

RECRUITER

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TRANSFORMING USAREC



page 15



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Preparation is Key to Summer Transitions

Summer is almost here. Summer is a time for many moves in and out of the command, schools to let out for the children and vacations for families. In Recruiting Command, summer is also the period of our greatest mission of shipping new Soldiers into our Army. How we manage transitions this summer, and properly care for our families, is vital to our success.

Transitions are among the most challenging periods in any organization. Whether transitioning from offense to defense, transitioning from one unit to another while in contact or transitioning leaders in Recruiting Command, bad things can happen during the transition; it is a period of great risk for an organization. Good things also happen, if we prepare and surge our efforts on the transitions. We bring in a new set of eyes, with perhaps a different approach, and the excitement of starting a new mission.

Everyone on the USAREC team preparing to depart must have a solid transition plan for the handoff of critical tasks, procedures and key points of contact. Incoming and outgoing leaders must effectively exchange information on their areas of operation such as key centers of influence along with information that will allow incoming personnel to quickly become familiar with their new territories.

At the recruiter level, we must take special care in the handoff of Future Soldiers to the incoming recruiter to maintain accountability and to ensure the Future Soldiers remain committed to their enlistment decisions. Additionally, we have a responsibility to provide sponsorship for those family members reporting to recruiting duty. Let's show the same attention to family transitions as we do to duty transitions. Advice on local schools, housing, medical care, and family support groups can be very helpful to those new to the command.

Recognize our departing Soldiers and families appropriately. Soldier counseling and awards, as well as spouse recognition must be completed prior to their departure. How our Soldiers depart the command is key to how they will remember their assignment. We must make the departures a positive experience.

If we plan and execute these transitions properly, we can avoid any loss of momentum. Incoming leaders will be able to pick up where their predecessors left off, bringing enthusiasm and energy to the tasks at hand.

An eventful season

The summer also brings Armed Forces Week, Memorial Day, the Army Birthday and Independence Day. Take advantage of America's patriotic spirit to mobilize the Army and the nation in

support of recruiting.

This will be an ideal time to promote the \$2K Referral Bonus at events on Army installations and at Reserve units. Attend those events, and remind Soldiers, Department of the Army civilians and retirees that recruiting is an Armywide mission and that they can help themselves by helping us.

We have to balance mission requirements with summertime activities. Recruiting is challenging work, so take the opportunity to refresh yourselves, and more importantly, to enjoy quality time with your families. You and they deserve this time together. Enjoy this summer safely. When you're traveling by car, be sure to inspect your car beforehand, take frequent breaks and buckle up. If you're taking part in water activities, be sure to have life jackets and observe water safety rules. If you're operating a motorcycle, stay alert, drive defensively, and wear your safety gear.

An Army at war

I know every member of Recruiting Command understands we are an Army at war, and that recruiting is critical to the nation's success. Many Soldiers know this first-hand with about 47 percent of detailed active Army recruiters having recent combat experience. They are uniquely prepared to talk to young men and women and their influencers who are concerned about the risks of being a Soldier in an Army at war. Our deployed units are meeting their retention goals in record numbers. Despite the dangers of combat, Soldiers feel well equipped, well trained and well led. They are proud of their service.

We have a significant summer mission ahead of us. I'm confident we will be successful because each member of our team is giving the Army their very best effort each day. And we have the support of both the Army and the nation as we go about the mission of providing the strength to America's Army.

I'm very proud of you ... you are Army Strong!



Maj. Gen. Thomas P. Bostick

AURA: What it Means in USAREC

In last month's RJ edition, I introduced the AURA (Acceptance-Understanding-Recognition-Appreciation) concept and the potential impact of executing these tenets within the Recruiting Command. In this article, my intent is to expound further on how each individual tenet of AURA can pertain specifically to the personnel of USAREC.

Acceptance. You, the recruiters, Soldiers and leaders of USAREC, are our warriors on the front lines when it comes to providing the strength for our Army. As your commanders provide the resources and prep the battlefield, you are the ones this command relies upon to execute the mission. Undoubtedly, USAREC's success is dependent upon your contributions to the mission. It is critical that you know how important you and your family are and feel accepted into this organization as integral and important team members. You are a vital and integral part of this team and your contributions are absolutely essential to the overall success of the USAREC team!

Understanding. I understand how challenging your duties and responsibilities are as you strive to "embrace the challenge and exceed the standard" regarding mission success. This should be nothing new to you since you were selected for your present duties because of your professionalism as a NCO. You likely felt competent in your previous MOS. Now many of you are faced with having to learn and perform tasks, some of which may be outside your comfort zone. That's OK; give yourself the chance to be successful.

For instance, I understand how you might feel when you are required to plan your day's activities in detail. This is just a tool to help with time management and prioritization in the execution of your



Command Sgt. Maj. Martin Wells

mission. However, this tool has been found to be critical for the accomplishment of USAREC's goals and mission. One of our key goals is to help young men and women take advantage of the opportunities the Army provides. Trust me when I state that when you have experienced the gratitude from individuals you have put into the Army for helping them significantly improve their lives, you will always remember the positive impact you have made occur for those great Americans. Think of how much you have grown in the Army ... you can thank a recruiter for that.

Recognition. I want to personally recognize you for your NCO professionalism and giving your all to this critical mission. The top two priorities for the Army are the war on terrorism and fielding our force. What you do every day toward fielding our force is essential.

Appreciation. USAREC has incentive programs, but I want to personally express to you how appreciative I am to have such professional, many combat tested, warriors in this command.

However, I encourage you to also acknowledge yourself and your families after you have met goals you've set for yourself. Focus on those key intermediate accomplishments that will lead to success in this assignment and then work with your station commanders in rewarding yourself. For example, if you set up and work a big community event or coordinate a successful COI presentation to a high school, congratulate yourself and your battle buddies. Work with your station commander to find a weeknight where you can have a leisurely dinner with your family or friends. Don't wait for appreciation from others; give it to each other on a daily basis.

What I have just described is AURA — the approach to leadership and culture change that our leaders will be encouraged to develop. You are an integral part of this team and you need to persist in your ability to contribute to how your team works toward building teamwork, maintaining commitment and succeeding in our mission.

Thank you for what you do on a daily basis! I am proud to serve with you and those like you.

The Signs of Desperation

Photo by Walt Kloeppe

By Chaplain (Lt. Col.) Terry Whiteside

The recruiting environment places an extraordinary burden on our Soldiers, civilians and family members. Through God's grace, community support and their own personal strength, most are surviving and shouldering the burden the environment places upon them. However, there are those among us experiencing great pain and distress connected to traumatic experiences, personal disappointment or relationship troubles. Tragically, at the ragged edge of this group, some Soldiers, civilians and family members think of ending their lives as the only solution.

In this time of special strain, leaders at all levels must remain sensitive and responsive to the needs of Soldiers, civilians and their families. The key to the prevention of suicide is leadership awareness. Leaders at all levels must understand, just as they have a duty to develop technical and tactical proficiency in themselves and their subordinates, they also have a duty to care deeply and sincerely for their subordinates and families.

Potentially, every member of the USAREC family could come in contact with a person who is at increased risk of suicide. The key prevention tool is for each of us is to know our Soldiers and civilians. We need to be keenly aware of changes in attitudes, behaviors and performance. Being a leader means we take an interest in the problems of our Soldiers, civilians and family members. One of the best ways of showing support to others is by being available to talk and listen to them.

There are warning signs and risk factors for a person who is at risk for suicide. Some of the more common causes are feelings of worthlessness; their situation is hopeless; and they are helpless to change the situation. Their life is too painful to continue because of a broken relationship, the death of a loved one or they have experienced a significant failure: loss of rank, failure to reach mission or the abuse of drugs or alcohol.

Some of the warning signs of a person at risk are a noticeable change in a person's typical behavior. The talkative become quiet, the quiet can't stop talking; depression ends with no good explanation or problem resolution; a person withdraws from peers and begins to cut off significant relationships; aggressiveness; disinterest; moodiness; or crying spells. Some will make a verbal statement of a wish to die or a direct threat of self harm. Another warning sign is when a person has an interest in making final arrangements and begins giving away possessions.

If you feel that someone you know may be at risk for suicide, take his threats seriously. Do not attempt to argue with him or tell him he is not the "type" to commit suicide. Allow him to talk about what is troubling him. Let him know that you care and that help is available. Don't be afraid to ask directly if he is planning on committing suicide or hurting himself. If the person says he is planning on committing suicide, that person should not be left alone.

Immediately contact your chain of command and call your local mental health professional, the police, a hospital emergency room, your brigade chaplain, your battalion Soldier and Family Assistance Program Manager or Military OneSource.

Remember, the key to the prevention of suicide is leadership awareness.

Suicide is a traumatic event for the individual and for all the people who have some connection with the person. It is very true that suicide is a permanent solution to a short term problem. There are people who care and want to help. If you are having these thoughts, contact your brigade Unit Ministry Team or mental health professional today.

Preventing Soldier Suicide

By Kristin Ellis,
Department of the Army intern
Public Affairs

Failed relationships, legal worries and financial problems are consistently cited as the main stressors that lead to suicide, according to Army Suicide Prevention Program officials.

The suicide rate for Soldiers is considerably lower than the suicide rate for comparable age groups in the general population, the officials report.

The Army's rate continues to be far below the national adjusted rate of 19.9 suicides per 100,000 people.

In fact, the 2005 suicide rate for the Army was 13.0 deaths per 100,000 Soldiers, according to the ASPP.

Suicide rates for the Army over the past 26 years have not varied much, holding at 12.3 on average, the program's report indicates.

"Of course one suicide is one too many," said Walter Morales, a spokesman in the suicide prevention office. "We are committed to providing the necessary resources to leaders, Soldiers and families to minimize suicides in the Army."

To support this effort, the program focuses on training Soldiers, leaders and family members on how to recognize signs of suicidal behavior, how to intervene and how to refer individuals to appropriate agencies for follow-on support and care.

In 2001 Gen. Eric K. Shinseki, then Army chief of staff, directed a review of the Army suicide-prevention program. With collaboration from the Office of the Chief of Chaplains, the Office of the Surgeon General and Army G1, officials developed new strategies and a revised suicide-prevention model.

The program's strategies focus on four major areas — developing life-coping skills, encouraging help-seeking behavior, maintaining constant vigilance, and integrating and synchronizing unit and community programs.

"It is crucial for our Soldiers to recognize that seeking help is a sign of strength, not weakness," Morales said. "Leadership involvement is key — leaders need to create a healthy environment in which Soldiers are encouraged to seek help."

"Suicide-awareness training includes recognizing the symptoms, any verbal and nonverbal signs, and identifying behavioral and situational predictors," said Chap. (Col.) Gerald Stone, assistant family life chaplain for Chaplain Life Ministry and Training at Fort Belvoir, Va.

Another pillar of the Army's prevention program is to maintain constant vigilance. One way commands achieve this is through "buddy care," where every Soldier has a trusted buddy to confide in and talk with about problems.

Another prevention measure is the "unit watch," a program used by commanders when a Soldier has suicidal thoughts. Someone watches over that Soldier constantly to ensure he doesn't harm himself and is provided necessary resources to aid in his recovery.

A part of this constant vigilance is to identify the problem. If the Soldier presents a specific risk, the commander ensures that the individual is sent to the appropriate agency for help. Soldiers are sent to the chaplain for pastoral counseling, but if that doesn't help, they may be sent to a behavioral-health professional.

The Army — through coordination with G1, the Center for Health Promotion and Preventive Medicine, the Office of the Surgeon General, the Office of the Chief of Chaplains, U.S. Training and Doctrine Command and the Walter Reed Army Institute of Research — is taking a different approach to training Soldiers and leaders in suicide prevention.

"These agencies collaborate continuously to identify trends and provide courses of action to commanders," Morales said. "Things change, so we need to be proactive in providing an appropriate suicide-prevention program to meet the leadership's challenges."

To make the prevention program more effective, the Army is revamping suicide-prevention training to be more interactive, by providing small-group training. The Center for Health Promotion and Preventive Medicine is the lead agency in gathering feedback to produce different training packages.

"Additionally, the CHPPM is developing a suicide-intervention and risk-assessment training program for leaders that's scheduled to be completed in 2008," said Col. Dennis Dingle of the center.

"The loss of any one American Soldier's life is a tragedy, regardless of the reason," he said.

This article first appeared in the April 2007 issue of Soldiers magazine.



Constant vigilance

Through "buddy care" every Soldier has a trusted buddy to confide in and talk with about problems.

The Way I See It

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

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

Why not retest?

I would like to address an issue concerning the ASVAB test.

IAW AR 601-210 [states] recruiters are not authorized to have applicants retested for the sole purpose of increasing aptitude area scores to meet standards prescribed for enlistment options or programs.

Why? The Army wants us to put highly qualified individuals into the Army. Allowing us to retest III-Bs would help the Army meet its quality mission. This rule means that we should not be able to retest Cat IVs, since in most instances, recruiters can write them. However, the Army spent valuable money to develop March2Success to help individuals exceed standards on the test.

If an applicant cuts a 78 on the CAST/EST, I will not waste their time putting them on March2Success. However, if the individual cuts a 49 on the real ASVAB, would it not be in the Army's/individual's best interest to wait 30 days to retest?

Thanks,
Staff Sgt. Jeremy Jurewicz
St. Louis Battalion

The Chief of Staff responds

Dear Staff Sgt. Jurewicz,

Thank you for your comments to The Way I See It program regarding the ASVAB test.

The retest policy is an old policy and has to do with resources and wasting an applicant's time as well as MEPCOM's time trying to improve their score.

In many cases an applicant actually scored lower and lost benefits or MOS opportunities when retesting after receiving an initial qualified score. However, as time has elapsed, new programs such as March2Success have been developed that make it prudent to work with an applicant and try to improve one's scores.

It makes sense given the restrictions on the number of applicants who score in the Test Score Category IV range.

It is also in the applicant's best interest (at times) to try and improve a score from the example you gave of an AFQT 49 so that they could qualify for greater incentives with a 50 or greater.

