

RECRUITER

United States Army Recruiting Command

October - November 2005

Journal

**Katrina's
Affect
on Recruiters**

page 16



U.S. Army Recruiting Command

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The Secretary of the Army has directed the Army to start implementing a business process improvement called Lean Six Sigma.



USAREC Headquarters personnel attend a Lean Six Sigma conference at Fort Knox in Sept. *Photo by Walt Kloeppe.*

14 Leaning the Waiver Process with Six Sigma

On an annual basis USAREC processes more than 20,000 waivers. Some have suggested that if we did away with waivers, we would be better off. However, the fact that nearly two-thirds of the waivers are approved — roughly 12,000 — shows the importance of waivers to our mission.

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Photo by Master Sgt. James M. Bowman

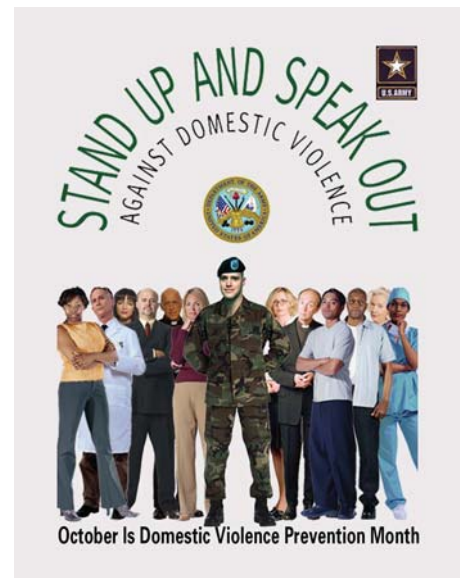


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The Enlistment Standards Branch regularly inspects six to 10 stations within each battalion for suspected improprieties.

20 Stand Up and Speak Out

Whenever or wherever domestic violence occurs, it undermines the mission of the Army. Prevention of domestic violence is a year-round mission for each of us.



Cover: New Orleans stands underwater in the wake of Hurricane Katrina's aftermath. Forty-one New Orleans Battalion recruiters had to be given emergency shelter.
Photo by Petty Officer 2nd Class Kyle Niemi.

Accepting the Challenge in FY 06

It is with great excitement, anticipation and optimism that I assume my new assignment as commanding general of the U.S. Army Recruiting Command. I have already made a few site visits and am exceedingly impressed by what I have seen and heard. Attitude and teamwork are essential in any great organization, and I have been inspired by what I have seen. I have seen an abundance of pride, determination and teamwork in all of my visits. Although it will take some time before I am able to meet many of you in person, I am taking this opportunity, my first Recruiter Journal column, to introduce myself.

During my 27 years of service, I have had assignments in Germany, Bosnia and Iraq, as well as with units at Fort Riley, Kan., and Fort Hood, Texas. I have seen the Soldiers you recruited as they go about their duties in both peace and war. I know that it was your hard work and dedication, coupled with your personal connection with them, that led these men and women to answer the call to duty. You can be proud of the Army you have given us.

In Baghdad, I witnessed these young Soldiers performing as professionals, serving our nation at war. You are indeed providing the strength for the Army and you are a vital part of our great Army team.

As I take command, I understand that recruiting has closed out an unquestionably challenging year. Never before has the all-volunteer Army been so highly tested while the nation is at war. History has been made!

We will now drive forward into the new fiscal year with several important and positive aspects in our favor. The Army's leadership remains firmly behind the recruiting effort and is hard at work to get us new and increased recruiting incentives. They are asking congressmen, veteran organization members and influencers to speak on our behalf through the Call to Duty program. And each of you is as inspired and professional as ever in our history.

This is an extraordinary command made up of extraordinary Soldiers, family members and civilian employees. I look forward to our service together, on one team, with one goal — Provide the Strength!



Maj. Gen. Thomas P. Bostick

“Coming together is the beginning. Keeping together is progress. Working together is success.” — Henry Ford

CONDITIONS SET: AN ENDURING LEGACY PERSONIFIED

Maj. Gen. Michael Rochelle had a profound impact on the success of USAREC during his 45-month tenure as commander. Having taken command just 100 days after the infamous 9-11 attacks, he led the command through uncharted waters — recruiting an all-volunteer force during a protracted war — to unprecedented successes. Undoubtedly, he is the quintessential visionary leader who commands respect from all corners — military and civilian alike. He has raised the bar for all on how to think about and conduct recruiting operations at the strategic and tactical level.

Maj. Gen. Rochelle truly positioned this command for near- and long-term success. While the chapters of his command have already been written, the impact of his legacy — the unwritten chapters — is just beginning. He would want us to strive to remain on track toward reaching recruiting nirvana — competent and consistent execution of decisive, shaping and sustaining recruiting operations.

Maj. Gen. Rochelle often talked about the “big mo,” (momentum) unleashing the full awesome power of this great command — success breeds success; competence breeds competence. Having increased the number of on-production recruiters, secured numerous enhanced applicant incentives to include massive support from the institutional and operational Army, the command has met the Regular Army accession mission four months running and two of four for the Army Reserve. Our young NCOs are displaying the warrior ethos in an awesome fashion. For example: Staff Sgt. Patricia Lynn and Staff Sgt. Thomas Jefferson of the Roy Recruiting Station, Salt Lake City Battalion, wrote 17 net contracts between them (nine and eight respectively) in RCM September.

The Savannah Recruiting Company has boxed three of the past four months. The San Antonio Battalion has made combined mission box four months in a row. Awesome!

There are countless others who are performing at this level. I truly believe that the tide has turned; the “big mo” is in full swing. However, just settling to “ride the wave” and to allow the insidious complacency syndrome to set in is not an option. We must stick to Maj. Gen. Rochelle’s game plan (expertly execute the art and science of recruiting doctrine while investing in the development of our subordinate leaders and on-production recruiters and staff).

We truly came a long way as a command under Maj. Gen. Rochelle’s leadership. We have taken the “station-missioning” concept to another whole level. Not only are we empowering station commanders to command and control their station activities but we are also empowering field recruiters with capabilities to conduct “self-directed” recruiting operations. Under our new doctrine, we have moved from a “sales-based” organization to “leadership/counseling-based organization.” We have substantively transformed numerous business processes and practices. The competence level of our officers and NCOs is certainly moving in an extremely positive direction. To boot, we are getting all the needed resources to prosecute the mission and more. The entire Army has been mobilized to sustain our efforts. The chief of staff of the Army’s “Call-to-Duty” Campaign has focused the responsibility for recruiting America’s Army in the broadest sense (the nation and the Army share this responsibility, not the sole responsibility of USAREC). Conditions are set for future successes.

Notwithstanding the marked progress, there’s still more work to be done, if we



Command Sgt. Maj. Harold Blount

are to sustain this incredible momentum. We must stay mission focused, standards/results-oriented and razor-sharp in our recruiting and leadership competencies.

Achieving the FY 06 missions will be tough; but you have proven to be masters at conducting “short-knife” fight operations (recruiting in the month to ship within the same month). We must operate at a sustained or increased intensity that brought us success over the past four months. Simultaneous market penetration is paramount.

