

RECRUITER

United States Army Recruiting Command May 2004

Journal



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JUMPING**

RECRUITER

United States Army Recruiting Command

May 2004, Volume 56, Issue 5

Journal

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May was designated Asian Pacific American Heritage month in June 1977. This year's theme is "A Nation We Can Call Our Own."

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Connecting Soldiers to information they need, whenever they need it, and wherever they are is the job of the network renamed LandWarNet.

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The Tandem Orientation Program gives COIs, celebrities, and Army recruiters the chance to experience the thrill of skydiving. Army recruiters are eligible to jump under USAREC's Tandem Jump Incentive Program, in which USAREC is allowed 46 slots annually during the Golden Knights' winter training session at Yuma Proving Ground.



20 "America's Army" Event Support Site

The team behind the America's Army computer game has established an event support site. The event support site is an online resource that provides recruiters with the information and resources they need to leverage "America's Army" in support of their recruiting objectives.

A Special Thank You to Recruiting Command Spouses

It has often been said, “We recruit Soldiers, but we retain families.” I agree, but would add — Army spouses sustain Soldiers. And nowhere is that more true than in Recruiting Command. Therefore, this month I want to send a special “Thank You” to every Recruiting Command spouse.

On the Friday before Mother’s Day, May 7, we will observe the 21st annual Military Spouse Day. As a note to the male USAREC spouses, that date was chosen when most Army spouses were female, and male spouses were rare. But since the majority of spouses are still female, the link to Mother’s Day remains relevant.

This year, with 43 percent of the Active Army and a quarter of the Army Reserve and Army National Guard deployed, I want to recognize the contributions that you, as Army spouses, and especially as USAREC spouses, make on behalf of the nation and your Soldiers.

You provide invaluable services and fill a magnitude of leadership roles in

educational, religious, social, and cultural endeavors in your communities. Many of our spouses volunteer countless hours in myriad organizations applying the enthusiasm, spirit, and sense of purpose so typical of an Army spouse.

USAREC and Army spouses often put personal and professional aspirations on hold in order to follow their Soldier from assignment to assignment. You often endure long periods of separation and fill the role of both mother and father during your Soldier’s absence. Dealing with family separations and frequent moves requires your special skills and commitment.

By your actions in the civilian communities in which you live, you serve as positive examples of military life. You show a willingness to spread the word about Army life and have an unparalleled impact on the communities around you. While artillery spouses can’t place fire on the target and military police spouses can’t stop speeders, you, as recruiting spouses can and do recruit.

In USAREC, you are actively involved with family support groups. You teach Army Family Team Building to other family members to enhance their confidence and self-reliance and represent the command at the Army Family Action Plan Planning Conference. Your level of involvement shows the rest of the Army



Maj. Gen. Michael D. Rochelle

that the involvement of spouses goes far beyond the fences of Army posts.

Because most USAREC assignments are away from military installations, you serve as the Army support structure in the area. Working through family readiness groups, you welcome newcomers, maintain effective two-way communications between unit leadership and families, and act as ambassadors to the civilian community. You also volunteer in a wide variety of organizations (PTA, church groups, youth sports) where you often are the only Army members.

Your dedication and support are never more important than during times of war. Recruiting is never an easy task, and now it is even more vital to maintaining the Army. Through your efforts, the USAREC family remains strong and vibrant, and your Soldiers can remain focused on their mission to “Provide the Strength.”

I thank spouses Armywide, but especially USAREC spouses, for your remarkable personal courage, indomitable strength, and great resolve to sustain your Soldiers and your families.

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The NCOER and Career Progression

The noncommissioned officer evaluation report, NCOER, is tied to career progression, especially for NCOs vying for promotion to sergeant first class through command sergeant major. The NCOER is a pivotal document reviewed during promotion boards. Well-written NCOERs — all other things being equal — in “high risk” duty positions normally determine selection for promotion. The proverbial question, “Why didn’t I get promoted?” stems from poorly written NCOERs and duty assignments inconsistent with the current MOS career progression model. Soldiers must engage in monitoring the development of their evaluation reports, while actively participating in the decision-making process concerning career progression assignments.

AR 611-21 displays career progression models for all CMFs to guide Soldiers on how to prepare and qualify for positions of higher responsibilities. Seeking tough jobs is only half the battle of earning the next stripe; well-written NCOERs reflecting outstanding performance in these “high risk” positions are just as important. This requires effective communication between the rated Soldier and his or her rater to ensure expectations and standards are properly structured for the rated period, as directed in AR 623-205. NCOER counseling is designed to be a collaborative effort between the rater and the rated NCO to shape future performance during the rated period. AR 623-205 directs the use of DA Form 2166-8-1, NCOER Counseling Checklist, and DA Form 2166-8, working copy of NCOER, to facilitate this process.

The NCOER working copy is perhaps the most misunderstood part of NCOER counseling. During recruiting station inspections, I often find pre-printed generic “cookie-cutter” examples of “success” and “excellence” in NCO counseling folders and no evidence of a true working copy. While minimum standards apply to all Soldiers, most individuals have varying levels of responsibility, as well as varying levels of competence and motivation. A viable NCOER working copy, blank DA Form 2166-8, facilitates dialogue and goal setting. When used properly, it informs the rated individual where they are on a prescribed developmental continuum and needed adjustments to move them to a higher level of performance and competence. Raters must lay out, in each rated area of the blank NCOER, the minimum standards needed to achieve success and negotiate with rated Soldiers measurable performance beyond the minimum standard required to achieve excellence ratings.

During quarterly counseling, a rater will provide feedback to rated Soldiers on their progress toward meeting and exceeding standards and write interim bullets in each area of the blank



Command Sgt. Maj Harold Blount

copy or a second blank copy to describe current performance. At all times, rated individuals should understand how they are tracking toward achieving the desired report card. There should be no surprises when the actual report is written.

Also available to assist raters and rated Soldiers is the Review and Analysis Report. At the conclusion of each promotion board, a Review and Analysis Report is published to provide feedback to CMF proponents on the quality packets. Not only do these reports highlight best-qualified trends in areas such as performance and potential, utilization and assignments, and education and training, but also reveal the quality of NCOERs. Unjustified ratings and disparate rater or senior rater recommendations and comments usually top the list of shortcomings with NCOERs. These reports provide insights on how to make individuals competitive for promotion and make clear that the NCOER is at the epicenter of promotion selection determination. It also makes it obvious that individual records should reflect a pattern of outstanding performance in “high risk” positions or good healthy mix of “high and or medium to low risk” positions. These reports are available on CMF proponent and HRC Web sites for review and are useful during NCOCPD sessions.

I truly believe that the time and energy commitment by raters and rated Soldiers in the preparation, counseling and subsequent writing of quality NCOERs, along with outstanding performance in critical positions, increase promotion selection probability. As first line supervisors and leaders, raters have an obligation to their subordinates to aid them in their development and career progression. According to Maslow’s Hierarchy of Needs, self-actualization — to realize fully one’s potential — is the highest social need for human beings. I personally believe that all professional Soldiers desire to reach their full potential — highest possible rank — during their military career. Sometimes striving for excellence doesn’t get us there. However, with the assistance of their leaders, those who invest time and energy to help control their destiny usually succeed in reaching their goals. Note of advice: On the road to success always do what’s right, always strive for excellence, and always treat others the way you want to be treated.

Opportunity Knocks at Strange Times

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

A former USAREC brigade commander shared the following story with me.

Dressed in his Class A uniform, he was waiting in a hotel lobby for one of his subordinate commanders to pick him up for a meeting. A well-dressed elderly lady entered the lobby. She caught the eye of the commander and motioned him to come over. As he approached, she requested that he pick up her luggage and take it to the room (the uniform will do it every time). Not wanting to make a fuss, he picked up the bags and followed her to her room. After he completed his mission, she tried to give him a tip.

"Oh, no ma'am I can't take your money," he insisted.

"Please take this money, you have been so kind," she responded.

"Ma'am, I'm a colonel in the U.S. Army. I can't take your money. But you can do something for me. Do you have a grandson or granddaughter? Are they looking for direction in their life? Do they need discipline?"

"Well, yes, I do have a grandson who just finished high school and is looking for a job."

Opportunities come in various shapes and sizes. They are like potential — they mean absolutely nothing unless we do something with it. You may be 7 feet tall, but if you never pick up a basketball, your height will not assist you in getting onto a NBA roster. In this season of increased mission and decreasing resources, how are we going to take advantage of the daily opportunities that come our way? It could mean the difference between success and failure.

First, we must be alert to every available opportunity. As



Soldiers we understand what it means to be ready. However, it's easy to lose the edge. Our eyes should not be focused on the ground but lifted high, always searching. Yes, searching for that open door, that willing soul. Every day should be filled with anticipation as we earnestly seek those occasions to tell our story and challenge a young person.

Second, we must overcome distracters, those things we allow to restrict us from achieving our goal. Our lives are filled with self-imposed constraints. The calendar, funding, demands of others, our physical well-being, all can be used to keep us from fulfilling our commitment. Opportunities are not always obvious. They can be buried beneath a mountain of excuses. It takes a committed individual to dig for the gold. The mission is not maintaining a calendar, finding resources, or meeting others' needs. It's not even necessarily feeling good!

Third, we must overcome our fear. Fear is that strong emotion caused by anticipation or awareness of danger. So, what fear would keep us from taking advantage of an open door? Rejection is one of the most common fear factors known. None of us likes to experience rejection. We have a deep desire to be accepted by everyone. Our need for acceptance motivates us to buy trendy clothes, wear the latest hairstyle, live in upscale neighborhoods, and drive luxury automobiles.

Today you will encounter multiple opportunities to reach your goals. You will need to maintain the highest level of readiness, concentrate on your mission, and expel the fears that possess you. Opportunity may appear as an elderly lady, a cashier at Burger King, or the young man at the car wash. It may not recognize your uniform and could require you to assist in an inconsequential task, but if you exercise situational awareness and respond to the challenge, your rewards may be phenomenal.

Incentive Awards

A Grad "A" is worth 10 points, a Grad "B" is worth 5, but the award system points remain the same. A DEP loss 60 days out is equal to the same loss of points of the value of the contract. Thirty days out is double the loss. But yet, the goal for the awards is the same. How is this fair? Now we have to work four times as hard to achieve points because the value of the contract is less. Why? Incentives are supposed to be achievable and fair to the efforts. Do this seem fair? I don't think so. In actuality, it seems it is a form of punishment. The question is what did we do wrong that this program has made this change. What is the purpose? For us to achieve more contracts? Bottom line, we have to work twice as hard to achieve the points. Now with all the new rules to test, floor and contract, where is the benefit to the recruiter? Where is the motivation to strive? This is our job, but incentives are to reward a job well done.

USAREC has established incentive awards to motivate, encourage, and reward recruiters, at all levels, for going above and beyond their mission.

Mission box is the "standard" for all levels set by USAREC with each recruiter enlisting, at the least, one quality contract per month. With the current program, a recruiter can receive points for contracting by category, shipping, and when the individual graduates basic training. The command has relayed their emphasis on shipping. If the DEP/DTP member becomes a loss and does not ship to training, USAREC will not accomplish its mission. Your focus should not be on the points you may lose by taking a DEP/DTP loss, but on the points you could gain by shipping your DEP/DTP member.

Individuals taken as a loss 31 days or more prior to ship date allow the command to re-sell the training seat. Individuals taken as a loss within 30 days will result in the command losing the ability to re-sell the training seat in an Army at war. The command must stress the importance of shipping these new Soldiers. Remember, every training seat we fail to fill is one foxhole we fail to fill.

One element of proper DEP/DTP management is identifying potential

losses to your command as early as possible. The key to success is the recruiter's ability to manage his or her Delayed Entry/Training Program. USAREC has established many guidelines to assist you in creating an effective DEP pool.

With the implementation of the Fiscal Year 2004 awards criteria, the number of points you may earn has not changed. However, the distribution of the points has changed. It is still possible to receive 20 points for a grad alpha. The only difference is you will now receive 10 points at contract and 10 more when the DEP/DTP member ships to basic training. Past statistics have shown that the average detailed recruiter will earn their 3d Sapphire Star and most likely earn their recruiter ring upon completion of their tour. These statistics are based solely on contract points (1 quality and 1 other), CG bonus points, and mission box points (mission box points based on 16 months out of a 36-month tour).

For further information contact Kathy Daugherty at 1-800-223-3735, ext. 6-0460; DSN 536-0460; commercial 502-626-0460; or e-mail at Kathy.Daugherty@usarec.army.mil.

Red Carpet Treatment

I am a recruiter in the Detroit area. Recently, a 72-hour rule went into effect for projecting applicants instead of the 24 hours that was the rule before. This rule severely impacts our recruiting efforts because when we talk to an applicant, we like to have them enlisted within 72 hours. If we have to sell them, qualify them, and then add on 72 hours of "dead time" (because all the main selling and application has been done to project properly), this gives them too much time to be talked out of their decision by peers, families, and other negative influencers.