We will work with HQDA to try and amend the policy beyond the exceptions currently implied for March2Success and the high school senior retest program. Your point is valid and makes sense in a lot of cases, so we will work to make a change in that regard.

Thank you again for your comments to the TWISI program. For further information contact Frank Shaffery at 1-800-223-3735, extension 6-0493 or e-mail at frank.shaffery@usarec.army.mil.

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

It's in the bag

For hot knocks when we can only leave info due to the person not being home, poly brochure bags would be much more professional looking than either just leaving the brochures wedged in the doors or hanging the large shopping bags.

Would it be possible to have those added to the Recruiter Store?

Thanks,
Sgt. 1st Class Jack Smith
Jackson Battalion

The Chief of Staff responds

Dear Sgt. 1st Class Smith,

Thank you for sending in your suggestion to The Way I See It. It is because of good ideas like yours that the command finds improved efficiencies and time-saving efforts.

I like your suggestion of using poly brochure bags to leave information behind when a person is not at home. I agree such an item would be far more professional-looking than just wedging an RPI or business card into a door jamb. Thanks, too, for attaching a Web site to illustrate exactly what you are suggesting.

I have asked our G5 to look at ways to use your idea as an item recruiters can order through the Recruiter Store. We will publish a news item in the Recruiter Journal when your idea is in effect. Thanks again for forwarding your idea to The Way I See It.

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

Army Values Posters Get a Makeover

By Hank Minitrez, Army News Service

New Army Values posters are going up in offices and barracks worldwide.

The original Army Values posters were first published nine years ago.

“This update is important because the Army Values posters serve as a visual reminder of our culture and provide an incentive for Soldiers to live up to the Army Values,” said Kittie Messman, Values project manager in the Army G1 office.

The posters were released March 15. All publications account holders who normally receive Department of the Army posters will receive the Values posters through normal publications supply channels. Account holders may order additional posters through their publications control officer.

The intent of the posters is to reemphasize and reinvigorate Army Values, according to Army G1.

Army culture promotes certain norms of conduct that include a unique service ethic expected of every Soldier, to make personal sacrifices in selfless service to the nation.

Additionally, leaders require the highest level of individual and organizational discipline and moral values during peace and war. The moral and ethical tenets of the Army Values characterize the Army culture and describe the ethical standards expected of all Soldiers.

Army Values

Loyalty. Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers. This means supporting the military and civilian chain of command, as well as devoting oneself to the welfare of others.

Duty. Fulfill your obligations. Duty is the legal and moral obligation to do what should be done without being told.

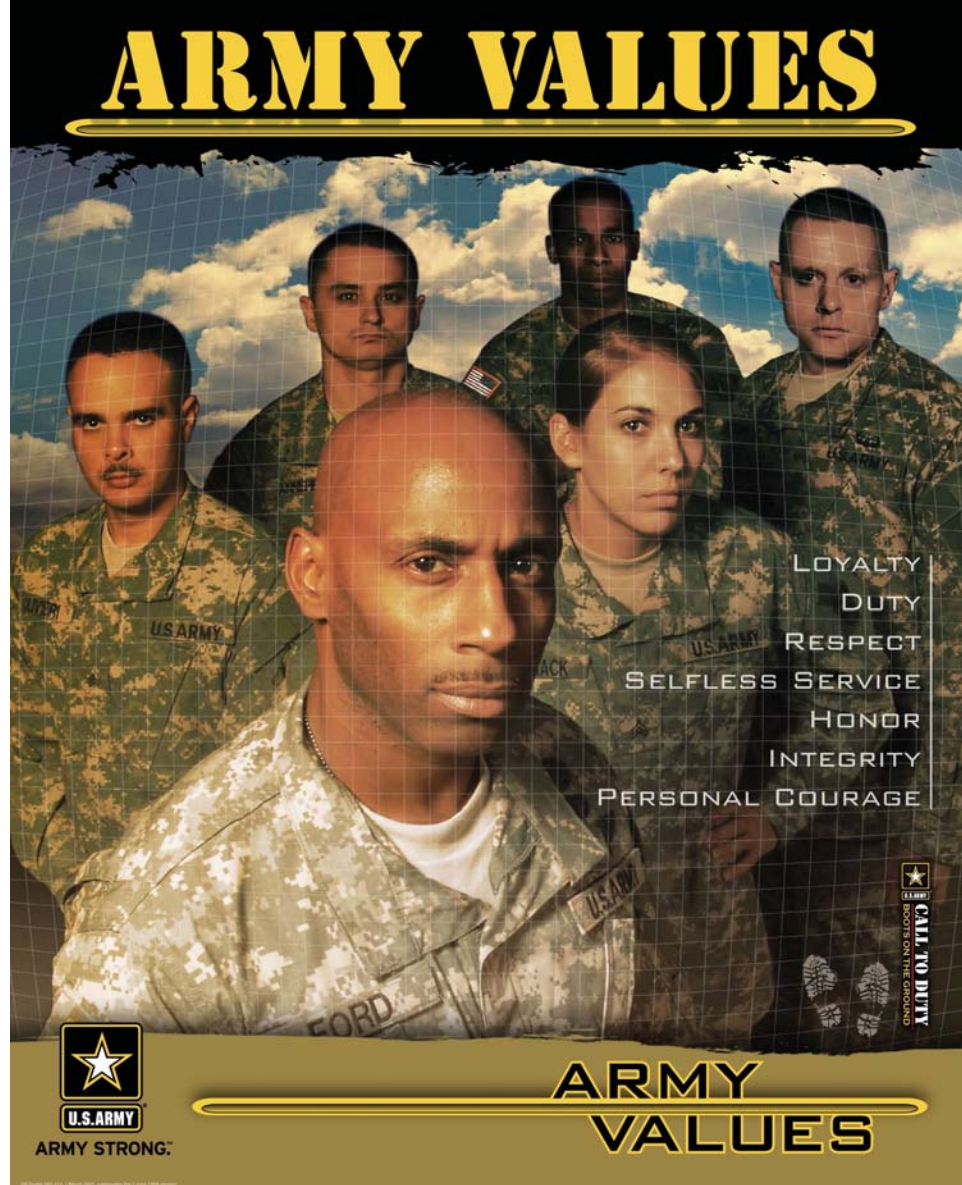
Respect. Treat people as they should be treated. This is the same as do unto others as you would have done unto you.

Selfless service. Put the welfare of the nation, the Army and subordinates before your own. This means putting the welfare of the nation and accomplishment of the mission ahead of personal desires.

Honor. Live up to all the Army Values. This implies always following your moral compass in any circumstance.

Integrity. Do what's right - legally and morally. This is the thread woven through the fabric of the professional Army ethic. It means honesty, uprightness, the avoidance of deception, and steadfast adherence to standards of behavior.

Personal Courage. Face fear, danger or adversity (physical or moral). This means being brave under all circumstances (physical or moral).



“The Army Values are the baseline, core, and foundation of every Soldier,” said Messman, herself a retired master sergeant. “They define who they are, what they do, what they stand for, and drive their actions at home, work, in peace and during war.”

The posters may be viewed and downloaded from the Army G1 Web site <http://www.armyg1.army.mil/HRARMYVALUES.ASP> and will be featured in Soldiers magazine from June through January.

Learning Aligned to Performance Goals

By Vennice W. Furlow, chief, LMS/Futures Division

One year ago, when we talked about fielding the Virtual Classroom Server, the typical response was, “VCS? What’s VCS?” It has been a long road in marketing the VCS, but we have reached our first anniversary and the payoff is tremendous.

Building acceptance for a new technology can be a challenge, but the server has acquired a life of its own. We have made remarkable progress and achieved tremendous success. In its first year, the VCS has carried more than 321 training sessions and more than 3,500 students have enrolled.

Our enterprise license permits almost 20,000 users. This capacity offers unlimited opportunities to conduct many simultaneous sessions.

The server is integrated with the U.S. Army Accessions Command’s Learning Management System. The USAAC VCS is becoming the training method of choice for lectures and briefings. The Application Share or Desktop Viewing feature permits the delivery of effective skills training. The Application Share feature allows the instructor to demonstrate any computer application and file on the desktop. Students can share their own desktop and speak with other students via the chat feature.

An undeniable benefit of the VCS is that it saves money. When commanders deliver training via the server, they avoid such TDY expenses as travel and lodging. Cutting out travel also reduces nonproductive time for recruiters and others.

For example, in January more than 1,000 Army Reserve recruiters participated in VCS peer-to-peer instruction on best practices. An instructor from the Recruiting and Retention School trained recruiters from each brigade in separate sessions over three days. Neither the instructor nor the recruiters had to leave their normal place of duty. The estimated TDY cost savings was \$769,000. This estimate assumes two days for travel from Louisville, Ky., to Fort Jackson, S.C., and return; and one day of lodging and other expenses — about \$758 per person.

Our shrinking travel budget easily impacts training on new initiatives and needs-based training. The savings in travel and lodging and time away from home station are obvious. Less obvious are the man hours involved in coordinating with

multiple locations to arrive on time at brick-and-mortar classrooms.

Saving money is not the only benefit. VCS allows the commander to conduct training that might otherwise never happen for lack of money or time to prepare.

USAREC can deliver needs-based training while the student remains at their local work environment. This highly interactive online virtual learning and collaboration platform helps the command achieve its training mandates by bringing together its staff — military and civilians — and contractors to learn and share information.

Also, VCS helps USAREC to better serve the recruiting force. The server can be used for after-action reviews, in-progress reviews, guest speakers and broadcasts from the Recruiting and Retention School. For example:

- Technical training for updated and new systems can be delivered using the application share feature.
- Recruiters can participate in live virtual classes and benefit from a guest speaker.
- The Recruiting and Retention School can broadcast to several locations at the same time to present up-to-date information directly from the classroom.
- Recording and playback functionality and the chat feature allow instructors to repurpose presentations and promote self development.

For specific opportunities for needs-based training from the school, a VCS schedule is accessible under USAREC Public Folders. With a new method of training on the rise, course managers are exploring the possibilities of blended learning — LMS/VCS plus RRS — or re-designing some courses for delivery entirely from the server.

By embracing the capabilities of the VCS, we have extended the reach of our training programs throughout the command. We have also provided innovative learning that reaches beyond the boundaries of the traditional classrooms. The server can enrich the professional development of recruiters, civilians, contractors, units and organizations at the right place and time through the use of multiple means and technology.

For additional information and assistance, contact LMS Futures Division, (502) 626-0832.

Rebuild for Reliability

New Accessions Distribution Center to launch in June

Story and photo by Mary Kate Chambers,
RJ associate editor

The Accessions Distribution Center is being rebuilt. Not as your traditional bricks-and-mortar structure, but as an all-new online source that will better serve the customer.

Outdated software that the center runs on and security requirements led to the project, the Accessions Distribution Center Re-Build, as it's known.

"The impact of the ADC Re-Build project can be summarized in one word: reliability," said Robert Wray, executive officer of the Accessions Support Brigade. "The discontinued software was subject to numerous service interruptions for the AAC customer base. With this as an internal project, response to any service interruptions will be immediate and readily resolved."

The new Accessions Distribution Center will launch in June at <https://adc.goarmy.com>. Customers will be authorized by name, employee type and RSID. Station commanders have automatic access. All others in the Lightweight Directory Access Protocol system (those with access to the USAAC portal) can e-mail their program manager to get access.

Those not members of Accessions Command are designated as a partner of the command and will have an LDAP account created after completing USAAC Form 101. Multiple users can still be assigned to one account (such as a recruiting station), but each individual must access ADC through their user account.

ADC Re-Build will also give the headquarters program managers more tools in managing the items in their area of responsibility, to include designating certain items as available for back order, tracking usage, setting quantity limits, granting customer access and friendly reports. ADC Re-Build is the first round of development to lay the groundwork for many enhancements that will come with follow-on versions.

ADC Re-Build customers will see a more user-friendly site with more details about the items. The ability to place an item on back order will be available, and customers can select those items and place them in the next order after the item is restocked. The rebuild also adds more sort fields to allow greater search response and works with PER and FAZR to get real time quantity and addresses.

"There will be more going on in the background, invisible to the customer, that should make life easier for the accessions force to use the distribution center," said Wray.



The Accessions Distribution Center is the recruiter's source for RPIs, PPIs and a variety of Army materials.

WHAT'S DIFFERENT FROM THE OLD RECRUITER STORE

- New Web site – www.adc.goarmy.com
- Logon accountability – In compliance with DoD directives
- New and hot items – Information on these will be displayed once you log on
- Item display – The display of items will be friendlier to navigate, easier to view and have more search options
- System of record – Accessibility, address and other required fields will now come from the USAAC system of records and thus the ADC will be in line with all other major applications
- Back order – Some items will be marked as available for back order, allowing the customer to select those items and place them in the next order after the item is restocked
- No credits – The credit system will not be in the Re-Build ADC
- Item availability – Items not in stock and not available for back order will not be seen by the customers.
- ADC survey – An option once you log off
- No saved carts – Headquarters wants the customers to put more thought into what they need in stock in order to perform their mission
- ADC program managers – Greater responsibility in managing their program items and thus the customer will see better availability of those items
- ADC system manager – Will have more automated functionality to perform day-to-day operations of the ADC
- Friendlier reports – The system will use the BRIO/Hyperion reports generator for canned and selectable reports



Getting the Excitement Back into the ASVAB Career Exploration Program

Story by Steven Brown, Education Services,
Kansas City Battalion, Photos by Chris Calkins

You may find as you attempt to promote the Armed Services Vocational Aptitude Battery Career Exploration Program in your schools that many counselors, career teachers or administrators don't want to add another test to the already full testing schedule. You will also hear, "This is just a military test." There is a lack of enthusiasm or interest in having ASVAB in many schools.

Many recruiters discuss ASVAB as a test and tell schools it has a value. However the value of the test can get lost in the explanation of what the ASVAB can offer.

Secondly, referring to the test as "the ASVAB" takes away the quality of the program by not referring to it as a Career Exploration Program. In announcing or promoting the program, let the counselors or students know what they have to gain by participating. Try to regain the excitement of this great career exploration program.

