

# RECRUITER

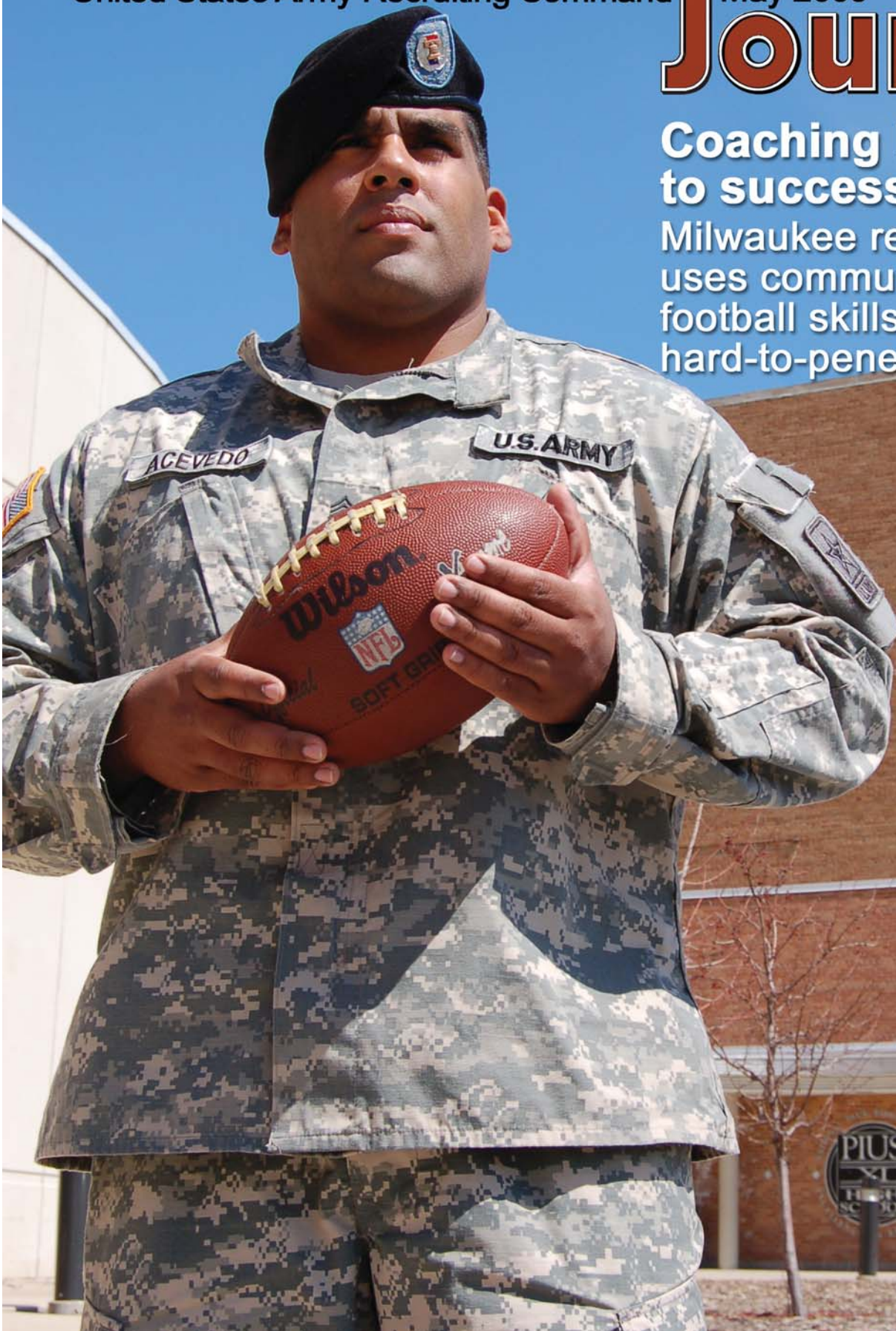
United States Army Recruiting Command May 2009

# Journal

**Coaching his way  
to success**

Milwaukee recruiter  
uses community service,  
football skills to win over  
hard-to-penetrate school

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# RECRUITER Journal

Winner Keith L. Ware Award 2007

## U.S. Army Recruiting Command

May 2009

Volume 61, Issue 5

### Commanding General

Maj. Gen. Thomas P. Bostick

### Public Affairs Officer

S. Douglas Smith

### Editor

Julia Bobick

### Associate Editor

Walt Kloeppel

### Associate Editor

Fonda Bock

### Cover Design

Joyce Knight

The Recruiter Journal (ISSN 0747-573X) is authorized by AR 360-1 for members of the U.S. Army. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command. It is published monthly using offset printing by the Public Affairs Office, U.S. Army Recruiting Command, ATTN: RCMEO-PA, Building 1307, Third Avenue, Fort Knox, KY 40121-2726; telephone DSN 536-0172, commercial 502-626-0172, fax 502-626-0983. Printed circulation: 13,500.

Deadline for submission of material is the first of the month prior to publication.

Periodicals postage paid at Fort Knox, Ky., and at additional mailing office.

POSTMASTER - Send address changes to:  
Cdr, U.S. Army Recruiting Command  
ATTN: RCMEO-PA (Recruiter Journal)  
1307 Third Avenue  
Fort Knox, KY 40121-2725

E-mail address:

[RJJournal@usarec.army.mil](mailto:RJJournal@usarec.army.mil)

Intranet address:

[https://my.usaac.army.mil/portal/dt/usarec/HQ/G7-9/Public\\_Affairs/rjournal.shtml](https://my.usaac.army.mil/portal/dt/usarec/HQ/G7-9/Public_Affairs/rjournal.shtml)



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YEAR OF THE NCO



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Cover:  
Milwaukee  
recruiter Staff  
Sgt. Angel  
Acevedo coaches  
for his alma  
mater. Photo by  
Jorge Gomez

# Until we meet again

**T**hank you for the tremendous opportunity to serve with you in the important mission of manning our Army. It has been a great honor and privilege to stand shoulder to shoulder with each of you on this superb team. USAREC has taught me so much about Soldiers, civilians, families, our Army, and about our great country.

We have a wonderful team, and we are very fortunate to live in a country that truly values and supports its military. In the past few years, we have often discussed the need to mobilize the Army and the nation in this important mission, and you have done that well. Additionally, we emphasized the need to embrace a Culture of Change — change that will transform USAREC for the years ahead. We are well on our way. I am proud of you and your many accomplishments.

To the USAREC team of Soldiers, civilians and family members, you are the heart and soul of this command. We can accomplish much with marketing, advertising, incentives and bonuses, but we can do very little without great people. Your passion, professionalism and many sacrifices during a very challenging period in our nation's history have made the difference in the Army's recruiting success.

Many thanks to all of our noncommissioned officers during this special year in honor of your service. You are the backbone of our Army and of this command. Our team is blessed with tremendously professional and competent civilians and wonderfully supportive families.

To all of those who support USAREC, we cannot thank you enough for your heroic efforts. From our partners in Cadet Command, Army Accessions Command, TRADOC, the Pentagon, MEPCOM, contractors, Congress, and the many military and civilian organizations and leaders who have made a difference in our overall success, thank you. This is truly a team effort.

It has been an absolute joy to watch the command transform, improve quality of life, and accomplish the mission during a period that tested the All-Volunteer Force. This required extraordinary service, sacrifice and leadership at a level that is difficult for most to comprehend. Our Army is fortunate to have such selfless servants, like each of you, in its ranks.



**Maj. Gen. Thomas P. Bostick**

Recruiting tends to go in cycles and the change in direction can come with little notice. In good times, resources are often reduced, and in tougher times, it often takes too long to meet resource requirements. The key is to find the balance that will allow the Army to respond quickly to changing conditions. While the immediate future is bright, there should be no doubt that there are tough days ahead.

The decision to serve in the Army is a life-changing commitment, so recruiting will never be easy. We must remain vigilant in improving our systems and processes, our training and leader development, and our engagement with our high schools, colleges and communities. These relationships, combined with a strong marketing and advertising campaign, are important to our future success.

*I shall pass this way but once.  
Any good that I can do  
Any kindness I can show  
To any human being  
Let me do it now  
Let me not defer nor neglect  
For I shall not pass this way again.”*

*~William Penn*

We are very fortunate to have Maj. Gen. Don Campbell Jr. and his lovely wife Ann back on the team. Renee and I wish them the very best in this tremendous opportunity to serve the Army and the nation. Major Gen. Campbell comes to USAREC with a wealth of experiences that will serve him and the command very well. I am certain that the Campbells will continue to ensure that USAREC is a place where Soldiers, civilians and families want to serve.

Success in recruiting Soldiers is essential to preserving the All-Volunteer Force. We must accomplish this important mission — with integrity — while caring for the Soldiers, civilians and families entrusted with this important responsibility.

As Renee and I depart USAREC, we leave with fond memories, many new friends and a wonderful experience that we will always cherish. I will forever be in your corner, cheering you on, and celebrating your continued success.

Thank you! See you on the high ground! Army Strong!

**“Though it may only be a small percentage of NCOs who screw up, the actions of those individuals speak louder and travel faster than those of the 99 percent of the noncommissioned officers who are doing the right thing every day.”**

## Loyalty-Duty-Respect-Selfless Service-Honor-Integrity-Personal Courage

**T**his month I want to focus on our Army values and the commitment you accepted in becoming a Soldier and a noncommissioned officer.

Once you accept the professional challenge to become a noncommissioned officer, you must commit yourself to live by the Army values every day. When we violate the Army values, it not only affects those perpetrators, it affects the entire Army.

Unfortunately, there is a small percentage of our noncommissioned officers who are not living the Army values, who are not doing the right thing.

Though it may only be a small percentage of NCOs who screw up, the actions of those individuals speak louder and travel faster than those of the 99 percent of the noncommissioned officers who are doing the right thing every day.

As a corps of dedicated professionals, we need to help each other to get those NCOs back on the right track.

So I ask all NCOs in the command to rededicate themselves to the Army values — to not just talk about them, but actually live them.

My hope is that we can reduce the

number of incident reports or, in a perfect world, just make them go away altogether. Being a professional noncommissioned officer is about living the Army values 365 days a year. If you can't accept that, then it's time to find a different vocation.

In addition, we're still losing one laptop per week - this is unacceptable. We have stressed the importance of the battle buddy system to remind each other not to leave those laptops in a POV or GOV, or unsecured in any location. While the laptop is just a piece of equipment that can be replaced, we cannot replace the trust that we lose when an individual's data inside that laptop is breached. We cannot buy that back. We have to treat that laptop like an ANCD (automated net control device) with a comsec fill. I've seen weapons left sitting around during my career, but I've never seen a filled ANCD left unsecured. If you treat your laptop as such, there is no way it should be stolen.

For the 99 percent of the NCOs in this command, I appreciate the hard work and the effort you continue to give and the success you are having in providing the strength for our Army.



**Command Sgt. Maj. Stephan Frennier**

In closing, on behalf of all the non-commissioned officers, I'd like to thank Maj. Gen. Bostick for his outstanding leadership to this command and the change of culture that he has established. We give him our commitment that we will continue to support Maj. Gen. Campbell in this endeavor on truly making this command one where Soldiers and families want to serve.

Hooah!

# Commitment

## Marriage. The Most Difficult Job in the World

# How to Make it Work!

By Chaplain (Lt. Col.) Doug Peterson

This is the fifth of our discussions on why relatively few of us fully and deeply enjoy the marriage relationship and what we can do about it. My encouragement has been to invest an effort in introspection and personal growth toward making what we have even better.

Some of you old-timers will remember Peter Graves as a familiar face from decades of various TV shows, but he is best remembered as Jim Phelps, commander of the Impossible Missions Force on TV's "Mission: Impossible."

A few years ago, on the occasion of Graves' 50th wedding anniversary, someone asked him how he managed to stay married to the same woman for 50 years — a feat rarely accomplished in the entertainment industry.

I like his reply. It came in two words: "We promised."

What an absolutely novel idea! That a husband and wife — on the strength of their word given to each other — could remain faithful to each other for so long.

We live in times that encourage not-so-happy couples to ditch their spouses and seek their happiness and fulfillment in someone else. Now, I realize the pain that many have undergone through divorce.

But my encouragement to you — wherever you are in your marriage experience — is to take what you have and invest everything in making it work.

Making marriage work is indeed the hardest job in the world. It is especially difficult if we are in the habit of making decisions based upon how we feel at any given moment — rather than based upon what we know to be the right thing to do or the right thing to say.

Think back to the day that you and your sugar biscuit were married. Whether you said formal vows or not, the concepts that ran through your mind included phrases like "for better, for worse" and "in sickness and in health."

Is it not easy, when you are riding on top of the world and everything is going your way to have those warm, gushy, romantic feelings toward each other?

But what about those times when one or both of you are going through the very pits of life's experience? And the emotions and feelings that you are experiencing are negative and painful. What then?

Let me illustrate. If you're like me, you're convinced that the most despicable invention ever devised on the face of the earth is running. Don't get me wrong; I can, I just don't enjoy the process. Now, on the Army side, part of our physical training test is a two-mile run. And, let's say, today you have the privilege of running that event. The "go" is given and you're off. You find yourself a quarter mile into the run and already you're experiencing the symptoms of total body shutdown. You're sucking wind, your heart is racing at 400 beats per minute, and your legs seem heavier than lead. Every part of you is absolutely miserable. And you think to yourself, "And I still have seven times this far to go!" Friends, this is no party at this point. It is not pleasure city!

What do you do? Everything in you says, "Stop!" And you feel like doing just that! Do you stop? No! Why not? In spite of how you feel at that moment, you keep going. Why? Because your brain tells you that to keep going is the right thing to do. And you are mentally aware that as you persevere in placing one foot in front of the other, you will indeed eventually cross the finish line.

In everyday life and work contexts do we not already practice this principle? Very often we're faced with unpleasant tasks that we carry out in spite of not really feeling like it. For many, it may start with your response to the alarm clock the first thing in the morning.

Why, then, can we not apply this principle of commitment to our most important human relationship?

Feelings will fluctuate with changing circumstances. Commitment is that which seeks first and foremost the welfare of the other and says, "I am here to be the best possible husband/wife for you no matter what!"