Recruiting is by every means is selling. In any other sales, you try to close and finalize as soon as possible. Having to wait 72 hours from the time the applicant agrees to join and when they can actually process is a lot of time to change their minds. And in order to properly project, the application has to already been done



in ARISS which means that 72 hours really is "dead time" for the applicant.

My solution is to go back to a 24-hour projection time so applicants won't have time to be influenced or second guess their decision and waste a lot of prospecting time because the applicant decides against the Army.

Your question on the 72-hour projection policy is a good one. The commanding general's intent is to provide enough time for guidance counselors to conduct packet quality checks and provide red carpet treatment to applicants as they process.

I understand your concern about some applicants who are ready to join the Army within 24 hours of the initial appointment and may change their mind if they have to wait at least 72 hours. Of the total FY 03 contracts in ARISS that had an initial appointment recorded, 5 percent enlisted within 24 hours of the initial appointment. The evidence indicates that the policy will not adversely affect the significant majority of applicants.

The commanding general has authorized brigade commanders to approve exceptions to the 72-hour projection policy for meritorious cases. If you find a qualified and quality individual who is ready to join within 24 hours, request an exception to policy through your chain of command.

For further information contact MAJ Jeff Gulick at 1-800-223-3735, ext. 6-0615; DSN 536-0615; commercial 502-626-0615; or e-mail at jeffrey.gulick@usarec.army.mil.

What It Means to be a Company First Sergeant



By 1st Sgt. Paul A. Carroll, Buffalo Recruiting Company

It all began on a cold early morning in formation at the reception battalion at Fort Benning. Before us stood a towering and intimidating figure barking out words like integrity, duty, honor and selfless service. We all had a glazed look in our eyes and we did not dare look away.

I was familiar with the rank on his collar because of my recruiter's efforts to prepare me for Basic Training. This NCO was a first sergeant. His uniform was crisp and hard as a rock, his boots gleamed from the spotlights shining down on us, and his voice was deep, confident and full of passion. It was at this time that my goal in life was to become the kind of first sergeant and NCO that he was.

Throughout my career I have been influenced by many great first sergeants who have risen above the fray because of many great characteristics. I have strived to emulate these characteristics, but from time to time, it is important to think of why we (first sergeants) are in the Army and how our presence plays a critical role in shaping the leaders of tomorrow.

Service

We serve our Army every day selflessly, whether it's qualifying with a weapon, maintaining a vehicle, conducting physical fitness or helping a Soldier through a personal family crisis. First sergeants provide an indispensable role in maintaining the readiness of our units, which in turn allows our Army to better serve our nation. We stand tall on point by being the first one to arrive in the morning and the last one to leave for the day. We sacrifice time with our own families to spend time with families of our Soldiers. We shield our Soldiers from negativity, but provide tough love and encouragement during challenging times.

Leadership

We are the vanguard of our companies. We exceed the standard

in all that we do. By conducting ourselves in this fashion, we indirectly inspire young Soldiers to give their all every day. We set tough standards and enforce those standards regardless of how unpopular it may be. We listen to our Soldiers and young leaders when they express their opinions and ideas, for theirs may be better than our own. We give firm and honest feedback to our commanders when asked, and we speak up when we see things going wrong. But we also realize regardless of disagreements with our commanders, we must speak as one voice to our Soldiers.

Competence

We are experts in absolutely everything we do, from knowledge and tactics to skills. We strive to remain ahead of change so that we minimize the stresses on our Soldiers. We channel our expertise in the enforcement of standards and as the way we train our Soldiers. We use our knowledge to inspire Soldiers to excel rather than constantly pointing out their shortcomings. We sacrifice our own personal time to observe Soldiers in action and provide positive reinforcement that allows their confidence to soar.

Integrity

Ours is unwavering and we demand the same of all those around us. We live a life that is a model example of a Soldier, as well as that of a citizen. We don't tolerate lack of integrity displayed by our Soldiers and remain firm in our stance when asked to look the other way.

Steady hand

Every day in the Army is a challenge. No one understand these challenges better than NCOs in Recruiting Command. We remain calm and steady during times of adversity. We honestly and objectively assess our units and make minor changes as

the situation on the ground changes. We don't overreact or reinvent ourselves as a leader because our leadership thinks it's necessary, because no one knows our Soldiers better than we. We serve as filters for our units and provide leadership and professionalism. Some days are more challenging than others, but there is never a shortage. I don't think any first sergeant would ever want to work in an environment that did not have challenges. There is something very satisfying with facing difficult situations head-on while others run for cover.

Focus

No Soldier wants to screw up. Everyone wants to succeed. First sergeants are the tip of the spear, pushing themselves when they are mentally exhausted to inspire Soldiers to work hard for the good of the unit. We spend endless hours supervising Soldiers in their daily activities to ensure that they are accomplished to standard. We give praise when daily tasks are accomplished well, and we retrain a young leader immediately when the performance comes up short. We encourage Soldiers to work as a team and not as individuals, but we demand of them to be individually competent.

Team

We build solid and effective teams by training and developing young Soldiers, as well as providing a positive and healthy



During the 2003 Trailblazer Organization Day, 1st Sgt. Paul Carroll takes a pie in the face aater Soldiers bid for the honor of rubbing the pie in his face. Sgt. 1st Class Ronald A. Bell, Lockport Station commander, won the honor.

company climate. We know our Soldiers, their fears, concerns, desires and goals. We realize that Soldiers who feel they are part of a team will work hard and sacrifice for the good of their units. We foster this environment by counseling and valuing our Soldiers' opinions. By being patient and trusting their judgement, we allow them to grow as leaders.

Commitment

We must be committed to our nation, our Army's strategic vision, our commander's intent and most importantly to our Soldiers. I believe that in today's Army we have far greater challenges and obstacles than many of the first sergeants before us. While every one of us wants to succeed, some of us will fail. The important part is that we learn from those failures and as long as we can say we do the above every day of our career, then we are the epitome of the corps of the noncommissioned officer. As one Sergeant Major of the Army once said many years ago, "My first sergeants were tough as nails, but always looked out for my best interests ... They were always trying to teach me something. I'd be on my way out the front door for the day and he'd call me in and say, 'Come here, let me show you how to run a suspense file or how to counsel.' It doesn't really matter. When you get down to it, it's not about the skills he taught me, it's the fact that he gave a damn about me."

While your opinion of what it means to be a first sergeant in today's Army may differ from mine, one thing stands true. We are the backbone of this Army and our nation. We stand tall and steady in good times and in bad, to provide the strength, enforce the standard, and prepare the future senior leaders of our Army.



The Buffalo CLT accepts an award at the FY 03 Annual Training Conference in Niagara Falls, N.Y. From left, Command Sgt. Maj. Dorothy Clark; 1st Sgt. Paul Carroll; Capt. Terry D. Simms, Buffalo Company commander; and Lt. Col. Timothy P. Kiely, Syracuse Battalion commander.

Station Commanders are the Center of Gravity

By MSG Wyllette P. Tillman-Provo, G-3, Training

Counseling and mentoring are two of the most time consuming tasks a leader performs because they require substantial preparation.

As leaders, we have an obligation to mentor, coach, and train our subordinates. Our legacy depends on how well we accomplish that task. “Center of gravity” Soldiers will always be critical to the success of future leaders. They arrive at each assignment anxious and full of expectations — not only to have their needs met, but to meet the needs of the Army.

Picture this: *“I have been in USAREC for 16 years and I have received 19 NCOERs, with 13 different raters. I requested that they all counsel me; however, you are the first to do so from start to finish IAW AR 623-205. This act has so impacted me that I will post a copy of my DA Form 2166-8-1 in a picture frame and place it on my wall. I will take your example as a leader with me wherever I go and apply it to my leadership role. All those that I lead, and those that lead me, will see this DA Form 2166-8-1 and be reminded that this is the way it should be accomplished and know this is one out of 13 raters who did it the right way. Thanks for the example you have set for me and others.”*

Shocking, but true. This reminds us that Soldiers at all stages of their career are seeking purpose, direction, and motivation. The station commander may require us to do something differently as we rise to the expectation of being the center of gravity. I encourage you to consider what story your subordinates tell your replacement. Will they say that you were consistent in your role as coach, mentor, and trainer as you developed/integrated techniques to enhance unit performance? You may ask yourself why you need to hear this again at this stage of your career or believe that there is no value added to going any further. The above scenario is not intended to finger point but to enhance, empower, and enlighten “the center of gravity” element of this command.

All Soldiers come to their unit with certain skills, knowledges, and attitudes. These are their initial contributions to the unit. Socialization means new Soldiers acquire the skills, knowledges, and attitudes unique to the new unit and are accepted into the unit. The goals of socialization is a commitment to the team, internalization of the team’s values, innovative input to mission accomplishment, and a psychological contract between the Soldier and the team.

Commitment to the team

Commitment is the amount of selfless service you are willing to contribute to a team effort. When company mission box hinges on one more contract being written, what amount of effort are Soldiers willing to put forth to ensure success? Do they have to be told by leadership to keep pushing or does a “can-do” attitude permeate the company? Do the station commanders conduct their own “DPR” ensuring that their fellow leaders did not overlook anything? Do station commanders stay abreast of what each station needs to box? For truly committed Soldiers, the teamwork and effort involved are a source of satisfaction.

Incentive awards help to motivate, but are not the primary reason for mission box success. Commitment is the ingredient that makes the difference. How committed are you to the development of your Soldiers? Do you prepare for counseling sessions? Are your bullets quantifiable? Are all or most of the bullets unique to each Soldier’s contribution? Do the counseling sessions happen as planned? Are expectations clearly defined? Do Soldiers have some idea how their evaluation report will read throughout the rating period? Do you provide praise and reprimand when appropriate?

Internalization of the team’s values

One of the traditional unwritten laws of soldiering is “the Soldier does only what the leader checks.” You will be reminded and warned about this law many times. You could react by personally supervising and checking everything, and this is the approach some leaders take. Being the center of gravity is a big responsibility. Learn to delegate some tasks to subordinates. Delegated tasks also provide counseling comments that eventually become NCOER bullets. Soldiers like to be recognized for accomplishment.

Misunderstanding leads to the team never being totally effective as long as the Soldiers do what they are supposed to do only out of fear of getting caught and punished. It is most effective when they internalize the values of the team and are committed to doing the things that make the team successful. This does not mean that you should not check to see that your instructions are followed. Rather your goal should be that the Soldiers internalize the team’s values rather than simply comply with the rules. Take for example the need for a Soldier to update their planning guide. Recognizing that no other job in the Army ever required a Soldier to plan, execute, and document the events of their day ... seize the opportunity to effectively train this new requirement.

“This is the year of the Station Commander and as such, our emphasis in training the technical competencies and developing the requisite leadership skills must be focused on station commanders. They are the center of gravity.”

— Maj. Gen. Michael D. Rochelle

Too often Soldiers see this requirement as a form of micromanagement which often leads to frustration and a half-hearted commitment to effectively plan, track, and monitor how they spend their time. Soldiers have to see the connection between the requirement and the relevance, otherwise the task becomes a chore for all concerned.

The leader and the Soldier must be able to identify with each other. There must be a common bond built on mutual experiences, shared values, attitudes and respect. Only when Soldiers adopt and internalize the team values and attitudes will the leader be truly free to do other things, such as plan, assess training, and allocate resources. This is why it is critical to continually articulate and demonstrate unit values and standards. Lip service will not do it — you also have to live it. Make your choice: Effectively communicate high values and standards and encourage team members to internalize them or spend your time constantly looking over your team members’ shoulders and worrying about what will go wrong next.

Innovative input to mission accomplishment

Socialization has an impact on the extent of innovation which takes place in a team. If you demand too much conformity, innovation may be stifled. Demanding too much conformity can lead to boredom, lack of attention to detail, familiarity, contempt, and ultimately, defeat. Conversely, innovation taken to an extreme results in chaos. You must strive for the right mix of conformity and innovation. An old first sergeant once said “Change causes problems.” What he had in mind was the idea that if you try something new and it does not work, somebody is going to get in trouble. While the first sergeant’s adage is an overstatement, it is true that innovation is not always appropriate. For example, one of the reasons a unit conducts wall locker and uniform inspections is to check conformity. It is not the time for your Soldiers to be innovative. If they are, they can expect their actions to be punished rather than rewarded. Recognizing when to conform and when to innovate is critical to the socialization process.

The psychological contract between the Soldier and the team

In much the same way as a sports contract between an individual player and team management, in the Army, the Soldier and the team make a contract. The Soldier/team contract is not written but is a psychological contract. This contract is the ultimate goal of the socialization process. Even though there is nothing in writing, this psychological contract contains clauses covering individual commitment, internalization of team values, and innovation.

One reason that it is important to start the socialization process even before a Soldier physically reports to the unit is to lay the groundwork for the Soldier/team contract, a sort of “pre-negotiation discussion.” In the business world, these early discussions can set the tone for important decisions.