Nationally, there is a growing interest in improving career exploration not just at the high-school level but in the lower grades as well. The national standards for a complete career

exploration program have been developed by organizations such as the American School Counselors Association and the National Career Development Association. ASVAB meets or exceeds those national standards. How many of our school counselors or officials know this?

When ASVAB is announced in the schools, let parents, counselors or students know that participation in this program will help students learn about themselves and explore the importance of values as it relates to employment. Let them also know that ASVAB will help identify potential career choices by matching skills and abilities with interests.

Are counselors or students aware of the information about the future of a particular job market or the kinds of working conditions one would experience in any particular career field? Are they aware of the matching of career fields to academic preparation that ASVAB provides to the career seeker? Are counselors aware of the resume writing and job interviewing preparation the program offers?

Promoting these points to counselors and other officials helps keep ASVAB in the schools. The Web site, www.asvabprogram.com, gives recruiters an adequate knowledge base. It is this knowledge base that supports ASVAB in the schools.

Here are some strategies that over time will impact and improve ASVAB participation in your schools:

- Know the program. Reviewing the Web site helps to understand what is available and gives you the opportunity to talk about the program with a high level of understanding. Some of the information stated above is an example of the type of information you can find and share with school counselors and others.

- Market ASVAB as an opportunity to know about yourself and to match skills and abilities with interests to discover what career fields might match one's personality. Use this program to help plan academic preparation and prerequisite courses while students are still in school. If a student does not have any idea about what they want to do, this program will help them discover what types of jobs or careers are available to them.

- Use your battalion or Military Entrance Processing Station Education Services Specialist to talk to the faculty and administration to cover the program details. They are a recruiter asset and can help to answer technical questions regarding the use of the program in the career curriculum or guidance program for that institution. Do not pretend to be a test expert. If you do not know the answer to questions, defer to your Education Services specialist to provide an accurate and complete answer. Do not let educators intimidate you. Know your program so you can speak about the program with comfort and ease.

- Provide a complete interpretation. This is the most critical part of the process. ASVAB is a two-phase program — the testing phase and the interpretation phase. The test is the skills and abilities portion. The interpretation is the phase where we “put it all together.” Time is critical because what should take at least an hour and a half is usually forced into a school period of 35 to 55 minutes. Get to the Interest Finder immediately. Get the coding done quickly. Begin the OccuFind, and if time is short, have them spend about one or two minutes on it to get the gist of the process.

- Point out the need to understand the required skills necessary in the career choices they've made. This will direct them to prerequisite course work or training. Then take them to the three Web sites that provide them with the in-depth information regarding the career. Prepare handouts of professional and vocational or technical careers. Let the students see the quality and quantity of the available information the Web

sites provide. Teachers, counselors and students can take this exercise and continue to explore and discover the world of work. Other topics in the guide can be covered after the Web site study is complete as time permits.

With these tools, the ASVAB is more than a test. Schools could embrace this program when the full capability of the career exploration elements are displayed.

Recruiters can generate career information that parallels their Army work experience, as this makes a great opportunity to validate the information found in the career Web sites. Recruiters can become “career counselors” on their respective campuses because they have shown young people the way to discover career opportunities. In turn, the recruiter is able to relate his Army story.



Promoting the ASVAB as the Career Exploration Program helps keep the ASVAB and recruiters in the schools.



Gary Job Corps is ‘Lifesaving’ Experience for Some

Story and photo by Chris Calkins, USAREC G5 Education Division

To say that Candace April Louise Migura, a recovering drug addict, is thankful for her Gary Job Corps experience would be like saying Mount Everest is just a hill. Because she had one big mountain to climb.

“I had a major addiction problem, gave up on my family, school, self, my life, and I was dying, fast,” said Migura. “When I had about a year sobriety from doing this outpatient program, my aunt suggested I try the Job Corps.

“And when I did go, I turned into someone else that no one recognized. I went to college, but I felt I wasn’t smart enough to be there. I flunked everything, but the Job Corps gave me hope, faith and drive.”

Today, Migura is married with a baby on the way and has been gainfully employed for more than two years. She also holds a 4.0 grade point average in college and plans to be a

chemical dependency counselor.

So when asked what the Job Corps means to her, she has a quick, four-word response: “It saved my life,” she says with emphasis.

San Antonio Battalion is teaming with the organization by dedicating a recruiter, Sgt. 1st Class Robert Contreras, to the community in San Marcos, Texas.

Contreras said his battalion commander, Lt. Col. Rene Brown, arrived in October and soon after started trying to build a partnership with the local Job Corps.

Brown said his efforts come mostly from a “been there, done that” kind of background.

“I’m so endeared to the students at Gary Jobs Corps and what they are doing because I came from similar circumstances,” Brown said.

“Like many of these young men and women, I grew up extremely poor, fatherless and homeless, and yet I was blessed because I had a few angels in my corner along the way, to help navigate me through the rough waters of life,” he said.

Since 2000, more than 500 young people from the Gary community have enlisted in the military.

Contreras said many of these young men and women “need a second chance” and the discipline, training and education they get makes some of them very good candidates for the U.S. Army.

And the March2Success program helps to get them where they want to go.

“Bringing the March2Success program into Gary Job Corps has been a great success for everyone involved. The Gary students have received additional tutelage for their GED/high school testing,” Contreras said.

Established in 1964, the Job Corps to date has educated more than 2 million students and serves nearly 65,000 young people per year.

Bryan J. Mason, deputy director of student training for the Gary Job Corps Community, described the program as a 24-hour-a-day, seven-days-a-week residential, academic and technical training program. The U.S. Department of Labor administers the program to meet the education and training needs of economically disadvantaged youths all across America.

With more than 1,800 students on its mostly self-contained campus, the Gary Job Corps Community is the largest of the 122 Job Corps Centers in the nation.

Mason made a point of disputing some myths about the Job Corps. First of all, the Job Corps is not a residential treatment center, detention center or correctional facility.

According to Mason, there are lots of “Migra-like” stories out there. And that’s what he works and lives for.

“The most inspirational part of my job is to see the transformation process from enrollment to graduation in our students,” Mason said.

“It is very impressive when our graduates are given a placement ring for leaving with career or career development opportunities such as enlisting into the United States Army,” he said.

Mason said Brown is one of his center’s biggest backers and one of the best role models for his students.

He said Brown and his wife, Carolyn, are frequent visitors to the center. He was quick to point out they do much more than just “show up and make a quick appearance” when they come for school proms, graduation ceremonies, job fairs and other events.

“The Browns are engaged when they come out here,” Mason said. “They care.”

For more information about the Job Corps or to find a facility in your area, go to www.jobcorps.dol.gov.

Job Corps

What is Job Corps?

Job Corps is a 24-hour a day, seven-days a week residential academic and technical training program. The U.S. Department of Labor administers the program to meet the education and training needs of economically disadvantaged youth throughout the United States. Established in 1964, Job Corps to date has trained and educated more than 2 million young people and serves nearly 65,000 Americans each year. The program value approximates a \$2,000 per month scholarship.

Whom does Job Corps serve?

Students must meet the following requirements to enroll in the program.

- Age 16 through 24
- A U.S. citizen or legal resident
- Meet income requirements
- A youth at risk of dropping out of school
- A youth in need of English as a second language services
- High school graduates seeking career and technical training
- Free of parole/probation supervision
- Free of serious medical or behavioral problems
- Willing to work and learn in a drug-free and violence-free environment
- Ready, willing and able to participate fully in an educational environment

What do Job Corps students learn?

Job Corps students enter with varying levels of academic abilities and progress at their own pace. Many centers offer English as a second language class. Using certified teachers, the program features:

- Attainment of literacy and numeracy
- High school diploma or GED
- Vocational/career and technical training in more than 100 occupational areas leading to industry-recognized certification
- Social and career success skills
- Advanced training, including college opportunities

Lessons Learned at Chicago Auto Show



Prospects were evident at the Chicago Auto Show with more than 1.5 million attendees. *Photo by John Myers*

By Sara Entgelmeier, Weber Shandwick

Planning a large event isn't easy; planning an effective event is even harder. Understanding that budgets and opportunities vary, much can be learned by looking at what goes into executing a major recruiting event successfully.

Chicago Battalion's display at the 2007 Chicago Auto Show is a great example. After starting with a small booth space in 2005, the display has continued to grow each year in scope and success. In 2007, with more than 1.5 million attendees — including students from more than 132 high schools, vocational schools and community colleges who attend on field trips — the show provided an excellent opportunity to reach prospects and centers of influence in an energetic and exciting atmosphere.

"The Chicago Auto Show has consistently yielded outstanding results for the Army," said Lt. Col. David Sears, Chicago Battalion commander. "We have already written seven contracts as a result of our involvement in the 2007 show and anticipate surpassing last year's 11 contracts in the very near future."

The battalion used both paper event lead cards and tested a new electronic leads entry system called the Electronic Leads Mobile Option, or ELMO, to gather prospect leads. In order to draw attention and engage key audiences, the display was designed to include a variety of Army assets: a Sky Soldiers Cobra Helicopter, Bradley Fighting Vehicle, America's Army Game, the Army's Orange County Chopper, International Truck's experimental MXT, local Reserve vehicle display, Multiple Exhibit Vehicle, dog tag machines, rock climbing wall and push-up mats/pull-up bars.

The display also included a Future Soldier Remote Reservation System booth for the first time within the larger Army exhibit area to conduct on-site interviews with prospects in a more private and quiet setting. A partnership with a local radio station was established to run on-site Special Forces competitions with morning announcers, too.

To ensure recruiters were well-versed on the content and layout of the exhibit, a pre-show training day was organized by

the battalion. It included briefings on each piece of Army equipment, coaching on media relations and rock wall safety training. This allowed both recruiters and battalion staff to concentrate on visitors from day one.

The first two days of the show were designated for media only, providing journalists with the opportunity to visit exhibits and vendors without crowds. This year, interviews or coverage of the Army exhibit were conducted by 34 media organizations.

The night before the show opened to the public, more than 13,000 area business and community leaders and entertainers got a sneak peak during the "First Look for Charity" gala. The battalion also arranged for COIs from Chicago Public Schools to attend an Army-specific presentation at the start of the gala.

Over the course of the nine-day public auto show at McCormick Place, the battalion gathered a total of 6,848 leads — equivalent to 58 per hour. Of those, 4,033 were paper leads and 2,815 were ELMO leads, including 262 ELMO prospect leads. They also made 268 appointments and conducted 121 on-site interviews during this year's show.

By initiating a funding request in mid-2006, the battalion was able to register early and save the Army a significant amount on contract fees. In preparation for the 2008 show, requests have already been made in order to secure and potentially increase space in a better location. Requesting funds early may also allow for "early bird" discounts with other show-related exhibit vendors.

Another key aspect in the planning process each year is ensuring the Army area has a new asset to draw attention to our footprint and keep prospects and COIs returning year after year. In 2007, the battalion was able to secure the Sky Soldiers Army-branded Cobra helicopter, keeping the interactive area fresh and exciting.

Chicago Battalion was able to take advantage of a great opportunity and execute a hugely successful event. By allowing plenty of time, using resources creatively and integrating national and local assets well, other recruiting events can be just as effective.

An RJ Special Series

TRANSFORMING USAREC



Command Undergoing Transformation to Regain Balance

By Mary Kate Chambers,
RJ associate editor
Graphic support by Joyce Knight

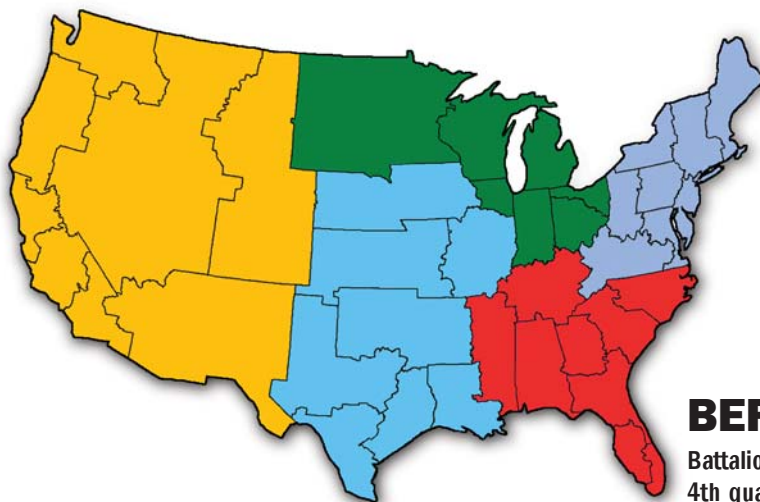
If 2006 was the year of the station and company, then 2007 and 2008 most certainly will be the years of the battalion and brigade — at least on the USAREC calendar of events.

The command has not had a major structural change in more than a decade. In 2004, then Maj. Gen. Michael Rochelle began talks on a transformation, and since Positioning Analysis and Evaluations were done in 2006, plans have progressed under Maj. Gen. Thomas Bostick, USAREC commanding general.

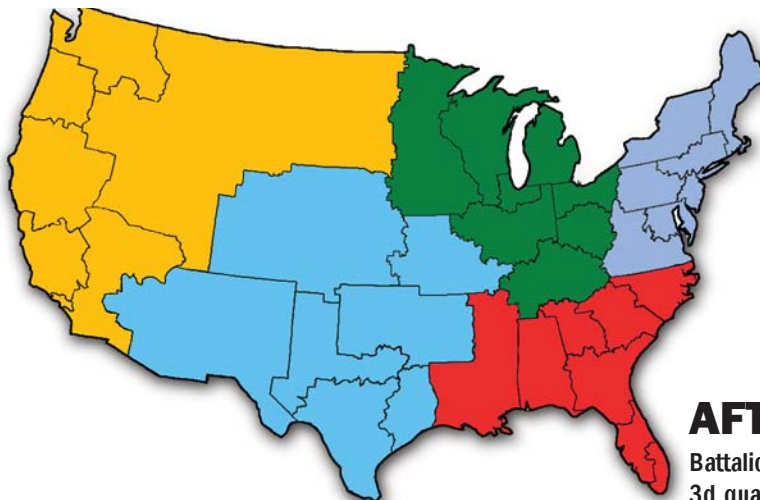
The transformation aims to increase mission focus; streamline and consolidate support functions; and maximize the effectiveness of the command. To get there, the strategy is to realign brigades and battalions and to establish a Medical Recruiting Brigade and a Recruiting Support Command.

