL Justino Munizmunoz

Recruiter Rings

RSM JANUARY 2007



ALBANY

SFC Lee Davis
SFC Matthew Hoffman
SFC Innocenzo Icrio
SFC Douglas Robbins

ATLANTA

SFC Robert Pittman
SFC Jose Reyes
SFC Andres Rodriguez
SSG April Pagan

BALTIMORE

SFC Sharon Dabney
SFC Gerald Ford
SSG Shannon Frazier

BECKLEY

SFC Sheryl Lewis

CHICAGO

SFC Eric Blyberg
SSG Adam White

CLEVELAND

SFC Jeffrey Oliver
SSC Justin Scott
SSG Franklin Smith

COLUMBUS

SFC Timothy Corbett
SSG Brian Hucik
SSG Jarrett Jennings
SSG Brandon Korn
SSG Terry Plunkett
SSG Caleb Shihady
SSG Darin Worthington
SGT Adam Mays
CPL Eric Johns

DALLAS

SFC Neil Shaw
SSG Timothy Green
SSG Kevin Hubbard
SSG Cletus Mallory
SSG Floyd Toms
SSG Dowoni Watson
SSG Lane Whitaker
SSG Terry Wood
SGT Kevin McDonald
SGT Kenneth Wesley
CPL Catherine McFadden

DENVER

SSG Deborah Leaks-Jackson

DES MOINES

SFC Eric Kleineweber
SSG Andre Couture

GREAT LAKES

SFC David Lambert
SFC Vincent Schlais
SSG Marc Clauda
SSG David Dykema
SSG Matthew Skidmore
SGT Michael Echtinaw
SGT David Rutgers
SGT Danielle Weisman

HOUSTON

SFC Sonja Serrano
SSG Andrew Beistel
SSG Pamela Edwards
SSG Hector Gonzalez
SSG Jorge Toro
SGT James French
SGT Timothy Tabellija
SGT Derek Theaker

JACKSONVILLE

SFC Brenda Holden
SFC Jimmie Ingram
SFC Jose Plaza
SFC Michael Slade
SSG Jean Attulien
SSG James Brown
SSG James Dowdy
SSG James Fadgen
SSG Shaun O'Brien
SSG Shaun Pannel
SSG Lina Restrepomesa
SSG Alfredo Sanchez
SSG Michael Schoenherr
SGT Dustin Gobble
SGT Carmen Ross
SGT Ivan Scott
SGT Kimberly Wells

KANSAS CITY

SSG Jason Gurney
SSG Jeffrey Johnson
SSG Michael Warren
SSG Scott Wolfe
SGT Danny Barker
SGT Daniel Boehle
SGT Jeffrey Bryan
SGT Karl Haering
CPL David Dunbar

MIAMI

SSG Amanda Bryan

MINNEAPOLIS

SSG Mark More

MONTGOMERY

SFC Jason Baugh
SSG Katura Baines
SSG Randolph Brocious

NASHVILLE

SFC Gary Byard
SSG James Dye
SSG Richard Hauck

NEW ENGLAND

SSG Jonathan Fields
SSG Brian Hall

NEW ORLEANS

SFC Nathaniel Barton
SFC Dennis Murray
SFC Jackie Wilson
SSG William Holland
SGT Thomas Putnam

OKLAHOMA CITY

SFC Lavell Sims Jr.
SFC Kelly Heltzel
SSG Michael Freeman
SSG Gary Gillens
SSG Kenneth Jackson
SSG Thomas McCarter
SSG Barrett Taylor
SSG Terrence Davis
SGT Philip McKay

PHOENIX

SFC Paul Bowman
SFC Martin Flores
SSG Eric Loyd
SSG James Mooney
SSG Dennis Petty
SSG Peter Rainwater
SGT Christopher Molina