Soldiers coming to your unit may expect and deserve recognition for previous accomplishments. They may be on a standing promotion list and will expect that to speak for itself by not having to start from scratch in the new unit. He or she may be a proven NCO used to working with minimal supervision. At the same time, early correspondence with a new arrival gives the leader an opportunity to explain unit values and standards to the Soldier. From this earliest contact, the new Soldier and team can start to build the bonds of trust and loyalty. When the Soldier arrives, the contract will be further negotiated during the Soldier’s initial meeting with team leaders. Frank, honest, courteous in-briefings by the Soldier’s leaders will speed the start of this new contract. Nothing could be worse than for the new Soldier to have received a good welcome letter from the company commander and then have his or her expectations dashed on arrival at an uncaring unit. If both parties can share expectations and be committed to each other, the basis for a successful Soldier/team contract has been laid on a firm foundation.

Most of us never consider the impact our example has on subordinates until it is brought to our attention. Too often, we do what we do because it is something our leaders might check. While that is a good reason, there is a better reason — your subordinates are entitled to outstanding leadership and you have an obligation to provide it to them.

Soldiers pay attention to what their leaders do and assess. Does it line up with what they say? Is your leadership example consistent with what you say? Does your individual “gut check” reveal the goals of the socialization process? Does your “Be, Know, Do” example reveal your commitment to the team? Does your day-to-day example reflect the internalization of the team’s values? Do you solicit innovative input to mission accomplishment? Is there a psychological contract between you and your team? There are not enough people on the planet to replace the ones we half-heartedly commit to lead. It only makes sense to invest the time to do it right.

Remember, they are your replacements, and USAREC’s future “centers of gravity.” Consider for a moment that someday soon your S1 staff notifies you that one of your former Soldiers is coming to a foxhole in your company, battalion, or brigade. What comments will he/she make on your behalf?

Army Partners With Professional Bull Riders and Professional Rodeo Cowboys Association

The Army announced partnerships with the Professional Bull Riders, PBR, and the Professional Rodeo Cowboys Association, PRCA, on April 15. Both organizations named the Army as their exclusive military partner, which paves the way for an Army team to compete in both venues.

The partnerships are designed to assist the Army in its recruiting, outreach, and awareness building efforts while demonstrating the Army's commitment to providing America's youth with door-opening opportunities.

"The cowboys that compete within these organizations demonstrate many of the same characteristics we look for in Soldiers," said Lt. Gen. Dennis D. Cavin, commander of U.S. Army Accessions Command. "They are physically and mentally tough – and possess a never quit and refuse to accept defeat attitude. These PBR and PRCA programs provide a new and extraordinary opportunity for us to deliver the Army's message to a large youth and influencer population in one of the fastest growing professional sport industries in the country."

As exclusive military service partner, the Army will be the official pre-event pageantry provider and will be given authorization for recruiting booths at various PRCA and PBR events. The Army also will have a branding presence at events and across all PRCA and PBR properties including the Web sites of the PRCA and PBR.

Randy Bernard, CEO of the PBR stated, "The debut of the Competitive Cowboys program on our home court in Colorado Springs during the PBR's U.S. Army Invitational creates an exciting prospect for PBR fans and riders alike to

celebrate our patriotism. I look forward to the opportunity to showcase the bravery of our service men and women at every stop on our 29-city tour. Having the U.S. Army presence on the PBR tour reinforces the conviction and determination that makes a champion in any arena."

The Army debut at the PBR on April 17 introduced Mike Lee, Jaron Nunnemaker, and James White as the three riders who will represent "An Army of One."

Chief of Staff of the Army, Gen. Peter J. Schoomaker attended the PBR launch, helping James White cinch his ropes before the inaugural ride of the Army team.

The Army will debut with the PRCA at the Pace Picante ProRodeo Chute-Out in Las Vegas May 13-15. There they also will debut a team of eight cowboys wearing the black and gold of the U.S. Army.

"The PRCA is excited to add the U.S. Army to its corporate partner family," said Steven J. Hatchell, commissioner of the PRCA. "More than 23 million people attend rodeos annually, which makes the PRCA a great vehicle for reaching some of the country's most patriotic fans. Our cowboys who have been chosen as endorsees and spokespersons for the Army are not only great representatives of our sport, but also they represent the character and integrity of the Army. The PRCA is proud to align itself with the U.S. Army and its initiatives, especially at a time when our troops are overseas fighting to protect our freedoms."

The PRCA sanctions nearly 700 rodeos annually, with an estimated 23 million attendees. Annually, PRCA-



Army bull rider Mike Lee tries his best to stay on top of PBR bull Big Show during the U.S. Army Invitational bull-riding event April 17. Lee hung on to Big Show for a full eight seconds, scoring 84.5 out of 100 points. (Photo by Curt Cashour)

sanctioned rodeos raise more than \$25 million for local and national charities. More than 100 million viewers tune in each year to the PBR. With more than 235 hours of prime time programming annually PBR ranks among the most prolific sports on air, in addition to attracting more than one million live event attendees each year with its multi-tiered event structure.

The PBR's founding members and governing board of directors are comprised of celebrated bull riders of the past and present who have developed bull riding into a stand alone sport which is experiencing unprecedented growth in global popularity. The PBR is headquartered in Colorado Springs, Colo., and has more than 600 athletes competing in more than 100 PBR sanctioned competitions.

Asian Pacific American Heritage Month

A Nation We Can Call Our Own

By Master Sgt. Joseph Pullen, Command Equal Opportunity Advisor

Asian Pacific American Heritage month dates back to June 1977. Introduced in both the House of Representatives and the U.S. Senate as Asian Pacific American Heritage Week and signed into law by President Jimmy Carter in October 1978, the first week of May became Asian Pacific American Heritage Week. It was on Oct. 23, 1992, that President George Bush signed House Resolution 5572 proclaiming the month of May as National Asian American Heritage Month.

Asia can be divided into six regions. Each region has its own distinctive physical, cultural, economic and political characteristics. Perhaps when you think of Asia, you think of China or Japan, or for those who have been in the Army for a long time, Korea comes to mind. There is much more. India, Taiwan, the Philippines and the far eastern portion of Russia are also included as part of Asia.

The Pacific ocean is 9,000 miles long

and 11,000 miles wide. Within this vast span of ocean various cultures have emerged and the contributions made by unique cultures have ranged from scientific to athletic, education to exploration, and more.

The month of May is the time to explore and recognize the contributions of Americans with Asian Pacific heritage. America is a country rich in cultural diversity. People of Asian Pacific heritage have added to this culture. They brought with them time-honored traditions. They were instrumental in building this country. They have provided service in defense of our nation. Heritage and culture remain, but this is a country they can call their own.

To enrich your cultural awareness, here is a list of activities to enjoy:

— Next time you visit a Chinese restaurant ask the owner where he or she is from.

— Ask someone of Asian Pacific heritage what their culture means to them.

— Check out a book from the library about Asian Pacific heritage.



Eni F. H. Faleomavaega
Member of Congress
American Samoa

Congressman Faleomavaega was born in Vailoatai Village, American Samoa. He holds Matai orator title, “Faleomavaega” of the Faiivae Family, Leone, American Samoa.

He is the American Samoa Representative to the U.S. Congress, 1989 to present.

He served in the U.S. Army from 1966 until 1969. He served in the U.S. Army Reserve as a captain in the Judge Advocate General’s Corps. He was a member of the 100th Battalion, 442nd Infantry Reserve Unit, Fort DeRussy, Hawaii, from 1982 to 1989.



Elaine L. Chao
Secretary of Labor

Elaine L. Chao is the 24th Secretary of Labor, representing a new generation of American leadership.

When President George W. Bush nominated Elaine L. Chao, the first Asian-American woman appointed to a President’s cabinet in U.S. history, he described her as an individual with “strong executive talent, compassion, and commitment to helping people build better lives.”

Secretary Chao is married to the Assistant Majority Leader of the U.S. Senate, Senator Mitch McConnell of Kentucky.

By the Numbers:

12.5 million Asian Americans

935,600 Pacific Island Americans

248,000 Asian American Military Veterans

29,000 Native Hawaiian or other Pacific Islander Military Veterans

17 percent increase in Asian Pacific Islander American voters between past two elections

AMU to Offer Squad Designated Marksman Instructor Course

Story provided by USAMU

The U.S. Army Marksmanship Unit has announced that it will provide a new Squad Designated Marksman Instructor Course to help Soldiers improve their war-fighting marksmanship skills. Army Marksmanship Unit shooters have nearly doubled the number of rifle and pistol marksmanship ‘Train the Trainer’ missions they conduct and will now also provide this Squad Designated Marksman Instructor Course.

The first class, scheduled for Nov. 8 to 19, will be a comprehensive M-16 course designed to hit enemy targets to 500 meters. This class will be open to only Fort Benning Soldiers. Future classes are planned for Dec. 6 to 17, Jan. 10 to 21 and Jan. 31 to Feb. 11. All classes are limited to a maximum of 30 students.

Soldiers will be instructed in areas of marksmanship, range estimation, and target detection. There will be numerous practical exercises including instruction on known and unknown distance rifle ranges. The course will be available to noncommissioned officers in team leader through platoon sergeant positions, with priority going to Soldiers in combat arms.

The course is leader training to develop Soldier long-range shooting skills, according to USAMU Commander Lt. Col. David J. Liwanag.

Currently, Soldiers receive about 12 days of basic rifle marksmanship in Basic Training, focusing on distances of 300 meters and closer. The Army currently has no advanced or sustainment marksmanship training to hit targets past 300 meters with the M-16 to the maximum effective range of 550 meters.

“The Squad Designated Marksman Instructor Course will offer commanders an excellent tool to train Soldiers in combat and advanced marksmanship techniques,” said Colonel Liwanag. “This is especially valuable now with troops deployed in combat and with the Army chief of staff’s emphasis on individual Soldier combat skills.”



Photo by Paula Pagan

Recently Army Chief of Staff Gen. Peter J. Schoomaker stated that “Every Soldier is a rifleman.”

“When they complete the course, trainers will have the ability to identify and train Soldiers in their units to hit targets 500 meters out. Targets at 200 and 300 meters won’t be much of a challenge,” Colonel Liwanag said. “Leaders will get hands-on training, range practical application and training materials provided by the Army Marksmanship Unit.”

The award-winning shooters of the Army Marksmanship Unit’s Service Rifle Team will teach the Squad Designated Marksman course. These shooters specialize in firing small arms that are organic to units within the military including the M-14, bolt-action rifles and all variations of the M-16 and M-4 at distances up to 1,000 yards.

For more information on the Squad Designated Marksman Instructor Course, contact Michael J. Behnke, USAMU chief of competitions, at michael.behnke@usarec.army.mil or 706-545-7841 or USAMU Training Noncommissioned Officer Janet Sokolowski at 706-545-1410; the fax is 706-545-6252.

Olympic Shotgun Team Selected



USA Shooting’s Final Olympic Selection Match, held March 17 – 27 in Fort Benning, Ga., is finished, and the Shotgun Team that will represent the U.S. in this summer’s Olympic Games in Athens, Greece, has been chosen.

In order to get the very best shooters to represent the U.S., USA Shooting selected the team purely on a performance basis.

USAMU members who made the team are:

Sgt. 1st Class Bret Erickson
Trap & Double Trap Team

Sgt. 1st Class Todd Graves
Skeet Team

Sgt. 1st Class Shawn Dulohery
Skeet Team



John Deere Testifies on Hiring Veterans

By Shae Warzocha, PaYS Marketing

John Deere & Company, one of the first Partnerships for Youth Success (PaYS) Program partners, testified before the U.S. House Committee on Veteran's Affairs on March 24, 2004. The hearing's focus was "employing veterans of our Armed Forces" and to determine how the private sector perceives former military service members who are seeking employment.

Last year, America spent about \$17 billion training our all-volunteer force through the largest training institution of any industrialized democracy.

The panel consisted of 10 Fortune 500 companies. Both John Deere & Company and Harley-Davidson Motor Company, one of the newest PaYS partners, testified about their involvement in the PaYS Program and their desire to find and hire more veterans.

Located at the Cannon House Office Building on Capitol Hill, participants had five minutes to make their statements. Speaking for John Deere & Company was Steven A. Wohlwend, the senior division manager of industrial relations. Attending with him was Cynthia Sandherr, the director of John Deere & Company, Washington Affairs.

Wohlwend's testimony highlighted the company's history of hiring veterans, wage differential and benefits for deployed Reserve and National Guard members, and their involvement in the PaYS Program. "We fully expect to benefit from their extensive targeted training and also from the maturity and discipline

gained through their military service," said Wohlwend. "John Deere and Honorable J. Dennis Hastert's staff met immediately after the hearing to elaborate on the program's unique approach to employing veterans."



Steven Wohlwend and Cynthia Sandherr, John Deere & Company employees, in front of the Cannon building after testifying. (Photo by Shae Warzocha)

Recruiting PaYS Top 3 Referrals

By John Spears, PaYS Marketing

Recently the commanding general changed the focus of the PaYS company nomination and processing responsibility from solely the PaYS marketing staff to include battalion leadership teams. Battalions now have a voice in referring companies in their area, building a solid pool of local influencers.

The Top 3 PaYS referrals are nominations that have shown the most interest in the program. Many battalions have dozens of referrals that have never received the PaYS briefing. New nominations sit in a holding status until a slot in the Top 3 becomes available. Battalions must communicate with their PaYS market analyst to move companies as they process from stage to stage.