A number of forces for change have prompted the overhaul. Among the most significant are the evolution of USAREC into an imbalanced organization and the redundant functions at battalion and brigade headquarters.

Continued on page 16



BEFORE
Battalion boundaries,
4th quarter-2006



AFTER
Battalion boundaries,
3d quarter-2008

Transforming USAREC Over the Years

- 1985: Five brigades, 56 battalions, Recruiting Support Command
- 1995: Added five medical recruiting detachments
- 1996: Five brigades, 41 battalions, Recruiting Support Brigade
- 2002: Five brigades, 41 battalions, stand up of Accessions Command; Recruiting Support Brigade becomes Accessions Support Brigade

Editor's note: This is the first of a series of articles concerning the transformation of USAREC. Check back every month for more on each aspect of the project.

***All of the information contained in this series is current as of April 13.**



An RJ Special Report

TRANSFORMING USAREC

Balance

Years of “land grabbing” here and there by successful battalions have knocked Recruiting Command a bit off kilter, according to USAREC’s G2 director, Rick Ayer.

“For instance in L.A. (Battalion), they’d say, ‘Since you’re doing so well, we’ll give you this company, here’s a few stations,’” said Ayer. “And so we would grow these mega battalions.”

Bigger battalions led to span-of-control problems, which led to threats to the mission. Ayer said failure by the largest battalions is dangerous for the entire command.

“When a large battalion fails, it’s really difficult for all the small battalions,” he said. “If your small battalions are doing good, but a couple of large

battalions are failing, you can’t make up for it. So you’ve got to balance out the mission.”

Positioning Analysis and Evaluations for stations and companies in 2006 resulted in an expansion of the number of stations, the rearrangement of the stations and a resetting of company boundaries.

“The goal was then to clean up the battlefield from everything down at the station and company level and realign, so that by 2008 we are doing battalion- and brigade-level shifts.”

To find the right balance among USAREC’s 41 battalions, Ayer gathered the market chiefs from each brigade and headquarters to redraw the battalion boundaries. He said they took current

“The driving factor behind this is the market and the ability to work the market.”

- Lt. Col. Tim Blair

Civilian workers

CPO briefings planned for brigades

By Rebecca Parish,
USAREC civilian personnel officer

The G1 Civilian Personnel Office will be conducting on-site visits at those USAREC organizations impacted by restructuring. This is an important step in briefing the civilian work force on civilian human resources processes and management tools to help minimize adverse impact, and to answer employees’ questions.

The first of those on-site visits was held Feb. 1 at Jackson Battalion, which is scheduled for inactivation in September. Representatives from the G1 CPO and the servicing Civilian Personnel Advisory Center provided a comprehensive briefing, followed by early registration in the Department of Defense Priority Placement Program for some employees. Subsequently, employees completed a Survey of Interest to also indicate their desire for potential placement opportunities within other USAREC organizations or Voluntary Separation Incentive Pay, commonly referred to as a buyout, in conjunction with optional retirement, early retirement or resignation. This document was informal and non-binding. The official “window” for VSIP, where employees submit their VSIP applications to their CPAC, was scheduled for April.

The next on-site visits will occur at the five brigade headquarters, anticipated during the next few months. At that time, the G1 CPO and servicing CPAC representatives

will discuss human resources processes used to either realign employees accepting job placements at the new Recruiting Support Command, or to place employees declining the Recruiting Support Command relocation or whose positions are impacted by the residual Brigade Recruiting Team structure. In April, employees in the brigade headquarters were scheduled to receive a Survey of Interest, which is used as a planning tool by the new Recruiting Support Command commander and human resources representatives to use in determining next steps and milestones. Additionally, some new key-level civilian positions in the Recruiting Support Command are being established for which employees can apply through the merit promotion process.

The G1 CPO works very closely with servicing Civilian Personnel Advisory Centers, Civilian Personnel Operations Centers and union representatives to ensure that all applicable management tools are used to take care of the civilian work force during a time of transition.

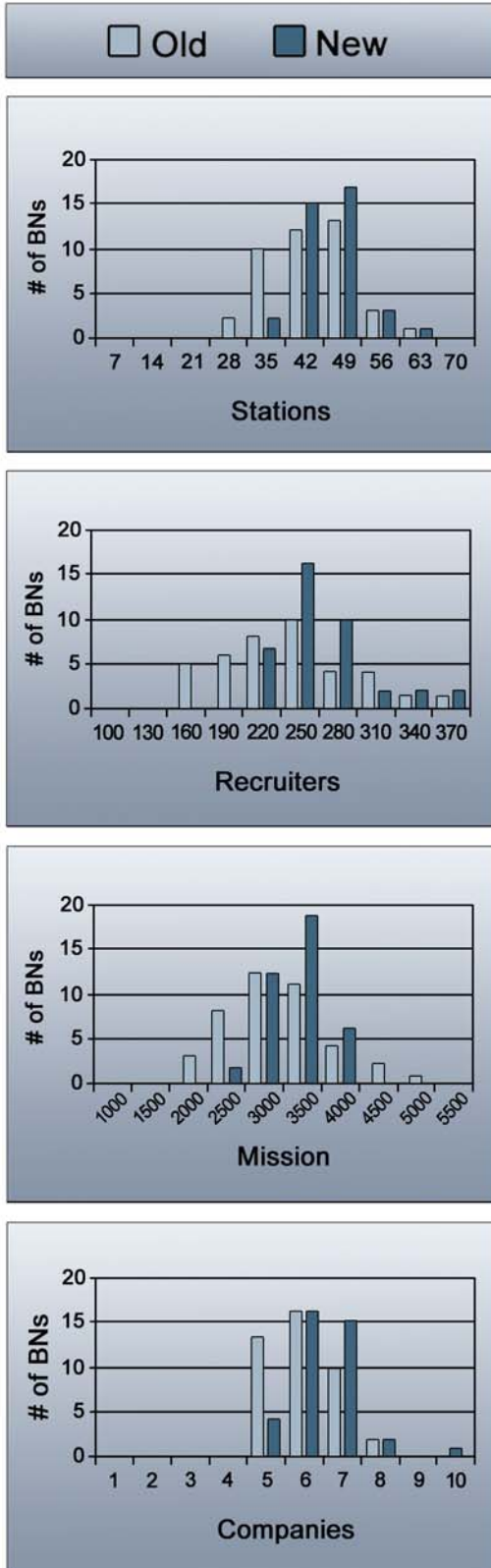
The civilian work force is an integral and important part of the USAREC team. USAREC’s leadership has always been dedicated in ensuring that all measures are taken to reduce the impact of organizational changes, while reshaping the command for future success.

MISSION:

USAREC will conduct a commandwide transformation, realign the brigades and battalions and establish a medical recruiting brigade and a recruiting support command to improve command and control, better align with recruiting markets, and more effectively conduct recruiting operations. We will complete transformation NLT 1 October 2008.

Span of Control

How the battalions look, before and after transformation



battalion headquarters locations off the map and began grouping companies to form battalions. When they finished, the headquarters were added.

“We said any place that has more than one (headquarters) inside a battalion boundary, somebody’s got to go,” said Ayer. “And that’s where the battalions that are up for inactivation came from.”

Jackson and New Orleans battalions were among those doubled up. As two of the smallest battalions in the command in terms of span of control, it made sense that they should be realigned, he said.

In March, Jackson Battalion began the inactivation process and New Orleans Battalion shifted to 2d Brigade.

As of the beginning of fiscal year '08, New Orleans Battalion will assume the mission and geographical boundaries formerly held by Jackson Battalion. The battalion headquarters will be in Baton Rouge, La., where New Orleans personnel moved after Hurricane Katrina in 2005.

Also in March, operational control of Phoenix Battalion was assigned to 5th Brigade.

“The land that we cover I think is more similar to that of the 5th Brigade than it is the 6th Brigade,” said Lt. Col. Adam Loveless, Phoenix Battalion commander. “We’re much more aligned to that of Texas and those areas 5th Brigade covers. So I think it probably makes more sense in that respect to fall into 5th Brigade.”

As of April 2008, USAREC will have inactivated three more battalions and added one. The command will then stand at 38 battalions.

Recruiters will notice little change in their day-to-day work. Few station boundaries will change, though several company boundaries do. Stations may move to different companies, but Ayer said it will be mostly companies moving between battalions.

“For the inactivations, all that’s going away is battalion headquarters,” said Lt. Col. Tim Blair, USAREC’s transformation officer. “The companies that were supporting that battalion will continue to function where they are in the same market; they’re just going to report to a different battalion headquarters. So the people affected by the moves are primarily at battalion headquarters and above.”

One entirely new battalion will be stood up on the West Coast to help more equitably distribute the missions from Los Angeles and Sacramento battalions.

The new headquarters, to be located at Naval Air Station Lemoore, Calif., will be known as Fresno Battalion and will stand up initially by July.

“By creating this new battalion headquarters, it allows us to kind of divvy up,” said Blair. “Pulling recruiters who were aligned with L.A. Battalion into the Fresno footprint, and pulling the same from Sacramento into the Fresno footprint will reduce the amount of windshield time for leadership to go to different stations.”

Blair emphasized that “windshield time,” however, is not the driving factor.

“The driving factor behind this is the market and the ability to work the market,” he said.

Continued on page 18



Minimizing Mission Risk During Transformation

Year	2006				2008			
	Realigned	Opened	Closed	Changed	Realigned	Opened	Closed	Changed
Brigade	0	0	0	0	5	1	0	6
Battalion	0	0	0	41	27	1	4	32
Company	1	3	4	235	48	5	3	56
Station	58	73	84	1586	60	0	0	60

In 2006, more than 90 percent of companies and below were affected by changes. 2008 changes affect 75 percent of battalions and above.

Brigade restructuring

Blair said the command is putting the authorizations from the three battalions that will inactivate to good use in the other major elements of the transformation.

“You’re going to gain three battalions’ worth of authorizations that you can use, plus some from the reduced brigade structure,” he said. “We’re taking that and we’re reinvesting it in the authorizations for the Recruiting Support Command, the authorizations needed to expand the Medical Recruiting Brigade, as well as address a number of other command staffing shortfalls.”

Ayer said that although mission is always first at the brigade headquarters, span-of-control problems had fostered huge administrative and logistical responsibilities. The Recruiting Support Command is designed to assume that load.

“The brigades will no longer have to, along with missioning, worry about the logistical and administrative functions, because the Recruiting Support Command will be doing that for them,” said Ayer. “So they will have a total mission-focused vantage point at the brigade area.”

Blair said Col. Charles Williams, currently the director of recruiting operations at headquarters, USAREC, is going to be the first commander of the Recruiting Support Command.

“It’s ingrained in his mind what he wants to do with that organization,” he said. “He’s building it from the ground floor.”

The Recruiting Support Command is scheduled to accept support functions a bit at a time, beginning with 1st and 3d brigades by the beginning of the fiscal year. The command will be effective by April 2008.

As part of transformation, three of the five brigade headquarters will be reflagged to match their battalions’ RSIDs. In short, brigades currently known as 2d, 3d and 5th will become 3d, 5th and 4th, respectively. This is the most cost effective way to make sure the brigades will be able to electronically “see” information relating to reports, data, leads and more, Blair said.

USAREC has made it a priority to buffer units most directly responsible for recruiting from transformation disruption.

“From the recruiter’s perspective it should be a seamless and almost transparent action at the higher level,” said Blair. “The goal is to try to minimize the disruptions on the user end, that if it can be fixed at the top we should do that.”

Introducing the Medical Recruiting Brigade is “just pure logic,” according to Ayer. Special missions such as AMEDD and chaplain can often get bumped down on the priority list after the RA and Army Reserve under the current brigade structure, he said. The Medical Recruiting Brigade will let AMEDD get the attention it needs. (See related article, page 19.)

“The intent is to have an organization whose sole purpose in life is to feed that medical recruiting mission, which is a rough mission,” said Blair. “Now that you have someone totally focused on that, hopefully there’s a return on investment.”

In April, the Medical Recruiting Brigade assumed operational control of the battalions. Blair said the brigades will continue to provide administrative and logistical support until the Recruiting Support Command assumes its logistical and administrative support as of March 2008. By April 2008, the Medical Recruiting Brigade is expected to be fully manned and operational.

End State

Ayer emphasized that it all comes down to balancing the span of control and preventing risk to the mission. He said USAREC has realized that balance and success go hand-in-hand.

“As we looked at span of control from station level all the way up, command and control has a real strong correlation to how well you do,” he said. “The whole point for us is: You avert risk over time by equalizing the size, and you avert risking the mission.”

“We take a lot of risk in a lot of areas. Failing to achieve the Army’s mission isn’t a risk we can take. We’ve got to reduce the risk where we can,” Ayer said.

Medical Recruiting Brigade

AMEDD: 'One mission, one focus, one voice'

By Walt Kloeppe, RJ associate editor

The Health Services Directorate has undertaken a positive change during the USAREC transformation process by establishing the Medical Recruiting Brigade (Provisional). During the Annual Leaders Training Conference last October, Maj. Gen. Thomas Bostick, USAREC commanding general, approved consolidating all Medical Recruiting Battalions under one Medical Recruiting Brigade, which assumed operational control on April 17.

"I believe it's the leadership's intent to synchronize the AMEDD mission to one mission, one focus, one voice," said Col. Rafael Montagno, Health Services director.

According to Montagno, who took on a second hat as the new commander of the Medical Recruiting Brigade, the positive aspects of the change is that the Medical Recruiting Battalions will be integrated under one commander rather than five different commanders whose mission is primarily in direct support to the enlisted mission. This frees them from addressing the AMEDD mission and allows them to focus on the enlisted mission, although they will continue to provide administrative support to the battalions until March.