PITTSBURGH

SFC Pernell Bowersox
SSG Dwayne Baucum

PORTLAND

SSG David Cruz
SGT Russell Hanson

RALEIGH

MSG Robert Squires
SFC Zachariah Craig
SFC Richard Gianfrancesco
SFC Robert Hudson
SFC Tamara Johnson
SFC Tyrone Polite
SFC David Shaffer
SFC David Wilson
SSG Robert Canine
SSG Gregory Frazier
SSG Daniel Godwin
SSG Jared Hamlin
SSG Steven Hungarter
SSG Willie Peak
SSG Geoffrey Rhodes
SGT Michael Dumlao
SGT Anthony Evans
SGT Lawrence Gambino
SGT Derrell Greene
SGT Zachary Stauffer

SACRAMENTO

SSG Jason Simmons

SALT LAKE CITY

SSG Joshua Lindt

SEATTLE

SSG Gilbert Hose III
SSG Matthew Milenkovic

ST. LOUIS

SFC Todd Alexander
SFC Deon Bates
SFC Kenneth Bishop
SFC Priscilla Davis
SFC James Myers
SFC Kimberly Murphy
SFC Jamie Springman
SSG Christina Cantublanco
SSG William Guthrie
SSG Stacie Hartgrave
SGT Natasha Holtgrewe

TAMPA

SFC Jose Alvarez-Rivera
SFC Walter Davis Jr.
SSG Hector Aguirre
SSG Oscar Angel-Herrera
SSG Shane Pennington
SSG Alexander Perea
SGT Shawn Bender
SGT Terry McKnight

Morrell Awards

RSM JANUARY 2007

ALBANY

SFC Michael Alden
SFC Michael Stacey

ATLANTA

SFC Brian Moyer

BECKLEY

SFC Roderick Mack

CHICAGO

SFC Michelle Miller
SFC Marty Pickering

CLEVELAND

1SG James Deckard

COLUMBIA

SFC Darin Smith

COLUMBUS

SFC John Sibley
SFC Damon Stinger
SFC Charles Sturgill

DALLAS

SFC Clarence Curtis
SFC James Meneley
SFC Joseph Thibeault
SSG Richardo Delpozo

SSG Thomas Moseley

GREAT LAKES

SFC Delbert Brown
SFC Robert Weers
SGT Matthew Ordiway

HOUSTON

SFC Rory Carothers
SFC Antwan Jones
SFC Darriel Thompson

INDIANAPOLIS

SFC Eric Ashford

KANSAS CITY

SSG Keith Nowicki

MIAMI

SFC Victor Melendez

MINNEAPOLIS

SFC Mark King
SSG Stephanie Tschudi

MONTGOMERY

SFC Roosevelt Agee
SFC Robert Barfield
SFC Myron Carter
SFC Thomas Reynolds

NASHVILLE

SFC Jason Hawkins
SFC Patrick Vilt



NEW ENGLAND

SFC Gregory Boivin
SFC Nicholas Dyer
SFC Ronald Lizotte
SFC Garry Monroe Jr.

NEW ORLEANS

SFC Mark Alford
SFC Jerome Huntley
SFC Michael Talton

NEW YORK CITY

SFC Auston Charles
SFC Carroll Richardson
SFC DeWayne Lowery
SFC Loyd Spaugy

SSG Lesley McCain

PHOENIX

SFC Lee Ingle
SFC Charles Nichols

PITTSBURGH

SSG Tyrell Osborne

PORTLAND

SSG Tomas Hernandez

SGT Angela Mariani

RALEIGH

SFC Natalie Jackson
SFC Antone Pillow
SFC Kelvin Pleasant
SSG Daniel Alward
SSG Latonya Ramos

ST. LOUIS

SFC James Buckles
SFC John Dotson
SFC James Kendall
SFC John O'Reilly
SSG Cian Bouchard
SSG Jeremy Edwards

Because of incorrect information provided, Sgt. 1st Class Bruce Parker of Denver Battalion was listed incorrectly in the February issue's Morrell Award list.