Meeting School Year 2006 senior class production milestones while sustaining our efforts in the college and high school graduate markets will take us a long way toward FY 06 mission success and will posture us for a healthy start for FY 07. The payoff: better quality of life for the force and their families. Certainly there will be more opportunities to invest in the development of our subordinate leaders and field recruiters.

As Maj. Gen. Rochelle passed the mantle of command to Maj. Gen. Thomas Bostick, to a degree, he passed on a legacy of recruiting and leadership excellence to all of us. Having more than lived up to the proverbial “leave the command better than you find it,” Maj. Gen. Rochelle truly set the conditions for this great command to succeed. It’s left up to us to perpetuate and exploit his legacy. Happy New Recruiting Year!

6-Year-Old Evacuee from Hurricane Offers Resiliency Lesson

Sgt. 1st Class Todd Clayman and I made a trip to the region affected by recent hurricanes. The destruction was beyond description. Both the New Orleans and Jackson battalions were devastated by the 170 mph winds and torrential rains. Family members and neighbors shared accounts of courage and perseverance.

In the chaos of the days following Hurricane Katrina, the story of Deamonte Love was told. Deamonte is 6 years old. He was found caring for six toddlers, ages 3 years to 5 months. They were found wandering together at an evacuation point in downtown New Orleans. Medical technicians transported them to Baton Rouge hoping to reunite them with their parents.

Deamonte provided all the information he knew. His father was tall and his mother was short. He furnished workers with his address, phone number and name of his elementary school. The 5-month-old was his brother and the others were his cousins and friends living in his apartment building.

The search for Deamonte's parents went on for four days until his mother and the four mothers of the other five children were found in a shelter in San Antonio. The mothers saw the children's pictures on a Web site and within a day a private plane from Angel Flight flew them to Texas.

Deamonte's mother, Catrina Williams, shared how a helicopter came to rescue the family but could only take the children. In a wrenching moment, the parents decided to send the children ahead because they were told that the aircraft would return in 25 minutes, but it never did. They were later evacuated to a different location from the children's.

The pain of not knowing where your children are would be unbearable. How do we recover from such emotional distress? How long is it going to take for the thousands who have been displaced to refocus and move on in their lives?

The secret can be found in the word RESILIENCY — the ability to recover quickly from change, hardship or misfortune. Each of us possesses differing levels of resiliency. It is impera-



Chaplain Lt. Col. Lyndell E. Stike

tive that we develop the ability to demonstrate flexibility, durability and an attitude of optimism and openness to learning in the time of misfortune or change. It is possible for us to change our views, habits and responses by modifying our thoughts and actions in a number of areas.

We learn at an early age that change is constant and inevitable; however, many view change as an enemy and a discomfort to avoid at all cost. Resilient individuals accept change and adapt to it. They seek out new challenges to stretch their skills. Our discomfort can be a signal that we need to explore our feelings and thoughts about change. Many times we need to take a reality check. What changes can we control and which ones must we simply go with the flow?

When misfortune comes our way it is a sense of purpose that can assist us in viewing setbacks from a broader perspective. Knowing our desired end state enables us to remain focused and energized to continue through the difficult situation. Your sense of purpose can be revealed by reflecting upon your values, dreams and aspirations. If you could do anything you wanted, what would it be?

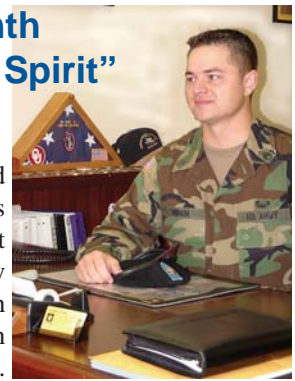
Changes in our environment may require skill shifting. This comes particularly after we have identified our present skill set. Going to college, taking specialized classes and even volunteering will help us expand those skills required to move us into new directions.

A lack of resilience may result in burnout, fatigue, depression and cynicism. Resiliency will not only give you the tools to handle misfortune and disappointments, but it allows you to move in new and creative directions that may bring success.

You may be like Deamonte, who was given the care of six children and no resources to complete the task. You, too, can find your way and even enhance your life. There are mentors, encouragers and concerned support networks available to you. Let's seek them out. We can overcome the rage of nature and become stronger, more determined and victorious.

November is Native American Awareness Month “Honoring Heritage ... Strengthening Our Nation’s Spirit”

The term Native American is used to describe 504 recognized tribes, including 197 Alaskan Native groups such as the Eskimos and the Aleuts. About 100 of these tribes have become extinct since the arrival of Europeans on American soil. There are roughly 300 Indian reservations in the United States, the largest of which is the Navajo Reservation, which extends throughout 16 million acres in Arizona, New Mexico, and Utah.



Joshua Minor is a member of the Choctaw Nation.

Recruiter Honors Heritage with Army Service

Story and photo by John Thompson, Houston Battalion

Today, the Choctaw Nation of Oklahoma combines progressive thinking and a tenacious grasp on its cultural heritage. Tribal members like Staff Sgt. Joshua T. Minor remember the price they paid to keep culture intact while providing a prosperous future for other members of the tribe.

Minor, of Gulfgate station in Houston Battalion, is a member of the Choctaw Nation, among the oldest recognized groups of Native Americans.

More than 175 years ago, the Choctaw Nation was the first of many tribes to face government-mandated relocation. In 1831, approximately 800 of the Choctaw tribe were ordered from their Alabama homes by the U.S. Bureau of Indian Affairs.

To better deal with this cultural upheaval, the first Choctaws saw this trip as a promise of a brighter future. But the gilding of this promise quickly tarnished. Poor planning and a savage winter battered the tribe as they walked up to 60 miles each day. Insufficient planning and leadership often resulted in members getting no more than a handful of corn to eat. The trek is known as the “trail of tears and death.”

“My great-grandmother was told by her grandmother that she came across on the Trail of Tears,” Minor said. “She said it was horrible (being) herded like cattle from Alabama to Oklahoma. Their destination was unknown; they would travel 50-60 miles a day. Stragglers were left behind — whether they were alone or not. They were left to die.”

For the first group, winter weather, lack of clothing, travel by foot and the hunger caused an unknown number of deaths during their journey.

About 8,000 Choctaws finally arrived in Oklahoma. Learning from the first group, the second and third groups were much better provisioned and had an easier time traveling.

Throughout the next 170 years, the Choctaw Nation integrated into American society. Despite many attempts to homogenize this and other Native American cultures, the rich history and age-old traditions of the Choctaw and other tribes have endured. Through grants and provisions received from

the government and a series of legal progressions, the Choctaw Nation of Oklahoma became a body of Native Americans that provides its citizens with a hand up rather than a hand out, says Minor.

“Our tribe has never been used as something to fall back on,” said Minor. “It has never been like that.”

The Choctaw Nation provides complete medical and dental care for its tribe. In many cases, Minor says, college tuition is paid for as well. Work programs help youth gain job experience, but Minor cites a popular parable: “Give a man a fish and he will eat for a day; but teach a man to fish and he will eat for a lifetime.”

Minor has come to terms with his cultural history, ancestry and patriotism. And despite the journey, many Native Americans are just as fervently patriotic as any other service member.

Minor did not join the military for the benefits. He enlisted with his brother, Jeremiah, because he says they passionately believe in this country and the ideals of this nation. The twins embraced the heritage from which they grew.