"In the big picture, AMEDD is a small piece of the overall USAREC mission. By creating this brigade, the focus exists within the AMEDD community and one centralized voice for every aspect of the mission," said Montagno.

The Surgeon General was briefed at USAREC in December and agreed to a partnership in filling the vacancies for the new brigade.

The headquarters for the Medical Recruiting Brigade is at Fort Knox, Ky., where the Health Services Directorate is located. The HSD mission remains.

"The enlisted brigade is removed from the operational piece

of the mission, and HSD steps into the leadership role where, in the past we've been just a staff element. We gave guidance and analysis but we rarely gave directions. Now with the AMEDD element as a brigade, there will be that interaction," said HSD deputy director, Martin Stubeda.

Stubeda said the projected timeline to fully staff the brigade is April 2008, and will cover components such as marketing, public affairs, operations and a training element.

"We converted some of our current functions into brigade support elements, a transition that will parallel over the next year," said Stubeda.

The bottom line is that the intent to institute a Medical Recruiting Brigade was to create a centralized focus of achieving the AMEDD mission.

"For the past 12 years we've been an organization that has been moving along, we've been making our volumetric mission, but in the last few years we've been seeing some mission difficulty and mission failure. So as we stand up this with a total AMEDD focus, I think we should see greater mission success," said Stubeda.

Montagno summed up the concept of a totally AMEDD focused brigade.

"I think once we're fully resourced with the personnel, we should see a marked improvement. It's not something that's going to happen over night, but with a team effort, I believe we can have a positive effect on the production. The AMEDD mission has never been one easy to make. I believe as we stand up the brigade with the central focus on the AMEDD mission, we will see some improvement and that's what it's all about."

April 2008

Inactivation of three battalions

Recruiting Support Command effective

Realignment to 38 battalions complete

Medical Recruiting Brigade effective

September 2007

Phoenix Battalion command and control to 5th Brigade

New Orleans/Jackson battalions realignment effective

Fresno Battalion effective

July 2007

Fresno Battalion initial stand up

April 2007

Medical Recruiting Battalions operational control to Medical Recruiting Brigade

March 2007

Phoenix Battalion operational control to 5th Brigade

New Orleans Battalion operational control to 2d Brigade

Leave the Army ...

at work

By Ken Gain, 2d Brigade
Family Advocacy Program coordinator

Man is a social animal. As such, we assume a variety of roles, or identities, in our interactions with others, roles that influence both our behaviors and the expectations that others have of us. A Soldier, then, is not just a Soldier. He or she may be a parent, spouse, sibling, student, parishioner, volunteer — the list is endless.

Certain behaviors and values deemed appropriate and desirable for one role may be, to varying degrees, incompatible with others. In one sense, Army and family values are compatible, and in some cases even identical. Both Army and family require a sense of honor and duty, unit cohesion, morale, loyalty and commitment. Loyalty to the group, to one's buddies, is essential to good fighting morale, just as loyalty to one's spouse and children is the essence of a healthy family unit. Courage, both physical and moral, is a critical element of a good Soldier, just as moral courage makes a good spouse and parent. Rightfully so, then, the Army prides itself on its values, as reflected in the Warrior Ethos: "I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade."

But there is an aspect of Army culture that is, in another sense, less compatible with family values. As stated in the Soldier's Creed, a Soldier stands "ready to deploy, engage and destroy the enemies of the United States of America in close combat." This speaks to the Army's mission: to go to war in defense of our nation and its values. In order to achieve success on the battlefield, which is the Army's reason for being, it has developed a professional code of conduct — one unique to our military forces. Out of necessity, it relies on high degrees of discipline, obedience and training, all designed to carry our Soldiers through combat.

Relationship problems may arise when, immersed all day in Army culture, you come home to family and must make a swift transition from warrior to spouse or parent. The level of

discipline necessary and appropriate in the Army may not be appropriate in building and maintaining a healthy relationship with your spouse or in raising your child. For example, you cannot — rather, should not — instruct your spouse to "stand at attention" when you walk through the door, nor should you order your misbehaving children to "drop and give me 20."

There are a few simple tricks you can use to help ease the daily transition. When you come home from work, take off your uniform immediately and slip into civilian attire. After all, "the clothes make the person." Allow yourself a few minutes of uninterrupted relaxation time to facilitate the adjustment from your Army to your family role.

More important, focus on three key elements: awareness, communication and balance. Develop awareness of the multiple roles that you play each day, and of the potential for conflict between the various roles. Communicate with your loved ones. Discuss the issue of multiple roles, and you may find that they, too, sometimes experience role conflict. They, after all, are social animals just like you, and may assume various roles in their interactions with others. Strive for a healthy balance of your work and family identities.

If relationship problems arise or persist, consider seeking outside help. Chaplains are an excellent resource, as are larger military installations, which can provide counseling for USAREC families. A particularly USAREC-friendly resource, Military OneSource, offers information and referral services, as well as up to six individual and/or family counseling sessions with a licensed, off-post provider — free of charge and generally within 30 miles of a recruiter's home or work. If you're not sure where to get started in your search for help, contact your battalion Soldier and Family Assistance Program manager or brigade Family Advocacy Program coordinator for assistance.

There's no need to let identity conflict get you down. Be proactive.

Easy Rider

10 Ways to be safe on a motorcycle

By USAREC Safety Office

1. **Assume drivers can't see you.** Ride assuming that you and your motorcycle are totally invisible to motorists. That means you must never assume that drivers can see you. The odds are they can't, so believe it yourself and always have an "out" for dangerous traffic situations.

2. **Maintain safe spacing.** Leave plenty of space in front and back and to the sides from all other vehicles. Be an island. Stay away from traffic as much as possible. This gives you more visibility and more time to react to situations.

3. **Anticipate trouble.** Anticipate trouble situations and know what to do when you see them. Analyze what vehicles are doing and try to predict the outcome. Then make sure you're ready to avoid a bad traffic situation.

4. **Beware of oncoming left-turners.** Beware of oncoming motorists turning left in front of you at intersections. This is the leading cause of death of motorcycle riders. Slow down before you enter an intersection. Have an escape route planned. Position your bike so it can be seen by the left-turner. Eye contact is not enough.

5. **Ride your own ride.** Don't try to keep up with your friends who may be more experienced. Know your personal limits.



6. **Watch out for curves.** Beware of taking curves that you can't see around. A parked truck or a patch of sand may be awaiting you.





7. **Don't give in to road rage.** Don't give in to road rage and try to "get even" with another rider or motorist. It's better to calm down, slow down and collect your thoughts first. Then continue on and enjoy the ride.

8. **Don't allow tailgating.** If someone is tailgating you, either speed up to open more space or pull over and let them pass. Remember that a bike can stop faster than a car so you don't want a truck too close when you find yourself trying to brake to avoid an accident. Also, don't tailgate the vehicle in front of you. Oncoming drivers can't see you.

9. **Don't be blinded by sun glare.** Beware of riding your motorcycle into sun glare. All it takes is turning a corner and finding the sun either directly in your face or passing straight through your windshield. Some helmets have shields to block the sun. Face shields help somewhat. Slow down, pull over, shield your eyes and look for a way to change direction.

10. **Avoid riding at night.** Avoid riding at night, especially late Saturday night and early Sunday when drunken drivers may be on the road. It goes without saying that you shouldn't drink and ride. Going bar hopping? Leave the bike at home and find a designated driver.

Military Services Comparison Chart

Service Options	 Army	 Navy	 Air Force	 Marines
Enlistment Tours	2-6 years	3-6 years	2,4,6 years	Limited 2-year ² (NCS) and 3-years, 4-5 years (99% recruits)
Age	17-42	17 - 40	17 - 27	17 - 28
MOS Enlistment Bonus	2 - 6 years \$1,000 - \$25,000	6 years (NPS) \$5,000 - \$20,000	4 - 6 years \$3,000 - 12,000	4 - 5 years \$2,000 - \$12,000
Maximum Enlistment Bonus Amount	2 years (\$6,000) 3 years (\$10,000/\$30,000) 4 - 6 years (\$40,000)	6 years (\$20,000)	4 years (\$6,000)* 6 years (\$12,000)*	Limited MOS (\$12,000) Limited 4 - 5 years (\$12,000)
Guaranteed Training	Over 150 jobs 2 - 6 years	Over 80 jobs 2 - 6 years	Select occupation or 1 of 4 career areas based on preference/ASVAB	Specific field guaranteed 4 - 5 years
Guaranteed Assignments	3 - 6 years 2 years Hi-grad	2 - 6 years choose East or West Coast		4 - 5 years East or West Coast or overseas
GI Bill	2 years (\$30,000) 3 - 6 years (\$37,000)	2 years (\$30,000) 3 - 6 years (\$37,000)	2 years (\$30,000) 4 - 6 years (\$37,000)	3 - 5 year (\$37,000)
College Fund (Combined with MGIB)	2 years (\$35,000) 3 years (\$51,000) 4 years (\$62,000) 5 - 6 years (\$72,000)	3 - 6 years (\$350-\$550 per month) Nuclear Field TSC I (\$950 per month)		4 - 5 year (\$52,000)
Loan Repayment	\$65,000	\$65,000	\$10,000	\$10,000 (NCS only)
Quick Ship Bonus	\$1,000 - \$15,000			\$2,000 (June - Nov.) \$3,000 (Dec. - May)
Hi-Grad Bonus	\$2,000 - \$8,000	\$2,000 - \$8,000		
Civilian Acquired Skills Bonus	\$5,000			
2K Referral Bonus	Yes			

NOTE: This chart was staffed through USMC, USN and U.S. Air Force Recruiting Command policy offices. Point of contact is Maj. Novotka, 6-1525. *Does not "impose a maximum limit" on bonus; gives bonus based on job. **Based on job specialty, educational background and availability date. Information is current as of March 16 and is a reference only. Options and benefits for all services are subject to periodic change.

Recruiting Partnership Council

Story and photos by Vernetta Garcia

Brig. Gen. Charles Luckey, deputy commanding general-north for the 81st Regional Readiness Command, proposed the first Recruiting Partnership Council theme: “Recruiting is America’s business.” His reason: “Everyone must work together to achieve the Army’s mission.”

Recruiters, TPU representatives and a few Reserve general officers gathered at the Fort Jackson Soldier Support Institute for some education and networking.

Lt. Col. Charles Heatherly, commander of Columbia Battalion, began the council meeting with a brief description of USAREC and emphasized the challenges recruiters face. He outlined two significant ways TPUs can help recruiting: providing quality referrals and supporting Active Duty Special Work. These points were reiterated throughout the day by each general officer who spoke.

Heatherly challenged all attendees to work closely with their local recruiters and pledge referrals. He emphasized that 22 percent of TPU referrals result in enlistments.

“We are one Army and we must work together,” said Heatherly. He explained the Sergeant Major of the Army Recruiting Team and gave everyone an opportunity to register in the program.

“This is your America, my America, our America; we can and must continue to protect her,” said Maj. Gen. Larry Knightner, deputy commander of Accessions Command. He explained that



Maj. Gen. Larry Knightner and Brig. Gen. Charles Luckey learn about the SMART program.

more than 60 percent of troops serving in Iraq and Afghanistan are from Reserve components. Knightner stressed to the TPU representatives that it’s important that they become intricately involved in helping Recruiting Command.

“There is no finer institution in the world. I honestly believe the Army will/does equip our young people for the future,” said Luckey. “We need to do today what needs to be done.” He emphasized that it won’t be easy, but we must get out there and talk to America about the Army.

“It’s a national responsibility,” said Luckey.

This first Recruiting Partnership Council of 2007 was charged with enthusiasm and energy. The next event will be in July.

Future Soldier earns spot as honorary pit crew member for Schumacher

Story and photo by Ted Jones, Jacksonville Battalion

Gainesville, Fla., Army recruiters supported the recent Gator Nationals by bringing 60 Future Soldiers to the track for a Future Soldier function at the Schumacher Racing Pit and Hospitality area. Other recruiters supported the interactive area and encouraged participants to test their skills at the stations.



Jacksonville Battalion recruiters worked at the Army Racing Zone interactive area at Gator Nationals.

The highlight of the Future Soldier function was the selection of Future Soldier Pvt. Bryan Buonvino of the Lake City station as the Honorary Pit Crew Member for Tony Schumacher, driver of the Army-sponsored Top Fuel Dragster. He accompanied Schumacher to the start line in the Army H3.

Buonvino earned the honor by providing six referrals, four of whom contracted.

“Pvt. Buonvino has been very effective at providing referrals because of his split training option,” said his recruiter, Sgt. Clinton Logan. “He is able to talk to students at his high school about how basic training really is since he went between his junior and senior year. He has a lot of credibility.”

At the Future Soldier function, Lt. Col. Ricky Emerson, commander of Jacksonville Battalion, congratulated the Future Soldiers on their decision to join and thanked them for their service to the nation. Schumacher explained the correlation between the speed, power, teamwork and technology that goes into producing a top fuel dragster and the need for those same attributes in a successful organization like the Army.

Following a photo and autograph session with Schumacher, the Future Soldiers were sworn in by Capt. Bill Schuyler, Gainesville Company commander at the start line.

Army official gets full picture during visit to Cleveland Battalion events

By Perry Edelbergs, Cleveland Battalion

Cleveland Battalion was honored with a visit March 16 by Ronald J. James, assistant secretary of the Army (Manpower and Reserve Affairs). James was in the battalion area to meet and speak with several VIPs and centers of influence as well as to see firsthand recruiting efforts taking place at two major public events.

James met with Cleveland Battalion staff at the headquarters and was provided an overview briefing by Lt. Col. Mark Rice, Cleveland Battalion commander.

A luncheon in his honor was held with numerous centers of influence. Among the representatives of the business community were five former associates from the law firm of Squire, Sanders and Dempsey who had worked with James. During his remarks at the luncheon, James thanked everyone for their outstanding support to the Army and assured them all that efforts were being made to ensure that U.S. Soldiers in Iraq were provided the best equipment. James fielded several questions.