Conversions

RSM JANUARY 2007

ALBANY

SSG Pedro Colon

ATLANTA

SSG Erick Davidson

SGT Thomas Walker

CHICAGO

SGT Adam Newsome

COLUMBIA

SSG Eugene Butler

COLUMBUS

SGT James Henderson

DALLAS

SSG Gerald Smith

HARRISBURG

SSG Christopher

Chavira

SSG Gregory Koskey

HOUSTON

SSG Philip McAuley

SGT Timothy Tabelliga

KANSAS CITY

SSG Aaron Dohm

LOS ANGELES

SSG Keith Barnes

SSG Vinh Pham

MIAMI

SFC Edgardo

Melendez-Rentas

SFC Shawn Rose

SFC Julio Siuwhite

MID-ATLANTIC

SGT Torey Coward

SGT Joseph Lobello

MILWAUKEE

SFC John Williams

MINNEAPOLIS

SSG Michael Fowler

SSG Eric Potter

MONTGOMERY

SSG Anthony Waller

SSG Jason Baugh

SSG Rosie Oates

NEW ENGLAND

SGT Lawrence Hattersly

NEW ORLEANS

SFC Karen Urban

SSG Justin Strickland

NEW YORK CITY

SGT Joel Thornton

OKLAHOMA CITY

SSG William Morrow

SSG Douglas Lively

SSG Eric Powell

SSG Brandon Williams

SFC Clinton Russell

SGT Johnny Markham

PHOENIX

SGT Robert Gerber

SSG Larry Rowland

SSG Ben Dojaquez

PITTSBURGH

SSG Paul Mongera

SSG Adam Atherton

SACRAMENTO

SSG Jose Garza

ST. LOUIS

SSG Brian Draper

SYRACUSE

SGT Kevin Douglas

TAMPA

SSG Jose Diaz

SSG Bernard Bell

1. What is meant by a unit's battle rhythm?

- a. Leading and directing the training of Future Soldiers
- b. Leading Soldiers and managing resources
- c. Events a unit conducts repeatedly that facilitate conditions for success
- d. Promoting and protecting those who take intelligent risks

2. The art of recruiting is determining when and where to prospect.

- a. True
- b. False

3. What is the best lead source for recruiters?

- a. Telephone prospecting
- b. Face to face prospecting
- c. Internet prospecting
- d. It's virtually impossible to label any one lead source as the best

4. The face of the Army in America's hometown belongs to:

- a. The Soldiers of the community
- b. Business leaders in support of the Army
- c. Recruiters
- d. All of the above

5. Sound leadership is necessary to establish an atmosphere of:

- a. Mutual trust, integrity, confidence and respect
- b. Loyalty, duty, respect and integrity
- c. Personal courage, professionalism, organization and motivation
- d. Motivation, purpose, direction and values

6. The Army is in competition for the service of America's youth. The primary competitors are:

- a. Teachers, counselors and community leaders
- b. Navy, Air Force, Marines and Coast Guard
- c. Parents, spouses and COIs,
- d. Postsecondary schools, industry and other military services

7. The success of recruiting operations rests upon precise planning, analysis and the execution of Recruiting Command, not the individual Soldiers.

- a. True
- b. False

8. Recruiting power rests squarely on a solid School Recruiting Program, public and private. First emphasis goes to:

- a. High schools, colleges and universities and vocational schools
- b. Middle schools, high schools and colleges and

universities

- c. Vocational-technical schools, trade schools and high schools
- d. Colleges and Universities, vocational schools and trade schools

9. USAREC recruits Soldiers, _____ and _____, to meet the needs of an expeditionary Army.

- a. Rangers and Special Forces
- b. Intelligence and counter-intelligence
- c. Officers and enlisted
- d. All of the above

10. What form of network recruiting activities include the unified efforts at all levels, from recruiter to headquarters, USAREC?