For further guidance on the PaYS Program, refer to USAREC Message 02-82, or USAREC Pamphlet 601-33 and visit the online PaYS Potential Partner Lead Referral System (3PC-LRS) found on the PaYS link on the USAREC Intranet site.

Currently the PaYS Program gives enlisting Soldiers 82 partners to select from including Fortune 500 companies, state, government and local agencies. The 3PC-LRS allows battalions to refer quality companies or agencies that can develop into mutually beneficial relationships. It is important that battalions work the referrals already nominated prior to nominating new ones. Recruiters can't survive on just appointments made; they must conduct, test, and enlist Soldiers to be successful. PaYS success depends on battalions first working the Top 3 PaYS referrals until they achieve partnership status.

AMEDD Hunts for Civilian Professionals

By Harry Noyes, Army News Service

A fast-paced operational tempo has caused the Army Medical Department to look to hire civilians who are veteran medical specialists to fill empty positions.

Active Army physicians, nurses and medical technicians often are required to deploy from U.S. Army Medical Command hospitals to serve in field units overseas. In turn, many Army Reserve Soldiers usually mobilize to “back-fill” MEDCOM facilities.

But now the reservoir of Army Reserve medical professionals is no longer overflowing officials said. Many Reserve Soldiers have already done their duty and more are beginning to be demobilized.

As the next overseas rotation gets underway, with its demands for new field medical people, MEDCOM’s Civilian Personnel Division, Directorate of Operations and Marketing Office developed a focused, high-energy program to hire hundreds of civilian health care personnel.

The effort is the “Centralized Civilian Recruitment Program in Support of the Global War on Terrorism,” but the title is ironic because decentralized execution is the key to success officials said.

What is centralized is the marketing effort and a toll free number (1-800-633-3646) that interested parties anywhere can call.

“We have a single marketing plan to fill our jobs with high-quality individuals quickly,” said Jo Ann Robertson, chief of CPD. “We are already getting 1-800 calls. Not as many as we’d like but some.”

AMEDD needs about 1,400 today, said Lt. Col. John Shero of the operations directorate, but that is a moving target. The needs keep shifting, as decisions on mobilizations, demobilizations and deployments evolve, he added.

A central facet of the plan was a series of job fairs focused on medical recruiting that began at Fort Sam Houston, Texas, on March 24, and then at various other installations across the country.

But the execution of the job fairs and the hiring that results is very much decentralized officials said. AMEDD is taking systematic advantage of an overlapping assortment of “direct hire” options officials said. Direct hire, which minimizes delay and paperwork, is inherently decentralized.

“In layman’s terms, ‘direct hire’ means ‘on-the-spot’ hiring,” explained Robertson. “A prospective employee can bring in his or her license and resume, and the manager can hire the person on the spot.”

Not all jobs are covered by direct-hire authority. Only 13 critical health specialties are, but they represent 70 percent of AMEDD needs, Robertson said.



Sgt. 1st Class Tom Abbott gets care at Walter Reed Army Medical Center, Washington, D.C., for injuries sustained in Afghanistan. Sergeant Abbott is shown with nurses Joyce K. Yesupriya and 2nd Lt. Erica A. Fellers. (Photo by John Chew)

Of the 13 professions covered by Direct Hire Authority, those needed in greatest numbers are physicians, registered nurses, physician assistants, licensed practical nurses and diagnostic radiologic technologists. The other jobs under DHA include dentists, dental assistants, dental hygienists, dental lab technicians, pharmacists, podiatrists, audiologist and speech pathologists and optometrists.

However, some of the other 30 percent of needs, such as nursing assistants, are also vitally important and will be a focus of the job fairs officials said, even though they are not eligible for DHA and normal civilian hiring procedures will be used.

Few current openings are permanent jobs, since the concern is backfilling positions vacated by Active and Reserve Soldiers.

Appointments will mostly be temporary, up to two years or term, which is up to four years. For individuals who want longer term employment, Robertson said, there are two possibilities.

First, some temporary appointments may be extended one year, when needed. Second, there is a normal turnover rate among civil service “medicals” so an appointee might later be able to move into a permanent job when an opening appears.

Openings are at almost all Army medical centers, major installations and other posts officials said. The individuals AMEDD is most actively seeking are recent military and civilian retirees from any of the military services, but all qualified professionals are welcome to apply officials said.

The job market for medical specialists is very competitive, civilian personnel officials recognize, and this program has no extra resources to offer to candidates they said. Those hired will get the same salary rates, bonuses, relocation allowances, etc., that other civil-service health-care professionals in their specialties receive.

But AMEDD officials said the command offers other satisfactions, such as patriotism, a chance to practice “pure” medicine without worries about business management, mal-practice insurance, etc. Managers hope that will help entice a sufficient number of high quality professionals into Army service.

(Editor’s note: Harry Noyes is the assistant editor of The Mercury, U.S. Army Medical Command.)

Equipping Soldiers With Battlefield Information

By Spc. Lorie Jewell, Army News Service
(Editor's note: This is the tenth article in a series on the 17 Army focus areas.)

Just as Soldiers need the best equipment and training to be successful on the battlefield, a steady diet of information is just as vital, Army leaders believe.

"Information is power," said Brig. Gen. Jan Hicks, commanding general of the U.S. Army Signal Corps and Fort Gordon, Ga. "We want to know things about the battlefield and we want to know things about our enemy on the battlefield. At the same time, we don't want the enemy to know what we know or to know things about us."

Connecting Soldiers to information they need, whenever they need it and wherever they are, is the job of the Network, recently renamed LandWarNet. It's one of 17 focus areas the Army is emphasizing to win the Global War on Terrorism.

General Hicks heads the task force assigned to make recommendations on how best to develop and improve LandWarNet so that it delivers better battle command capabilities to current, future, and joint forces.

The joint aspect is of particular interest, General Hicks said.

"We're not going to war as an Army. We're going to war with our sailor and airmen friends," General Hicks said. "We must be able to communicate with them without an extra step. We need a system that allows one call."

Ultimately, the task force wants to see a LandWarNet that gives combatant commanders the same capabilities for

accessing information in any location, whether that's at a desktop computer in their office, in an aircraft, on a vessel at sea, in a vehicle en route to battle or in a post-battle camp, General Hicks said.

"We're working on different ways to get there," she added.

One of those ways is through the Global Information Grid, or GIG. General Hicks describes it as scaffolding built up around the globe.

"Communication lines go all over, pulsing through the GIG," she said. "It services the defense information switch network, or DISN, which is provided by the Defense Information Services Agency."

Forces can reach into the DISN with

commercial technology," said Col. James Costigan, director of Combat Development at the U.S. Army Signal Center.

Leaders acknowledge that getting the network to the level the task force envisions is an expensive endeavor. Just how much is still being determined.

"We're talking about an almost clean sweep of the kind of equipment we have now," General Hicks said. "It will take a great deal of money to retool our networks while at war."

Many leaders believe the Army can't afford not to make LandWarNet all it can be, however.

"The application of information technology can enhance the efficiency and effectiveness of the processes involved in war fighting," said Colonel Costigan. "Our experimentation with objective force concepts and our real-world experience in OIF shows us this notion is valid. Investing in IT systems to enable war fighting is therefore logical and necessary."

(Editor's note: The Army's 17 immediate areas of focus include: The Soldier; The Bench; Combat Training Centers/Battle Command Training Program; Leader Development and Education; Army Aviation; Current to Future Force; The Network; Modularity; Active Component/Reserve Component Balance; Force Stabilization; Actionable Intelligence; Installations as Flagships; Authorities, Responsibilities, and Accountability; Resource Processes; Strategic Communications; Joint Expeditionary Army with a Campaign-quality Capability; and Logistics.)



satellites and pull information services down to wherever they are in the world, she explained.

A combination of military and commercial technology powers LandWarNet, with leaders committed to pursuing programs that will enhance it even more.

"Our current IT investment strategy is centered on leveraging the best available

Tandem Jumping with the

Golden Knights



*By Walt Kloeppe, RJ Associate Editor
Photo by Sgt. Dave Wherley*

Sitting on the passenger bench of the twin-engine DeHavilland Otter, I nervously smile at the other tandem students and give a thumbs-up as the plane continues a spiral ascent above the Arizona desert.

We said we wanted to jump. We attended the ground class on what to expect and watched the video of other tandem jumpers. When we climbed into the Otter, we still wanted to jump. But as the plane reaches altitude and the ready buzzer sounds, throats go dry and hands tremble. Strapped to the chest of a Golden Knight, we shuffle in unison toward the open door.

The air is cold and the wind is loud but you don't really key in on either factor. Your senses are in adrenaline overload and the only thing racing through your mind is that you've volunteered to plant your toes on the sill of an open doorway of a plane 13,000 feet high. Your jumpmaster yells "ready" and somehow you manage a "yes." With a lunge from behind, you're out the door, free falling at 125 mph. The wind impacting your face is incredible, making your cheeks wrinkle and flap like a Shar-Pei puppy. At 13,000 feet, you really don't have the feeling of falling; it's more like floating in a wind tunnel.

The Golden Knight cameraman below you conveys that same feeling as he is on his back, as if lying in an invisible chaise lounge. He looks up at you, documenting the entire free fall through his helmet cam. His relaxed attitude also helps you gain some confidence that all will be OK.

At 6,000 feet, your jumpmaster signals the cameraman to flare off. You've been free falling for 45 seconds when he pulls the chute cord. When the parachute 'pops,' it's a wonderful feeling. Wonderful in that you know you're not going to splat on the ground. Everything

becomes very peaceful and quiet after the chute deploys. You can breathe again, you can talk to your instructor, and you finally look around at the scenery below. The 360-degree panoramic view is one only birds and skydivers get to experience. With perfect precision, your jumpmaster glides into the grassy landing zone, while you hold your legs straight out as he skis in on his feet, instructing you to "step, step, step" the last few feet, bringing both of you to a very smooth, standing finish.

The smiles and high fives go around as you feel motivationally moved to your accomplishment of conquering a fear. Those who've jumped with the Golden Knights, truly understand just how good the Army's premier jumpers really are.

USAREC Tandem Jump Incentive Program

I had the opportunity to this exhilarating experience when I joined several other USAREC staff and Soldiers at Yuma Proving Ground, Ariz., in February. We were allowed the opportunity as part of the USAREC Tandem Jump Incentive Program, in which USAREC is allowed 46 slots annually during the Golden Knights' winter training session in January and February.

Brigades can use these slots as incentives for recruiter of the year, Soldier of the year, top production, etc. Brigades who want to nominate one of their Soldiers for a tandem jump should contact Maj. David Waddell, G-3 Plans Branch, USAREC HQ.

The program was set up to allow recruiting's finest to jump before the Knight's schedule becomes hectic. This is possible by allowing USAREC Soldiers to go to Yuma during the Golden Knights' winter training session.

"It's good training, that's why we're here at Yuma," said Golden Knight member, Staff Sgt. Brian Schnell. Sergeant Schnell is a Tandem Jumpmaster with more than 3,000 logged jumps.

"I just love taking somebody who's never experienced what we do on a day-to-day basis and taking them up and giving them that experience for the first time. I think all of us agree that there is nothing like it, especially the first jump. It's a lot of fun to let somebody else experience that."

Team Work

Golden Knight member Sgt. 1st Class Billy VanSoelen stressed the importance of teamwork among the Golden Knight family.

"Coming out here to Yuma for our winter training is extremely important," said Sergeant VanSoelen, who is a Tandem Jumpmaster and has more than 8,000 logged jumps.

"This is where we actually start integrating our newest members to the team in preparation to the shows. It is vitally important that everybody comes out here and learns all the SOPs that the team has. You want to learn how each jumper reacts in different situations. By virtue of doing many, many jumps, practicing over and over, you get the feel for everybody's tendencies under the canopy.

"You travel with these guys 290 [to] 300 days a year, so obviously everyone has to get along. We all have to realize we're all working together for a common goal," said Sergeant VanSoelen.

Team members travel on the plane 13 to 14 hours, making it

crucial that they all have the same mindset and ability to take constructive criticism, work as a team, and adhere to precise training — the qualities needed to be a Golden Knight.

"Those are the things we look for in new members coming to the team. It's just not skydiving. That's why it's important to be part of the team and work for that common goal to provide live aerial demonstrations in support of Army public relations and recruiting," said Sergeant VanSoelen.

Recruiting Tool

The Golden Knights team is highly visible to the public, influencing the younger generation and creating Army awareness by reaching almost 20,000 people per show on average. This is an asset to the recruiter in generating leads.

Sergeant VanSoelen expanded in detail what the Golden Knights can do when it comes to recruiting.

"We went down [to Florida] for 14 days and jumped into 28 different high schools. You don't see the Thunderbirds or the Blue Angels doing that. Recruiters in the area and their A&PA there did an outstanding job, from the Tampa Recruiting Battalion, setting up two different high schools a day for 14 days straight. Every one of those high schools had mass participation in the stands. We had almost the entire student body sitting in the stands watching us do the jumps. So that's just bang for your buck, that's the target market audience right there. That's where your recruiter can really make or break, especially if he's in with the school," said Sergeant VanSoelen.