James then visited Cleveland's International Exposition Center where two major events were taking place with Army presence at both. James first visited the Army display areas that were set up at the 41st Annual Cleveland Auto-Rama. The event is one of the top five shows of the International Championship Auto Show circuit.

Acting as the nerve center of Auto-Rama was a 40-by-160 foot show area that was aptly labeled the Army Action Arena. Just outside of this arena was a recruiting table with the Army NHRA dragster and the Mobile Exhibit Vehicle. On the other side of the arena was another Army recruiting area that included the Army rock climbing wall. Army Strong banners encircling the arena helped in driving home the Army message. To top things off, a 20-foot

Army banner was suspended above the center of the arena.

Throughout the three day event, announcements reminded show attendees to stop by the Army information table to sign up for a dirt bike giveaway. Radio spots promoting the Army presence at the show were broadcast on the radio the week prior to the show. More than 550 leads were garnered from the event. Sgt. 1st Class Robert Hunter, station manager of the Lorain and Elyria stations and NCOIC, noted that in his five years of recruiting at Cleveland Battalion, Auto-Rama was the best coordinated event that he had the opportunity to work.

Later, James was escorted to the 70th Annual Cleveland Sport, Travel and Outdoor Show at the exposition center. Alongside the Army information table was a Humvee and the Army Adventure Van. Helping draw traffic to the Army display area were announcements urging attendees to stop by the Army table and register to win an X-Box 360.

The substantial exhibit area that was needed to accommodate the Army assets at the Sport, Travel and Outdoor Show was obtained as a result of working closely with the local vendor. Radio spots were also purchased for broadcast several days prior to the start of this event to help create awareness of the Army's presence. The five day show proved to be an excellent lead generator by bringing in nearly 650 target age leads.

While at both shows James was eager to speak with recruiters, requesting their input on the support they would like to see. Among the many topics discussed were local advertising, recruiter monetary issues and recommendations on possible changes to regulatory guidelines.

Sgt. 1st class Robert Hunter, right, spoke with Ronald James, left, assistant secretary of the Army (Manpower and Reserve Affairs), during James' visit to Cleveland Battalion. Also pictured is Col. Michael Cardarelli.

Photo by Marie Haberstroh



Recruiters lasso Houston Livestock Show and Rodeo

Story and photos by John L. Thompson III

Billed as the largest rodeo in the nation, the Houston Livestock Show and Rodeo featured bucking broncos, cattle roping, bull riding, a plethora of exhibits and world class musicians in concert. The one-two punch of the new Army's American Soldier Van and the expanded Army Game exhibit excited many of the estimated 1.6 million people who attended the event.

The show stretched from February 27 through March 18. The two Army exhibits, which appeared back to back during the rodeo, were provided added muscle by Houston Battalion recruiters, who manned tables and brought a football toss and a basketball toss to help break the ice with those interested in an Army career. Houston recruiters gathered thousands of leads.

What are two things you often find at a livestock show or rodeo? People at these events are fond of animals or raise animals and many wish one day to take care of animals as a profession.

For Staff Sgt. Sunshine Ramirez, in an addition to her professional image, she has the added edge by having a special friend with her.

"With all the animals here at the rodeo, this is a great way to talk about my job as a veterinary technician in the Army," Ramirez said, with Izzy the iguana on her shoulder. "Here the kids are interested in being a veterinarian of working with animals. I tell them I am a veterinary technician for the Army and they get very interested."

"I get more leads with my iguana than anything else we have here."

For some prospects it takes more than a happy iguana to lure them over to talk with a recruiter. The recently unveiled American Soldier Van features new technology and future technology for Soldiers. It is a mixture of interactive simulators, hands-on equipment and a display of items under development.

"Most of the time people who come inside the van are surprised and are in awe of what we have here," said Sgt. 1st Class Kenneth Lane, "and they did not realize the technology



"With all the animals here at the rodeo, this is a great way to talk about my job as a veterinary technician in the Army," said Staff Sgt. Sunshine Ramirez said, with Izzy the iguana on her right shoulder.



G.I. Johnnie (Sgt. Laddie Matula) zips past the American Soldier Van on an electric scooter.

that we have and are currently using as in the Land Warrior System or the Air Warrior System. Or what we have in development. They are very thankful that efforts are being made toward protecting the American Soldier."

Lane is a member of the Mobile Exhibit Company stationed at Fort Knox, Ky. He says they often get questions about the equipment Soldiers are given to use in Iraq and Afghanistan and if they are well equipped enough. He explains that our Soldiers are equipped with the most modern, battle effective equipment.

"(Many say) I didn't realize that the level of technology the Army has," Lane said. It makes them more willing and more interested in talking with recruiters after they come to see us."

During the final 10 days of the rodeo, America's Army Game replaced the van and put a different face on the Army. Inside a tent five people were briefed on the "convoy," mounted a Humvee and manned weapon positions. Surrounded by a video screen, the vehicle proceeded through a town as part of a convoy. With realistic sounds of gunfire, the vehicle physically moved from the effects of explosive forces as the vehicle crew took on armed enemy forces with their weapons. Following the mission, the crew was evaluated and told what they did right and what they did wrong.

During the rodeo one Soldier stood head and shoulders above his peers: G.I. Johnnie.

Young and old, male and female, Johnnie created a stir wherever he went. For Sgt. Laddie Matula of the Greens Road station, it was one of many days he helped "inspire" Johnnie, who in turn inspired him.

"Parents love to bring up their little kids to meet with Johnnie," Matula said. "Teachers take pictures while their kids shake my hand. The kids love it. The little kids are very comfortable with Johnnie."

For the teens, some of them allow him to take them over to the recruiting table for other recruiters to talk with. Sometimes in the persona of "Johnnie" he gets to spend a little one-on-one and talk with teens what the Army has to offer.

DA civilians now eligible for referral bonus

By USAREC G3

Effective March 15, Department of the Army civilian employees (includes non-appropriated funded employees) became eligible to provide referrals under the \$2,000 Referral Bonus Program and receive a bonus on individuals who have not conducted an appointment with a recruiter.

Payment processing will occur once verification is made that the referral has commenced basic training and again after verification that the referral has completed Advanced Individual Training or One Station Unit Training. Department of the Army civilians who are in positions as civilian GS/equivalent recruiters are not eligible to receive the Referral Bonus.

Effective Dec. 5, the Referral Bonus Pilot Program expanded to include any contracted ROTC cadet who makes referrals via the ARS-SMART Web site (www.usarec.army.mil/SMART). The referral must be non-prior service who enlists into the Active Army, Army Reserve or Army National Guard. The Referral Bonus Pilot Program does not include referrals that are being referred to ROTC or any direct commissioning programs. The cadet, upon updating their user profile in ARS-SMART under Military Information, will select "cadet" from the drop down menu when asking for their rank.

The bonus amount will be paid in two lump sums. A \$1,000 payment will be made to the eligible sponsor once the referral has commenced

Basic Training. Payment requests will be sent to DFAS upon verification that the Soldier is in fact in Basic Training. Payment should be received within 45 days of request submission. A payment of \$1,000 will be made to the eligible sponsor once the referral has completed and graduated from One Station Unit Training or Advanced Individual Training.

Payment requests will be sent to DFAS upon verification that the Soldier has completed and graduated from OSUT or AIT. Payment should be received within 45 days of submission. Soldiers or retirees not receiving payment of the Referral Bonus within 45 days may contact headquarters USAREC Plans and Programs Division to file an inquiry. This action will not be handled by the referring Soldier's local finance office.

There are no retroactive provisions to this change for the bonus. Referrals made under the Referral Bonus Pilot Program to the ARS-SMART Web site, USAREC 1-800 number or provided directly to recruiting personnel prior to Nov. 13 are qualified for the \$1,000 bonus.

Referral Bonuses only apply to persons who have not conducted an appointment with a recruiter. In order to qualify for the Referral Bonus all referrals under this program will be made through the Army Referral System-Sergeant Major of the Army Recruiting Team Web site.

Soldiers may receive the Referral Bonus for referring anyone who has no previous military service. Soldiers may not refer a member of their immediate family. The referral may not currently be in any

stage of processing for enlistment (appointment must not have been conducted by a recruiter).

Sponsors may check on their referral status by logging into the ARS-SMART Web site and going to the Referral Summary page. Referring personnel will be able to see all referrals submitted and the most current status. Due to privacy requirements the exact reasons for disqualification or failure to complete training will not be disclosed.

Department of the Army civilians and non-appropriated fund civilians participation in locating, recruiting and referring persons interested in enlisting in the Army is strictly voluntary. The decision to encourage the enlistment of any person and the time, place, manner and duration of actions in furtherance of that objective, falls solely within the independent discretion of the members.

Civilian employees must have an AKO account and establish an ARS-SMART account in order to participate in the Referral Bonus Pilot Program.

Recruiters: Keep in touch with Soldiers

by USAREC G3

Effective March 12, recruiters will contact all Soldiers they have previously enlisted. This contact is to initiate and/or further reinforce an open and effective line of communication between the Soldier and their recruiter. This communi-

cation is now mandatory and will assist to further reinforce that all Soldiers understand that they are a vital part of our team.

Recruiters will emphasize that the Soldier's assistance with recruiting helps provide the proud and necessary strength for our Army. Recruiters will discuss and document at a minimum, names and contact information for leads and/or referrals. Recruiters will encourage Soldiers to participate in the program they qualify for based on component and deployment history, such as HRAP, SRAP or ADSW.

Recruiters will encourage all Soldiers to log into ARS-SMART and review current policy guidance and build or update their ARS-SMART account to keep their profile current. The ARS-SMART site is located at: www.usarec.army.mil/smart.

In order to accomplish the mission of contacting all Soldiers and annotating actions, recruiters will build their Soldiers' contact information and log subsequent actions into ARISS, using the COI/VIP screen. Station commanders will ensure that when recruiters PCS or ETS their COI/VIP records will be reassigned to a new recruiter for follow-up and action.

If a recruiter does not have contact information for former Soldiers, the company can provide by RSID a report of the Soldiers who enlisted within the company.

Soldiers who perform HRAP, SRAP and ADSW will be encouraged to correspond with their referrals during and after their tour of duty. The addition of COIs and VIPs in your station area to include,

but not limited to retirees from the Army, Army Reserve and National Guard, will be encouraged to correspond with their referrals during and after their referral's enlistment. The contact that a Soldier, retiree, COI or VIP has with their referral during and after the enlistment process is key in raising Future Soldier retention and promoting a unity of effort.

When an Army component retiree, COI or VIP provides a referral or visits the station, recruiters will ask for their contact information. Recruiters will explain the information is needed in order to contact them and inform them of their referral's status. Retirees, COI and VIPs are encouraged to mentor their referrals/Future Soldiers and encourage them to stay motivated. The retiree, COI or VIP should be regularly contacted to solicit additional referrals. Ensure that they understand ARS-SMART and the requirements for the referral bonus.

Soldiers, retirees, COIs and VIPs will be briefed that although contacting their referral or Future Soldier is an additional task, the support a referral or new Soldier receives ensures that their first experience with the Army is positive, informative and consistent.

Sampey takes first win of season

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

U.S. Army Pro Stock Motorcycle pilot Angelle Sampey captured her first race of the 2007 season April 1 in the O'Reilly Spring Nationals at Houston Raceway Park.

In other action, Sampey's Pro Stock Motorcycle

teammate, Antron Brown, recorded a red light foul in a second round loss. In Top Fuel, U.S. Army driver Tony "The Sarge" Schumacher lost a close first round match up with Brandon Bernstein.

Pro Stock Motorcycles

For Sampey, who set the national elapsed time record two weeks ago in Gainesville, Fla., this was her second straight O'Reilly Spring Nationals event title.

"And, it feels great," said an elated Sampey after beating Craig Treble in the finals with a 7.046-second pass at 188.91 mph. "Of course, any time we win it's for all of our Soldiers. If it wasn't for them, we wouldn't be doing this."

With her 41st career victory, Sampey also moved closer to moving past the late Dave Schultz on the all-time Pro Stock Motorcycle victory list. She needs five more to take over the lead.

In his confrontation with Tom Bradford in round two, Brown actually posted a worse starting line foul than Bradford leading to his second red light defeat in as many races.

"What can I say — I lost it again at the starting line (Brown had a .003-second reaction time to Bradford's .002-seconds)," said the New Jersey native. "At the last race, I was too slow in reaction time and today I was too quick. I guess I'm going to have to find a happy medium before the next race."

Top Fuel

Schumacher, who had qualified fifth, posted a quicker 4.540-second pass than Bernstein's 4.553-second run in the opening round, but Bernstein was first off the line

(.034-seconds to Schumacher's .065-seconds) and, subsequently, first at the finish line.

"That's a tough one," said a disappointed Schumacher. "I thought my reaction time (to the green light) was pretty good, but he was clearly a lot better. You have to tip your hat to that team."

The Chicago native was seeking his second straight victory after capturing the ACDelco Gatornationals.

"It's a battle every weekend in this series," he added. "Like I've stated before, you better bring your best effort to the track on race day if you want to win. We'll just pick up from here and move forward. Failure is never an option for this U.S. Army team."

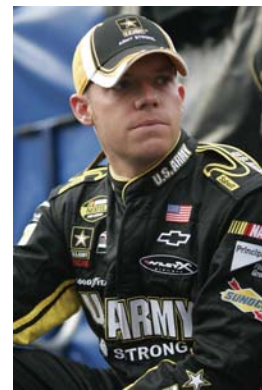
Driver Smith accomplishes mission in Army Chevy

*By David Ferroni,
Army Racing*

U.S. Army driver Regan Smith completed another successful mission.

In only his second career Nextel Cup start, Smith claimed a 26th-place result April 1 at Martinsville Speedway. And more important than the result, the 23-year-old driver finished the race as he did the week before at Bristol Motor Speedway.

"When your first two Cup starts are at Bristol and Martinsville — probably two of the hardest tracks for any rookie — and you stay out of trouble and finish both races you need to take a deep breath and say, 'not bad,'" said crew chief Ryan Pemberton. "It's all about



Smith

gaining experience for Regan and that's exactly what he did the past two weeks."

Smith also gave a candid assessment of his first two Cup races.