Joshua Minor sees his enlistment as a way to perpetuate Choctaw language and traditions, but also as a means for tribal members to ensure a brighter future, and as a personal schematic to self improvement.

Jeremiah earned the Bronze Star while attached to the 3rd Infantry Division in Iraq. Serving in the military is a tradition in the Minor clan, as a half-dozen members enjoy their respective esprit de corps in the Army and Marines.

“I think my brother and I joined more for patriotic reasons,” Joshua Minor said, “and to prove ourselves as any Indian Brave would do. I am proud of my generation,” he said. “We have done a lot.”

Today, Joshua Minor is a recruiter at the top of his game. He is proud to help others join the service he so loves. In today’s Army, he has never felt separate from others because of his ethnic background but, instead, he feels a part of a bigger tribe, An Army of One.



Left: Photo by Daniel J. McLain

Below: M198 155mm Howitzer. Photo by Staff Sgt. Bradley Rhen



USAAC's 'Corps Artillery Brigade'

By Maj. Ronald D. Skidmore, Accessions Support Brigade

“Dagger 3, this is Dagger 71, fire target AAC006, over.”

“Dagger 71, this is Dagger 3, roger AAC006.”

“TLAMS in effect, over.”

“Roger TLAMS shot ... splash, over.”

“This is Dagger 71, target AAC006 destroyed, drop 400, right 400, enemy in the open, one round in effect, over.”

“Roger ... splash, over”

“This is Dagger 71, mission complete, AAC006 and follow-on targets destroyed. One Team, out!”

The Accessions Support Brigade is similar — in concept — to that of the corps artillery brigade, in that they both provide support across the entire front. Imagine the Accessions Command as a tactical corps headquarters with three maneuver divisions: Recruiting Command, Cadet Command and the U.S. Army Training Center. The Accessions Support Brigade and its subordinate units provide fire on critical targets to enable mission accomplishment of those maneuver elements, just like a corps artillery brigade provides fire to support the maneuver elements of the corps. The fire could be targeted for the deep fight (support to strategic national events) or for the tactical/close-in fight (support to local event opportunities).

A corps conducts a targeting board at which the corps commander and his staff, along with the subordinate commanders and their staff, select targets and apply the proper fire to the target. We do the same thing during a process referred to as the Command Marketing Communication Council. The CMCC is co-chaired by USAAC's Strategic Outreach Directorate and the Accessions Support Brigade. Attendees at the meeting include representatives from subordinate units (USAREC and Cadet Command) and lateral organizations that provide support to USAAC such as the Office of the Chief of Public Affairs, the



Left: Maj. Michael E. Anti, USAMU International Rifle Shooter. Photo by USA Shooting

Right: Multiple Launch Rocket System. Photo by by Spc. Gul A. Alisan

Below: MSB Armor Van. Photo by Jayme Burden



Coordination

Imagine that the Golden Knights are jumping into a college football game on Saturday in your area of operations. What can you do to maximize the bang for the buck? Invite the team to visit a local high school and jump into the high school game on Friday night. If the Mission Support Battalion has an asset already in the area, why not work to synchronize those assets and have it at the game also? Synchronization of these assets can draw a lot of attention to the Army and perhaps win over a few moms and dads, while creating a positive impression on high school and college students.

Supporting your tactical fight will always be a synchronization challenge. Cross-talk and direct coordination is the key element for the upcoming initiatives. Accessions Support Brigade is instituting a new support concept for our front line fighters. For example, if Army Marksmanship Unit has a competition in Ohio, would it help for a former Olympian to accompany a recruiter as he visits prospects? What about having a modified H2 AO1 Hummer helping the recruiter with his mission or having an interactive van at a high school football game? Possible is even a Golden Knight teaching Future Soldier training or a Military Science Level I class.

Bang for the Buck

In the fourth quarter, Accessions Support Brigade will staff and publish a “Bang for the Buck” Operations Order, which will outline this concept with Accessions Support Brigade battle drills for the tactical mission support. In concept, a radius around strategic events will be established. For Mission Support Battalion and the Army Parachute Team, potential support will exist before and after the scheduled support. For the Army Marksmanship Unit, the prime opportunity will be mainly be after a competition. The bottom line is for our supported units to get more direct results from Accessions Support Brigade assets. The brigade will send a list of our assets operating in your area to every USAREC and Cadet Command brigade commander on a quarterly basis. If you have an idea for support battle-drills for our units, submit it to Master Sgt. Lawrence Shelton at (502) 626-1496 or e-mail lawrence.shelton@usaac.army.mil.

Like artillery fire, we must have eyes on the target, be relevant to the maneuver mission and be timely. We are all on one team. Let’s maximize our opportunities. Shot. Over!



Army Brand Group and the Military District of Washington, to name a few. These individuals plan and implement targeting for strategic targets during the CMCC and once the plan is set, continue to refine the plan to include operational and tactical targets in support of USAREC and Cadet Command. The CMCC is conducted quarterly, reviews last quarter’s events (after-action reviews for return of investment analysis) and schedules support two quarters out.

Three Subordinate Units

Once the targeting plan is complete and the units cross the line of departure, the corps artillery brigade fires missions as tasked in the OPORD that is published (event listing is Annex A, B, C or D of the USAAC CMCC OPORD) after the targeting meeting and adjusts fire to support the corps’ maneuver element or strategic objectives. The Accessions Support Brigade provides the same function with its three subordinate units.

- **Mission Support Battalion**, with fixed exhibits and 17 mobile exhibits;
- **Army Marksmanship Unit**, with world-class shooters, clinics and training;
- **Army Parachute Team**, with parachuting aerial demonstrations, competitions and tandem support.

These three units are capable of providing direct support, general support and general support reinforcing to USAAC elements. They can support the tactical knife fight or the strategic fight. The key is to ensure that you pick the right target and apply fire correctly.

Once the fire plan for strategic targets is published, each subordinate element has the capability to request fire support on tactical targets in their area so that in addition to their internal assets, they may receive support from the Accessions Support Brigade or add agency assets available to provide supporting fire.

Training With Industry

By Sgt. 1st Class Todd A. Beesley, 79R Proponent NCO

USAREC has a unique opportunity for a successful 79R to gain valuable work experience in a Fortune 500 Company. It is the Training with Industry Program. Although USAREC is now in its fourth year of the program, it is not new to the Army.

The TWI Program was begun in the 1970s in response to the Army's critical need for officers to acquire state-of-the-art skills in industrial practices and procedures not available through military or civil education programs. The first students participated exclusively in programs that supported the development of material acquisition and logistic management related skills. Today, the TWI Program has evolved to include training programs that support marketing, public affairs, artificial intelligence, physical security and finance, to name a few.

The Army's main objective in sponsoring the TWI Program is to develop a group of Soldiers experienced in higher level managerial techniques and who have an understanding of the relationship of their industry to specific functions of the Army. Once the TWI student is integrated back into an Army organization, they can use this information to improve the Army's ability to interact and conduct business with industry. Participants may also be exposed to innovative industrial management practices, techniques and procedures, which are applicable and beneficial for the Army.