What keeps you going and working — oftentimes very painfully and unselfishly — through the most challenging times as a husband or wife? It really does go back to all that's implied in those two words: "We promised."

# 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.

## Tattoos, Whose Decision?

Dear TWISI

Current USAREC and Army policies allow our applicants to have tattoos on their necks so long as they are not indecent, extremist in nature or gang related.

The current USAREC Message concerning this is UM 07-181 and AR 670-1 was updated by ALARACT 017/2006.

The way that UM 07-181 is worded is very vague and can leave areas open to individual interpretation. Examples of these inconsistencies are as follows:

“(a) Any tattoo or brand anywhere on the head or face is prohibited except for permanent make-up (paragraph 1-8b(1)(a)). Tattoos that are not extremist, indecent, sexist or racist are allowed on the hands and neck. The Bn Cdr/XO(O-4 or above) will determine if the tattoo on the hand or neck detracts from a reasonable military appearance given the policy and may deny enlistment based on unacceptable appearance.”

This and the procedures set forth in paragraphs 6-8 are clear, the problem then comes in paragraph 13, which states:

“13. When processing at the MEPS, regardless of any previous determination from chain of command, the applicant will be asked by the DEP-in guidance counselor about any tattoos, brands, gangs or extremist affiliation. The DEP-in GC will then compare the applicant’s answers with the UF 1241 and MEPS physician’s comments on the DD Form 2808 (Report of Medical Examination).

If there are additional tattoos/brands identified during the interview, the applicant will be returned to the MEPS physician to update DD Form 2808.

Guidance counselors will ensure UF 1241 is also updated by applicant and sign certifying their review was completed. If GC determines tattoos/brands are in compliance with AR 670-1 and current USAREC Message, they will circle ‘are,’ sign UF 1241 and continue processing. If GC determines tattoos/brands are not in compliance with AR

670-1 and current USAREC Message, they will circle ‘are not’ and inform applicant they are not eligible to process. For those tattoos, brands, that are still questionable, GC will circle ‘may not be’ and ensure review is completed by the BN CDR/XO. Scan in UF 1241 in to Electronic Records Management in GCRC.”

The very first sentence is the kicker: “When processing at the MEPS, regardless of any previous determination from chain of command...” followed later in the paragraph by, “If GC determines tattoos/brands are in compliance with AR 670-1 and current USAREC Message, they will circle ‘are,’ sign UF 1241 and continue processing.”

In my opinion, this is saying that regardless of the determination of the chain of command (RS to Bn), if the GC feels that the applicant’s tattoos ARE in compliance with current policies, then he or she has the right to continue processing the applicant for enlistment thus essentially overriding the decision of the Bn Cdr or Bn XO when a review has been done. This would be supported by the disclosure by the applicant of his or her tattoos on the 1241 and the 2807 and 2808. So, long as it is disclosed during the physical and on the 1241 and everything matches up, the doctor will then usually qualify the applicant for enlistment. Additionally, should applicants who are PS or current drilling members of the NG or USAR be denied current enlistment into the RA because of tattoos they had when they initially joined? Even if those tattoos were approved for initial entry at that time? If a Soldier went to BT and AIT with those tattoos and was allowed to continue training and returns MOS qualified and serves in a unit, how can that Soldier be denied enlistment into the RA?

I believe that we are running into a situation where an applicant can be fully qualified for enlistment per current guidance and then, due to individual interpretation of that guidance or individual opinion, the applicant can be denied enlistment by the CoC or the GC.

Additionally, for a PS applicant, if there is no previous supporting documentation of a review, couldn’t a Bn XO or Cdr essentially say, “I don’t think this tattoo meets the standards for enlistment...” thus making any previously approved review null and void?

The wording in UM 07-181 needs to be reviewed and changed to be perfectly clear so there can be no individual interpretation at any level and guidance for PS applicants is also included.

Sgt. 1st Class Michael E. Alden

### Chief of Staff Responds

Dear Sergeant Alden,

Thank you for your input to the “The Way I See It” Program and to USAREC Message 07-181. I understand your concern about the current USAREC Message in reference to the tattoo policy and the need to clarify certain details about processing.

UM 07-181, paragraph 13, explains the procedures that are to be taken by the guidance counselors while processing applicants in MEPS. The paragraph refers to any additional tattoos that were not mentioned by the applicant during the initial interview and were later disclosed or added to the DD Form 2808 by the CMO during the applicant’s physical examination. The guidance counselors are required to make a determination on the new added tattoos; they will circle “are,” “are not” or “may not be” and ensure the review is completed by the BN CDR/XO if “are not” or “may not be” is circled.

Additional changes will be made to the USAREC Message in reference to your concern about Prior Service/Current drilling members of the reserve components to provide clear guidance on how to process applicants who had tattoos previously approved for enlistment and for those currently serving in a unit.

For further information, contact the Policy Branch of the Enlistment Eligibility Processing Division at (502) 626-5478 or e-mail at g3rcro@usarec.army.mil

Sincerely,  
Col. Hubert E. Bagley

# The New Mission, Vision, Values, Strategy

By Maj. Curtis Kellogg, G5 Strategic Communications Chief

**P**rovide the Strength of the Army is USAREC's new mission statement. Unveiled at Fort Knox in January, the new mission statement was developed as part of the command's Strategic Plan for the next five years.

Several best business practices identified by David Collis and Michael Rukstad of The Harvard Business Review were adopted to help guide the planning process.

"As we were trying to plan USAREC's course for the next several years we realized we needed to really clearly state who we are, what we want to be, and how we plan to get there," said Col. James Moller, USAREC's strategic management director.

Collis and Rukstad found that business executives often don't know their company's strategy, waste resources and pursue courses of action that don't align with where their organization needs to go.

To alleviate this problem, they recommend developing several statements to help guide employees' actions for current

operations and moving the organization forward. All employees need to know the organization's mission, values, vision and strategy.

"These statements, like the mission statement and commander's intent in any operations order, provide clarity so everyone can ensure their efforts are nested with command's plan for the future," said Moller.

USAREC strategic planners are using these same statements as the primary guides for USAREC's Strategic Plan, slated for publication by this month. The Strategic Plan will lay out the direction the command needs to move in four integrated goal areas.

First, USAREC's People Goal Area is focused on identifying, training, developing, equipping, and retaining a blended team while providing world class quality of life for all USAREC Soldiers, civilians and their families.

Second, the Marketing and Outreach Goal Area is centered on improving awareness of Army opportunities to increase qualified applicants who seek out the Army using a collaborative network of Army and community partners.

Third, the Army Competitive Advantage Goal Area is working to maintain a marketable, relevant, premier offer that attracts qualified applicants.

Fourth, the Recruiting Process Goal Area is concerned with advancing USAREC recruiting doctrine, policies, processes and procedures to be responsive to mission requirements and the environment.

Finally, the Strategic Plan is helping to coordinate efforts in those areas that cross goals and levels of the command, such as resources, communications, research and technology.

"All our strategic planning efforts are being done with this hierarchy of statements in mind," said Moller. "They're that important. Anyone can forget specific aspects of the Strategic Plan, but by remembering our mission, values, vision and strategy, they can ensure their actions support overall efforts to meet the desired endstate."

<b>Mission</b> why the organization exists	<b>Provide the Strength of the Army.</b>
<b>Vision</b> reflects what we as an organization want to be	<b>America's premier opportunity for service – for Citizens and Soldiers.</b>
<b>Values</b> encompasses what we believe in and how we conduct ourselves in accomplishing our mission	<b>The U.S. Army's trusted ambassador to the American People – exemplifying Army values and demonstrating the Warrior Ethos: always placing the mission first, never accepting defeat, never quitting, and never leaving a fallen comrade.</b>
<b>Strategy</b> details our competitive game plan to achieve our Vision	<b>By 2015 USAREC offers premier, personalized service opportunities to qualified applicants using an effective recruiting process with the assistance of localized, experiential centers manned by professional volunteer Soldiers and Civilians in a collaborative network of Army and community partners.</b>





# Changing USAREC's Culture

By Maj. Curtis Kellogg, G5 Strategic Communications Chief

**Why do Soldiers want to serve in USAREC? A break from repetitive deployments, career advancement and a desire to be home with family every night topped the list of reasons recruiters cited for choosing a recruiting assignment.**

The same survey, conducted in November as part of USAREC's strategic planning initiative, found that the top three challenges to attracting Soldiers to USAREC were the intense focus on production, concerns about the quality of leadership and long duty hours creating work-life imbalance.

The study was designed to help the command develop and clearly articulate a Soldier Value Proposition: a statement of why a USAREC assignment is a positive assignment choice in a Soldier's career.

"Only 18 percent of our detailed recruiting force volunteered for this important, challenging assignment in FY 08," said Maj. Gen. Thomas Bostick, U.S. Army Recruiting Commanding General. "The reasons for this vary, but we need to know what we can do to make a USAREC assignment a more rewarding opportunity for Soldiers and their families — a place where they feel valued and respected. We need to understand what drives Soldiers toward or away from the command. That's the only way for us to make the right changes in the right areas."

This initiative is part of an ongoing effort to change recruiting culture and associated perceptions about serving in USAREC. The goals are to remove obstacles that stand in the way of improving the command climate and increase the number of Soldiers who volunteer to serve in the command.

Some challenges identified through the study included local leadership's failure to give subordinates some freedom and autonomy in their approach to achieving mission, a lack of clear communication about standards, unpredictable work schedules

and the perception that some leaders fail to treat subordinates in accordance with the Warrior Ethos and Army Values. Alternately, the research indicated that, once assigned, Soldiers experience real job satisfaction as they build the All-Volunteer Force and change lives of potential applicants through the benefits offered by the Army experience.

*(continued on pages 8-9)*

## What needs to change to better attract people to the command?

- 1. There is a sole focus on production, making the mission numbers and applying great pressure on recruiters each month.**
- 2. Constant long hours — we need more balance and less stress and burnout with our schedules.**
- 3. We must find real ways to achieve a better work-life balance and take more care of our Soldiers and their families. We want more quality time with our families.**
- 4. The perception that some leaders fail to treat subordinates in accordance with the Army Values and Warrior Ethos.**
- 5. Recruiting right now is not very popular. It has a bad image and the perception that recruiters work very long hours, persuading people to join.**

Soldier responses were gathered from a series of written surveys, a focus group and interviews conducted by the RVP and Culture of Value Metrics project team October-November 2008.

“We must demonstrate that we are changing our culture and making USAREC a place where Soldiers, Civilians and Families want to serve.”

— Maj. Gen. Thomas P. Bostick, USAREC Commander

Research from this initiative closely matched results from the commandwide climate survey conducted as part of USAREC’s February Stand-Down Day. Results show that the command climate had improved in almost every area surveyed since the 2006 commandwide assessment. The command made the strongest gains in the areas of unit teamwork, recruiting with integrity and leadership approachability. The areas needing the biggest improvement involved the level of mutual trust and respect, the use of AARs for training, and consequences for low production.

Both the value proposition initiative and the command climate survey results are part of USAREC’s larger cultural change efforts. Since 2006, USAREC has worked to develop a coaching and mentoring process, including curriculum at the Recruiting and Retention School, tailored to the unique recruiting environment emphasizing positive leadership instead of production management. These changes include courses in adaptive leadership and resiliency training, a

### Why do Army professionals today choose USAREC?

1. Looking for stability and a break from deployment and repetitive rotations.
2. USAREC can help advance a Soldier’s career path (E-5 or E-6).
3. Wanting to be at home with the family each night.
4. As recruiters, we can help people change their lives.
5. Personal growth with a whole new set of transferable skills for effectively interacting with people and influencing their decision making.
6. Seeking the daily variety and challenge of recruiting.
7. It’s gratifying to help people choose an Army career and see them grow.
8. Best thing an experienced Soldier can do is help build the force with quality Americans.
9. The ability to be assigned a desirable location, often near home.
10. A high percentage of Soldiers (at least 75 percent) are involuntarily converted — so the Soldiers tend to choose between deployment and seeing the family occasionally.

restructured USAREC Pre-Command Course, establishment of a recruiter development program and a USAREC Battlestaff Course, and creation of a Career Management Field 79 Executive Council.

The command has also worked hard since 2006 to improve Soldier and family quality of life through programs such as subsidized child care, gym memberships and government leased housing. The command is committed to addressing the lack of services available for military families in civilian communities through programs like the Army Family Covenant and allocation of personnel and resources down to recruiting units such as Military Family Life Consultants and Personal Financial Counselors.

USAREC restructured the entire command to better align the recruiting force with the recruiting market and more equitably balance the mission load across the command.

## RECRUITER VALUE PROPOSITION (CURRENT REALITY)

Today Army professionals join USAREC to experience:

- A period of stability and relief from deployment
- Assignment to a desirable location
- Capability to be home every night
- Opportunity for meaningful career advancement
- Gratification in building the All-Volunteer Force and helping people choose an Army career, grow and change their lives
- Personal growth with the acquisition of valuable, transferable leadership, interpersonal and marketing skills
- A degree of day-to-day autonomy in achieving mission
- Special duty pay

Along with structural changes, the reengineering of recruiting tools and processes has been at the forefront of change efforts with initiatives such as the Leads Refinement Center and technological tools such as Recruiter Zone and Electronic Background Checks. In addition, the command fielded the Team Recruiting concept and new experimental pilots: Army Experience Center and the Pinnacle Recruiting Concept.

Even with all these advances, Bostick acknowledges that the task isn't complete.

"These insights indicate that despite making great improvements in our recruiting processes and quality of life, we are not where we need to be," said Bostick. "We've made scores of changes over the past three years and we have more to do. Our leaders must be the driving force for positive cultural change."

Bostick directed the USAREC staff to take these results and incorporate them into ongoing efforts centered on creating a more efficient organization with an improved quality of life, while still accomplishing the mission. Progress toward these goals must be measurable. The command is currently reviewing a list of possible metrics for measuring cultural change, such as surveys of individual Soldiers or data from external sources like the Department of the Army.

"Change efforts must have quantifiable data from a wide variety of sources to judge success or make necessary adjustments," Bostick said.