"With the Golden Knights, you're going to get an interaction that wouldn't be on the NASCAR events. You can bring your DEPers in there (NASCAR race) and they're going to see the car from the stand, but with the Golden Knights, we're jumping into their high school ... their home turf. [We're] landing on the target, laying out our parachutes, and inviting the entire student body to come down and help us pack the parachutes. And along the line, each one of the Golden Knights is going to tell the Army story. I was just like those kids when I was 18 years old, I didn't know what I was going to do. I didn't have no where to go, didn't have money for college. The Army story ... I'm going to tell them that while they're helping us pack these parachutes."

The Golden Knights have a signature sign-off: "*Blue Skies*." With the Golden Knights on the recruiter's side, those "Blue Skies" apply to recruiting as well.



Photo by Walt Kloeppel



Photo by Sgt. Aaron Clark

ALL IN A

So you were top producer of your brigade or maybe Soldier of the year. You received a lot of handshakes, got a few plaques, maybe a ribbon, and then it was back to work. While honorable, were the rewards you received exciting, exhilarating? Or would you *jump* at the chance to skydive out of a plane with the Golden Knights if such a reward was offered?

Well, there is such a reward your brigade can nominate you for and it's a wonderful incentive to do your best! Call it a leap of faith, fear factor 101, or just the biggest rush you'll ever have when you jump out of a plane at 13,000 feet, attached to one of the Army's Golden Knights tandem jump masters. Oh, what a feeling!



Photo by Sgt. Dave Wherley

GK cameraman, Sgt. Aaron Clark, takes photos of fellow cameraman, Sgt. Dave Wherley. Often dual cameramen are used to get various angles of the jumpers.

Dave Wherley: "We didn't have a lot of formal training, we kind of figured it out as we went along. Back in '99, I had made 20 camera jumps, but that was more than anyone else had, so I was the default camera guy. I now have more jumps (4,300 plus) with the camera than without it. It almost feels funny to jump without it. I'll be paying for it later in life I'm sure ... to see a chiropractor."



Photo by Sgt. Dave Wherley

Golden Knight camera man, Sgt. Aaron Clark, readies to jump in unison with a tandem team as a second photographer.

Annually, the Golden Knights perform more than 27,000 jumps before an estimated 12 million people. The Golden Knights have a three-fold mission:

- 1) to perform aerial demonstrations to the public and promote the Army and its recruitment effort
- 2) to compete in national and international parachuting competitions
- 3) to test and evaluate new parachuting equipment and techniques for improved operations and safety



Photo by Walt Kloeppel

Golden Knight Staff Sgt. Brian Schnell brings a tandem student in for a smooth landing, after free falling at 125 mph.

DAY'S PAY



Photo by Walt Kloeppel

Golden Knight Staff Sgt. Brian Schnell carries his parachute after another of his 3,000 plus jumps.



Photo by Sgt. Dave Wherley



RECRUITER JOURNAL FLIES HIGH at 13,000 feet. Golden Knight Sgt. 1st Class Billy VanSoelen holds a copy of the Recruiter Journal, while falling at 125 mph.



Photo by Walt Kloeppel

GK Sgt. 1st Class Billy VanSoelen, (back) preps the tandem harness for Atlanta Battalion recruiter, Staff Sgt. James Benn.

ARMY GAME

Now has Support Site

By Lori Mezoff, America's Army game PR Director

Since its launch in July of 2002, more than three million users have spent over 60 million hours exploring soldiering and the Army as part of "America's Army" game play. The game has consistently ranked among the top four online action games played worldwide. Beyond the primary function of providing young adults a virtual means to explore soldiering, "America's Army" has also become a valuable resource for recruiters.

Taking the lead from recruiters who now use "America's Army" for recruiting events and DEP events, the team behind the "America's Army" computer game has established an event support site to help recruiters use the game to open a dialog and establish rapport with young Americans. The "America's Army" Event Support Site is an online resource that provides recruiters with the information and resources they need to leverage "America's Army" in support of their recruiting objectives.



Screen shot from "America's Army" Game Event Support Site.



Through support.americasarmy.com, recruiters can put the game and the "America's Army" event staff (eventsupport@americasarmy.com) to work in support of their recruiting efforts. Since the support site launched earlier this year, over 2,000 groups and individuals have posted more than 300 events to the calendar with the "America's Army" event support staff lending assistance when requested.

Recruiters can visit support.americasarmy.com to access the following resources:

- Order game CDs for delivery directly to their station at no cost.
- Request event support materials such as T-shirts, posters, event banners and recruiter support kits containing ideas for using the game in recruiting events.
- Create, manage, publicize, and track events with the online event calendar. Each month, more than two million visitors to the official America's Army Web site, www.americasarmy.com, scan this calendar for local game events. Recruiters create many of these events. Other events are created by gaming centers or youth groups and offer ready-made events where recruiters can fall in to connect with young Americans.
- Maintain event, personal profile and address books. Address books can contain both event information and contacts met at the tournaments.
- View current game news and featured events.
- Request customized event materials.
- Request event support such as game kiosks or LAN (Local Area Network) "game party in a box" support.
- Request support staff to attend and assist in events.
- Download the latest version of the game, technical instructions, mission maps, weapons posters, squad designation signs, and other art and promotional assets. These assets can be used at tournaments, in recruiting offices or at recruiter events.



Uncle Sam Wants You!

Service members returning from war are at high risk for accidental injury.

During the war, Army buddies watch over each other. When service members leave their buddies and return home, they will need family and friends to watch over and assist them through what could be a difficult time of readjustment.

How can you help?

Let them know you care and appreciate their service to our country by reminding them to practice safety while they are home.

Why service members are at high risk after the war?

They are returning from a war zone. Many have been there for 12 months or longer.

Returning home will be a major adjustment for them. They will have to reintegrate and learn a normal life style again. Driving, social interaction and every day life will be much different than what they experienced in Iraq. Some may have a tendency to over indulge. Others may experience difficulty in relationships. These factors place them at high risk for accidents and injuries.

Operation Guardian Angel is a program designed to help protect our service

members once they return home.

What is Operation Guardian Angel ?

A national campaign that encourages families, friends, neighborhoods and communities to remind service members to practice safety when they return home.

What's the objective?

- To help protect service members from injury or accident.
- Let them know we are proud of them and we care.
- Provide citizens an opportunity to get involved.

Who can be a Guardian Angel?

- Anyone that cares enough to help our service members stay safe once they return home.
- We need you to be a Guardian Angel.
- Please help and pass this message along to others.

What can a Guardian Angel do?

Guardian Angels can talk to service members they know.

Guardian Angels can remind service members to:

- Drive with caution and have a plan for DUI avoidance if they intend to consume alcohol.

- Offer to call a cab to help get them home safely.

- Use the appropriate safety gear and buddy system during recreational activities such as hiking and swimming.

- Anything you can think of that will help ensure their safety

We need your help getting the message out!

Help recruit Guardian Angels in your community by:

Contacting your local radio and TV stations to make public service announcements. Ask groups and local clubs such as the VFW, American Legion, AM Vets, PTA, Jaycees, and other community action organizations to participate.

Thank You for your selfless service

We want to reward you. The Web site <https://safety.army.mil> will provide an official "Guardian Angel" Certificate of Appreciation.

Article provided by U.S. Army Safety Center and Army Safety Office, Headquarters DA.

DEP Soldier Rescues Driver Seconds Before Tanker Explodes

By Mark D. Czarnecki, Great Lakes Battalion

Facing imminent danger, three Detroit area youths rescued a complete stranger on Interstate 75 near downtown Detroit. These three courageous young men moved into immediate action when most people would have stared, gasping in horror. Risking life and limb and with no regard for their own safety, they sprang into action Sept. 16, 2003. They rescued 34-year-old Joel Puz of Dearborn Heights, Mich., seconds before his fuel tanker exploded into a roaring inferno, sending flames 200 feet down the freeway.

It was an ordinary evening for Cederic Redus, a member of the Delayed Entry Program. He was with his friends Latoris Shepard and Michael Travis, all 2001 graduates of Denby High School. Returning from a pickup basketball game, little did they know within minutes an event would occur that would change their lives forever, an encounter that no one could have prepared them for. It was fate that had them traveling on I-75, a route they never use; they had always traveled on I-94 to avoid traffic delays.

They found themselves at the tail end of Detroit's early evening rush hour traffic. Following in the same lane behind several trucks, they noticed two tractor-trailers changing lanes and cutting off a

fuel tanker. Puz, the fuel tanker driver slammed on his brakes. Having nowhere to go, he ran into one of the trucks. The tanker then lost control and started going into a screeching tailspin and overturned. Surrounded by larger vehicles, Redus found himself in a dangerous position. Acting quickly, he was able to avoid being part of the accident. "I'm just praying, please don't hit me," Redus recalls.

Escaping immediate harm from the accident, Redus and his friends backed their vehicle up the freeway exit ramp and parked on the service drive. With the scene in a state of utter confusion, the three exited the vehicle, ran down to the freeway and started redirecting traffic. They noticed Puz, an Air Force veteran who had survived Desert Storm without so much as a scratch, lying just inches from his vehicle. Puz had been able to kick his windshield out and free himself from the cab; however, exhausted he lay unconscious in flames with second and third degree burns. "We knew it was going to blow, so we had to hurry up," Redus says.

Without hesitation the three young men rushed to Puz's rescue. Two of them grabbed an arm and one grabbed his legs carrying him up a slope to safety 20 seconds before the recently filled tanker, hauling 13,400 gallons of fuel, burst into flames. The flames were so intense it took more than two and half-hours for the blaze to burn itself out, closing I-75 in both directions.

The three young men loaded Puz in the car and drove him to a local gas station. Placing a T-shirt under his head, Redus began to comfort him by telling him to relax, to breathe and that everything would be



Cederic Redus, a DEP Soldier, after he pulled Joel Puz out of his fuel tanker before it exploded. (Photo courtesy of the Detroit Free Press)

all right, the ambulance was on its way. "It was only then that I'm starting to realize what I did, it's a real adrenaline rush, I was real scared," Redus said. After the ambulance arrived, the three men wanted to go with Puz but were not allowed. They stayed and gave a report to a state trooper before departing to Detroit Receiving Hospital where Puz was taken.

At the hospital they waited more than an hour before they met with Puz's wife. In an emotional display of gratitude, she hugged them and said, "Joel called you his three guardian angels." Later that night when they finally got a chance to meet with Puz, he also hugged them and told them that they would always be part of his family. Afterward Puz told the media "wherever they came from, they must have been sent from God, they weren't even supposed to be there."

The young men became instant heroes. They were recognized by Kwame Kilpatrick, Mayor of Detroit, who said, "you saved a man's life. You went down to his rescue ... because of that he can read stories to his children, he can say I love you to his wife again. The impact of what you've done, you won't imagine until years from now."

Redus was recruited by Staff Sgt. Gary Cooper, Dearborn Recruiting Station, as a Petroleum Supply Specialist.



A fuel tanker burst into flames on I-75 in Detroit moments after the driver had been rescued by DEP Soldier, Cederic Redus. (Photo courtesy of the Detroit Free Press)

White Family is Small Army in U.S. Army

By Chris Wilson, Oklahoma Battalion

PFC Torrey White and his parents, Tony and Billie White, carefully watch the daily news from Iraq, listening to anchors announce unit names or locations while they scan the flickering TV images. They have a lot to be proud of, and concerned about, not because Torrey's enlistment in the U.S. Army might put him in the middle of the War on Terror but because four siblings and a cousin are already there.

One brother, three sisters, and a cousin who lived with the Whites for three years all joined the Army, and they are all deployed to the Middle East.

"We worry about all of them," Tony explained, "especially in the beginning when we didn't hear from them very often."

The worry can't overwhelm the pride the family feels. "I think they represent all that's good about the Army," Billie explained. "It just gives me a feeling of overwhelming pride."

The oldest is Sgt. Ty White, 23, who joined as a Microwave Systems Operator and Maintainer. Sgt. Carmen and Sgt. Carrie White are twin sisters, 22, both in the Army Reserve in medical supply. Spc. Cristy White, 20, is in the Army Reserve working in civil affairs. Spc. Jeffry Hubbard is Private White's cousin and a member of the 101st Airborne.

Each of them has excelled in their Army careers. They each scored at least 80 on the Armed Forces Vocational Aptitude Battery. Ty was named Noncommissioned Officer of the Year for Southern Europe while he was stationed in Italy, and Jeffry was awarded the Bronze Star for his service in Iraq.

"We couldn't be more proud," Tony said.

Their pride and commitment to service was one of the reasons Private White decided to follow the family tradition of military service. Tony and Billie both served in the Navy, and both say they're happy their children chose the Army.

"We think this is a great opportunity for them to meet people and broaden their horizons," Tony said.

"It hasn't always been easy, but I think every one of them

would say they had no regrets," Billie said. And, would she encourage them to join if she had to do it again? "Yes, I really would."