USAREC decided to partner with State Farm Insurance Company and to send one successful station commander to work at the corporate headquarters in Bloomington, Ill.

The program works like this: for every day that you participate with TWI, you must agree to serve three days on active duty. The assignment is a PCS move with a duty of assignment for 365 days, which begins around mid-August and ends mid-August the following year. After your TWI assignment, you will be assigned to Headquarters USAREC.

Each year, one 79R will be selected for this program. In the 2d quarter FY 06, a station commander will be selected to train with State Farm in FY 07. To be eligible for TWI, you must be active component status; have completed appropriate noncommissioned officer educational programs for grade and years of service; have a minimum of two and not more than 22 years of active Army service; must be able to fulfill obligations incurred by this program; must have a secret security clearance (minimum); must have potential for future long-term service; and must meet height and weight requirements.

This is a nominative assignment. Eligible 79R E-7s interested in applying for this program must submit a packet through their brigade to the 79R Proponency Office, Headquarters USAREC, no later than Feb. 1, 2006. The packet must be endorsed by the chain of command and contain the following:

- DA Form 1618, Application for Detail as an Officer Student at a Civilian Educational Institution or at Training With Industry. Signed resume containing the following:

- Name/Grade
- Home address/Telephone
- Work address/Telephone/Fax Number
- E-mail address
- Work experience (give dates, detailed job description, and locations)
- Civilian education (give dates, name of educational institution, degree, and discipline)
- Honors/Awards

Other career information that the applicant feels is related to their potential for succeeding in the Training with Industry Program:

- Current 2A/2-1 and ERB
- Official college transcript(s)
- Official military photo
- Copy of last five evaluation reports
- DA Form 4187, Personnel Action requesting TWI, signed by first O-6 in the chain of command
- DA Form 705, Army Physical Fitness Test Score Card
- Signed service agreement in accordance with AR 621-1, paragraph 6-9

Once selected as USAREC's TWI representative, you will be assigned to the Student Detachment Center at Fort Jackson, S.C. They will handle all of your administrative support (leave, TDY, pay, APFT, etc). You will receive Special Duty Pay at the staff level while participating in TWI.

For more information about the Training With Industry Program, contact Sgt. 1st Class Todd Beesley at 502-626-0532 or todd.beesley@usarec.army.mil.



Secretary of the Army Visits Pittsburgh Recruiters

By Janet Heyl, Pittsburgh Battalion

Photo by retired Sgt. 1st Class Michael Rafferty

Lt. Col. Robert P. Wade said he likes to joke with his wife, Donna, that he had a pretty good first day in the office as commander of the Pittsburgh Recruiting Battalion.

Just four days after the change of command ceremony that marked his new duties, Wade found himself sitting side-by-side with Dr. Francis J. Harvey, Secretary of the Army and a Latrobe, Pa. native.

"I've been in the Army for 19 years and I had never met the Secretary of the Army," he added chuckling. "He really enjoyed being back in his hometown and pointed out local landmarks to me — like all of the stadiums that he played in."

And indeed, Dr. Harvey reveled in the opportunity to ride in a local patriotic parade. So much so, that he bumped the local request onto his 2005 schedule.

John Spisso, western Pennsylvania's Civilian Aide to the Secretary of the Army emeritus, spearheaded the effort to bring the local leader back home.

"I met him (Harvey) in Colorado Springs, when the civilian aides had their conference in April and he knew that I was from Pennsylvania," Spisso recalled. "But," he said, "I only had the opportunity (at the conference) to shake his hand."

When Spisso returned, he told his local mayor about the chance meeting and suggested they invite Dr. Harvey back home to lead the July Fourth parade.

However, after consulting with Secretary Harvey's office, the duo quickly found their plans would be on hold for at least a year as the Secretary of the Army was booked for 2005.

"We wrote a letter requesting a visit for 2006, but then received a confirmation letter that he wasn't waiting another year, he was coming this year," Spisso said.

"Our parade director asked me to do something on behalf of the Army and with troops deployed, I turned to our recruiters."

Within 30 days, Spisso was able to make an Army presence in a community with no close proximity to an active Army post.

Secretary of the Army Harvey, his wife, Mary and Wade, along with Sgt. 1st Class Joseph Morra, Greensburg Recruiting Station commander, rode in a black and gold Humvee.

Spisso and the local recruiters were able to round up enough Army vehicles to transport various local veterans' organizations members. In addition, the Old Guard Fife and Drum Corps came in from Washington, D.C., to lead the parade.

"I only had 30 days to plan, but everything came together and our section spanned one block," Spisso proudly added. "We had real good exposure."

Throughout the parade route, Dr. Harvey, who has no uniformed service, peppered Morra with recruiting questions.

"He asked what our market was like and how he could help us out," Morra explained. "Now, you don't want to tell the Secretary of the Army to grab a phone and prospect, but I did tell him how we prospect and work our local market."

According to Wade, Dr. Harvey wanted to ensure that the messages, policies and incentives at his level were making it to the field recruiters.

"He knows his job and the messages are getting through," Wade said.

Secretary of the Army Harvey ended his homecoming by coming full circle and standing on one of the numerous athletic fields he played on as a young man.

However, this time when he took the field it was to throw out the first pitch and deliver the oath of enlistment to the area's local Future Soldiers.

After the ceremonies, he then spoke to the new enlistees and their recruiters.

"He thanked them for serving their country and said he appreciated their service and understood the significance of it," Morra stated.

Army Secretary Outlines Recruiting Initiatives

By Sgt. Sara Wood, American Forces Press Service

Recent Army recruiting problems don't constitute a crisis, and a number of initiatives are being implemented to bring recruiting numbers up, the secretary of the Army said.

Meeting end-strength goals for the Army is a function of both recruiting and retention, Secretary of the Army Francis J. Harvey said in a recent Pentagon Channel interview. According to Harvey, while recruiting has been suffering, retention goals are already being exceeded. High retention rates reflect the quality of Soldiers in the Army and show their dedication to their mission. He noted that retention rates are highest in units that are deployed.

"Our Soldiers know that they're making a difference in theater, and that's a real tribute to the quality and capability of our Soldiers," he said. The active-duty Army recruiting goal of 80,000 Soldiers in 2005 is the highest it's been in five years, Harvey said. The service missed monthly goals at the beginning of the year, he said, but the numbers for June, July and August have looked good.

"We're not going to make 80,000," he said. "But, because of our retention success, I would not characterize the situation in any way, shape or form as a crisis."

To prevent the situation from turning into a crisis, the Army has implemented several initiatives to improve recruiting, Harvey said. The first initiative, which has already been completed, was to increase active-duty recruiters by 25 percent, he said. Officials are also evaluating whether more will be needed in 2006. A new automated benefit tool is being developed for recruiters, which compares a military career with a civilian career, taking into account benefits and other factors, he added. In the area of financial benefits, Army officials are working with Congress to double the maximum amount for an initial recruitment incentive from \$20,000 to \$40,000, Harvey said. Only individuals enlisting into certain military occupational specialties would be eligible for the maximum amount, he noted. Other financial benefits being developed include a \$1,000 "finder's fee," which rewards Soldiers for recommending potential recruits, and the Army Home Mortgage Program, which may offer Soldiers down payments for homes, Harvey said. The Army advertising budget is up 17 percent this year, and messages are being honed to ensure they reach the right audience and convey the right theme, Harvey said.