"We must demonstrate that we are changing our culture and making USAREC a place where Soldiers, Civilians and Families want to serve," he said. "We owe it to our people and their families to track our efforts, report our progress and hold ourselves accountable to do the things we said we were going to do. They can be confident that as Maj. Gen. Don Campbell assumes command, this commitment to improving USAREC will continue."

"We've made scores of changes over the past three years and we have more to do. Our leaders must be the driving force for positive cultural change."

— Maj. Gen. Thomas P. Bostick,  
USAREC Commander

## RECRUITER VALUE PROPOSITION (FUTURE STATE)

- A positive command climate where together we simultaneously make mission and take care of Soldiers, families and civilians
- A stimulating, respectful and supportive culture based on building skills, coaching and mentoring for mutual success
- A preferred assignment that demonstrates the image of "Army Strong" to the American public
- A period of stability and relief from deployment
- Assignment to a desirable location
- Capability to be home every night
- Opportunity for meaningful career advancement
- Gratification in building the All-Volunteer Force and helping people choose an Army career, grow and change their lives
- Personal growth with the acquisition of valuable, transferable leadership, interpersonal and marketing skills
- A degree of day-to-day autonomy in achieving mission
- Special duty pay

# Standardizing Targeting Processes

## Handbook Links Existing USAREC Doctrine With Local Best Practices

USAREC G2

In an effort to standardize key market targeting processes across all battalions, USAREC developed a handbook for the battalion level. Released in October at the Annual Leaders Training Conference, the handbook links existing USAREC doctrine and materials with local best practices. It synthesizes and clarifies many of the guidelines, templates and doctrine to align the battalion processes with the military decision making process. The handbook will help to ensure that all battalions have mastered the basics, and to show what “right looks like.”

The processes and templates in the handbook were collected from various subject matter experts from across the command. It is only a starting point. The intent is to continue to collect ideas, refine processes and incorporate them into the handbook.

“This is your handbook,” said Maj. Gen. Thomas P. Bostick, USAREC Commanding General. “Everyone in this command who does this work and uses this handbook has a role in maintaining and updating its accuracy and effectiveness. It is a living handbook that will change as required.”

The next step in the implementation of the handbook is training the battalion staffs how to use it. This month, USAREC staff will begin local training, starting with 3d Brigade. Throughout June and July the remaining enlisted brigades, Medical Recruiting Brigade and Special Missions Brigade will also undergo training.

Conducted over three days, the training will cover strategic planning, targeting, program management and other marketing and advertising subjects. A team of key battalion battlestaff

“This is YOUR handbook.”

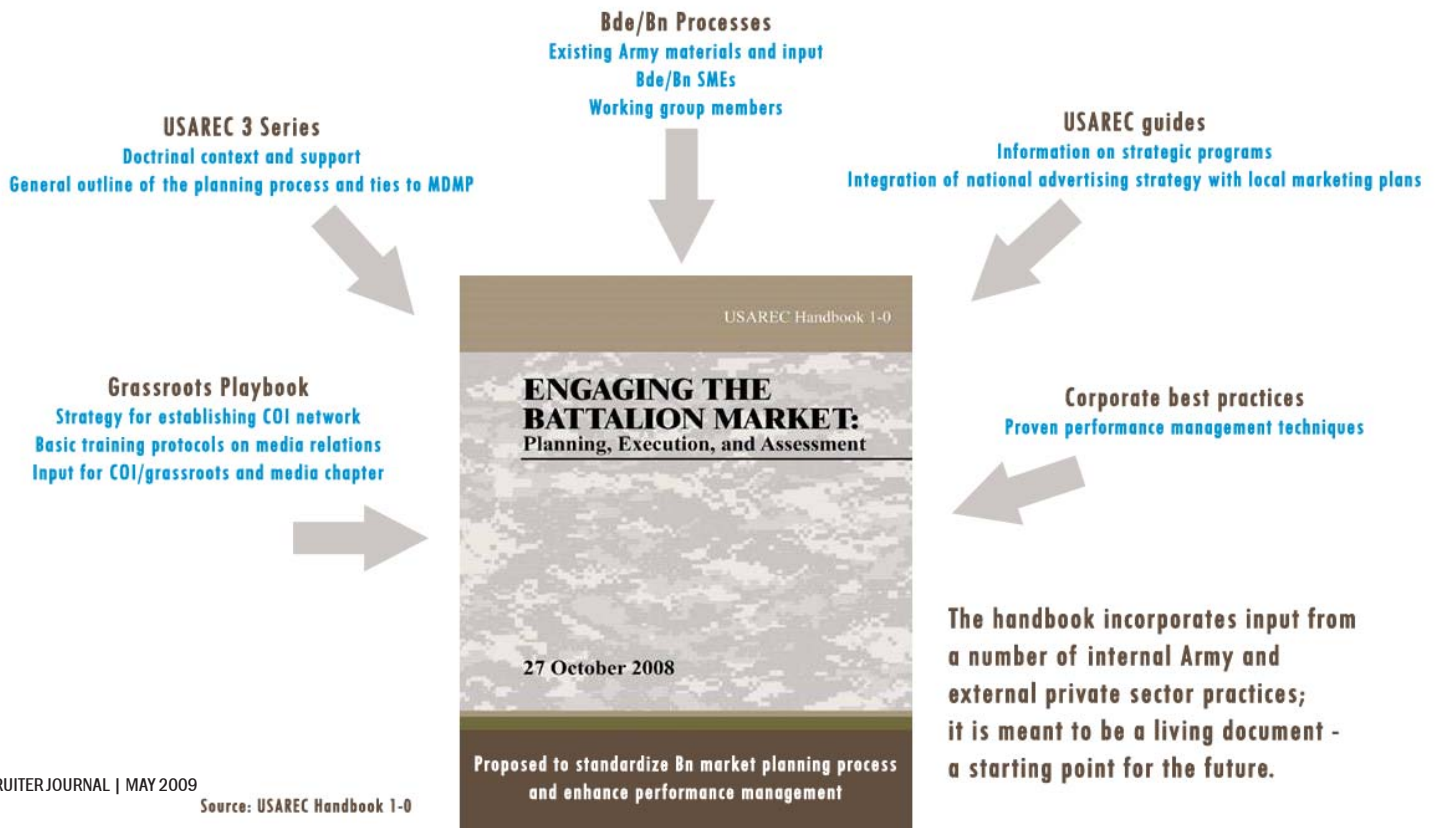
-Maj. Gen. Thomas Bostick

contributors to the market analysis, targeting and event planning process, including the executive officer, the S-2, the ESS and the APA, will look at their battalion-specific data in light of the concepts in the handbook. After receiving training, the staff teams will brief a battalion marketing plan built around their own local market and modeled on the concepts in the handbook.

The standard processes in the handbook will also be included in the Recruiting and Retention School Battlestaff course, the USAREC Pre-Command Course and other training programs.

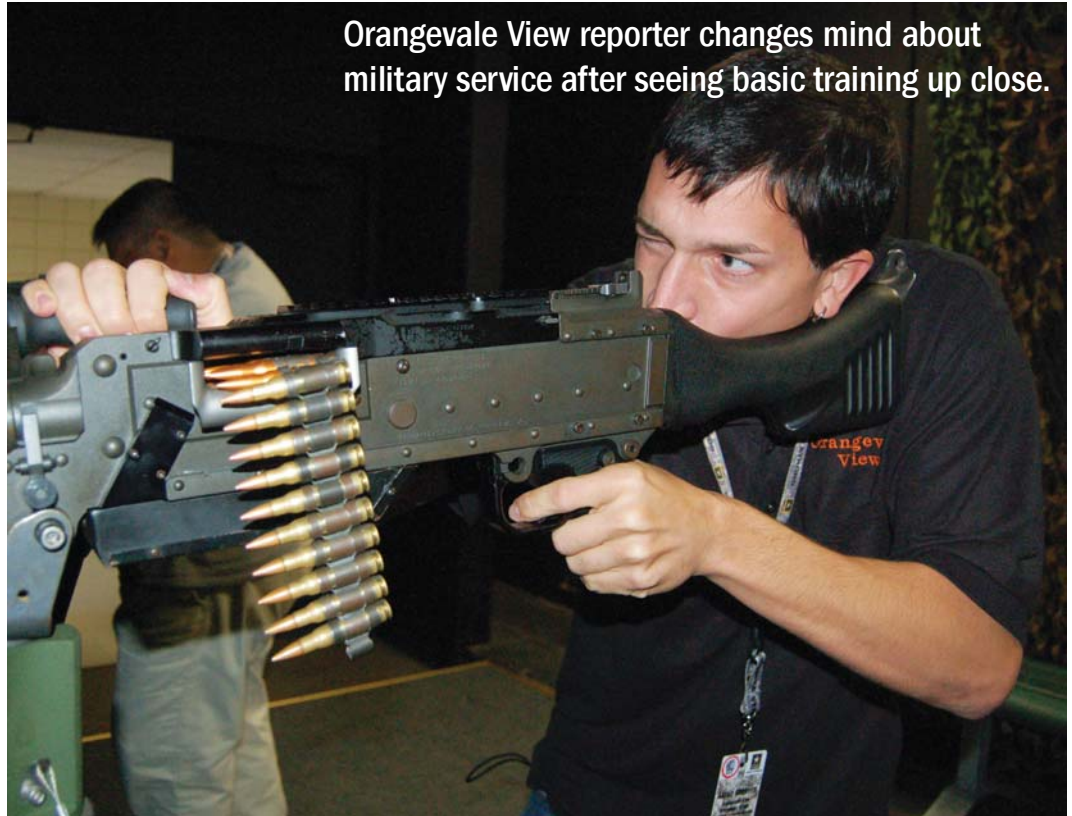
The current version of the handbook (available in PDF format on the Recruiting ProNet site) is the starting point for the evolution of future documents. By establishing the role of the handbook today, Recruiting Command will have a forum for incorporating standard and advanced processes, as well as a way to evolve the thinking of the entire command. Subsequent versions will incorporate lessons learned from this summer’s training. Top-down as well as bottom-up suggestions for improvements will ensure that it is a “living” document.

Recruiting staff and personnel are encouraged to contribute best practices on new topics or additional detail on the current topics to help write version 2.0. The easiest method to suggest improvements is through the Recruiting ProNet under “USAREC Handbook - Engaging the Battalion Market - version 1-0 - dated 27 October 2008.”



Orangevale View reporter changes mind about military service after seeing basic training up close.

During an educator/COI tour to Fort Jackson, S.C., Aaron Shaneen fires a weapon at the Engagement Skills Trainer 2000 facility — a state-of-the-art weapons training facility that uses laser technology which saves on the cost of live ammunition.



## Reporter's Ed Tour Experience Opens Door

Story and photo by Cathy Pauley, Sacramento Battalion

For most educators and civic leaders who attend an Army Educator/COI Tour, the experience answers questions about basic training and how Soldiers are trained.

Orangevale View reporter Aaron Shaneen, however, took the experience one step further — he enlisted as a cavalry scout.

"I had crossed paths with recruiters in the past and have always had a secret interest in the action that the military sees," Shaneen said. "But I never thought it would be for me — until I went on the education tour, that is."

"Aaron said the education tour opened his eyes to the many tangible opportunities that the Army has to offer," Fair Oaks Station Commander Sgt. 1st Class Timothy Lamonda said. "In his heart, he always wanted to serve and the education tour pushed this desire to the forefront."

Born in Littleton, Colo., Shaneen eventually moved to the Central Coast and finally Sacramento. He was a freelance writer for the Orangevale View when Lamonda approached the newspaper about sending a representative on the tour to Fort Jackson, S.C. The newspaper asked Shaneen to go and write a story about his experiences.

"My image of the Army was definitely changed after the tour," said Shaneen, who recommends an educator tour to anyone who can attend. "I had many false conceptions about the Army and what it is actually like. After seeing basic training for myself, my mind was completely changed."

Shaneen's recruiter, Staff Sgt. Brendan Sandmann said he shared his passion about the traditions as a cavalry scout. After many discussions, that's what Aaron decided he wanted to do.

"He ultimately wanted to participate in the Global War on Terror on the front lines," Sandmann said. "The cavalry scout MOS gave him the opportunity to do just that while utilizing his strengths to the fullest."

Shaneen, who enlisted for three years plus training, received a \$5,000 enlistment bonus and \$60,000 through the GI Bill and Army College Fund. Shaneen said he looks forward to his training and getting into shape.

"But above all, I hope that the Army can help define who I am and help me to shed all fear of being that person to the fullest," Shaneen said. "I also hope that I can see some real life in my journey and be a help to everyone I come across."

Sandmann said Shaneen's maturity, desire to serve and moral values were in line with the Army Values and he has an uncanny will to succeed.

"I feel that Aaron will serve this country, his family and himself proudly and gain a further insight into what it truly means to serve," Sandmann said. "He will be an asset to the United States Army and I cannot wait to have the opportunity to serve alongside him as a cavalry scout."

Pvt. Shaneen is scheduled to graduate from training at Fort Knox, Ky., this month.



**USAREC Commander Maj. Gen. Thomas Bostick signs a Memorandum of Understanding with Daniel Wheeler, National Adjutant for the American Legion, Feb. 19, at the USAREC headquarters, Fort Knox, Ky. Photo by Julia Bobick**

# Engaging Veterans

*By Fonda Bock, Associate Editor, Recruiter Journal*

**U**SAREC Commander Maj. Gen. Thomas P. Bostick recently signed a memorandum of understanding with the American Legion, formally renewing a commitment with the organization initiated in 2003.

This MOU calls on the veterans organization to:

- ◆ publish information about Army recruiting in the Legion’s magazine,
- ◆ encourage local chapters to sponsor new recruiters in their communities providing them with opportunities to interact with Legion members across the country,
- ◆ encourage chapter members to volunteer as tutors to high school students using the March2Success Program, and
- ◆ link the Legion’s website to USAREC’s site providing information on Army recruiting initiatives and programs, among other things.

USAREC has similar partnerships with other national community and veterans organizations that include the American Red Cross, the Military Officers Association of America and the Veterans of Foreign Wars.