Private White hasn't wasted the advice and experience available to him.

"I have a much better idea of what to expect," he said, "and I think that gives me an advantage."

His brother has advised him to take extra schools and training when available, which will enhance his job training when he finally leaves the Army.

"Companies have already told Ty they want to talk to him after he gets out," Private White explained.

"This is a great opportunity to get training for a good, high-tech job after I get out of the Army."

The job possibilities and chance for travel has Private White excited about his Army career. He also admits his parents aren't the only ones proud of his family's commitment.

"I wish they were all back home, but I know they're serving their country like they took an oath to," he says. "It makes me feel good."



The White family poses for a group photo. L-R: Spc. Cristy White, Spc. Jeffry Hubbard, Sgt. Ty White, Pvt. 1st Class Torrey White, Sgt. Carmen White and Sgt. Carrie White. (Photo courtesy of Tony and Billie White)

Recruiting Family Puts Daughter in Army

By Charles Glenn, Portland Army Battalion

Bend recruiting station commander, Sgt. 1st Class Alvin Malek and his wife, Myra, recently decided to "walk the walk," so to speak, by helping their 17-year-old daughter, Jasmine, join the Army.

Jasmine is very pleased with how things went — getting a guaranteed billet to the dental specialist, 91E, school.

"I've always wanted to be in the

medical field," said Jasmine. "One day I want to be a doctor or a nurse, and at least this way I can get an idea of how the medical field really operates."

Myra Malek, her mother, is also happy about her choice — both for the 91E school, as well as joining the Army in general.

"She's wanted to be in the military since she was in the 8th grade," said Myra. "I come from a family of five brothers who all went into the military — one even did three tours in Vietnam — so she comes from a military family."

Sergeant Malek believes that the way Jasmine was raised also had an influence.

"We believe very strongly that if you enjoy the freedoms in this country, you should be willing to defend them," he said.

Jasmine agrees that the family ethos of patriotism and personal sacrifice, shared by both her father and mother, has done a lot to shape her decision to enlist — but perhaps even more important, is her personal feelings about her father.

"When I was younger, people would bash the Army, and I'd go and tell my dad," she said. "With my dad, I always knew he really cared about the kids he put in the Army. That's the kind of Soldier I want to be."



Lisa Sink and her father, Sgt. 1st Class Randy Sink, pose after swearing in at the Lawton Recruiting Station. (Photo courtesy of the Sink family)

Father Watches Daughter Take Oath Before Deploying

By Chris Wilson, Oklahoma City Battalion

Lisa Sink pushes a stack of folded shirts into her father's olive drab duffel bag, eagerly eyeing the telephone as she helps pack. Sink's father, Sgt. 1st Class Randy Sink, is deploying to Iraq and she needs a special exception so he can watch her swear in before he leaves.

"I was so worried because I wanted my dad to see me swear in," Sink said, stress showing through her voice.

Sink had to wait six months to join because of Army policy regarding her records, a common part of the process that pushed her enlistment until late April — after her father's early April deployment to Iraq. It was especially stressful because of Sink's family tradition and effort. She expects to be the third generation of Sinks to join the U.S. Army and the closure of the Duncan Recruiting Station, where the family lives, forced her to drive to Lawton to continue the recruiting process.

"It was very important to be there at

the beginning of her Army career," said Sergeant Sink, a member of 3rd Corps Artillery at Fort Sill. "People are dying in Iraq and, heaven forbid, if something happened to me ... I could miss her whole career."

The elder Sink's family attended his graduation from basic training, something he knew he couldn't do for his daughter.

"I wanted to be there for her," he explained. "I couldn't be there at the end, so I really want to be part of the beginning."

Staff Sgt. Dawn Cantele, who recruited the younger Sink, contacted the operations section of the Oklahoma City Battalion to get an exception. Operations NCO, Master Sgt. John Milsap and Sgt. 1st Class Ronald Turner sent a request for an exception to the policy requiring Sink to wait. The first request was denied, but the determined sergeants submitted a revised request which was accepted and Sink was allowed to enlist early.

It only took three days to get the exception — three tense days for the Sinks.

"I was surprised how fast they got the exception," Lisa Sink said with a wide smile.

"This is what we do every day," Sergeant Turner said about the quick turn-around. "Exceptions to policy aren't rare but we don't see many approved."

Sergeant Cantele had more praise for their efforts. "Ops did a really great job and they helped a wonderful family."

Sink finally had the necessary exception and an appointment to join the Army just under a month from when her father was scheduled to leave.

Sergeant Sink was excited after finding out the news. "Good! Let's get it on," he said to describe his feelings.

Sink finally signed her enlistment contract, swearing in at the Military Enlistment Processing Station in Oklahoma City. Now the family's tension has been replaced with more pride and humor.

"I can't wait to get to basic," Sink said excitedly. Her basic training will be at Fort Jackson, S.C., where her father and grandfather both attended basic. She will be an Automated Logistical Specialist in the Army.

"We have a lot of pride and fear,"

Sergeant Sink said. "We worry that she may end up in Iraq, eventually, but you almost get shot at as much here as over there."

"There's a lot of personal pride," he added. "I'm proud that she stepped up to the plate and made the right choice. The Army's not a bad place to start your life and you have to be proud when they step up and decide to serve their country."

The pride doesn't stop with the immediate family. Sergeant Sink's father, Richard Sink, started the tradition Lisa is continuing.

"My dad's not one to tear up, but you could hear him over the phone," Sergeant Sink said. "You could tell the pride factor was really there."

The family hasn't been completely serious though.

"He keeps telling me he's going to make me push," Sink said, using the Army slang for doing push-ups.

Her father grinned. "I told her once she swore in she was a private and I'd make her push."

"He's already told me to drop and give him 20," Sink added. "I tell him I'm still a civilian around him."

"When she calls and asks questions about promotion, I'll tell her 'I don't know what you're talking about because I don't know how civilians get promoted,'" her father teased.

Sink is still excited about going to Fort Jackson and standing on the same victory tower as her father and grandfather. Her father just wants her to follow through on her commitment.

"Just don't come back early from basic," he said.



Lisa Sink takes her oath of service to join the U.S. Army. (Photo courtesy of the Sink family)

Army Recruits Leaders on Championship JROTC Drill Team

Story and photos by Chris Wilson, Oklahoma City Battalion

Steven Cleburn scrubs the purple dye from his hair, takes off his lock-and-chain jewelry and pulls out his earrings — it's a uniform day tomorrow and the JROTC's commanders must set a good example. It may seem unlikely from his "alternative" appearance out of uniform, but Cleburn is one of a pair of Army recruits who have seized their future in the Southeast High School Air Force Junior Reserve Officers Training Corps. The other, Alicia Cervantes, advanced in the program even though her short height and shyness might cast her as a follower instead of a leader.

"They're both leaders in the program, have been corps commanders, and part of the staff," said Lt. Col. Daryl Dodenhamer, JROTC commander. "They're both on our well-recognized drill teams."

"Well recognized" is an understatement, considering the corps has won the JROTC state championship the past nine years, the city championship the past 10, and competed nationally since 1995.

"They're both really great kids," commented Dena Owens, the Army recruiter who enlisted the pair. She smiled as she explained their unique personalities have made their commitments more special and inspiring.

Both joined the program in the most unassuming way. "I wanted to get out of gym," they both answered.

From these humble beginnings, the Army privates first class have become part of drill teams that are impressive precision in motion.

Chrome and polished wood flashes in a flickering blur as Cleburn whirls his mock M-1 rifle. His routine, as part of the armed exhibition drill team, includes spinning and flipping the rifle in precise motions, synchronized with the other drill members. Cleburn stopped the spin with a sharp slap to the rifle butt, snapping into a crisp pose before flipping the weapon onto his shoulder and twirling it to rest beside his right foot.

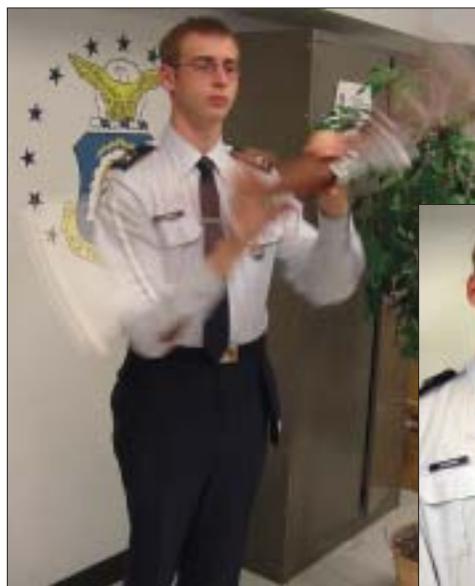
Cervantes stays focused as the unarmed exhibition team glides through a series of marches, formations and stomps. Special soles on her polished shoes magnify the punctuated steps. The formation rumbled rhythmically through their precise routine, turning and stopping.

These competitions require the highest levels of precision and coordination. How does Southeast JROTC achieve this quality performance?

"We practice everyday," Cleburn answers with a slight groan. "We're at the school at 6:30 in the morning and we drill every afternoon."

"Even over breaks," Cervantes adds. "We've practiced over Christmas break, spring break, and lots of weekends."

The extensive drills are part of a formula that Colonel Dodenhamer, Senior Master Sgt. Charles Brannon and Sgt. Mike



Steven Cleburn demonstrates part of the armed exhibition routine with a mock M-1 rifle.



Steven Cleburn and Alicia Cervantes are members of the successful Southeast JROTC drill teams.

Joseph use to build discipline, teamwork, participation and leadership.

"When we started this program in 1994, we tried to get the kids involved in everything," Colonel Dodenhamer explained. "They all have an opportunity to participate, to lead and to build teamwork and discipline."

It is an effective formula, but it requires time at an age where family, friends and other activities constantly compete for students' few spare hours. Cervantes and Cleburn agree it's a huge commitment but aren't burdened by the time it consumes.

"It's been fun and challenging," Cleburn said of the competition. "My father is supportive of anything that gets me out to experience new things."

The benefits of their participation have shown in their commitment to the Army's Delayed Entry Program, which allows enlistees to wait nearly a year before leaving for basic training.

"They're two of my best recruits," Owens said proudly. "They're motivated and friendly. Steven even checks in every week like he's supposed to."

Commitment has allowed the recruits to earn awards and a promotion during their four years in the program. They'll both enlist as a private first class instead of private. That commitment has also earned them something more precious — respect.

"I would have loved for both of them to join the Air Force, but they've made their commitment to the Army," Colonel Dodenhamer said.

Cleburn and Cervantes have enjoyed their time with JROTC, but both are eager to turn their commitment into an Army career.

"I'm looking forward to leaving," said Cleburn, who will join the field artillery.

"I'm just ready to get out and move on with my career," said Cervantes, who is going into transportation.

Cleburn smiled broadly, "Let's go, put me on the bus right now."



2004 Military Spouse Day

Well-Being Liaison Office

May 7 has been set aside as Military Spouse Day.

The first Military Spouse Day was observed May 23, 1984, when a proclamation signed by President Ronald Reagan recognized the contributions of military spouses to the spirit and well-being of our Soldiers and the general welfare of the communities in which they live.

In 1985, Secretary of Defense Casper Weinberger established Military Spouse Day as the Friday before Mother's Day.

As volunteers, military spouses have provided invaluable service and leadership in educational, community, recreational, religious, social and cultural endeavors.

Army spouses have always made their own, unique contributions to the well-being of the force through numerous wars and all the periods of restless peace in between.

The dedication and support of Army spouses is never more important than during times of war. The Army family remains strong and vibrant, and for that we owe a tremendous amount to Army spouses who rely on their own remarkable personal courage, indomitable strength and great resolve to sustain Army families.

Take time on May 7 to pause and take the opportunity to formally recognize Army spouses in your community — for their service, their sacrifice and for unyielding devotion to our Soldiers and our Army.

Shades of Green Doors Reopen

By Tim Hipps, Army News Service

More military members and their families can exclaim, "I'm going to Disney World," thanks to the recent expansion of Shades of Green Armed Forces Recreation Center on Walt Disney World Resort.

Brig. Gen. Robert Decker, commander of the U.S. Army Community and Family Support Center, served as master of ceremonies for a Shades of Green grand reopening March 31 at the hotel's Porte Cochere.

This facility is one of the jewels in the Armed Forces Recreation Center crown.

The other AFRCs were represented at the Shades of Green reopening. The Hale Koa Hotel in Hawaii; Dragon Hill Lodge in Korea; and Edelweiss Lodge and Resort, which is scheduled to open this autumn in Germany, staged exhibits during the reception, providing a taste of many cultures — from Polynesian and Korean dancers to an Oktoberfest tent complete with an oompah band from Epcot.

With the reopening, the resort has more than doubled in size with the addition of 299 rooms, plus a 500-seat ballroom, two new restaurants, and a second heated swimming pool. The upgraded complex also better accommodates buses that

shuttle guests around Disney's property, separate from the flow of traffic near the hotel's check-in area.

Shades of Green is adjacent to Disney's Palm Golf Course. Another one of Disney's five championship 18-hole golf courses and a nine-hole executive layout are within walking distance.