Overarching these initiatives is the "Call to Duty" program.

This program brings Army leaders, congressmen, veterans organizations, and civilian leaders associated with the Army to local venues to speak about the nobility of service, he said. Harvey said this program is one that is close to his heart, since he himself serves the country.

"If you really think about it, the greatest work of life is serving this nation," he said. "I think every American should look in the mirror and say, 'How am I serving this great country? What am I doing for this country that is giving me the tremendous opportunity of peace and freedom and democracy?'"

In another effort to bolster recruiting, Soldiers who recently returned from Iraq and Afghanistan are being teamed with recruiters nationwide, Harvey said. These Soldiers, who are generally coming from units with high retention rates and morale, can provide potential recruits with experienced insight on life in the Army and, more specifically, deployments, he said. A strong belief in the value of military service is what keeps people enlisting and re-enlisting in the Army, said Harvey.

Those serving today will be able to look back with pride at what they have contributed, he said. "They are serving this country; they are preserving peace and freedom in this country. They are part of something that is bigger than themselves. They have freed 50 million people; they are improving the quality of life for the ordinary Iraqi and Afghan citizen."



Returning Soldier Spc. David Garver, 3rd U.S. Infantry Division, tells students at Greater Latrobe Senior High School why he decided to join the Army while Secretary of the Army Francis Harvey looks on. Photo by Staff Sgt. Carmen Burgess.

Engineer Lays Plans as USAREC Commander

By Mary Kate Chambers, RJ Associate Editor

Maj. Gen. Thomas Bostick enthusiastically accepted a great challenge as he grasped the Recruiting Command colors Oct. 12 at Fort Knox, Ky.

Bostick assumed command of Recruiting Command from Maj. Gen. Michael Rochelle.

"I am humbled by the opportunity, the enormous challenge but I am proud to serve, and I look forward to it with great anticipation," he said.

Lt. Gen. Robert Van Antwerp, commander of Army Accessions Command at Fort Monroe, Va., spoke highly of Rochelle and his wife, Grace, and their time at Fort Knox.

"I don't believe you should necessarily seek out work that will make you happy. Seek out something that needs to be done, and if you do it with all your heart you're going to be happy," he said. "That's the state that the Rochelles are in, because they did this in such an awesome way."

Rochelle, who led the organization for almost four years, had mixed emotions about leaving the command.

"This is a celebration. Even though my face is a little bit long, my heart is a little bit heavy, it's equally joyous and light," said Rochelle. His next assignment is as director of the Installation Management Agency in Arlington, Va.

Bostick, whose most recent assignment was in Iraq where he oversaw reconstruction efforts with the Army Corps of Engineers, welcomed the challenge of recruiting as the new fiscal year opens.

"Recruiting Command is vital to the success of our nation. I've seen it first hand, in Iraq, and I've watched the Soldiers as they've stepped off the plane and looked in their eyes," he said.

"They're fighting in distant lands, fighting for the cause of freedom. Their success really depends on our success, and we're going to prevail together."

Van Antwerp praised Rochelle's commitment.

"He has given it all every day. He is one of my heroes," he said.

Bostick's message for recruiters was to tell their story.

"To the recruiters on the front line, you make an enormous contribution to our military by telling your story. Each of us has



Photo by Walt Kloeppel

Lt. Gen. Robert Van Antwerp, left, Maj. Gen. Thomas Bostick and Maj. Gen. Michael Rochelle prepared to pass the USAREC colors Oct. 12.

a great story to tell," he said. "And as you tell your story, others will follow."

Rochelle took command at USAREC in 2002, just more than 100 days after the terrorist attacks of Sept. 11, 2001. Referencing past comments by Gen. Peter J. Schoomaker, Army chief of staff, that this is not an all-volunteer Army but an all-recruited Army, Rochelle said Americans must understand one point.

"We have an obligation to make sure every American realizes the importance of having a strong defense," Rochelle said.

Van Antwerp pointed out a record of sorts for Rochelle.

"Never in a protracted war with an all-volunteer force, have we had to recruit a force of this size. That is a first," he said.

He made five major pledges to Bostick.

"I pledge our utmost support. I pledge to let you lead your command," he said. "I pledge that I will be your biggest cheerleader ... and celebrate success with you and to take on the challenges head on with you."

Bostick is a former commander of the Engineer Brigade, 1st Armored Division, and he deployed with the unit in support of Operation Joint Forge, Bosnia-Herzegovina.

He also served at the Pentagon as the deputy director of operations for the National Military Command Center, and he led the 1st Cavalry Division as an assistant division commander for Operation Iraqi Freedom.

Rochelle is a past commander of the former Brunswick Recruiting Battalion (now the New England Recruiting Battalion) in Brunswick, Maine, and the U.S. Military Entrance Processing Station in Portland, Maine.

OVERHAULING RECRUITING

Applying Lean Six Sigma

By Rick Ayer, USAREC G2

Did you call a “hot” lead only to have the person tell you they just wanted the T-shirt and to please quit calling them?

Did you ever have to make four, five, even six trips to the MEPS with the same applicant because the paperwork wasn't right?

What about calling the recruiting station in Denver and asking them to get a local police check on your applicant in Miami because that's where she used to live?

If these and hundreds of other actions seem laborious, time-consuming, and just don't make sense sound familiar to you, then Lean Six Sigma may help to solve the problem.

When Secretary of the Army Harvey took the Army's highest position, he brought some experiences and knowledge from the civilian world that may prove especially beneficial to USAREC.

The Secretary has directed the Army to start implementing a business process improvement system called Lean Six Sigma. Recruiting was one of the Army's operations where the Secretary first directed the Army to focus its effort. As a result, USAREC has been driving hard since April to meet the Secretary's intent and reengineer the recruiting process. The results of these efforts may well prove to be the most significant overhaul of the basic recruiting process since Gen. Maxwell Thurman instituted the mission box.

What is Lean Six Sigma

Lean Six Sigma is the merging of two business improvement systems. Lean is a method for reducing waste in a process in order to decrease time or increase productivity. Six Sigma is a method for reducing variation in systems so that, on average, the system performs better. Put together, these two systems assist in making processes more stable, productive, and efficient.

In order for Lean Six Sigma to work, however, USAREC must review every process, practice and system to root out waste, redundancy, and inefficiencies. To complete this daunting task requires personnel, training, and resources, plus the cooperation and support of all the members of the USAREC team — leaders, Soldiers, civilians, and contractors — in a command that is historically resistant to cultural change.

USAREC began its implementation of Lean Six Sigma in April with training for leaders and staff at USAREC Headquarters and our partners from Accessions Command. After

training, USAREC tackled its first Lean Six Sigma event: the Recruiting Value Stream Analysis or VSA. A VSA is a three-day event where subject matter experts from the Recruiting and Accessions Command field and staff come together with external players, from Army G1 and G8, to evaluate the overall recruiting process and begin to develop a road map for reengineering recruiting.

Every Step of the Process Is Mapped Out

During a VSA, every step of the process is mapped out so that nonvalue added steps, basically waste, are identified and eliminated. Measurements of how effective the process currently is are estimated, and then a new process is developed to eliminate the waste through a step-wise methodology that forces out of the box thinking.