Battalions are encouraged to take advantage of such affiliations as they can provide recruiters with opportunities to engage COIs, prospects and prospects’ parents.

“The benefits to USAREC can be exponential,” said Lindsey Hershey, a public affairs specialist for USAREC who works in the outreach division.

Using the American Legion as an example Hershey said, “When we expand our COI foundation through the American

Legion, we will be able to generate positive influence to prospects that we may not be able to reach through other means.”

Recruiters might want to ask Legion members to participate in Army functions as speakers or volunteers. Recruiters might also want to support American Legion functions.

Lee Elder, Nashville battalion advertising and public affairs, said Nashville recruiters have an ongoing relationship with their local chapter.

“This particular American Legion has given local recruiters free memberships in recent years (and) they give our guys a lot of morale support, too. As a battalion, we have used American Legion facilities for training and Future Soldier event sites. The American Legion in Nashville gave us free use of their meeting facility when we hosted Tennessee Titans’ player Nick Harper last year.”

The first step for recruiters is to meet with the leaders and members of local organizations, participate in their events and invite them to Army events.

“Our American Legion members can have community connections and access to people that might be surprising,” said Hershey. “As an example, you may invite a member to an air show only to find out that the American Legion member knows a pilot and that pilot may be willing to come to the Army booth to sign autographs or simply to talk to prospects and fans. You never know what an invitation might lead to.”

The Army will pay for memberships to some veterans organizations through the “unit memberships in non-federal entities” program (UR 360-12). Recruiters should check with their APA if they have questions.



U.S. ARMY

ARMY STRONG.

## ARMY STRONG STORIES

# A Place to Share Stories

By Angie Gassett, Weber Shandwick

All Soldiers have a story, whether it's their decision to join the Army, their experience while deployed to Iraq or lessons they learned at basic training. Soldiers now have the opportunity to share these stories at ArmyStrongStories.com.

ArmyStrongStories.com, a new U.S. Army Accessions Command Web site, is a platform for Soldiers of every rank, background and MOS to share their stories. Through weekly entries, photos and video, participating bloggers are able to connect with fellow Soldiers, Future Soldiers, family, friends and others interested in learning more about Army service.

### A Great Resource for Recruiting

With a number of Soldiers already sharing their stories on ArmyStrongStories.com, the program offers an exclusive look into the lives of Soldiers. Prospects thinking about joining the Army can learn more about career opportunities, day-to-day life in the military and life outside the Army through these Soldiers. Here's a brief snapshot of what can be found on the site today:

- **Life in Iraq:** Lt. Col. Brian Tribus chronicles his time in Iraq as the Chief of Media Operations for the Multi-National Corps in Iraq, where he works with media, manages the embedded journalist program and helps leaders prep for interviews.

- **Through the eyes of an Army Reserve Soldier** Sgt. Kayley Obermier, a recent college graduate and member of the Army Reserve, shares her personal journey as a young adult – weekends with the Army, daily life in the working world, interactions with family and friends and reflections on time spent with her fellow Soldiers.

- **Inside the JAG Corps:** Maj. Benjamin Grimes provides an inside look at the Judge Advocate General Corps from his perspective as a recruiting officer. In addition to updates about the JAG Corps' summer internship program and judge advocate's selections,

Grimes posts flashbacks to Iraq, where he served from October 2005 until October 2006 and maintained a blog for family and friends.

- **On the road with a drill sergeant:** Drill Sgt. Jeremy Beals highlights his travels across the U.S. as part of the Mobile Drill Sergeant Exhibitor Program. Beals and four other drill sergeants travel to high schools, colleges and national events to tell the Army story.

- **AMEDD experience:** Maj. Kendall Mower, Lt. Col. Dianne Pannes and Lt. Col. Clorinda Zawacki share their experiences as Army Medical Department Soldiers. Active in Army dentistry, Mower and Pannes often post photos showcasing their dental work.

With an extensive list of keyword tags, posts broken out by category and links to individual bloggers, ArmyStrongStories.com enables readers to quickly access information by topic of interest. For instance, prospects interested in learning about the ROTC program can click on the ROTC category, select tags like college and officership, and also view 2nd Lt. Alex Frank's personal page to learn about his experience in the program.

Site visitors also have the option to post comments and leave questions for the Soldier bloggers. For example, anyone interested in learning more about the Army Experience Center in Philadelphia can leave a comment for Capt. Jared Auchey, AEC commander.

### Opportunity for Recruiter Engagement

In order for ArmyStrongStories.com to continue to grow as a robust resource for the broader Army community, the program needs to represent a diverse range of Soldier voices. The program invites recruiter participation, as well as recommendations for additional Soldier bloggers, like newly enlisted or commissioned Soldiers.

Any Soldier willing to share his or her story once a week while adhering to operational security guidelines is welcome. Sign up to blog by sending an e-mail to [blog@armystrongstories.com](mailto:blog@armystrongstories.com).

Read today's posts at [www.ArmyStrongStories.com](http://www.ArmyStrongStories.com).

# Paying Tribute to the NCO Present

By Andy Entwistle, Albany Battalion

Secretary of the Army Pete Geren visited recruiters in New Haven, Conn., March 31 to discuss recruiting trends and quality of life issues.

Rather than speaking to the group, the secretary asked pointed questions and listened closely to the answers.

“Tell me what you’re seeing in the market,” he said. “What are the applicants asking you about?”

Staff Sgt. Shawn Kezik said recruits are concerned about the economy, drawing nods of agreement from his peers.

“We’re seeing older applicants,” said Sgt. Luis Irizarry. “Their biggest concern is job security.”

Geren asked Sgt. 1st Class Dondra Cue if he’s seen a change in the young people he meets. Cue felt that he had.

“Applicants do more research at home,” the station commander replied. “They use the Web to get information and make decisions even before they talk to a recruiter. They come in here knowing what they want and what options interest them.”

Changing focus, Geren quizzed recruiters about their quality of life. He took notes as recruiters discussed medical care,

housing and their children’s education and he showed special interest in suicide prevention.

“You must be the eyes and ears of the Army,” he said. “I’ve made this a high priority. When all our Soldiers are as good at spotting the signs of suicide as they are for heat stroke, and they know what to do about it, then we will have arrived.”

Gil Sanborn, civilian aide to the secretary of the Army for Connecticut, echoed the secretary’s concerns and promised his support.

“This is also a key concern of mine,” he assured the Soldiers, “and I will be working closely with you on this.”

The recruiters were impressed with the secretary’s concern.

“I felt that he was sincere about it,” said Sgt. Danielle Plante.

“I was glad that he seems aware of the challenges we face as recruiters,” Sgt. Brian Valentas added.

“I know you work long hours,” the secretary told the recruiters as the visit ended. “The generating force is working triple-time to produce Soldiers and there’s nobody just



Secretary of the Army Pete Geren swears in new enlistees as World War II veteran Gertrude Noone looks on, March 31, in New Haven, Conn. Photo by Andy Entwistle





# & Past

Secretary of the Army Pete Geren greets the nation's oldest female veteran, 110-year-old Gertrude Noone, during a ceremony in honor of Women's History Month and the Year of the Noncommissioned Officer, March 31, in Milford, Conn. Noone served during World War II. *Photo by Matthew Clifton*



standing around. But our goal is to grow the Army and thanks to your good work, we've met our growth targets. You are putting more brigade combat teams in the field, and that's light at the end of the tunnel."

After posing for pictures, Geren departed with several recruiters and Future Soldiers to meet America's oldest female veteran, Gertrude Noone. The Secretary presented the 110-year-old World War II vet with a letter signed by himself, Army Chief of Staff Gen. George W. Casey Jr. and Sergeant Major of the Army Kenneth Preston. The letter was encased in a plaque with the ceremonial coins of each office.

Geren explained to the audience that March is Women's History Month and 2009 is the Year of the Noncommissioned Officer.

"Miss Noone left the Army as an NCO," he said, "She has lived a life as part of the history of our country and the history of the Army."

Bridging the gap between the old and the new, Geren likened Noone's enlistment during World War II to that of the seven recent enlistees who accompanied him on the visit.

"These young people have made the decision to join the Army in the middle of a war," he said. "They have made a similar commitment to selfless service for this nation."

Noone showed the new inductees her original dog tags and a carefully preserved note from her final commander, who praised her devotion to duty and efficient service.

Although the seven Future Soldiers are joining the Army for different reasons and will serve in different specialties, they share a common thread: all had been considering military service and approached their recruiters ready to commit, despite the war.

"A friend of mine told me it's the best thing he's ever done," said

Thomas Greene, 19, of Wallingford, Conn., who will serve as a petroleum supply specialist. "So I had him take me to his recruiter."

Laura Salinas, 19, of Hamden, Conn., said, "I liked the way the Air Force changed my sister, so I knew I would join the military, but I got the best vibes from the Army recruiters." She leaves in April to train as a power generation mechanic.

Salinas was one of three female enlistees present, and they paid special homage to Noone following the ceremony.

"She's an inspiration," Salinas said, "She's everything a woman in the Army should be."

Marina Gunther, 22, of New Haven, Conn., agreed. "It was emotional for me to be able to thank her for what she accomplished because that made it possible for me to be where I am today."

Gunther will graduate this spring from the University of New Haven with a degree in criminal justice and will serve as a human intelligence collector.

In remarks after the ceremony the secretary compared the Future Soldiers favorably to Noone's "greatest generation."

"Fewer than three out of 10 young people in the U.S. today meet the standards to join the Army. These young men and women are already part of an elite group. They have answered the same call to duty that Miss Noone did over 60 years ago."

# C

# oaching his way

# to Success

Story and photos by Jorge Gomez, Milwaukee Battalion

Jon Morales, a senior at Pius XI High School, enlisted in the Army as a result of Staff Sgt. Angel Acevedo's coaching.



Labeled as a closed school to military recruiters, Pius XI High in Milwaukee restricted recruiters to entering the campus only twice a year to talk about career opportunities. Staff Sgt. Angel Acevedo changed that for the Army.

As a graduate and former football player of the school, Acevedo offered to assist with coaching the junior varsity football team and was given the job of varsity lineman coach.

"They wanted to pay me but I didn't think it was appropriate," Acevedo said. "I just wanted to give something back to the school."

Acevedo coached 15 hours a week and participated in game reviews on weekends.

Not all players knew at that time Coach Acevedo was also Staff Sgt. Acevedo. He made a point of not interrupting practice with Army talk. It wasn't until mid-season that everyone realized he was a Soldier. Acevedo said he wanted to first establish himself as a football coach to build rapport with the players and earn their respect.

"Some of the players knew he was in the Army because he came in uniform before practice," said Jon Morales, a senior at Pius XI. "Everybody liked him, especially because he didn't yell like the other coaches."

After practice, Acevedo talked with players who were curious about the Army, and answered their questions about his deployments to Afghanistan and Iraq, where he served as a military police in the capacity of a guard for a general or a military working dog handler.

"He showed me what the Army did for him and what it could do for me," said Morales, who began considering the Army Reserve during football season.



## YEAR OF THE NCO

**Sgt. 1st Class Angel Acevedo, Milwaukee Recruiting Company, boosts Alexandria Buhr's confidence in herself. Buhr approached Acevedo about the Army.**



Acevedo introduced Army physical fitness training into the players' regimen and ran drills alongside them.

"Sometimes he would run with us. He was faster than any of the linemen. He either came in first or second," said Morales. "[His coaching] made me a better player and put me on a better career path."

Having volunteered in the past for the homeless, a battered women's shelter and as a youth soccer coach, the Sgt. Audie Murphy Club member said community service is now a way of life for him.

Coaching at his alma mater felt like a perfect match. He credits the Pius XI for his success in the Army and teaching him the value of serving others.

"People there had an influence on me."

He felt that by serving the youth and looking out for their future, the students might consider an Army career as a way of service to their country.

Although Acevedo was committed to the players, he is also a member of a recruiting team that needs to meet a monthly mission.

Milwaukee Station Commander Sgt. 1st Class John Williams said he took a gamble in allowing Acevedo to pursue coaching because of the out-of-office hours it required.

"The idea of coaching sounded good but I wasn't sure it would pay off, and I suspected it was more of a long-term investment."

The move did paid off. Since the football season ended, Acevedo has written four enlistment contracts with a fifth on the horizon.

"Acevedo has accomplished a lot from a private school that is known for graduates going straight to college," Williams said. "Schools like Pius XI tend to resist military recruiters because they like to have a reputation for sending students to college."

As a recruiter, Acevedo said he's overcome a major obstacle. He can now freely walk into this once hard-to-penetrate school. The teachers greet him warmly, the principal asks him for calendars, and the guidance counselor office prominently displays Army pamphlets.

And Acevedo said he enjoys "being able to give back to the school and to work with youth who, over the season, matured and overcame a lot."

He describes his relationships with the students like that of an NCO with his Soldiers.

"My players know that they can call me with any issue they have. I treat them no different than if they were one of my Soldiers. I treat them with respect and they respect me."

He has also gotten the attention of other Pius XI students like Alexandria Buhr, who approached Acevedo with her reservations about the Army. Her father wanted her to go to college and she doubted whether she could handle basic training.

"I pushed [the Army] off and thought about it some more," Buhr said. "I looked for Sgt. Acevedo after school in the field house where I knew he was working out with the players. I would go there to ask him questions about basic combat training and how to convince my dad."

Buhr said she believed Acevedo's presence at the school made a difference because he was immediately available instead of having to go to a recruiting station.

Acevedo's zeal for volunteering isn't limited to football. He's offered to chaperone school dances and field trips.

So while his recruits wait to graduate and become Soldiers, they are already learning the meaning of selfless service as taught by their school and exemplified by an NCO.

Morales enlisted in the Army Reserve as a light-wheel mechanic. Buhr enlisted in the active-duty component as a human intelligence collector. Both ship to basic training this summer.

## Say goodbye to the old familiar toolbars and hello to

# “The Ribbon”

**USAREC upgrades  
to Office 2007 this summer**

*By Sgt. 1st Class Craig J. Kelly, USAREC Training*

**U**SAREC has tentatively scheduled a July launch to begin upgrading recruiter and staff workstations to Microsoft Office 2007. With today’s technological advancements, there is often a need to continuously upgrade systems and improve skills to simplify how we do business on a daily basis.