- a. Internal network
- b. External network
- c. Community network
- d. Business network

11. The recruiting market consists of four elements:

- a. Potential market, qualified military available market, target market and penetrated market
- b. College market, vocational-tech market, high school market and trade school market
- c. Alpha market, Bravo market, other market, prior service market
- d. Non-prior service market, prior service market, glossary non-prior service market, previously enlisted market

12. The relationship between recruiter and prospect is similar to the relationship between

- a. Parent and child
- b. Teacher and student
- c. Leader and soldier
- d. All of the above

13. The Army's target market is defined as:

- a. High school seniors who score 50 or higher on the AFQT
- b. College students who score 50 or higher on the AFQT
- c. College graduates who score 50 or higher on the AFQT
- d. 17- to 24-year-old males who possess a high school diploma and score 50 or higher on the AFQT.

14. The science of recruiting is the study of _____ data and using this knowledge to predict _____ behavior.

- a. Market; market
- b. Demographic; environmental
- c. Market; population
- d. Demographic; race

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

Mission Box

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

RCM January Fiscal Year 2007

Top Regular Army Recruiter

SFC Michael Stacey
Albany

SSG Rosie Oates
Montgomery
SSG Timothy Hardin
Columbia
SSG Solomon Gholston
Nashville

SGT Justin Jewell
Cleveland

SSG Morris Tate
Dallas

SFC Javier Romero
Portland

Top Army Reserve Recruiter

SFC Kenneth Golder
Albany

SFC Norman Gentle
Raleigh

SFC Damon Stinger
Columbus
SSG Kyle Williams
Milwaukee

SSG Jack Donaldson
Dallas

SFC Lynn Ellsworth
Salt Lake City
SFC Eric Jackson
Sacramento

Top Large Station Commander

SFC Laurence Colley
Crown Heights
New York City

SFC Charles Sellers
Clemson
Columbia

SFC Anthony Garrison
Newark
Columbus

SFC Jeremy Cousineau
University
San Antonio

SFC Carlos Gonzalez
San Bernardino
Southern Cal

Top Small Station Commander

SFC Freddie Blue
Hanau
Albany

SSG Latonua Williams
Pensacola
Atlanta

SFC Andrew Kunert
Bellefontaine
Columbus

SFC Karen Urban
Tiger Town
New Orleans

SFC Airborne Cook
Pacific Beach
Southern Cal
SFC Javier Romero
Okinawa
Portland

Top Company

Europe

Montgomery

Grand Rapids

Lawton

Fairoaks

Top Battalion

Jacksonville

San Antonio

Top AMEDD

New York City

Atlanta

Great Lakes

San Antonio

Rocky Mountain

Answers to the Test

1. c. UM 3-0, page 7-6, para. 7-30
2. b. UM 3-0, page 6-3, para. 6-6
3. d. UM 3-0, page 4-5, para. 4-16
4. c. UM 3-0, page 13-3, para. 13-8
5. a. UM 3-0, page 7-8, para. 7-40

6. d. UM 3-0, page 3-2, para. 3-8
7. b. UM 3-0, page 13-4, para. 13-9
8. d. UM 3-0, page 2-9, para. 2-35
9. c. UM 3-0, page 1-3, para. 1-3
10. b. UM 3-0, page 2-7, para. 2-26

11. a. UM 3-0, page 3-4, para. 3-16
12. c. UM 3-0, page 14-2, para. 14-6
13. d. 3-0, page 3-4, para. 3-19
14. a. 3-0, page 6-4, para. 6-10



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Earn \$2,000 for referring someone who enlists into the Regular Army, Army Reserve or Army National Guard (in two increments, one after Basic Training begins and the other after AIT/OSUT graduation). Information regarding this program and its restrictions can be obtained by visiting www.usarec.army.mil/smart or by calling 1.800.223.3735 (ext. 6-0473). For Army National Guard referrals, call 1.800.464.8273 (ext. 3727), or visit 1800goguard.com/esar. Effective November 13, 2006. There are no retroactive provisions to this change in bonus.