At the end of the VSA, an action plan is developed that maps a program of improvement through three types of actions: Just Do Its, Rapid Improvement Events (RIE) and Projects.

A Just Do It

A “Just Do It” is an action that doesn't require study or extensive work, just a decision. A Rapid Improvement Event is a five-day event where experts come together and focus on one portion of the process where a standardized method for executing the process needs to be developed. Projects are used to make extensive revision to parts of the process where a simple decision or standardizing the work won't suffice. The initial planning horizon for a VSA is to make those changes that are possible to implement within 12 to 15 months.

So what did USAREC's Value Stream Analysis produce? USAREC's first VSA produced seven Just-Do-It actions, 11 Projects, and five RIEs. We have completed three of the Just-Do-It actions and three of the RIEs with most of the projects already working.

The RIEs and Projects will drive some significant changes in

how USAREC conducts business in FY 07 and the future, as well as starting to make some positive changes immediately.

Redesigns the LEADS System

A redesign of the LEADS system is aimed at reducing ineffective and wasteful leads providing recruiters what has been known as a “Glengarry, Glen Ross” or hot lead. Standardizing and reengineering the work that occurs from the first appointment until the conduct of the physical will greatly reduce wasted time for recruiters and applicants alike. It focuses on taking the ASVAB online, conducting background and police checks online, streamlining and automating the waivers process, and scheduling of physicals with local medical professionals instead of lengthy and often time-consuming trips to the MEPS.

Over the next year, USAREC is going to look at complete in-processing through swear-in at local “mega-stations” or at the company, a revamping of how we maintain and contact our Future Soldiers and conduct FS functions, and being able to ship directly from the station as opposed to the MEPS.

Prior to the VSA USAREC calculated that it took 32 steps for most recruits to enter the Army. Only 11 of these steps were value added. The future process has only 11 steps: a 66 percent reduction in steps that produced a 40 percent reduction in the time it takes to get an applicant through the process and a 30 percent reduction in the time it takes face to face with an applicant. The future state also reduced the number of approvals in the recruiting process from 27 to 14 and the number of

Prior to VSA

32 steps for most recruits to enter the Army
27 approvals in the recruiting process
47 handoffs of information or applicants

In the Future

11 steps for most recruits to enter the Army
14 approvals in the recruiting process
14 handoffs of information or applicants

handoffs of information or applicants from 47 to 14: 50 percent and 70 percent reductions respectively.

Over the next few months, the Recruiter Journal will begin to highlight some of the Lean Six Sigma events to provide its readers an understanding of where the command is heading as far as overhauling the recruiting process. This month will focus on the waivers process, while next month will cover leads generation and development as well as the positioning and missioning processes.

What’s the Goal

The goal of Lean Six Sigma is to reduce waste and variation in the recruiting process to make it more efficient and effective. The overarching goal is to ensure the future success of this command, in any recruiting environment, in achieving its Army mission and filling the ranks of the future force.

Mission box will still be the standard but Lean Six Sigma will assist us in maintaining that standard now and into the future!



Doug Jarmusz (center), a facilitator with Simpler Corp., listens to team members as they follow the Lean Six Sigma process to solve critical organizational issues, such as leads generation and development. Photo by Walt Kloeppel

the Waiver Process with SixSigma

Learning

By Mike Nelson, Analysis Branch Chief, G3 Operations

First stop on the Lean Six Sigma road to re-engineering is the waiver process. On an annual basis, Recruiting Command processes more than 20,000 waivers. Some have suggested that if the command did away with waivers it would be better off. However, the fact that nearly two-thirds of the waivers are approved — roughly 12,000 — shows the importance of waivers to our mission.

Why do waivers?

If we could perfectly identify the applicants that would make a successful Soldier from those who would not, the waiver process would not be needed. Today's screening criteria on medical, moral and personal factors are a protection for the Army from enlisting people who may not be physically capable of performing as a Soldier, morally suitable for the trust required of Soldiers, or that may have personal situations that are incompatible with life as a Soldier. Still, many applicants who fail these filters may actually have a good chance of succeeding. For these applicants, we use the waiver process to examine

Current 12 Step Waiver Process

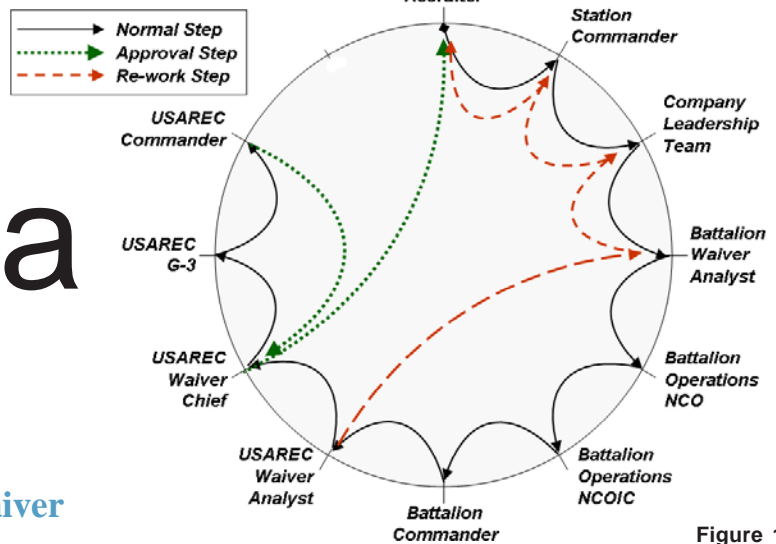


Figure 1

in extra detail their reason for disqualification to consider the risks if they were allowed to enlist.

The Rapid Improvement Event

During May 16-20, USAREC conducted a waiver rapid improvement event. The team consisted of 15 people representing all aspects of the waiver process from battalion to Army G1. There were recruiting experts, waiver experts from every level, USAREC and Army policy analysts, and ARISS systems experts.

The mission of the rapid improvement event team was to lean the waiver process and posture it for future Six Sigma improvements. The team first made a thorough evaluation of each step or touch point in the waiver process from start to finish. Then the steps were validated as adding value or not adding value — waste. At the same time, each step was examined for the type of mistakes that occur — these were called defects. Once that was accomplished, brainstorming and creativity were brought together to visualize how the system should work. This ideal system then became the template for making an action plan for change to eliminate the waste and reduce the defects.

Finding Waste in the Process

The team started by mapping the current process for a USAREC waiver, not including medical. The 12 touch points or steps are shown starting the process when the recruiter initiates the waiver request to the station commander and ending the process when the recruiter is notified electronically of the decision on the waiver request.

An example of a nonvalue added step shown in Figure 1 is when final decision occurs on behalf of the commanding general. Instead of immediate notification of the decision to recruiter level, the waiver is returned to the USAREC waivers chief — a backward step. This last step does not add value and could lead to delay in notification.

The red arrows show the typical steps required when a defect occurs. Ideally, each waiver would be initiated with evidence presented so that all questions were answered. A common defect is missing documents; whatever level identifies that documents are missing returns the waiver without action all the way back to the recruiter. The waiver is re-routed along the same path. The backward steps and the re-work at every level is waste.