Microsoft Office contains a number of new features, the most notable of which is the new graphic interface called the fluent user interface. It replaced the menus and toolbars that have been the cornerstone of Office since its inception, with a tabbed toolbar known as the Ribbon.

The Ribbon is a panel that houses the command buttons and icons and organizes commands as a set of tabs that group relevant commands.

Each application has a different set of tabs which exposes the functionality that application offers. For example, while Excel has a tab for the graphing capabilities, Word does not; instead it has tabs to control the formatting of a text document. Within each tab, various related options may be grouped together.

The Ribbon is designed to make the features of the application more discoverable and accessible with fewer mouse clicks.

It’s not possible to remove, modify or replace the Ribbon with menus with the normal Office 2007 functions. However, the Ribbon can be minimized by double clicking the active section’s title.

The Office 2007 button, located on the top-left of the window replaces the file menu and provides access to functionality common across all Office applications, including opening, closing, saving, printing, and sharing a file.

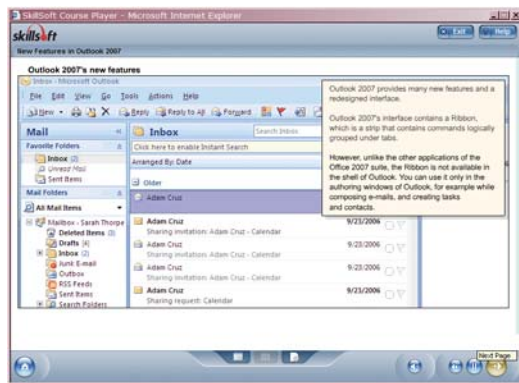
Below are highlights of the new features in Office 2007

### Word 2007

- New style sheets — quick styles — and ability to switch easily among them.
- Word count listed by default in the status bar. The word count dynamically updates as you type.
- New contextual spell checker, signified by a wavy blue underline, it sometimes catches incorrect usage of correctly spelled words.
- The document comparison engine is updated to support moves, differences in tables and also easy to follow tri-pane views of original document, new documents and the differences.
- Full-screen reading layout that shows two pages at a time with maximal screen usage, plus a few critical tools for reviewing.
- Building Blocks, enabling users to save frequently used content so that it’s easily accessible for further use. Building blocks can have data mapped controls in them to allow for form building or structured document authoring.
- The ability to save multiple versions of a document has been removed.

### Outlook 2007

- Outlook can now support multiple calendars being worked simultaneously. It also includes a side-by-side view for calendars where each calendar is displayed in a different tab and allows for easy comparison of them. Outlook also supports Web calendars. Calendars can be shared with other users.
- Calendar view shows which tasks are due.
- Flagged e-mails and notes can also be converted to task items.
- Outlook includes a To Do Bar, which integrates the calendar, appointments and tasks items, in a concise view.



Online training for Microsoft Office products, via Skillsoft, is available free through LMS.

- Online or offline editing of all Microsoft Office 2007 documents via a SharePoint site. All edits are automatically synchronized.

- Contacts can be shared among users, via e-mail, Exchange Server or a SharePoint site.

- Attachment preview allows users to view Office e-mail attachments in the reading pane rather than having to open another program.

- HTML in e-mails is now rendered using the Microsoft Word rendering engine, which disallows several HTML tags like object, script and iframe, along with several CSS properties.

## Excel 2007

- Conditional Formatting introduces support for three new features — Color Scales, Icon Sets and Data Bars.

Color Scales automatically colors the background of a group of cells with different colors according to the values.

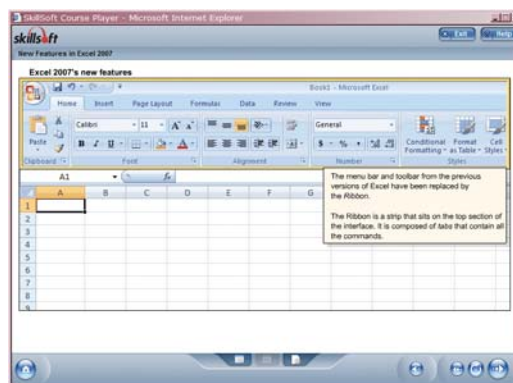
Icon sets, which precede the text in a cell with an icon that represent some aspect of the value can also be applied. Icons can be conditionally applied to show up only when certain criteria are met, such as a cross showing up on an invalid value where the condition for invalidity can be specified by the user.

Data Bars show as a gradient bar in the background of a cell the contribution of the cell value in the group.

- Column titles can optionally show options to control the layout of the column.

- Importing data from external sources, such as a database, has been upgraded. Data can also be imported from formatted tables and reports, which do not have a regular grid structure.

- Page Layout view, to author spreadsheets in a way that mirrors the formatting that will be applied when printed.



- Filters now include a quick filter option allowing the selection of multiple items from a drop down list of items in the column. The option to filter based on color has been added to the choices available.

- Excel features a new charting engine, which

supports advanced formatting including 3-D rendering, transparencies and shadows. Chart layouts can also be customized to highlight various trends in the data.

## PowerPoint 2007

- Improvements to text rendering to support text based graphics.

- Rendering of 3-D graphics.

- Support for many more sound file formats such as .mp3 and .wma.

- Support for tables and enhanced

support for table pasting from Excel.

- Slide Library, which lets you reuse any slide or presentation as a template. Any presentation or slide can be published to the Slide Library.

- Any custom-designed slide library can be saved.

- Presentations can be digitally signed.

- Improved Presenter View.

- Added support for widescreen slides.

- Allows addition of custom placeholders.

Training for Microsoft Office products is available through LMS. From the LMS homepage, click “Microsoft” under the category “HQ USAREC – Skillsoft.” Next, click “Microsoft Office” to review available courses and register for desired training. Individuals with questions should call Vennice Furrow in USAREC Training’s LMS Division at (502) 626-0148 or toll-free (800) 223-3735, ext. 60148.

# DoD Helps Families Pay for Child Care

USAREC G1 & NACCRRRA

**R**ecruiting Command families living in areas where on-base military child care is not available have help in finding quality providers at affordable prices through a Department of Defense program called Military Child Care in Your Neighborhood.

Eligible service members and civilians include Recruiting Command, Cadet Command and Military Entrance Processing Command personnel.

To meet the needs of service members, DoD has asked National Association of Child Care and Resource Referral Agencies (NACCRRRA) to partner with state and local Child Care Resource and Referral Agencies to locate or develop high quality child care spaces that meet

DoD quality standards, and provide fee assistance to lower the child care cost to military families.

Fee reductions will vary depending upon total family income, geographic location, DoD child care fee policies and available funding.

The fee assistance program is limited to single parent families, families with a working spouse, or a spouse who is enrolled in school. Spouses looking for work are eligible for fee assistance for 60 days.

## How does Military Child Care in Your Neighborhood work?

1. The service member, spouse or legal guardian contacts Child Care Aware, a division of NACCRRRA, (800) 424-2246 or via the Web at [www.naccrra.org/military/](http://www.naccrra.org/military/).
2. Staff will ask for some initial information to determine eligibility and child care needs.
3. When the child's eligibility is determined, NACCRRRA staff will link the service member family to their local child care resource & referral agency for help locating an available high-quality child care space.
4. Once the child care space is found, the family will complete the fee assistance application.
5. Copies of the following documents must be provided as part of the application process:
  - Signed copy of the application
  - Service member's leave and earnings statement
  - Spouse's most recent pay stub or proof of enrollment in school
  - Child(ren)'s birth certificate(s) or self-certification of parenthood

## NEED HELP FINDING A QUALITY PROVIDER?

NACCRRRA works with more than 800 Child Care Resource & Referral agencies. These agencies are located in every state and most communities across the United States and help military families locate affordable, high-quality civilian child care programs in the communities where they reside.

NACCRRRA will provide families with a high-quality or licensed child care referral list with age-appropriate vacancies, locate spaces and check age-appropriate vacancies in high-quality child care programs, and will conduct a follow-up with your family to ensure care has been found.

[www.childcareaware.org](http://www.childcareaware.org)

- Child care provider fee assistance application and required documentation
- 6. As soon as the application and documents are received, the enrollment process begins.
- 7. The enrollment process takes between one and five business days to complete, following receipt of the family's completed application and information from the participating civilian child care program.
- 8. The service member family pays a reduced fee directly to the child care provider. The difference is paid to the child care provider by the military service through NACCRRRA.

Service members may use their current child care providers. If a family's child care provider is not affiliated with NACCRRRA, the provider needs to complete paperwork to be eligible to receive subsidy payments. There are no membership fees for child care providers.

The NACCRRRA Web site provides complete application instructions and forms for both parents and providers.

For additional information, contact Child Care Aware toll-free at (800) 424-2246 or visit the NACCRRRA Web site at <http://www.naccrra.org/military/>.



# Motorcycling Myths

By Command Sgt. Major Tod L. Glidewell,  
Army Combat Readiness/Safety Center

With the riding season upon us, many of our Soldiers, family members and civilians are gearing up to take to the open road.

As I travel in this job, there are several statements I hear motorcycle riders repeating throughout the Army. Some of those are myths and some are facts. Before you let the wind fly through your hair, I would ask you to consider a few things.

• **Motorcycles are safe — it's the "other guy" who causes accidents.**

False. Although operators of four-wheeled vehicles pose a risk and are responsible for many accidents with motorcyclists, the "other guy" was at fault in only five of 51 Army fatalities in fiscal year 2008.

• **Motorcycling provides freedom.**

True. Motorcycling can provide freedom and escape. It's just you and the road as you motor along, leaving your problems behind. But know the potential cost of that freedom. According to the National Transportation Safety Board, "Motorcyclists represented 2 percent of the traffic on America's highways in 2007, but they represented 12 percent of highway fatalities."

• **Army rules don't apply off post.**

False. A lawful order applies on and off duty, as well as on and off post. There are no military installations that allow service members to ride without the required personal protective equipment (PPE) outlined in Army Regulation (AR) 385-10. This applies to National Guard members both on and off duty and regardless of individual state laws. Army Reserve Soldiers also are required to wear PPE whenever they are in a duty status. However, you're a Soldier 24/7, and it would help build the case to get the same benefits as active duty personnel if the same rules are applied across the board.

• **If I have an accident, TRICARE will pay for it.**

True. However, if a line of duty determination, as covered in AR 600-8-4, finds misconduct on your part by not wearing your PPE, you could be held liable for your medical bills. In addition, you are still subject to local laws and the uniform code of Military Justice on top of that.

• **I've ridden on and off for years and don't need to take any training. Heck, I could teach the course.**

False. You may have ridden in the past; however, bike designs, handling characteristics and power-to-weight ratios have changed. Besides, if you're that knowledgeable, maybe you could share your experience with other riders through a local motorcycle mentorship program.



• **Soldiers should be restricted from riding motorcycles, just like professional athletes are during their game season.**

False. Although some leaders have advocated this, all it would do is drive motorcyclists underground and outside the gates, where we would have even more issues. In reality, we need to bring more high-energy and thrill-seeking activities and events back to installations, where we can ensure Soldiers, families and civilians can enjoy these activities safely. When supervised skateboarding, skydiving and riding ATVs, motorcycles and personal watercraft are no more dangerous than horseback riding. However, these activities aren't often found on post.

• **The dealership will help pick the right bike for me.**

False. Reputable dealers will help you pick a bike; however, they are in the business of selling motorcycles. Most dealers will not refuse to sell you a motorcycle because they know if they don't you will shop elsewhere. Many first-time buyers purchase more bike than they're ready for — one that fits their ego, not their level of riding experience. Get with your motorcycle mentorship program or, better yet, attend the Motorcycle Safety Foundation's Basic RideCourse<sup>SM</sup>. There, experienced riders with your best interests in mind will help you select the bike that's best for you.

• **Thrill-seeking and high-risk behavior is killing Soldiers.**

False. Indiscipline is the No. 1 killer of Soldiers. On duty, we lost 54 Soldiers to accidents last year, including those serving in two combat theaters. I think you would all agree that requires high-risk behavior. Off duty, we lost 154 Soldiers to accidents, 130 of which were privately owned vehicle fatalities. A large percentage of these POV accidents were the result of indiscipline or lack of experience. Speeding, loss of control and not wearing protective gear were the major causal factors in these fatalities.

• **Those getting killed on motorcycles are 18 years old and have just returned from Iraq.**

False. For the last two years, leaders have led the way in motorcycle fatalities. To be more specific, specialists and staff sergeants age 22 to 33 led the way in Army motorcycle fatalities. More than 80 percent of these fatalities involved indiscipline (speeding) and loss of control while riding a sportbike. When it comes to sedans, younger Soldiers age 17 to 24 accounted for 74 percent of the fatalities. Of that group, nearly half were either speeding or not wearing their seat belt.

Know the facts and use them to make positive risk decisions. Being an educated and experienced rider is one of the best things you can do to protect yourself.

## Tragic Accident Spurs Recruiter's Wife to Enlist

By Scott Pittillo, Raleigh Battalion

Christina Galvin and her husband, Spring Lake recruiter, Staff Sgt. Matthew Galvin, often talked about the possibility of her joining the Army; but it was not until a tragic accident last fall that she took the thought seriously.



Staff Sgt. Matthew Galvin with his wife, Christina, who left for basic training in February. *Courtesy photo*

"I saw a lady outside her car waving me down. A car was crumpled and a husband and wife were trapped inside," Christina said. "I was a leader; I made sure the girl was OK," she recalled. "I made sure his neck was stabilized even though a lot of people view me as a weak little girl that can't really do anything."

The man Christina helped save was trapped inside his Nissan sports car and bleeding heavily. His wife (who later died) was beside him in the crushed car and was unresponsive. While others at the scene were too shocked to do anything, Christina got things organized and did what she had to do to try to keep the man alive.

"The accident made me realize that I could be a better person. So after that it made me think about being able to push myself and what my capabilities are," said Christina. "I always go back to that accident. I think that I can do better for myself and I need to do this for me. It's not for anybody else; it's just for me."