The hotel features two lighted tennis courts, hot tub, children's pool and play area, lounge and sports bar, banquet accommodations, gift shops, video arcade, laundry facilities, fitness center and automated teller machines.

Guests are provided transportation to all Walt Disney World attractions and early en-

World, is the main attraction to Shades of Green. Room rates are based on rank and range from \$70 to \$225 per night for a standard room and \$82 to \$119 for a poolside room.

For room reservations at Shades of Green, call 888-593-2242 or fax to 407-824-3665. The hotel's direct number is 407-824-3400 and fax is 407-824-3460. An online reservation system is coming soon.

Reservations are accepted up to one year in advance. Six to eight months in advance traditionally is required to secure a room. Holidays and long weekends tend to get booked a full year in advance.

For soldiers on short-notice R&R leave, Shades of Green



try into select venues inside the Magic Kingdom. Epcot, Disney-MGM Studios and Disney's Animal Kingdom Theme Park are just minutes away.

Self-supporting and operated with nonappropriated funds, Shades of Green is reserved for active duty and retired members of the uniformed services, Reserves and National Guard, as well as active and retired Department of Defense civilians and their families.

Affordability, a term often lost on visitors to Disney

has overflow contract arrangements with alternate hotels at Walt Disney World Resort.

(Editor's note: Tim Hipps is assigned to USACFSC Public Affairs.)

Scientific Innovations Serve Troops

*By Gerry J. Gilmore
American Forces Press Service*

Scientific innovations developed by the Defense Department and in the private sector

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HQUSAREC

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Martin Skulas
502-626-0735

1st Brigade

Maj. Ian Murdoch
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2d Brigade

Maj. Herman Jones
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Master Sgt. Carlos Camacho
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3d Brigade

Maj. Laura Wages
502-626-0605

Debra Kirksey
502-626-1049

5th Brigade

Maj. Kate Crusan
210-221-0548

Cheryl Avigne
210-221-1900

6th Brigade

Maj. Paul Dwigans
702-639-2010

Deb O'Neill
702-639-2000

are helping to prosecute the war on terrorism in Afghanistan and Iraq while helping DOD to realize its transformation goals for tomorrow.

DOD research conducted over the past 30 years has produced innovations such as the global positioning system and stealth and night-vision devices, Ronald Sega, director of defense research and engineering, told a House subcommittee.

The department's science and technology programs, Sega said to the House Terrorism, Unconventional Threats and Capabilities Subcommittee, continues to "be vital to the support of our troops and is simultaneously developing the capabilities of our future forces."

For example, the thermobaric bomb that was used in Afghanistan to destroy al-Qaeda and Taliban members in their mountain hideouts, Sega said, "is directly linked to the basic research in DOD."

Ceramic armor, said Tony

Tether, director of the Defense Advanced Research Projects Agency, is another S&T innovation that's being employed to protect U.S. troops in Afghanistan and Iraq. Tether, who accompanied Sega at the House hearing, noted that boron carbide — ceramic material used in today's upgraded body armor — was once expensive to make.

"DARPA's investments eventually led to inexpensive plates of boron carbide,"

Tether explained, which helped "to clear the way for the improved interceptor body armor."

Other DARPA items developed for troops' use in Iraq and elsewhere, Tether noted, include the Phraselator — a hand-held device that translates spoken English phrases into foreign speech — and a compact water-sterilizing device.

Tether said DARPA also is working on miniaturized unmanned aerial vehicles, im-

proved digital communications systems, and more precise sensor systems that could be used to detect and destroy hidden surface targets.

Other DARPA research conducted under the Human Assisted Neural Devices program seeks to use the human mind to run machinery.

"This program is finding ways to detect and directly decode signals in the brain so that thoughts can be turned into acts performed by a machine," he explained. The concept, he noted, "has actually been demonstrated, to a limited degree, with a monkey that was taught to move a telerobotic arm simply by thinking about it."

Unmanned aerial and terrain vehicles and increased use of robotics will be a part of tomorrow's military, Tether noted. However, he maintained, "the idea is not simply to replace people with machines, but to team people with autonomous platforms."

This, Tether explained, will "create a more capable, agile, and cost-effective force, and one that also lowers the risk of U.S. casualties. "The use of unmanned aerial vehicles in Afghanistan and Iraq," he pointed out, "clearly demonstrates the value of this idea."

DEPRAP

By Maj. Gene M. Piskator,
Accessions Analyst

To assist recruiters in managing their DEP pools, the Center for Accession Research has deployed an updated Delayed Entry Program Risk Assessment Profile, DEPRAP, on the USAREC Intranet.

This automated, interactive tool provides recruiters and recruiting leaders an estimated probability a contract will become a DEP loss. Leaders can

use the tool to estimate the DEP loss probability of an individual contract or their entire DEP pool. The DEPRAP tool estimates a contract's DEP loss probability based on the contract's age, test score category, education level, and contracted time-in-DEP. Estimated DEP loss probabilities are based on the DEP loss behavior of similar Regular Army contracts over the past three years.

The DEPRAP tool provides estimated DEP loss probability and color codes based on DEP loss risk. Low DEP loss risk contracts (less than 20 percent chance of DEP loss) are color coded green, while high DEP loss risk contracts (greater than 50 percent chance of DEP loss) are coded red. All other contracts are coded yellow for moderate DEP loss risk.

Recruiters and recruiting leaders should note that just because a contract is rated a high DEP loss risk by the DEPRAP tool, it does not necessarily mean the contract *will* DEP loss. Similar to an individual's FICO credit score, the DEPRAP tool only identifies contracts with a higher *probability* of DEP loss. For example, if a recruiting station has two contracts identified as high risk (red) by the DEPRAP tool, chances are one of these two contracts will ultimately access. Recruiters can reduce the probability of DEP loss for these high-risk contracts through positive leadership and concerted DEP maintenance practices.

To use the DEPRAP tool, go to the USAREC Intranet. Select the G-2 link under directorates. Go to the "Production" link on the left side of the screen. Scroll down and select "DEP Profile." Select the appropriate level, time frame, and statistics.



Enlisted Soldiers to Find Out Assignments via E-mail

By Sgt. 1st Class Marcia Triggs, Army News Service

The Human Resources Command will be using the Internet as a means to maintain up-to-date information on enlisted Soldiers to help them choose assignments and manage their careers.

In early March, HRC began notifying Soldiers of their next duty assignment within 90 days of their departure, by e-mailing the information to their Army Knowledge Online e-mail addresses. Other Web based initiatives include:

—Sending e-mails that acknowledge receipt when Sol-

diers update their assignment preferences on Assignment Satisfaction Key, known as ASK the Web assignment preference page.

—E-mail reminders will also be sent out to get Soldiers to update their contact information (home address and telephone number) 90 days after arriving at their new duty station. Then Soldiers will be reminded to update their assignment preferences on ASK after being stationed stateside for 24 months and 18 months for those overseas.

Out of 407,000 enlisted Soldiers who have already graduated from Initial Entry Training, 292,660 Soldiers have visited the ASK Web site so far, said HRC officials. Soldiers can be anywhere in the world and update their preferences through the Internet, officials added.

“The Army is going through a cultural change. We are giv-

ing privates career information before their chain of command finds out,” said Brig. Gen. Howard Bromberg, the director of Enlisted Personnel Management Directorate, HRC. “We will continue to change our policies as necessary to support the global war on terror and a joint and expeditionary Army.”

Commanders will still find out about Soldier assignments through traditional means, but the HRC-GRAM, formerly known as the PERSGRAM, that is sent to Soldiers through the mail will be phased out. Soldiers will be able to find out about assignments through e-mail notification or by calling an Interactive Voice Response System at 1-800-FYI-EPMD.

ASK was first introduced to Soldiers two years ago. However, this will be the first time Soldiers will have access to view key personnel information that is used by assignment managers when considering a Soldier for assignment officials said.

“It is important that Soldiers look at their personnel information to ensure it is correct. If it needs to be updated, they need to contact their local personnel office,” General Bromberg said.

The more accurate information career managers have on a Soldier, the higher the success rate will be in finding an assignment that’s right for the Soldier and the Army, General Bromberg said. However, General Bromberg added that just because the Army is listening to its young Soldiers, that doesn’t mean that they’re going to always get what they ask for. In assigning Soldiers, the focus is combat readiness, General Bromberg added.

Where Soldiers are assigned is only a piece of the Army’s stabilization puzzle, General Bromberg said. The other parts include the Army’s new Man-

ning System, Force Stabilization which consists of unit focused stabilization and home-basing. Home-basing will require initial-term officer and enlisted Soldiers to stay at their first duty station for an extended tour of up to six or seven years.

“These initiatives are about unit over self,” General Bromberg said. “We’re still taking care of Soldiers and getting them the training and care they need. But we’re focused on getting units stabilized so they can do the mission at hand.”

An example of the needs of the Army coming before assignment preference is a Soldier serving in Korea who was told that he could go to Fort Hood, Texas, when his tour is over, as part of the program HAAP (home base/advance assignment program). But if during the Soldier’s tour, overriding Army mission requirements determine that the Soldier is needed elsewhere, then their HAAP can be renegotiated. Enlisted personnel assignment managers work with the Soldier, but may, based on the requirements of the Army, assign the Soldier to a new location.

“We’re not getting rid of the program, but people think that if we give them an advance assignment, they are guaranteed that assignment,” General Bromberg said. “What we’re saying is that we will try to meet requirements, but we may change, based on the needs of the Army.”

Every single Soldier is needed somewhere in the Army, whether it’s as an instructor, drill sergeant, recruiter or in a rifle platoon in a deploying unit, General Bromberg said. Every skill is important, he added.

In the future, HRC also plans to expand its Web initiatives and get away from using Department of the Army Form

4187, Personnel Action Request.

“We still get 4187s, signed by the company commander, and after it goes through everybody in the chain of command, it gets here with seven pieces of paper attached to it. We want to eliminate all of that,” General Bromberg said.

The vision is to have a Soldier volunteer for an assignment electronically. If requests can go up and back down all electronically, the process can be cut from 90 days to 14 days, General Bromberg said. The technology is there, he added, and it can be done.



Officials Warn Against Education Diploma Mills

By Kara L. Motosicky
Army News Service

Expect to get promotion points for a college degree that requires no class work or tests? Think again, warn Department of Defense education specialists.

A diploma mill is a college or university that operates primarily to make money, often offering college credit for life experiences rather than any formal education.

Diploma mills prey on naïve people who are often too busy with families and careers to attend classes. The school isn't properly accredited and issues degrees without ensuring an education occurs.

The best defense against

diploma mills for Soldiers are Army Education Centers according to one Department of Defense official.

“Before they make any contact, sign anything, they should visit their education center,” said the official “That way, the counselor can help them find out if the school's accredited.”

Nancy B. Adams, an education services specialist at the Fort Belvoir, Va., Army Education Center, agrees that the education center should be a Soldier's first stop.

“Our job is to help the Soldier define his educational goals,” Adams said. “If they have a school they're researching, they should bring it in to the office. We'll let them know if it's accredited.”

The Army will not recognize a degree from a non-accredited school, said Adams. For schools to be recognized as accredited by the U.S. Department of Education they have to meet certain standards, including quality of education, library size and student/faculty ratio said Adams.

Soldiers who don't have access to an education center can go online to check a school's accreditation.

“It can be difficult to validate a school's accreditation,” said the DOD official. “Many diploma mills bury their accreditations, if they have any, so deep in an official-looking Web site that they are impossible to find.”

Do not discount all distance-learning schools, though.

“There are some very reputable online schools out there,” said Adams. “They're held to the same standards as a brick-and-mortar school, except they may have an online library.”

Also, there are some accredited institutions that do give credit for work experience, usually awarding an degree in



conjunction with credit hours earned through attending normal college courses.

Some tips in recognizing diploma mills:

—The school does not require studying, tests or essays.

—The school boasts of accreditation, i.e., “fully, nationally or worldwide accredited,” but has no legitimate accreditation.

—The school relies on “portfolio assessments” or “life experience.”

—The school advertises through e-mail messages sent to millions.

For more information on school accreditation, visit the DOEEd at www.ed.gov.

Getting Equipment to Deployed Troops Faster

By Sgt. 1st Class Marcia Triggs,
Army News Service

(Editor's note: This is one of the 17 Army focus areas. This one focuses on “Resource Processes.”)

Every Thursday senior leaders on the Army staff spend an hour validating equipment requirements from commanders to ensure needed capabilities get in the hands of deploying troops.

Additional body armor, more up-armored Humvees and battlefield robots are examples of requests that have been heard and approved by members of the Army Strategic Planning Board.

Getting the right equipment to combatant commanders in a

timely manner is only one aspect of the Army's focus area “Resource Processes.”

“It's a series of actions that match dollars to desired capabilities,” said Lt. Col. Bobby Claflin, an action officer with the Deputy Chief of Staff for Programs, G-8.

Nested in improving the Army's “Resource Processes” is supporting combatant commanders, getting re-deploying troops ready for future missions and working with other services to ensure money isn't wasted by developing redundant capabilities, G-8 officials said.