The rapid improvement event team used the mappings of the process to lay a critical eye on every step to propose changes that would eliminate the waste and improve the accuracy of the process. Figure 2 shows the process as proposed by the rapid improvement event team. Four touch points were removed. These steps were non-value added and in some cases redundant. Some changes will require regulation or policy changes; some changes will require greater authority in certain positions; and some changes require modification to Guidance Counselor Redesign.

The biggest surprise came when data from the waiver workflow showed that the majority of waivers were being initiated in the 'system' at the battalion level and not at the recruiter level. A manual system from the recruiter to the battalion is still in place. The definition of a defect was expanded to include waivers that were not initiated through automation at the lowest level.

The manual process is being used because the automation for waivers does not fully support the process. For example,

routing a waiver through the company headquarters for review requires a manual process since the electronic documents could not be viewed by the company commander or first sergeant. The work around was to fax it to the company. The documents and the company recommendation are forwarded to the battalion waiver analyst. Then the station and the analyst would communicate directly on needing additional documents to ensure the waiver request was complete. Once the analyst had all required documents, they would initiate the electronic waiver.

Other Ways to Further Reduce Waste

The rapid improvement event team also looked at the rules governing waivers and processes available to the recruiter. This generated a list of tasks and projects that will require time and resources to enact:

Eliminating Conditions Requiring a Waiver. A complete review of the thresholds specifying which law violations require a waiver; in some cases the dollar amounts of citation needed an increase to reflect today's economy. Traffic violation waivers were eliminated completely as were charges that were dismissed with court costs only as a penalty. Other types of changes were also recommended that require staffing and approval from Army G1.

Change the Process by Which Recruiters Conduct Police Background Checks. An immediate change was made to allow recruiters to use online police checks. This is followed by a more long term goal of allowing an automated background check, like live-scan, after the interview and before processing begins. This would give the recruiter knowledge of any law violations that were not disclosed by the applicant prior to processing.

Automated Moral Waiver Screening. Once an applicant's personal history and criminal record is entered into the system, the system could determine if and what type of moral waiver is required. For those requiring a waiver, an automated checklist would guide the recruiter through the required documents. Once all the information was uploaded, the automated waiver request could be forwarded for approval.

Process Measurements

For the first time, USAREC was able to capture process measurements reflecting how the waiver process performs. Most waivers were submitted at the battalion level so that the steps of processing from station through the company to the battalion were not counted. So the amount of time a waiver was manually bounced between battalion and station is not reflected.

The waiver rapid improvement event initiated the re-engineering of the waiver process. Many of the changes that were proposed were 'Just Do Its' and have been accomplished. Some are involved in new Guidance Counselor Redesign and ARISS releases that will be out in the next few months. Some may take a year to see final implementation. As soon as each incremental change occurs, the change leads to a more streamlined process that is less prone to waste, re-work and waste.

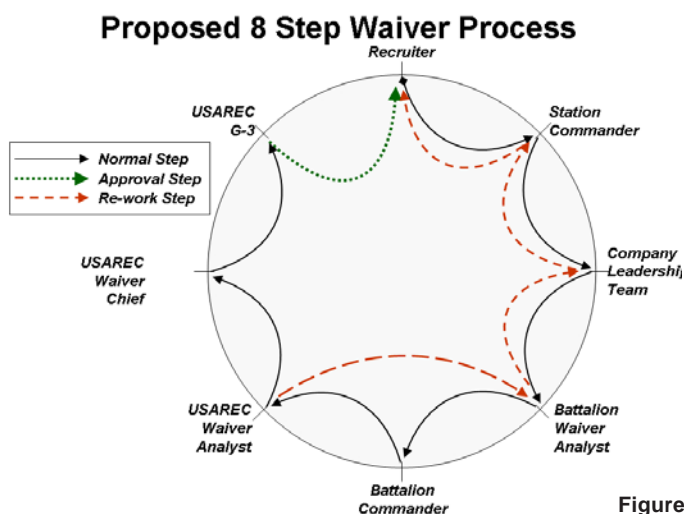


Figure 2



Taken by Storm


Story by Walt Kloeppel, RJ Associate Editor

We've all seen the aftermath of destruction left by Hurricane Katrina. But how has it affected recruiting in the New Orleans area, as well as the surrounding Gulf Coast areas? And more importantly, how has it personally affected our recruiters and their families?

Before Katrina smashed the Gulf state shores with its Category 4 might on Aug. 29, New Orleans Recruiting Battalion commander, Lt. Col. Eric Keys, ordered Soldiers, USAREC personnel and their families to evacuate 48 hours prior. State evacuation planned routes, called contraflow, turned all major highways leading away from the coast into one-way traffic heading away from the area. Depending which route one was funneled into, those evacuees went as far north as Memphis, Tenn., and as far west as Dallas, Texas, to stay with friends, family or in motel rooms. Because of the devastation of their community, Soldiers and DOD civilians were told to report to Fort Polk, La., by Sept. 2. Forty-one members of the New Orleans Battalion and their families had to be sheltered in emergency housing at Fort Polk.

Sgt. 1st Class Scottie Leblanc, station commander of Slidell Recruiting Station was one of the evacuees.

“Support from Fort Polk was great, we couldn’t ask for



more. By Friday morning, the garrison sergeant major had a meeting with all of us. Different services came in and told us what they could offer. Saturday morning, those Soldiers that were displaced were able to sign for housing. The chaplain's office provided clothes, \$50 gift certificates for the commissary and the PX, so that those Soldiers could get some type of normalcy while they were away and wondering how their houses were in New Orleans or wherever they lived," said Leblanc. The emergency housing was provided with barracks furniture, while the Army Community Service provided microwave ovens, TVs, and pots and pans.

Military family members ordered to evacuate military installations in Louisiana, Mississippi and Alabama were authorized Safe Haven. The Safe Haven program allowed family members whose homes were declared uninhabitable to select alternate housing anywhere in the continental United States for 180 days. This also allowed spouses and dependents to draw per diem rate while they were displaced. Soldiers were put on TDY status.

By the following week, Soldiers of New Orleans Battalion started returning to the area and assessing the damage to their homes and their stations. Leblanc said about 20 Soldiers from his company formed a cleanup crew and went to each recruiter's home to chainsaw down trees and clean up debris. Obviously the mission for the New Orleans mission has shifted so the recruiters have had to switch hats for the time being, including Leblanc.

"I'm the station commander of the Slidell recruiting station, that's my job" said Leblanc, "But since Slidell recruiting station is not able to be open at the time, my first sergeant lost everything, so what I'm doing is sitting in as the field first sergeant right now, working the production piece of it for the company so that he's able to go in and salvage what he can from his home."

The recruiting stations themselves fared for the worse. Seven out of eight in New Orleans Company were damaged and inoperable. The New Orleans MEPS and AMEDD building are closed indefinitely. Houma was the only station to survive intact. Degrees of damage from station to station varied from damaged roofs and flooding, to entire walls crumbled down.

What about the shippers?