Before recruiting, Sgt. Galvin was a cavalry scout and has been deployed to Iraq twice. He had just returned from the second deployment when he first met Christina. Even with his firsthand knowledge of the possibility of deployment, Christina said her husband has been behind her the whole way. As for Galvin, he didn't see it as a hard decision at all.

"My line of work was on the frontlines, so I know what it's like," he said. "I don't have any reservations about her joining the Army. I think the Army is a good choice for anyone."

Christina enlisted in January and left for basic training in February. She will go on to advanced individual training to become a signal intelligence analyst. After that, Christina said the sky is the limit.

"I would love to move toward being an officer," she said. "I already have 30 credit hours of college and while I am in the military I want to get a degree in political science."

## Albany Newcomer Writes 2 Sisters

Story and photo by Andy Entwistle, Albany Battalion

Sgt. Jennifer Ortiz understands the bond of sisterhood — the Albany Battalion recruiter's younger sister enlisted a year after she did and they served together in the 3d Infantry Division.

So in February, when Peekskill High School senior Monica Valencia said she would only join if her older sister did, Ortiz knew what to do.

"We're a year apart, but we're as close as twins," said Monica. "I said, 'if she'll go, I'll go.'"

An hour later they were sitting in front of Ines, a 2008 graduate who was having trouble getting the financial aid she needed for college. Ortiz explained the opportunities for tuition assistance, the college fund and the new Montgomery GI Bill. Ines was interested. Before she left the home, Ortiz was on the way to her third and fourth contracts less than four months into her detail.

"I like recruiting," said Ortiz. "I try to be very down-to-earth and let them see I'm human."

The sisters' goal was to stay together, so they enlisted as food service specialists.

Their friends couldn't believe they'd join the Army.

"They laughed," she said. "We have nails, we do our hair; they can't picture us as the Army type."

The girls know they may have to deploy overseas.

"We'll do whatever we have to do," said Monica. "It worries our mom, though."

"It does," agreed Yolanda Magana, the girls' mother, who had to sign for Monica, 17. "They're my babies."

"We're proud of them," father Martin Magana added. "I told them if this is their decision, then I support them."

He and his wife drove two hours to see their daughters take the oath of enlistment and become the first in their family to serve in the military.



Sgt. Jennifer Ortiz, Albany Battalion, stands with Ines and Monica Valencia after they took their oath of enlistment.



## Sister Takes Brother's Lead, Enlists as Soldier

Story and photo by John L. Thompson III, Houston Battalion

It is not uncommon for one sibling to follow the path of another sibling. Crystal Emerson had a good job as a registered nurse, but wanted more than she felt she could find in the average medical setting. That desire sent her from New York to Texas and to her brother — a U.S. Army recruiter.

The first questions started innocently enough. Staff Sgt. Chad Emerson thought his sister Crystal wasn't serious when she asked about the Army. It took a few months for him to realize her purpose was to be like her big brother.

"It definitely wasn't a case of me recruiting her," Chad Emerson said. "She was asking me questions for the last two months and I would answer them but I did not think she was serious. And then she asked me rather bluntly what I thought about her joining the Army. I told her it was a good thing and that I was proud."

Crystal Emerson said her choice to join the Army brought her even closer to her brother, who was very protective of her when she was growing up.

Crystal worked as a registered nurse and takes that experience and training into the Army. She said she looks forward to being there for Soldiers in need.

"I love patient care," Crystal Emerson said. "I love being at the bedside and talking to them and taking care of patients. I love every aspect of my job. I love going to my job. I love nursing.

"Just being there for a patient, when family can't be there. And they need someone just to be there with them. I feel that it is most rewarding when I have a patient passing away and there is no family with them. I have many times stayed many hours after my work hours just to hold their hands and just to be with them.

That love of nursing, taking care of patients — especially her future patients in uniform — comes with a price: going from the civilian world of medicine to becoming an enlisted Soldier. Big brother Chad said she is up to the challenge.

"She is making a bit of a sacrifice as she will be taking a pay cut," Staff Sgt. Chad Emerson said. "Her lifestyle is going to change drastically. She is 100 percent prepared. She has been asking questions. She is extremely nervous as anyone would be who is looking at change. I want to wish her the best. I know she will be an excellent Soldier."

While Crystal will be a nurse in the Army and brother Chad will one day return to his job as an infantryman, both laughed and said they have no intention on meeting each other later in their career in a "professional capacity."

During the interview one could sense the mutual affection, admiration and support between the two.

"He has always been a huge role model for me," Crystal Emerson said. "I watched every stage of his going through the Army. I remember him going to boot camp. I remember his graduation. I remember him going to Korea and how hard it was for us."

Crystal Emerson said she also remembers the time Chad spent in Iraq and worrying about him. But she said the nobility of him choosing to serve in uniform made Army service something she wanted to do, too.

The future for Crystal Emerson, who departed for basic training in late January, is ripe with possibilities. After two years of Army service she will be able to apply to enter a program which will educate her to become a physician's assistant. If she is accepted, her education will be paid for by the Army and she will be eligible to join the officer ranks.



**Crystal Emerson poses with her brother, Staff Sgt. Chad Emerson, whom she followed into the Army. She enlists in the Army leaving behind her civilian occupation as a nurse to become an Army nurse.**



**Brant Downing, now a Future Soldier, talks to a county resident during his election campaign in Benzie County, Mich., October 2008.**

## County sheriff candidate ships to OCS

*By Deborah Marie Gibson, Phoenix Battalion*

On Nov. 4, Brant Downing, 25-year-old Benzie County sheriff candidate, was 250 votes short to become the youngest elected sheriff in Michigan's history. After his near political victory, Downing decided to take on another challenge — he shipped to

Fort Jackson, S.C., for basic training April 14, then to Fort Benning, Ga., for officer candidate school.

“Having received 48 percent of the vote in Benzie County, I’m proud of my efforts and the people who supported me throughout my candidacy,” said Downing. “Although I did not win the election, I have learned much and am honored to now serve my country as a Soldier and officer in the U.S. Army.”

Perhaps it was his father, an Army veteran, who instilled in Downing patriotism and the desire for government service.

“I grew up with the mindset to always put people before oneself,” Downing said. “Hence, that’s why I ran for political office. As a Soldier, I will represent and serve the people of my country.”

Downing grew up in Northern Michigan but recently moved to Prescott, Ariz., to be with his fiancée, Annie Halliday, and her parents.

After completion of OCS, Downing plans to marry and begin his military career. After he retires from the Army, he hopes to return to the political scene.

“He will be a great leader and asset to the Army,” said Staff Sgt. Kristopher Lundien, Prescott Station recruiter. “He is very motivated and excited to serve his country.”



## An Individual Honor

**Gen. David Petraeus, Commander, U.S. Central Command, gives the oath of reenlistment to Staff Sgt. John Tate in the Joint Staff Flag Room at the Pentagon. Tate, a Lexington, S.C., recruiter, is an Iraq veteran who recently converted to 79R and will soon PCS to Clemson, S.C., as the new station commander. Photo by Chad McNeeley**

## Insight Into SRAP

By D. Charone Monday, Columbus Battalion

Command Sgt. Maj. Gilbert Troxler II, who is attending the Command Sergeants Major Academy at Fort Bliss, Texas, recently returned home to Hamilton, Ohio. His trip was not to visit friends or family, but to help the Army in its recruiting efforts by participating in the Special Recruiter Assistance Program.

“I volunteered for SRAP as an opportunity to give back to my community by allowing others to see a side of the military they may not have seen. To let them see someone who’s in the military ... has made it a career ... and been successful at it,” he said.

During his two-week SRAP duty, Troxler went to local high schools, prospected in his old neighborhood, and spoke at the community center and at the Elks Lodge. No matter where he went, he was well received and surprised by the level of patriotism he found.

While visiting his old high school, he was able to participate in a special team building class. This class, given by recruiters in conjunction with the school’s gym teacher, helps students improve their team building, leadership and communication skills. On this day, Troxler headed up the stepping stone challenge and was able to answer questions the students had about the Army.

His impression of the local students was that they were very open minded.

“They don’t talk about how much money they’ll get. They actually look at the type of career they might get into, the opportunity for going to school while in the Army, and how the Army can benefit their personal careers and lives,” he said.

With SRAP being so successful, many might wonder why more Soldiers don’t participate.

“I think higher-ranking Soldiers don’t participate in SRAP because they really don’t know the program. Once it was explained at the Sergeants Major Academy, over 100 volunteered for it,” said Troxler

“I would highly recommend that everyone take advantage of SRAP because you not only get to tell the Army story and help our recruiting efforts, but I think it’s better when people from your community can see that you’re doing great and being in the military is a great option.

“The most important thing I learned by participating in the program is that it’s a program that needs to stay. It’s a program where you need to get more of the senior NCOs involved who have been deployed ... Soldiers who have been in combat ... Soldiers that can help tell the real story.”



**Command Sgt. Maj. Gilbert Troxler II explains the stepping stone challenge to students during a special team building class held at Hamilton High. Photo by Mindy Legg**

## Texas Mayor Visits Station

Story and photo by John L. Thompson III, Houston Battalion

As part of ongoing efforts to cater to the needs of the community in College Station, Texas, Mayor Ron White visited merchants in the Post Oak Mall including the local recruiting station.

“I work on the premise that communications is the lifeblood of any city,” said White.

White was accompanied March 24 by David Gwin, director of economic and community development, and met with College Station station commander, Sgt. 1st Class Jason Massie and Capt. David Humphreys, Huntsville Company commander.

White applauded the efforts of Soldiers here as he stated they offer a valuable career option to area residents: an Army career. White and Gwin took a few moments to learn more about educational and skill training and how individuals interested in becoming Soldiers can do just that.



**Capt. David Humphreys (right), commander of Huntsville Company, talks about Army opportunities with College Station Mayor Ron White while David Gwin, Director of Economic and Community Development and College Station U.S. Army Recruiting Station commander Sgt. 1st Class Jason Massie look on.**

## New Work Hour Policy

In an ongoing effort to improve the quality of life for USAREC Soldiers, civilians and families, the command implemented a Work Hour Policy. This policy, CG Command Policy F3, is designed to provide guidance to the recruiting force while preserving a commander's flexibility to manage internal requirements.

Effective April 1, the standard duty day ends at 5 p.m. Monday through Friday.

Commanders have the flexibility to adjust work hours based on mission requirements associated with the local market and personnel availability. In all cases, leaders will conduct good risk assessments when making decisions to work Soldiers later than 5 p.m. For instance, if mission requirements include MEPS night-testing, leaders will exercise sound judgment by adjusting the individual Soldier's duty day as appropriate. If Soldiers are required to work beyond 8 p.m., this exception must be approved by the battalion commander.

Battalion commanders will designate at least two weekends a month as Soldier family time. Commanders will ensure subordinate leaders do not schedule recruiting activities during these designated weekends. In the event that an unprogrammed mission requirement causes a Soldier to work on a scheduled weekend off, leaders will provide timeoff at the appropriate time as soon as practical.

Battalion commanders will designate one weekday per week for Soldier family time. On this day, the duty day will end no later than 3 p.m. For predictability, battalions will standardize this day throughout the unit.

Commanders will ensure all Soldiers have predictable work schedules and will establish projected annual leave schedules with the goal of ensuring Soldiers take leave throughout the year. Leaders will ensure that Soldiers do not lose leave and balance leave so that Soldiers are not required to take the bulk of their leave in the 4th quarter. Whenever possible, commanders will use leave and pass

procedures to enable Soldiers to participate in significant personal events including but not limited to, birthdays, school functions, and important events in the lives of Soldiers and families.

Leaders will periodically check work hour policies and projected leave schedules to ensure compliance. This policy will be re-evaluated six months from the date of implementation to ensure that commanders continue to have the flexibility necessary for mission support while maximizing predictability and support to Soldiers and families.

## RIP Terminated

Effective Sept. 15, the Recruiter Incentive Pay Program will be terminated for all recruiters and elements within USAREC, to include members of USAREC's Team Recruiting Concept. AMEDD and Chaplain recruiters' RIP will be terminated effective Sept. 30.

Authorization for RIP will expire Dec. 31. According to the National Defense Authorization Act 2006, the duration of this program was limited to three years to evaluate its effectiveness.

Final payment for all RIP levels will be paid through the end of FY 09.

For more information, reference USAREC message 09-097.

## VA Expects Big Impact From New GI Bill

*By Donna Miles, American Forces Press Services*

All systems are on track for the Aug. 1 rollout of the new Post-9/11 GI Bill.

The bill will provide the most comprehensive educational benefits since the original bill, the Servicemen's Readjustment Act of 1944.

Many veterans who served after Sept. 11, 2001, will be eligible for full tuition and

fees, a new monthly housing stipend and an annual stipend of up to \$1,000 for books and supplies. Reserve and National Guard members who have been activated for more than 90 days since 9/11 will have access to the same benefits.

And for the first time, those enrolled in the Post-9/11 GI Bill program will be able to transfer unused educational benefits to spouses or children.

"It has been a long time since we've had an education initiative that includes tuition fees [and a] housing allowance, [and] takes care of all of the requirements required to go to school," said Veterans Affairs Secretary Eric Shinseki. "This will enable veterans to focus on their studies without the distractions of figuring out how to pay for them."

Shinseki expects the bill to have as big an impact as the original GI Bill which provided college education or vocational training for millions of returning World War II veterans, loans to buy homes or start businesses, and unemployment compensation while they looked for jobs.

More than 10 million World War II vets took advantage of the original GI Bill that ended in July 1956.

"What that bill did for the country was to change the course of our history and the latter half of the 20th century," Shinseki said. "When those veterans went back to their communities with their college degrees, they ended up being our leaders in religion, education, business, government."

The Post-9/11 version "has the opportunity to create in the 21st century the same kind of impact for development, social change" he said.

To qualify service members must have served six years on active duty or in the Selected Reserve, and must commit to another four years. But the rules could be tweaked soon to allow others to qualify.

The program will be administered and funded by VA. A whopping 97 percent of service members surveyed in August said they plan to take advantage of the new benefits.

## Soldiers Being Paid for Stop-Loss

As of March, Soldiers affected by stop-loss began receiving \$500 per month, and the number of service members involuntarily serving in combat areas beyond their enlistment or retirement dates is now being gradually reduced.