Unit commanders from company to theater-level submit operational needs statements to their major commands, and if the MACOMS can't fulfill the requests, they are forwarded to Headquarters Department the Army for resolution, said Col. Mark Averill, chief of ASPB.

Before requests reach the ASPB's Thursday meeting, Colonel Averill hosts a Tuesday meeting where a council of colonels reviews the requests.

“It's not layers of bureaucracy,” said Lt. Col. Michael Komichak, a member of the ASPB. “We provide a forum where multiple decisions directly impacting Soldiers on the ground can be made within 60 to 90 minutes.”

By reprioritizing resources and restructuring other programs, the Army has reinvested \$36 billion towards Army Transformation, said G-8 officials. Technologies and capabilities are being developed that can be applied to the current force, officials said.

Gold Badges

RSM MARCH 2004

ALBANY

SSG Raymond Snow
SSG Matthew Hoffman

ATLANTA

SSG John Pierce

BECKLEY

SFC Scott Peltack
SSG Stephen Goodwin
SSG Leonard Haith
SSG Charise Kelly
SSG Rodney Michel
SSG Willie Grimes
SGT Joseph Talbott
SGT Jeffrey Little
SGT Christopher Strake

CHICAGO

SSG Michael Bartley
SSG Clifford Brown
SSG Joseph Dickson

CLEVELAND

SSG Lewis Ruiz
SFC Todd Reid
SGT Derondo Willis

DALLAS

SSG Carmelo Mora

DENVER

SGT Bobby Burrell

DES MOINES

SSG Christopher Fowler
SSG Don Knaebel

HARRISBURG

SFC Pernell Bowersox
SSG David Dimoff
SSG Samuel Morgan
SSG Jeffrey Barnes
SGT Christopher Smith
SGT Michael Ford

HOUSTON

SSG Herman Lee
SSG Leonard Kelly
SSG Michael Conniff
SSG Charles Jackson
SSG Lucian Buky
SGT Shane Odell
SGT Samuel Kennedy

JACKSON

SFC Franklin Trent
SSG Emmanuel Bryant
SSG Nicholas Amanatidis

JACKSONVILLE

SSG Andrew Allen
SGT Brian Kendall

KANSAS CITY

SSG Dewayne Clinkinbeard
SSG Robert Spinney
SGT Joshua Inman

LOS ANGELES

SFC Jorge Rochaalvarez
SFC Michael Greer
SFC JT Jackson
SSG Aaron Michaelian
SSG Kenton Peterson

MIAMI

SSG Cesar Ferrer
SSG David Goad
SSG Fernando Hernandez
SSG Louis Montoya
SGT Lionel Weems
SGT Angela Collierberry
SGT David French
SGT Andrew Breuer
SGT Alex Shor
SGT Cavin Moskwa
SGT David French
SGT Carlos Restrepo
CPL Jose Flores

MIAMI

SSG Michael Bass
SSG Gregory Finney
SSG Anthony Rodriquez
SSG Andres Carvajal

MID-ATLANTIC

SSG Sean Reilly
SSG David Lahrmer

MINNEAPOLIS

SFC Lyle Webb
SSG Christopher Bushaw

MILWAUKEE

SSG Jeffery Strong

MONTGOMERY

SFC Stoney Lindsey
SSG Scott Bejma

NASHVILLE

SSG Russell Blackwell
SSG Galen Moran

NEW ORLEANS

SSG Terrence Hoard
SGT Edward Jones
SFC Lamar Chancellor
SSG Michael Zachary

NEW YORK CITY

SSG Kerry Bradley
SSG Umika Terrell
SGT Kimberly Green
SFC Mohammed Hoque

PHOENIX

SSG Christopher Bushaw
SSG Jeffery Strong
SFC Stoney Lindsey
SSG Scott Bejma
SSG Russell Blackwell
SSG Galen Moran
SSG Terrence Hoard
SGT Edward Jones
SFC Lamar Chancellor
SSG Michael Zachary
SSG Kerry Bradley
SSG Umika Terrell
SGT Kimberly Green
SFC Mohammed Hoque
SFC John Camacho
SFC Manson Strowbridge
SSG Adrian Matute
SSG Joseph Darton
SSG William Howard
SSG Robert Medina
SSG Edward Ortizburgos
SSG Bradford Sheppard
SSG Jonathan Payne
SSG Katrese Clayton
SSG Alonzo King
SSG Barrette Walker



SSG Jose Weeks
SSG Robert Hopkins
SGT Dameon Dunlap
SGT Jason Bologna
SGT Michael Stuart

PHOENIX

SSG Lauren West
SSG Christopher Morency
SSG William Blackwell

PORTLAND

SGT James Fisher
SGT Michael Rosenberger
SGT Brian Clark
SGT Eric Nantes

SACRAMENTO

SGT Emil Baker
SSG Byron Allred
SSG Stephen Vigil
SSG Clifford Martin

SAN ANTONIO

SFC Rod Chew
SGT Antonio Ruiz
SFC Anthony Martinez
SFC Chuck Manson

SEATTLE

SGT Patrick Moore
SSG Stephen Vigil
SSG Clifford Martin

SOUTHERN CALIFORNIA

SGT Catherine Langer

ST. LOUIS

SFC Michael Talton
SSG John Dotson
SSG Keith Williams
SSG Donald Chausse

TAMPA

SFC James Williams
SSG John Smith

Recruiter Rings

RSM MARCH 2004

1ST AMEDD

SFC Billy Wilson

BALTIMORE

SFC Roy King

SSG Timothy Robertson

BECKLEY

SSG John Ellison

SSG Christopher Craig

SSG Kenneth Burgett

CHICAGO

SFC Sonja Kurtz

SSG Curtis Cox

SSG Toris Knight

SSG Antonio Johnson

CLEVELAND

SSG James Lacey

COLUMBUS

SFC Nancy Stratton

SSG Henry Brown Jr.

DES MOINES

SFC Charles Price

SFC Keith Sollazzo

SSG Craig Novinska

SSG William Winkler

HARRISBURG

SFC Tony Johnson

HOUSTON

SFC Fredrick Clayton

INDIANAPOLIS

SSG Matthew Kunk

SSG Dustin Mullins

KANSAS CITY

SFC Tasha Hernandez

SSG Curtis Gowan

SSG Kevin Blascoe

SSG Brandon Starkel

SSG Sam Cooper

SGT Philip Hilton

LOS ANGELES

SFC Dean Villanueva

SFC Juan Floresnieves

SFC Ronald Charles

SSG Kenny Kang

MIAMI

SFC Cecilio Herrera Jr.

SSG Luis Medina

SSG Hector Diaz

SGT Manuel Salinas

NASHVILLE

SFC Charles Lashbrook

NEW ENGLAND

SGT Winston Williams

NEW ORLEANS

SSG Neil Glover

PHOENIX

SGT Monica Patton



RALEIGH

SSG William Miller

SGT William Sharpe

SACRAMENTO

SFC William Randolph

SSG Trevor Bacio

SALT LAKE CITY

SGT Jason Emily

ST. LOUIS

SFC Jody King

SFC Craig Stinson

SFC Travis Adkins

SSG Ryan Seidner

SSG David Reynolds

SYRACUSE

SFC Matthew Blair

SFC Jason Robert

SSG Andrew Becker

Morrell Awards

RSM MARCH 2004

ALBANY

SFC Lawrence Michaelis

ATLANTA

SFC Robert Wiley

BECKLEY

SFC Donald Laurence

CHICAGO

SSG Kai Ruxlow

CLEVELAND

SFC Todd Kelley

COLUMBIA

SFC Grason Abbott

DALLAS

SSG Claud Bodle

DES MOINES

SFC Robert Rawlins

KANSAS CITY

SFC Robert Mott

SFC Terry Abbott

SFC James Wierz

MIAMI

SFC Steven Hughley

MINNEAPOLIS

SFC Charles Claussen

SFC Jimmy Barker

MONTGOMERY

SFC Michael Luff

NASHVILLE

SSG Rhetta Foust

NEW ENGLAND

SFC Joseph Blount



PHOENIX

SFC Brande Small

PITTSBURGH

SFC David Bonanno

PORTLAND

SFC Matthew Hoerner

RALEIGH

SFC Larry Owens

SACRAMENTO

MSG Frank Howell

SEATTLE

SSG Derrick Kelso

ST. LOUIS

SFC Eloy Martinez

1. What field manual covers counseling?

- a. FM 22-100
- b. USAREC Reg 350-7
- c. FM 21-20
- d. FM 21-10

2. What are the two categories of counseling?

- a. Directive and non-directive counseling
- b. Positive and negative counseling
- c. Event-oriented counseling and performance/professional growth counseling
- d. Performance and professional counseling

3. Leaders should seek to develop and improve what three leader counseling skills?

- a. Active listening, responding, and questioning
- b. Leadership, mentorship, and coaching
- c. Empathy, credibility, and respect
- d. Counseling, mentorship, and responding

4. When counseling, some elements of active listening you should consider include _____.

- a. boredom and self-confidence
- b. head nods and self-confidence
- c. frustration and anxiety
- d. eye contact and body posture

5. What are the three approaches to counseling?

- a. combined, one-on-one, and collective
- b. positive, reassuring, and pro-active
- c. nondirective, directive, and combined
- d. none of the above

6. What are the four skills that leaders must master and develop?

- a. interpersonal, conceptual, technical, tactical
- b. talking, feeling, people, tactical
- c. counseling, leader, personal, selling idea
- d. none of the above
- e. all of the above

7. What qualities must a leader demonstrate to counsel effectively?

- a. respect for subordinates
- b. self and cultural awareness
- c. credibility
- d. empathy
- e. all of the above

8. What USAREC publication provides a single source document for the school recruiting program?

- a. USAREC Reg. 621-1
- b. USAREC Reg. 350-13
- c. USAREC Pam 350-13
- d. USAREC Reg. 350-6

9. Salesmanship is defined as the art and science of persuading people to accept an idea, service or ____.

- a. product
- b. eventuality
- c. concept
- d. situation

10. You should be _____ to school administration counselors, faculty, and students.

- a. a flunky
- b. available only on your terms
- c. indispensable
- d. militant

11. What USAREC regulation covers the post-secondary school recruiting program?

- a. USAREC Reg. 601-85
- b. USAREC Reg. 601-81
- c. USAREC Reg. 601-104
- d. USAREC Reg. 601-95

12. What field manual covers physical training?

- a. FM 21-11
- b. FM 21-10
- c. FM 21-25
- d. FM 21-20

13. On the command of "open ranks march," the first rank will take _____ steps forward.

- a. three
- b. two
- c. one
- d. none

14. "Parade Rest" is given from what position?

- a. Rest
- b. At Ease
- c. Attention
- d. Stand at Ease

15. Current year seniors are protected until _____ days after graduation.

- a. 30
- b. 60
- c. 90
- d. 180

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

Mission Box

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



RSM March 2004

Top Regular Army Recruiter

SSG Dennis Kelly
New York City

SSG Leo Cornell
Jacksonville
SSG William Yorgey
Jacksonville
SSG Jason Harris
Nashville

SGT Jayson Molina
Great Lakes

SSG Elvin Nuells
San Antonio

SGT Matthew Wagner
Seattle

Top Army Reserve Recruiter

SGT Levar Curry
Mid-Atlantic

SFC Ernesto Escobales
Tampa
SFC Richard Moore
Montgomery

SSG Danny Smith
Minneapolis

SSG Rodney Young
Houston

SFC Christopher Berklund
Seattle

Top Limited-Production Station

Fenway
New England
SFC John Johnson

Arecibo
Miami
SSG Reinaldo Boneta

Rockford East
Chicago
SSG Stephen Lawlor

Pekin
St. Louis
SFC Rocky Gannon

Black Canyon
Phoenix
SFC James White

Top On-Production Station

Wheeling
Pittsburgh
SFC Aaron Friday

Bellevue
Nashville
SSG James Eskridge

Carpentersville
Chicago
SFC Robert Salek

Jacksonville
St. Louis
SFC Craig Stinson

Goodyear
Phoenix
SFC Craig Flint

Top Company

Indiana
Pittsburgh

Sarasota
Tampa

Loves Park
Chicago

Liberty
Kansas City

Sierra Nevada
Salt Lake City

Top Army Medical Department Detachment

New York City

None

Great Lakes

Oklahoma City

Rocky Mountain

Answers to the Test

1. a. FM 22-100
2. c. FM 22-100, Appendix C
3. a. FM 22-100, Appendix C
4. d. FM 22-100, Appendix C
5. c. FM 22-100, Appendix C
6. a. FM 22-100, Chapter 6, para 1-10
7. e. FM 22-100, Appendix C, C10-C14

8. d. USAREC Pam 350-13
9. a. USAREC Reg 350-7, para 5-1
10. c. USAREC Pam 350-13, para 2-2c
11. c. USAREC Reg 601-104
12. d. FM 21-20
13. b. FM 22-5, Chapter 6-7
14. c. FM 22-5, Chapter 3-3a
15. c. USAREC Reg 350-7, para 4-2d



**Memorial Day
May 31, 2004**