"I'm going through an adjustment period right now," said Smith. "Just getting used to these Cup races and how these guys race are things I am still learning. I know it will get better with time and experience."

"But when you look at the big picture, you want to finish the race, you want to get experience and you want to earn respect," added Smith, who finished 25th at Bristol. "We have done that. I might not have been as aggressive as I would have liked to have been the last two races, but at the same time the objective was to finish the races and gain experience."

Smith, who shares the 01 U.S. Army Chevrolet ride with Mark Martin, said he was happy about the way the 01 team rallied back after a slow start on the half-mile flat track.

"We're all learning. I'm a rookie and the guys are doing a good job putting up with me until I get more experience. Like our Soldiers, we never gave up or let anything get us down. We work as a team and battle through whatever adversity we face."

Geran honors 'best of the best' recruiters, career counselors

By Steve Harding,
Army News Service

In a Pentagon ceremony March 20, Acting Secretary of the Army Pete Geren honored six noncommissioned officers he called "the best of the best."

The Soldiers were recipients of the fiscal 2006 Secretary of the Army Career Counselor and Recruiter of the Year awards, and represented the active Army, the Army National Guard and the Army Reserve. The winners are:

- Sgt. Derek J. Vasquez of Syracuse Battalion, Army recruiter of the year
- Staff Sgt. Terry L. Spangler of Montgomery Battalion, Army Reserve recruiter of the year
- Sgt. 1st Class Michael E. Beaupre of U.S. Army, Europe, active Army career counselor of the year
- Sgt. 1st Class James M. Seeger of the XVIII Airborne Corps, Fort Bragg, N.C., Reserve Component career counselor of the year
- Sgt. 1st Class Reuben Avila of the Army Reserve's 63rd Regional Readiness Command in Los Alamitos, Calif., Army Reserve retention NCO of the year
- Sgt. 1st Class Ricky J. Weber of the Indiana National Guard's State Area Command, Army National Guard recruiter/retention NCO of the year.

Before an audience of senior Army leaders, families and guests, Geren praised the awardees for their dedication



Vasquez



Spangler

"Every year the Army must recruit a number of new Soldiers equal to the size of the entire Marine Corps."

Acting Secretary of the Army Pete Geren

and professionalism. He noted that recruiting and retaining a high-quality, all-volunteer military is "critical to the nation in the unpredictable, complex and dangerous 21st-century security environment," and reminded his listeners of the challenges faced by recruiters and career counselors.

"As everyone can appreciate, recruiting in the current environment is challenging, and that challenge will only increase as we take on the mission to grow the Army to more than 547,000 (Soldiers) over the next seven years," Geren said. "Every year the Army must recruit a number of new Soldiers equal to the size of the entire Marine Corps."

Geren noted that in fiscal 2006 the Army had its best recruiting year in nine years and the National Guard its best in 13 years, and said that such successes are a testament to the hard work of

recruiters and career counselors.

"Our achievements (in recruiting and retaining this quality force) would not have been possible without the tremendous efforts of thousands of Soldiers just like the ones we are here to honor today," he said. "Recruiters and career counselors are the Army's ambassadors into every community in America and every unit in the Army, telling the Army story and the value of service to the nation."

Vasquez said recruiters help channel young peoples' desire to focus on more than themselves.

"The people we put into the Army are those who are willing to make sacrifices — they want to give something of themselves to help build a better Army and a better country," Vasquez said. "We show them how to do that."

Government laptop stolen

By TRADOC

A government laptop computer was stolen from a U.S. Army Training and Doctrine Command civilian employee's privately owned vehicle while parked outside the employee's residence.

The password-protected computer contained names, social security numbers and payroll information for the pay period ending Jan. 20. The data did not contain bank account or bank routing numbers. Every TRADOC civilian employee, approximately 16,000, may be affected.

The Army Criminal Investigation Command and civilian authorities are investigating the incident. TRADOC is also investigating to see if there is a need to change policies or procedures.

"TRADOC leaders take our obligations to protect personal information very seriously and we are committed to preventing further incidents of this nature," said Lt. Gen. Thomas Metz, deputy TRADOC commanding general, in individual letters to each of the possible civilian employees affected. The letters also provide employees with information on actions to take to guard against unauthorized use of their personal information.

Employees with additional questions should contact the TRADOC privacy officer at DSN 680-3434 or (757) 788-3434. Questions can be e-mailed to tradoc.pii@us.army.mil.

Gold Badges

RSM MARCH 2007

ALBANY

SFC Shawn Tracy
SSG David Farrell
SGT Bradley Heck
CPL Gary Gilbert

BALTIMORE

SFC Steven Kohl
SFC Lewis Parker
SFC Gilbert Rosa Jr.
SFC David Smith
SFC Willie Thomas Jr.
SSG Cedrick Boyd
SSG Keith Edmond
SSG Michele Haley
SSG David Hall

SSG Charles Ingram
SSG Troy Lee
SSG Quincy Maratin
SSG Stephen Ramos
SSG Todd Roy
SSG Paris Thalheimer
SSG Larry Wilkins
SGT Tiffany Bryant
SGT Lawanda Jones
SGT Christopher Wright
CPL Kirby Hall

BECKLEY

SFC Angienette Pair
SSG Rex Fink
SGT James Brewer
SGT Michael Collins
SGT Frederick McCune
SGT Timothy Miller
SGT Charles Reagan

CHICAGO

SGT John Herndon
SGT Jamari Hood
SGT Adalberto Torrez
SPC Festus Togbeola

CLEVELAND

SFC Christopher Weselek
SGT Alan Eaton

COLUMBIA

SFC Ronald Alligood
SFC Holly Black
SFC Earnest Popcross
SSG Michael Porter
SSG David Shipp
SSG Omar Ward
SGT Gerald Benton
SGT Deona Lewis

COLUMBUS

SSG Paul Beil
SSG Andre Brown
SSG Jacob Hackney
SSG Jonathan Kirkendall
SGT Richard Hill

DALLAS

SFC Casey Jones
SFC Michael Davis
SSG Chris Campbell
SSG Willie McCall
SSG Louis Pulse
SSG Antonio Salas
SGT Timothy Berry

DENVER

SSG Larry Pickering
SGT Richard Hoyt
SGT Joshua Remmark
CPL Brandon Mayyoun
CPL Thomas White

DES MOINES

SGT Enrique Cotto
SGT Demond Flowers
SGT Aaron Lincoln
SGT Alejandro Saenz
SGT Al Smith
SGT Brian Tuve

HOUSTON

SFC Oneil Edwards
SSG James Green
SSG Anthony Helms
SSG Glenn Zevallos
SGT Jonathan Heinrich
SGT Rony Rodas

JACKSON

SFC Bruce Hunter
SSG Terrance Wright
SSG Aaron Marn
SSG Rosa Mcglotha
SSG John Nelms
SGT Michael Morrison

LOS ANGELES

SSG Jacob Carlson
SSG Kolt Killman
SSG Betty Ortega
SSG Robert Perez

MIAMI

SFC James Boggan
SSG Wilson Gonzalez
SSG Patrick Hernandez
SSG Stanley Jnbaptiste



SSG Francisco Marin-Ortiz
SSG Phillip Medina
SSG Jose Ramos
SSG Allan Welchez
SGT Jose Vasquez

MINNEAPOLIS

SFC Kenneth Stewart
SSG Lawrence Durnan
SSG Michael Frischknecht
SSG Matthew Hostetler
SSG Sean Kiekbusch
SGT Michael Hoesche
SGT Jordan Maatz
CPL Lawrence Holicky

MONTGOMERY

SSG Aubrey Odom

NASHVILLE

SFC James Hudson
SFC Ronald O'Daniel
SFC Sean Pyle
SFC Alfred Smith
SFC James Walker
SSG Nathan Bullock
SSG Patrick Levins
SSG Nicholas Perample
SSG Jeremy Porter
SSG Rufus Smith
SGT Eric Cline
SGT Sean Murphy
SGT Shannon Samples

NEW ENGLAND

SFC Lovie Benton
SFC Michael Matos
SFC Roy Mitchell
SFC Christopher Statzer
SSG Jonpaul Guinn
SSG Katy Maguire
SSG Remick Maxey
SSG Jason Merrill
SSG Mark Scharninghausen
SSG Rafael Suarez
SGT Joshua Ortiz

NEW ORLEANS

SFC Ray Goode
SGT Alvin Bourque

NEW YORK CITY

SFC Andre Campbell
SFC Matthew Cuevas
SFC Frank Darling
SFC Tyrone Tenton
SSG Zachary Brehm
SSG William Harvey
SSG Nestor Rivas
SSG Alfredo Taveras
SGT Andrew Brophy
SGT Sang Kim
SGT Scott Laczynski
SGT Roger Mullins
SGT Anny Novareyes
SGT Apolinar Rios
SGT Fabian Savino

PHOENIX

SFC Juan Camacho
SFC Lionel Hardy
SFC Brian Sapp
SFC Richard Sutton
SFC Sean Tajirian
SSG Christopher Cruse
SSG Roger O'Connell
SSG Eric Jackson
SGT Jermaine Barkley
SGT Matthew Gump
SGT Benjamin Ramirez
SGT Jesus Salcido
SGT Aaron Miranda
SGT Dallas Waite
CPL Hunter Johnson

PITTSBURGH

SFC Vaughn Jones
SSG Bobbie Breese
SSG Edward Dugas
SSG Duane Gatlin
SGT Steven Ali
SGT Janet Bailey
SGT Frank Desrosiers
SGT William Littell
SGT Chad Neal

PORTLAND

SFC Steven Moore
SSG James Lent
SSG Bryan Teal
SSG Michael Vannocker
SGT James Eggeman
SGT Andrew Hasbrouck
SGT Thomas Huges
SGT Damon Locurto
SGT Jeanette Riding
CPL Andrew Jeffery
CPL Justin Snyder

RALEIGH

SSG Christopher Hair

SAN ANTONIO

SFC Darin Sholas
SGT Julio Garces Jr.

SEATTLE

SFC Joseph Hastings
SFC Joseph Kuss Jr.
SFC April Letourneau

SSG Anthony Doud
SSG Matthew Smith
SGT Justin Harder
SGT David Houghtlen
SGT Shane Lies
SGT Philip White
SGT Daniel Wilson
CPL Lori Price

SOUTHERN CALIFORNIA

SSG Galen Buckner
SSG Hugo Lopez
SGT Jose Ramirez
CPL Joshua Kraft

TAMPA

SGT Kenneth Callaghan
SGT Paul Castleberry
SGT Edwin Guzman

Recruiter Rings

RSM MARCH 2007

ALBANY

SFC Chad Degnan
SFC Jackie Hurley
SSG Bryan Carter
SSG Aaron Wilson

ATLANTA

SFC Craig Garner
SFC Katina Patterson
SFC Solomon Virgil
SSG Steven Pressley

BALTIMORE

SFC Crawford Lydle IV
SSG Sean Miller
SSG Charles Myers
SGT Jean Gabriel

COLUMBIA

SFC Rory Barr
SFC Gilbert Maldonado
SSG Leshia Allman
SSG Angeleek Courtney
SSG Linston Donaldson
SSG Latasha Graham
SSG Timothy Poff
SGT Lemuel Hashim

COLUMBUS

SFC George Davis
SFC Jimmy Jackson
SSG Michael Merles
SSG John Renner
SSG Tony Southard
SGT George Armstrong
SGT Andrew Thatcher

DALLAS

SSG Timothy Britt
SGT Wilson Perez

DENVER

SFC Michael Nagle
SSG Randall Blanton Jr.
SGT James Parham

DES MOINES

SFC Chad Jochum
SSG Roderick Brown

HOUSTON

SFC Travis Shahan
SFC Kevin Solomon
SSG Robin King

JACKSON

SFC Ylonda Banister
SFC Sharon Medina
SSG Barnet Frith
SSG William Keith
SSG Gary Neff
SSG Robert Rinks
SGT Ryan Hill
SGT Matthew Marchese

JACKSONVILLE

SFC Michael Abramaitys
SFC Jerome Morgan
SSG Robert Bramlitt
SSG Donyale Garvey

LOS ANGELES

SSG Odell Edmonds
SSG Stephen Navarro

MIAMI

SSG Jimmie Horton
SSG Louis Matusek

MID-ATLANTIC

SSG Robert Morgalo

MONTGOMERY

SFC Kevin Alexander
SFC Robbie Blount
SFC Derrick Johnson
SFC Phillip Parrish
SSG Toinette Habersham
SGT James Kuppersmith



NASHVILLE

SSG James Capps
SSG Joseph Granato
SSG Aaron Martin
SSG Willie Nettles

NEW ENGLAND

SFC Val Graffa
SFC James Horsley
SSG Travis Malena
SSG Eric Sharp
SSG Christopher Holmes
SGT Reid Biswell

NEW ORLEANS

SFC Patrick Brooks
SFC Anthony Jordon
SSG Rodney Slater

NEW YORK CITY

SFC Edward OrtizBurgos
SSG Eric Brightman

OKLAHOMA CITY

SFC Charles Caradine
SFC Jeffery Garner
SFC Justin Kuchar
SFC Michael Lewis
SFC Leigh Ricks
SFC Timothy Wilhite
SSG Clinton Donnatien
SSG Jacob Martinez
SSG Michael Shilen
SGT Daniel Dollins
SGT Chad McLaughlin
SGT Thomas Spain

PITTSBURGH

SFC Michael Foor
SSG Steven Downey
SGT James Butcher

PHOENIX

SFC Jeffrey Lyden
SSG Clark Link
SGT Robert Gerber

RALEIGH

SFC Eddie Davis
SFC Jody Elkins
SSG Marlene Dacosta
SSG James Liles

SACRAMENTO

SFC Douglas Moorehead
SSG Michael Kolle

SALT LAKE CITY

SSG Alejandro Fierro
SSG Clifford Martin

SAN ANTONIO

SFC Giovanni Rigamonti
SSG Michael Cardenas

SEATTLE

SSG Kale McFarlane

SOUTHERN CALIFORNIA

SSG Jesus Davalos
SSG Jose Fuentes
SSG Kelly Jones
SSG Amon Potter
SSG Preston Ruff
SGT John Diederich

Morrell Awards



RSM MARCH 2007

ALBANY

SFC Stacey Ford

ATLANTA

SSG Gregory Thomas Jr.