Under the plan to reduce stop-loss, the Army Reserve will begin mobilizing units without stop-loss in August, followed by the Army National Guard in September and Active Army in January 2010, according to Lt. Gen. Michael Rochelle, Deputy Chief of Staff for Personnel.

Chief of Staff of the Army Gen. George. W. Casey Jr. said "The Army has used stop-loss since 2001 to ensure that units that have trained together remain together in combat, and that they have the qualified and experienced troops necessary for the full spectrum of military operations. With conditions changing in Iraq, a gradual restoration of balance between deployments and an increase in the size of the Army, we'll now be able to begin weaning ourselves off of stop-loss."

There are approximately 13,000 stop-lossed Soldiers across all three Army components.

"Stop-loss is a legal tool that has allowed the Army to sustain a force that has trained together as a cohesive element. Losses caused by separation, retirement and reassignments can adversely affect training, cohesion, readiness and stability in deploying units. Limiting the use of stop-loss balances the need for unit effectiveness against the impact on individual Soldiers and their families," said Casey.

Before 2001, the Army used stop-loss in 1990-91 during Operations Desert Shield and Desert Storm.

## USAREC Soldier, Civilians Earn EEO Recognition

*USAREC Public Affairs*

One Recruiting Command Soldier and two civilians earned recognition in the 2008 Fort Knox Equal Employment Opportunity and Special Emphasis Program Committee awards program.

F. Clay Ackiss, USAREC headquarters EEO manager, was named Quality Mediator of the Year.

Ackiss, a certified U.S. Department of Justice and Army Mediator, received the Commander's Award for Civilian Service for his efforts as an Army mediator, resulting in the early and amicable negotiation and resolution of numerous EEO complaints against the Army.

"The most rewarding aspect of my position takes place when, through education, training, counseling or mediation, I'm able to guide the parties to a resolution of the real dispute underlying the EEO complaint. When we can salvage the working relationship of the parties, resolve the matter at issue and return everyone to their respective duties, we serve everyone's interests."

As the USAREC EEO manager, Ackiss is responsible for the development and oversight of all policies, programs, procedures and actions to ensure equal employment opportunity for more than 1,000 civilian employees.

USAREC Civilian Human Resources Officer Rebecca G. Parish and 3d Recruit-

ing Brigade S-3 Lt. Col. Aura M. Kee were selected as runners-up for Quality Manager of the Year.

Parish, who's been in HR since November 2000, received an Achievement Medal for Civilian Service for her support of both EEO and diversity in the civilian workforce.

Parish's job covers the full spectrum of human resources issues, to include effective position management and classification, and recruitment.

While Parish has held a variety of positions during her 30-year career in civil service, she said the HR series has been most rewarding because she can support leadership and the workforce in various forums. She stressed that helping managers and employees make sound personnel-related decisions is especially rewarding.

"This recent recognition for me was a surprise. ... To receive installation recognition is particularly meaningful as this is where I began my career a long time ago," said Parish.

Kee, the brigade S-3 since May 2007, received an Army Achievement Medal for her support of USAREC and Fort Knox's SEPC observances and civilian employees engaged in EEO collateral duties. She said that EO and EEO are second nature to her.

"The most rewarding aspect of my job is waking up every day knowing that I can make a difference for those who I interact with face-to-face and throughout our brigade footprint," said Kee.

## PaYs Tops List

Fifteen of the Top 50 Military-Friendly Employers®, as ranked annually by G.I. Jobs, are partners in the Army's Partnership for Youth Success program.

With millions of baby boomers retiring annually, "the demand for talent will be higher than any of us can imagine said Susan Davis, executive vice president human resources for Johnson Controls, ranked No. 1 on the list. "A company with well-branded access to renewable military labor pools positions itself to win. Johnson Controls is committed to ensuring military personnel know how much we want to hire them."

PaYS partners hold five of the top 10 spots: Johnson Controls, BNSF Railway (2) Union Pacific (3) USAA Financial Services (4) and EG&G Engineering (10).

For the complete listing of military friendly employers for 2008, visit <http://www.gijobs.com/top50>.



**Director of the Army Staff Lt. Gen. David H. Huntoon Jr. (left) sprints to the finish of the 26.2-mile Bataan Death March with Lt. Col. Shawn Phillips March 29 at White Sands Missile Range, N.M.**

## Army Staff Director Participates in Death March

*Story and photo by Tom Fuller, Army News Service*

Director of the Army Staff, Lt. Gen. David H. Huntoon Jr., joined more than 5,300 marchers in the 20th Annual Bataan Memorial Death March March 29 at White Sands Missile Range, N.M.

Before heading out on the marathon trek, the general spoke during the opening ceremony.

“This march is an uncommon marathon because it speaks to all of us about the things that truly matter. ... This march is about the selfless service today of our armed forces and our allies who stand a collective watch around the world for the principles of freedom, protecting our right to assemble here in this peaceful place by their presence in the dangerous places. Finally, this march speaks most importantly to the courage and the sacrifice of the brave Americans and Filipinos who

suffered a terrible ordeal of the Bataan Death march in April 1942.”

The event commemorates the suffering and sacrifice of tens of thousands of American and Filipino prisoners of war who endured the infamous Bataan Death March after they were surrendered to Japanese forces who attacked the Philippines in December 1942. Thousands died at the hands of their captors, or on hell ships bound for slave labor camps in China, Korea and Japan.

Every year, many of the survivors make their way to White Sands for the March. Huntoon met with some of them.

“I am really excited,” Huntoon said. “(The Bataan Memorial March) sends messages on a number of levels. It’s about the values and the warrior ethos of the armed forces, not just the Army. It’s about the emphasis we certainly place on physical fitness and resilience in our forces, but, most importantly, it’s about those great men ... who suffered the terrible hardship of Bataan, but who have turned that into something remarkable, here at White Sands Missile Range.”

## Recruiters Asked to Participate in ASVAB Test-Prep Study

The Department of Defense is conducting a study to examine the effects of ASVAB preparation guides.

Army Registration 601-222 prohibits recruiting personnel from using any form of ASVAB preparation material to aid applicants. Results from this study may result in approval of ASVAB preparation material in the future.

The test-prep study pilot is being conducted in Pennsylvania, Indiana, Florida, California and Georgia through June 30. The study is limited to non-prior service applicants taking the production ASVAB.

Army recruiters in the selected areas are encouraged to participate in this study by registering and enrolling applicants. Recruiters must be registered to enroll applicants. An applicant is someone who communicates to the recruiter an intention to enlist.

Recruiters need to ask NPS applicants if they want to receive ASVAB preparation materials that may improve their ASVAB scores. If the applicant agrees to participate, the recruiter will read them the opt-in consent form and register the applicant in the Web site. Applicants who register will receive free ASVAB study materials within three days.

This is an important study because ASVAB scores determine eligibility for military occupations and enlistment incentives. Any applicant who can benefit from the use of test-prep materials should be asked if they would like to participate in the study. The goal is to get 20,000 participants from all services. Results of this study will be presented to Congress, potentially changing the current policy pertaining to the use of ASVAB preparation materials.

Recruiters in the selected areas who haven’t registered for the study can still do so by e-mailing [asvabstudy@docupak.com](mailto:asvabstudy@docupak.com).

They’ll be issued a username and password for logging into [www.asvabstudy.org](http://www.asvabstudy.org). Reference operation order 09-0012, Joint Services ASVAB Test Preparation Study.

# Gold Badges



## MARCH 2009

### ALBANY

SFC William Rahill  
SFC Andre Walker  
SSG David Tirko  
SGT James Knochel

### ATLANTA

SFC David Delosantos  
SFC Cynthia Sandoval  
SFC Astacio Alicea  
SSG Andre Henley  
SSG Jacob Hill  
SSG David Raines  
SGT Dana Howard  
SGT Meagan Jones  
SGT Arsalan Khan  
SGT Thomas Livesay  
SGT Nathan Moore

### BALTIMORE

SFC Joseph Jackson  
SSG Marla Anthony  
SSG Carl Nelson  
SSG Douglas Smith  
SGT Robert Langer  
SGT Esther Simpson-Thompson  
SGT Myron Thompson

### CHICAGO

SSG Joshua Kelley  
SSG William Richardson  
SSG Jovia Sutton  
SGT John Moldovan  
SGT Patrick Mullins

### COLUMBIA

SSG Elizabeth Brisbane  
SSG Angela Davis  
SSG Faust Flete  
SSG Stephanie Jones  
SSG Calvin Mims  
SSG David Parsons  
SSG Joseph Striebich  
SGT Chakareon Hampton  
SGT Jesse Ogundu

### COLUMBUS

SFC Elmira Lee  
SFC Frederick Montgomery  
SFC Michael Penyak  
SFC Charles Sheehan  
SFC Kevin Thompson  
SFC James Whiley  
SSG Robert Belles  
SSG Justin Belt

SSG Joshua Burkheiser

SSG Michael Cellucci  
SSG Adam Cook  
SSG Kevin Fry  
SSG Leticia Kirk  
SSG Anthony Maynard  
SSG Robert Mullen  
SSG Melissa Robinson  
SSG Joshua Silver  
SSG Jason Smail  
SSG Jon Stasko

SSG James Thweatt  
SSG Jeffery Ziegler  
SGT Bukola Bodunde  
SGT Richard Chall  
SGT Dontress Chinn  
SGT Andrell Cook

SGT Joseph Dupree  
SGT Bradley Edwards  
SGT Joseph Hall  
SGT Peter Kilkenny  
SGT Matthew Kline  
SGT Matthew Martin  
SGT Walter Neidig  
SGT Shane Praisler  
SGT Brandon Ross  
SGT Jeffrey Sands

SGT Edward Sheets  
SGT Daniel Shell  
SGT Justin Smith  
SGT Zachary Stockstill  
SGT Timothy Toth  
CPL Carl Elam

CPL Jacob Sporing

### DENVER

SFC Todd Donohue  
SFC Daniel Myers  
SFC Brandon Ray  
SFC Jose Vasquez  
SSG Nicholas Albers  
SSG Michael Ewing-Sudds  
SSG Lee Smith  
SSG Joshua Weaver  
SGT Michael Christensen  
SGT Joey Drinka  
SGT Mark Gifford  
SGT Eric Moore  
CPL Ryan Camp

### FRESNO

SSG Kimber Baker  
SSG Cruz Corchado

SSG Arthur Escalera

SSG Pablo Garza  
SSG Joan Gonzalez  
SSG Hung Ho  
SSG David Portis  
SSG Sheldon Rivers  
SSG Larry Sanders  
SGT Jacob Dorner  
SGT Elda Jasso  
SGT Raymond Lyon  
SGT Juan Lozano-Munoz  
SGT Neptaly Ramirez-Medina  
SGT Gerald Stallings  
SGT Vashti Torres

### GREAT LAKES

SFC Daniel Brady  
SFC Julio Elmore  
SFC Rolando Zapata  
SSG Stephen Fritz  
SSG Tyler Hurt  
SSG Jeffery Iwanski  
SSG Earl Krom  
SSG Charles Westbrook  
SGT Shelby Bixler  
SGT Abraham Cano

### HARRISBURG

SFC Earnest Frazier  
SFC Rebecca Gerber  
SSG Leonard Bogutskie  
SSG James Bullins  
SSG Robert Bader  
SSG Loren Gerber  
SSG Kevin Klepac  
SSG Edward Trippett

### HOUSTON

SSG Adam Farmer  
SGT Robert Trigg  
**INDIANAPOLIS**  
SFC William Moore  
SSG Shelby Schoolcraft  
SSG Twana Willis  
SGT Jeffery Lee

### JACKSONVILLE

SSG Michael Desouza  
SSG Russell Gotshall  
SSG Jimmy Gonzalez  
SSG Tobias Huston  
SSG Jaime Maldonado  
SSG Kory Mayers  
SGT Brad Balthrop  
SGT Jonathan Cunningham

SGT Jarrett Grimsley

SGT Jeremi Hufford  
SGT Gabriel Lord  
SGT Alfred Pfaff

### LOS ANGELES

SFC Joseph Regala  
SSG Robert Delira  
SSG Seijin Garrido  
SSG Anthony Hopkins  
SSG Pedro McKinnie  
SGT Jesse Mauricio  
SGT Michael Richards  
SGT Daniel Rodriguez

### MIAMI

SFC Eduard Amoedo  
SFC Luis Escribano  
SFC Edgardo Hernandez  
SFC Vincente Martinez-Santiago  
SFC Javier Mejia  
SFC Rodrigo Roldanmojica  
SFC Johnny Romanseda  
SFC Christian Velazquez-Hernandez  
SSG William Bonilla  
SSG Alex Burgos-Rodriguez  
SSG Manuel Cuevas  
SSG Luis Cruz  
SSG David Dejesus  
SSG Jose Gomez  
SSG Neil Grullon  
SSG Leidylin Guerrero  
SSG Oluwarotim Faluta  
SSG Angel Febus-Munoz  
SSG Robert Lugoprincipe  
SSG Samuel Marcanoruiz  
SSG Luis Ortiz

SSG Gualberto Ortiz-Rodriguez

SSG Eric Ramosmatos  
SSG Alexander Rivera  
SSG Omayra Sanantonio-Barreto  
SSG Angel Sosa

SGT Jonathan Concepcion  
SGT Juan Cvillegacruz  
SGT Ross Davis  
SGT Carlos Ortiz  
SGT Eliezer Sevilla-Lozada  
SGT Tacara Stinson  
SGT Erwin Tellez  
SGT Carlos Vicildeynes

### MID ATLANTIC

SSG Christopher Crouthamel  
SSG Robyn Messineo  
SGT Alfred Sadler



**BADGES CONTINUED**

**MONTGOMERY**

SFC Carolyn Kelley  
SSG Aaron Bittlebrun  
SSG Patrick McGrath  
SSG Nathan Pierce  
SSG Steven Raley  
SSG Marty Shaw  
SSG Philip Treptau  
SGT Morris Davis