BALTIMORE

SFC Gary Epps

BECKLEY

SFC Ernest Creech

SFC David Teubert

COLUMBIA

SSG Jermond Awkward

SSG Erick Davidson

COLUMBUS

SFC James Ford

SFC Andrew Horval

JACKSON

SFC Michael Mitchel

SFC Shealon Simpson

JACKSONVILLE

SFC Charles Ganci

SFC Christopher Lockwood

SFC Kelly O'Connor

SFC Christopher Walker

SSG Philip Ayers

SSG Akilah Clarke

SSG William Thomsen

MID-ATLANTIC

SFC John Hershour

MONTGOMERY

SFC James Briscoe

SFC Emmanuel Bryant

SFC Charles Lewis

NASHVILLE

SFC Michael Poteet

SFC Douglas Schmidt

SFC Clarinda Strum

SFC Roderick Wellendorf

NEW ORLEANS

1SG Juan Scott

NEW YORK CITY

SFC Kenneth Woods

SSG Jose Yglesias

OKLAHOMA CITY

SFC Marcus McMinn

SSG Michael McDonald

SSG Eric Powell

PITTSBURGH

SFC Frank Branch

SFC Ryan Stainbrook

SSG Michael Clark

SSG Todd Schimp

PHOENIX

SFC Henry Danache

PORTLAND

SSG Emil Baker

SSG Neemia Vaiagae

SACRAMENTO

SFC Jeffrey Barton

SFC Alan Cheney

SFC Poutoa Fuega

SAN ANTONIO

SFC Derrick Braud

SFC Jesus Camacho III

SSG Marshall Davis Jr.

SSG Joel Velez

SEATTLE

SFC Michael Nagl

SORB

SFC John Byars

SOUTHERN CALIFORNIA

SFC Ruben Armendariz

SFC Robert Martinez

SFC Andre Wash

SSG Thomas Black

SSG Michael Stribling

SSG Frederick Yuen

Conversions

RSM FEBRUARY 2007

CLEVELAND

SSG Aaron Morris

SFC Philip Cianchetti

COLUMBUS

SSG Terry Douglas

DALLAS

SSG James West

SSG Lane Whitaker

HARRISBURG

SSG Gregory Koskey

HOUSTON

SFC Paul Huron

JACKSON

SSG William Keith

SSG Jeffrey Allen

LOS ANGELES

SFC Stephen Navarro

MIAMI

SSG Jorge Mendez

SSG Michael Pierce

MONTGOMERY

SFC David Whitten

NEW YORK CITY

SFC Pedro Santiago

OKLAHOMA CITY

SGT Daniel Dollins

SSG James Grant

PITTSBURG

SSG Bunnak Oum

SSG Michael Foor

PORTLAND

SSG Egan Johnson

SALT LAKE CITY

SSG Joseph Fletcher

SAN ANTONIO

SFC Rodney Sims

RSM MARCH 2007

1ST MRB

SGT Richard Martin

ATLANTA

SSG Gregory Thomas

BALTIMORE

SSG Kim Hale

BECKLEY

SSG Demetris Council

CHICAGO

SSG Elmer Frye

CLEVELAND

SSG James Rogers

DENVER

SFC Gavino Barron

HOUSTON

SSG James Alston

SSG Robert Harter

JACKSON

SSG Gary Neff

LOS ANGELES

SSG Thuan Nguyen

MID-ATLANTIC

SSG Michelle Williams

SFC Matthew Mattingly

SSG Darrell Sherman

MILWAUKEE

SSG Jeremy Hetrick

SSG Vonley Stanley

MINNEAPOLIS

SGT Richard Kerns

MONTGOMERY

SSG Timothy Hardin

SSG Larry King

NEW ENGLAND

SSG William Crouthamel

NEW ORLEANS

SFC Finesha Banks

SSG Arthur Bruton

OKLAHOMA CITY

SFC Christopher Hooks

PHOENIX

SGT Michael Muldrow

PITTSBURG

SGT James Butcher

PORTLAND

SSG Curtis Fuller

RALEIGH

SSG Russell Shook

SSG Prescott Pipkin

SALT LAKE CITY

SFC James Mefford

SFC Robert Daniels

SSG Nicholas Lafata

SEATTLE

SSG Gilberto Hose

TAMPA

SFC Estevan Lara

SFC Jose Alvarezrivera

1. What Army Manual is considered the keystone leadership manual for the United States Army?

- a. FM 71-100
- b. FM 6-22
- c. FM 100-15
- d. FM 3-13

2. _____ comes from an inner desire to put effort into meeting a need and is the reason for doing something or the level of enthusiasm for doing it.

- a. attention
- b. effort
- c. task strategy
- d. motivation

3. Which of the Army Values best describes “fulfill your obligations?”

- a. honor
- b. integrity
- c. respect
- d. duty

4. What are the three Army leadership levels?

- a. strategic, organizational and direct
- b. formal, direct and informal
- c. direct, strategic and professional
- d. none of the above

5. Which of the influence techniques occurs when the leader cooperates in providing assistance or resources to carry out a directive or request?

- a. pressure
- b. inspiration
- c. collaboration
- d. relationship building

6. Which of the following definitions best describes the directive approach to counseling?

- a. Leaders use their experiences, insight and judgment to assist subordinates in developing solutions.
- b. Leaders make on the spot corrections and correct aspects of duty performance.
- c. Leaders use techniques from several from different approaches, adjusting them to articulate what is best for the subordinate.
- d. None of the above

7. What are the three principal ways leaders have of developing others?

- a. support, developmental and personal
- b. coach, assess and support
- c. counseling, coaching and mentoring
- d. professional, personal and mentoring

8. _____ is the authority that a commander in the

military service lawfully exercises over subordinates by virtue of rank or assignment.

- a. respect
- b. integrity
- c. values
- d. command

9. Relationship building occurs when the leader asks a follower to take part in planning how to address a problem or meet an objective.

- a. True
- b. False

10. Leadership within the teams that make up the Army usually comes in what two forms?

- a. formal and informal
- b. lead and follow
- c. guide and direct
- d. none of the above

11. Which of the following is considered to be an influence technique?

- a. strategic
- b. technical
- c. apprising
- d. none of the above

12. What are the three major categories of developmental counseling?

- a. develop, event, specific counseling
- b. event, performance, professional growth counseling
- c. specific, event, instant counseling
- d. none of the above

13. Which of the following best describes the definition of leadership?

- a. Creating a positive environment that fosters teamwork, promotes cohesion and encourages initiative and acceptance of responsibility.
- b. Taking care of people and maximizing their performance.
- c. Influencing people by providing purpose, motivation and direction while operating to accomplish and improve the organization.
- d. none of the above

14. Crisis counseling is a form of event counseling.

- a. True
- b. False

15. Providing vision is another way that leaders can help provide _____.

- a. character
- b. help
- c. intelligence
- d. purpose

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

Mission Box

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

RCM March Fiscal Year 2007

Top Regular Army Recruiter

SFC Michael Welsh
New England

SFC Gregory Davis
Atlanta
SFC Danielle Dubose
Columbia

SSG Kyle Williams
Milwaukee

SFC John Flores
San Antonio

SFC Hyong Kim
Portland

Top Army Reserve Recruiter

SSG Christopher Sommerville
Pittsburgh

SSG Jonathan Taylor
Nashville

SSG Matthew Martie
Cleveland

SSG David Carrillo
Houston

SGT Faiupa Tagalego
Portland

Top Large Station Commander

SFC Charles Hinson
LaVale
Pittsburgh

SFC Donald Littleton
Gastonia
Raleigh

SFC Gregory Goodwin
Madison
Columbus

SFC Jeremy Cousineau
University
San Antonio

SFC David Boedeker
Redlands
So Cal

Top Small Station Commander

SFC Paul Roberson
Bedford
Harrisburg

SSG Cheri Nilsen
Salisbury
Raleigh

SSG Robert Wallace
Marion
Milwaukee

SSG William Morrow
Altus
Oklahoma City
SFC Frank Mays
Broken Arrow
Oklahoma City

SFC Hyong Kim
Korea
Portland

Top Company

Fairmont

Clarksville

East

Top AMEDD

South East

Atlanta

Ohio

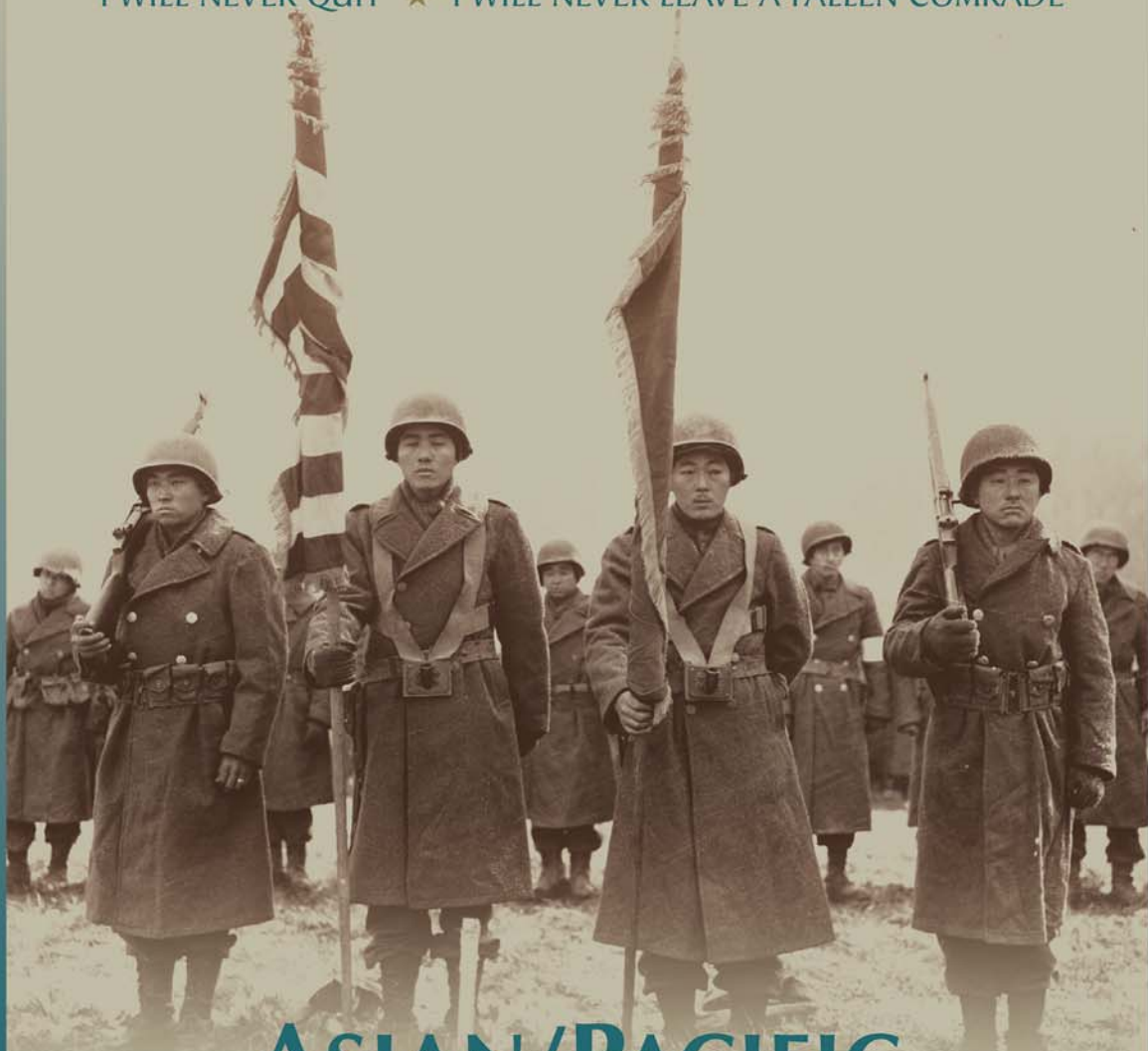
San Antonio

SoCal

Answers to the Test

- | | | |
|---------------------------------|---------------------------------|---------------------------------|
| 1. b. FM 6-22 pg v | 6. b. FM 6-22 pg 8-13 para 8-78 | 11. c. FM 6-22 pg 7-5 para 7-14 |
| 2. d. FM 6-22 pg 7-7 para 7-27 | 7. c. FM 6-22 pg 8-11 para 8-67 | 12. b. FM 6-22 pg B-1 para B-3 |
| 3. d. FM 6-22 pg 2-2 figure 2-1 | 8. d. FM 6-22 pg 2-3 para 2-10 | 13. c. FM 6-22 pg A-1 para A-1 |
| 4. a. FM 6-22 pg 3-6 para 3-31 | 9. b. FM 6-22 pg 7-5 para 7-16 | 14. a. FM 6-22 pg B-1 para B-4 |
| 5. c. FM 6-22 pg 7-5 para 7-12 | 10. a. FM 6-22 pg 3-8 para 3-48 | 15. d. FM 6-22 pg 1-2 para 1-9 |

I WILL ALWAYS PLACE THE MISSION FIRST ★ I WILL NEVER ACCEPT DEFEAT
I WILL NEVER QUIT ★ I WILL NEVER LEAVE A FALLEN COMRADE



ASIAN/PACIFIC AMERICANS IN THE U.S. ARMY

"Throughout our history, Asian/Pacific Americans have been patriots, answering the call to defend our Nation and to protect the blessings of liberty and democracy. Today, in the war on terror, Asian/Pacific Americans serve proudly as they carry on our Nation's noble tradition of advancing the cause of freedom around the world. We are grateful for the sacrifice of our men and women in uniform and those who love and support them as we fight to protect our homeland and make the world safe for democracy."

-George W. Bush-



WWW.ARMY.MIL/ASIANPACIFICSOLDIERS
May is Asian/Pacific American Heritage Month