**OKLAHOMA CITY**

SSG James Dodson  
SSG Danny Estep  
SSG Justin Hyde  
SSG Michael Nettles  
SSG Brandon Millarr  
SSG Daryl Wright  
SGT Randall Franks  
SGT Quinton Fuller  
SGT Casey Hatley

**RALEIGH**

SFC Orlando Fair  
SFC Larry Scott  
SSG Timothy Bishop  
SSG Max L. Casey  
SSG Josue Fernandez  
SSG Burnett Martin  
SSG Neal Sanders  
SSG Thomas Tucker Jr.  
SSG Garrick Williams  
SGT John Jones  
SGT Jessica Lawrence  
SGT Jonathan Qualls

**SAN ANTONIO**

SFC Monica Cruz  
SSG Deanna Franklin  
SSG Ricardo Montalvo  
SSG Billy Rigmaiden  
SSG Justin Stevenson  
SSG Lanny Wilson  
SGT Jason Pagan

**SEATTLE**

SFC Jason Dalton  
SFC Roland Ellis  
SFC Jacqueline Habaluyas  
SFC Kevin Schmidt  
SFC Anthony Yates  
SSG Jeremy Briggs  
SSG Davy Chick  
SSG Gregory Corbet  
SSG Gladys Fraticellitorres  
SSG Bennett Garvin  
SSG Jason Hammond  
SSG Sven Rawlins  
SSG Chad Sadlier

SGT Tamara Bonner  
SGT Timothy Moran  
SGT Tyrone Somerville  
SGT Zacahary Vertefeuille

**SOUTHERN CALIFORNIA**

SFC Javier Garcia  
SFC Jerome Hammes  
SFC Steven Lopez  
SSG Leonard Alejos  
SSG Nicholas Correa  
SSG Alejandro Fuentesnunn  
SSG Elisa Gonzales  
SSG Rubett Riggins  
SSG Daniel Ritchie  
SSG Derek Smith  
SSG Natasha Sowers  
SGT Juan Trujillohuerta  
CPL Christopher Granados

**SYRACUSE**

SFC Robert Steadman  
SSG Ronnie Baffield  
SSG Jason Dent  
SSG Daniel Luce  
SSG Patrick Moore  
SSG Rodney Randolph  
SSG Aaron Soles  
SSG Michael Spiesman  
SGT Ryan Kennedy  
SGT Thomas Nichols  
SGT Nicholas Parsons

# Rings

**MARCH 2009**



**ALBANY**

SFC William Canniff  
SFC Kenneth Larrick  
SFC Christopher Weaver  
SSG James Embrey  
SSG John Hand  
SSG Veronica Rice  
SSG Bill Riley  
SSG Miguel Serrano

**ATLANTA**

SSG Dremeia McDaniel  
SGT Michael Bryant  
SGT Jeremiah Dew  
SGT David Pelt

**CHICAGO**

SSG Steven Goodwill  
SSG Stanton Walker

**CLEVELAND**

SSG Michael Cosby

**COLUMBIA**

SFC Trevor Brown  
SFC Jawara Middleton  
SSG Patrick McDonough  
SSG Joseph Striebich  
SGT Terrance Ford

**DENVER**

SSG Michael Manahan

**FRESNO**

SFC Hector Villalponda  
SSG Lee Lewis  
SSG Robert Thompson  
SGT Dayalan Massiah

**GREAT LAKES**

SFC Julio Elmore  
SFC Michael Kube  
SFC Johnny Moses  
SFC Nathan Singer  
SSG Ryan Christenson  
SSG Phillip Gross  
SSG Darrin Hafeli  
SSG Donald Holmes

SSG John Hund  
SSG Jeffrey Iwanski  
SSG Jacob Jurden  
SSG Brandon Radcliffe  
SSG Daniel Spanton  
SSG Brent Sturgeon  
SSG Harry Weaver  
SGT Ryan Cox  
SGT Brian Howard  
SGT Michelle Messina  
SGT David Streeby

**HOUSTON**

SSG Roberto Galvan  
SSG Timothy Jones  
SGT James Cheatham

**INDIANAPOLIS**

SFC William Moore  
SSG Shelby Schoolcraft  
SSG Twana Willis  
SGT Jeffrey Lee

**JACKSONVILLE**

SFC Lakisha Cooper  
SFC Hassan Tate  
SSG Henry Harris

**KANSAS CITY**

SGT Brad Thompson  
SSG Matthew Kruse  
SSG John Willis

**LOS ANGELES**

SFC Kevin Blake  
SFC Nathan George

**MIAMI**

SFC Guilliano Janvier  
SFC Carlos Lind  
SFC Shawn Rose  
SGT Yamil Santiagopadin

**MID ATLANTIC**

SFC Hector Milian  
SFC Alfredo Taveras Jr.



**RINGS CONTINUED****MINNEAPOLIS**

SGT Patrick Holland

**NASHVILLE**

SFC Ishmael John  
 SFC Glen Mykytiuk  
 SFC Marcus Parker  
 SFC James Persinger  
 SFC Randy Richards  
 SSG Clinton Rogers  
 SSG Ryan Smith  
 SGT David Tucker

**NEWYORK CITY**

SSG Luis Cubero  
 SSG Joseph Frost

**OKLAHOMA CITY**

SSG Charles Reneau  
 SGT Jesse Dicus IV

**PORTLAND**

SSG Paul Ozeryanskiy

**RALEIGH**

SFC Jason Belcher  
 SSG Teresa Boyd  
 SSG Christie Escalante  
 SSG Jatorin Owens  
 SSG Danny Traigle  
 SSG Darren Vogt  
 SGT Kenneth Jackson

**SACRAMENTO**

SSG Seth Coon

**SAN ANTONIO**

SFC Christopher Luera  
 SSG Roberto Cates  
 SSG Alexander Torres  
 SSG Lorenzo Villescás  
 SSG Maria Zambrano

**SEATTLE**

SSG Raymond Howard

**SOUTHERN CALIFORNIA**

SFC Wayne Koonce  
 SSG Rodney Graham  
 SSG Lamont Whitfield  
 SGT Luis Acevedo  
 SGT Stephen Morales

**SYRACUSE**

SSG Korey Chandler

# Morrell Awards

**FEBRUARY 2009****ALBANY**

SFC James Edwards  
 SFC Donald Frederick  
 SFC Bernard Lockrem  
 SFC Dawn Taylor  
 SSG Bradley Heck  
 SSG John Winkler

**BALTIMORE**

SFC Curtez Riggs

**COLUMBIA**

MSG Earnest Popcross  
 SFC Jeffery Hood  
 SSG Joseph Carter  
 SSG Randy Frye

**COLUMBUS**

SFC Leonardo Olan

**CHICAGO**

SFC Edward Smith

**FRESNO**

SSG Ernesto Hernandezcastillo

**GREAT LAKES**

MSG Sean Sizer  
 SFC Michael Bell  
 SSG Justin Jones  
 SGT Brian Howard

**HOUSTON**

SSG Vinh Pham

**INDIANAPOLIS**

SFC Gary Neff  
 SSG Richard Jennings

**JACKSONVILLE**

SSG Keith Crockett  
 SSG Leslie Weeks  
 SSG Garland White

**TAMPA**

SFC Justin Pearson

**LOS ANGELES**

SFC Stephen Navarro  
 SSG Michael Wimberly

**MIAMI**

SFC Lawrence Dwhyte  
 SFC Guillianio Janvier  
 SFC Rose Shawn  
 SGT Oscar Reyespadin

**MINNEAPOLIS**

SFC Scott Link

**NASHVILLE**

SFC John Bishop  
 SFC Samuel McFarland  
 SFC Ronald O'Daniel  
 SFC Enrique Rosariogonzalez  
 SSG Elthea Hall  
 SSG Joel Krueger

**NEWYORK CITY**

SFC Charles Jenkins

**OKLAHOMA CITY**

SFC Stanley Townsend

**6TH MRB**

SFC Gigi Theocharides

**RALEIGH**

SFC Robert Bacher  
 SSG Terrell Cherry

**SACRAMENTO**

SSG Michael Anderson  
 SSG Ryan Demuth  
 SSG Lyman Moak  
 SSG Clinton Wilson

**SAN ANTONIO**

SFC Garcia Alejandro  
 SFC Esteban Alvarado Jr.  
 SFC Terry Blackburn  
 SSG James Capps

**SYRACUSE**

SFC Darrin Cowher  
 SFC Paul Narbone  
 SFC Donald McMillan

SALUTES

**1. Which of the following is not part of the four-step process of Intelligence Preparation of the Battlefield?**

- a. Evaluate your market
- b. Establish trust and credibility
- c. Define your local recruiting environment
- d. Describe the recruiting environment

**2. How often are you required to make face-to-face contact with Future Soldiers during the last 45 days prior to shipping to basic training?**

- a. Every 2 weeks
- b. Monthly
- c. Weekly
- d. Daily

**3. How long does a WOFT/OCS applicant have to enter the Future Soldier Training Program once selected?**

- a. 3 days
- b. 10 days
- c. 30 days
- d. 45 days

**4. In recruiting, what does the acronym ESP stand for?**

- a. Enlistment Schools Program
- b. Evaluating School Programs
- c. Erroneous Shipper Packet
- d. Enlisted Standards Program

**5. To apply for the U.S. Army Reserve Direct Commission Enlistment Program, members of the Army Reserve, National Guard and IRR can submit their applications through their local Army Recruiter.**

- a. True
- b. False

**6. \_\_\_\_\_ leaders develop subordinates through coaching, providing policies and resources, and sharing the benefit of their perspective and experience.**

- a. Inspirational
- b. Tactical
- c. Strategic
- d. None of the above

**7. Which one of the following is one of the three major categories of developmental counseling?**

- a. Event counseling
- b. Strategic counseling
- c. Performance counseling
- d. Both a and c

**8. \_\_\_\_\_ knowledge requires possessing facts, beliefs, and logical assumptions in many areas.**

- a. Tactical
- b. Technical
- c. Domain
- d. None of the above

**9. What are the three stages of team building?**

- a. Formation, enrichment, sustainment
- b. Direction, guidance, priorities
- c. Direction, formation, enrichment
- d. Formation, enrichment, guidance

**10. Given a more rapid transfer speed for all types of information, today's strategic leaders often have more time to assess situations, make plans, prepare an appropriate response, and execute for success.**

- a. True
- b. False

**11. Recruiters have the authority to refuse to forward an applicant's waiver request.**

- a. True
- b. False

**12. Which of the following disqualifications cannot be waived?**

- a. Failure to register with Selective Service
- b. Alcoholism
- c. DUI
- d. Carjacking

**13. There are two categories of interviewing techniques. They are \_\_\_\_\_ and \_\_\_\_\_.**

- a. formal and informal
- b. verbal and nonverbal
- c. directive and nondirective
- d. primary and secondary

**14. The type of leadership that occurs at the smallest units of an organization and that is performed by leaders in first positions.**

- a. Informal leadership
- b. Direct leadership
- c. Formal leadership
- d. General leadership

**15. When enlisting an applicant who is 17 years of age, a civilian recruiting specialist can witness the signature of the parents or guardian on DD1966.**

- a. True
- b. False

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

# PHASE LINE SUCCESS

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Recruiting  
Brigade

March Fiscal Year 2009

## Top Regular Army Recruiter

**SFC Donald Williams**  
Baltimore

**SSG Eric Hardin**  
Tampa

**SFC Larry Bovee**  
**SFC Paul Leighton**  
Great Lakes

**SFC Alfredo Garcia**  
San Antonio

**SSG Chad Sadlier**  
Seattle

**SFC Gigi Theocharides**  
6th Medical Battalion

## Top Army Reserve Recruiter

**SFC Michael Therrien**  
Albany

**SGT Damian Maldonado**  
Tampa

**SSG Isatta Jackson**  
Dallas

**SGT Brian McDaniel**  
Kansas City

**SGT Faiupu Tagaleo'o**  
Portland

**CPT Juanita Catchings**  
6th Medical Battalion

## Top Large Station Commander

**SFC Stephanie Pinkney**  
Lancaster  
Harrisburg

**SFC Steven Hungarter**  
Elizabeth City  
Raleigh

**SFC Brian Rogan**  
Springfield  
Columbus

**SSG Jacquelyn Smith**  
Scottsdale  
Phoenix

**SFC Michael Hosmann**  
Modesto  
Sacramento

**SFC Gregory Kraft**  
Aurora  
6th Medical Battalion

## Top Small Station Commander

**SSG Michael Strain**  
Enfield  
Syracuse

**SSG Joe Edward Burton**  
Meridian  
Baton Rouge

**SFC Paul Leighton**  
Alpena  
Great Lakes

**SFC Rebecca Navarrette**  
Anthem  
Phoenix

**SFC Dwayne Wooten**  
Crenshaw  
Fresno

**SFC Bobby Cook**  
Honolulu  
6th Medical Battalion

## Top Company

**Europe**  
Albany

**St. Petersburg**  
Tampa

**Dayton**  
Columbus

**Phoenix Central**  
Phoenix

**Sacramento Valley**  
Salt Lake City

**Denver**  
5th Medical Battalion

## Top Battalion

**New England**

**Raleigh**

**Columbus**

**San Antonio**

**Salt Lake City**

**6th Medical Battalion**

## Answers to the Test

1. b. UM 3-01, Appendix A, para A-3

2. c. UR 601-95, para 2-4, c (4)

3. b. UR 601-91 para 4-2, (14)e and para 5-2, (13)g

4. d. UR 600-35

5. b. UM 09-090, para 3

6. c. FM 6-22 pg 12-11 para 12-63

7. d. FM 6-22 pg B-1 para B-3

8. c. FM 6-22 pg 6-5 para 6-27

9. a. FM 6-22 pg 8-16 para 8-97

10. b. FM 6-22 pg 12-12 para 12-66

11. b. Reference: AR 601-210 Chap 4-2 b

12. b. AR 601-210 Chap 4-24(d)

13. c. DA Pham 611-1 Section III (9)

14. b. FM 6-22 Chap 3-35

15. a. AR 601-210 Chap 2-3a(4)

# Asian Pacific American Heritage Month

*Leadership  
to  
Meet  
the  
Challenges  
of a  
Changing  
World*