"We were out for a week, cell phone networks were out. Cell phones were worthless, but they (shippers) were

calling the 800 number, they were going online, finding out information," said Leblanc. "They were finding out the number to the TOC and calling there to get information about how they could still ship to the Army. Some of these people were from those areas they evacuated, had no idea if their houses were still standing, but still felt that duty to call and find out what they had to do to ship away to the Army. We had people showing up at different MEPS around the country, different stations, and they were able to ship off," said Leblanc.

USAREC took all of the New Orleans shippers and pushed them out to Sept. 26. "For our company, we had 17 shippers that were moved out and didn't ship off already from somewhere else," said Leblanc. "Of those 17, we've been able to contact 16 of them. The 16 that we've been able to contact are ready to go to Houston and ship off to the Army. Logistically, it's been a nightmare, but everything is starting to fall in place. Every day more things go into place and make life a little bit easier on us as far as recruiting operations."

2d Brigade status

At press time, Jackson Battalion was still in the recovery stage. Gulfport's old recruiting station was non-operational, and the new station sustained some damage. Eight of their GOVs were damaged. Nine Soldiers had homes either totally destroyed or heavily damaged. Temporary homes have been found for all Soldiers and their families. Jackson and Memphis MEPS are fully operational.

The mission remains strong

According to Rick Ayer, assistant chief of staff of G2, USAREC, the mission for 5th and 2d Brigades has not faltered. Other area commanders and recruiters have stepped up to the plate to take up the slack, keeping the mission on line.

"When New Orleans got hit, the others stepped up to help New Orleans out during that time. The northern companies of New Orleans continued to produce. And then the other battalions all stepped up. Brigade came in at 99 1/2 percent. They've done well," said Ayer.

And then came Rita

About the time the Gulf Coast battalions started to get back on their feet, Hurricane Rita delivered the second one-two punch. Once again, some area Soldiers and their families had to evacuate threatened areas. Though not as devastating as Katrina, it caused major flooding in the Gulf area. More to come in the next issue of RJ.

The Gate Keeper

Nashville Battalion XO holds key to quality control

By Mary Kate Chambers, RJ Associate Editor

Recruiters stay lined up outside Maj. James White's office. His role as Nashville Battalion's quality control manager means questions about policies on anything from tattoos to waivers to the Lautenberg Amendment are often left to him.

And White is keeping a tight reign on enlistment standards, said Mark Pedron of the Enlistment Standards Division.

"The Nashville Recruiting Battalion is one of the best battalions ESD has inspected within USAREC in the last 12 months," Pedron wrote in a report on the unit's unannounced check-up.

"The Nashville XO should be utilized to teach other new XOs on the proper methods to conduct Volume II analysis, recruit with integrity and implement recruiting processes to reduce false production."

The Enlistment Standards Division regularly inspects six to 10 stations within each battalion for suspected improprieties. And unlike the inspector general, actions from ESD are punitive.

White is doing "a very good job" ensuring quality processing, Pedron said. The July inspection at Nashville Battalion found very few suspected improprieties and errors in files. Pedron attributes that to White's background.

"He's a signal officer, so he's really up on computers, and he's got an analytical mind," said Pedron, inspections chief.

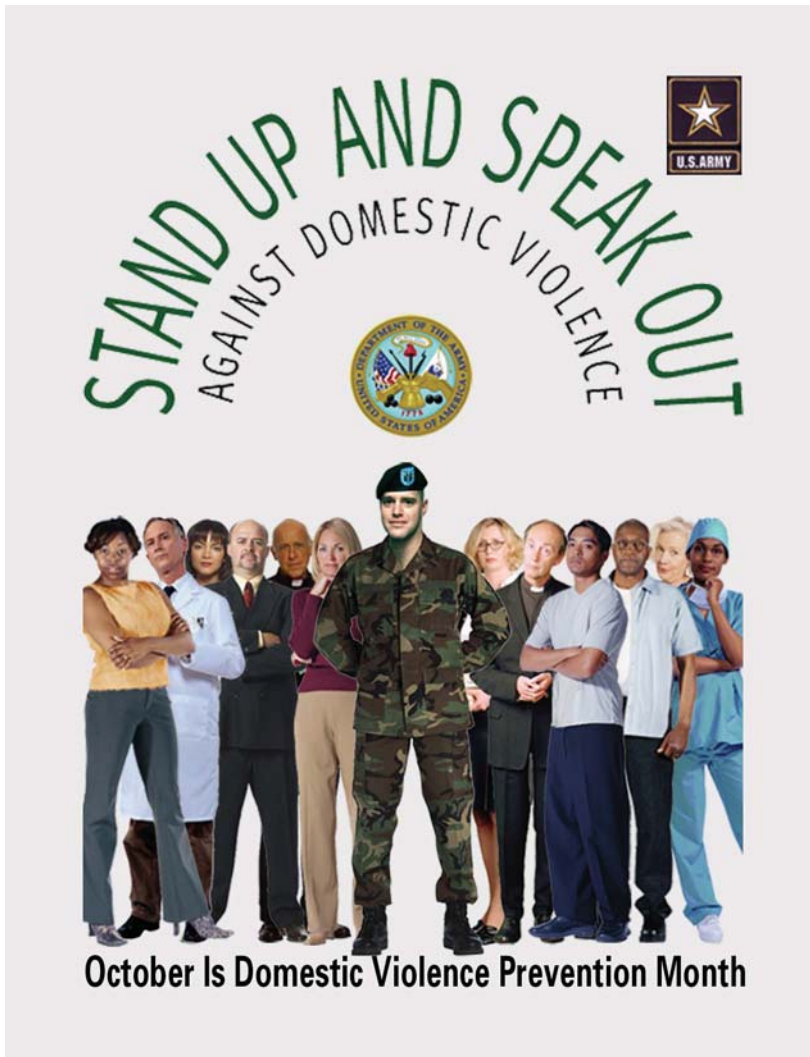
In fact, White likens the scrubbing of reports to his past assignments monitoring networks in Afghanistan.

"You're always doing analysis to see where you're losing bandwidth. It's the same here, in a different sense," said White.

Such scrutiny of enlistment data is essential to spotting possible noncompliance with regulation, said Pedron.

To other executive officers, White stresses "being knowledgeable of the systems like GCR so you can go look at the applicant's records, and two, understanding exactly the systems and how they work" so you're aware of USAREC messages, regulations and what requires a waiver.

"The recruiter's going 90-to-nothing out there most of the time," White said. "A lot of times it's not a recruiter trying to do something wrong, it's a recruiter not understanding the right thing to do," when a violation arises.



By Jack Nix, Family Advocacy Program Manager

Our Army is engaged globally in critical missions. The challenges are great, and USAREC plays a vital part in recruiting Soldiers for these missions. Whenever or where domestic violence occurs, it undermines the mission of the Army. Prevention of domestic violence is a year-round mission for each of us.

Every October, the Army joins its fellow services and our nation in recognizing the importance of preventing domestic violence. The theme this year — “Stand Up and Speak Out Against Domestic Violence” — emphasizes the fact that prevention begins with each of us as we change our attitudes about domestic violence by taking the right actions to protect and assist victims, as well as retraining perpetrators of abuse. We can make a difference and impact the lives of those affected by domestic violence.

So what is Domestic Violence Prevention? Let’s take a closer look at each of these words individually. “Domestic” refers to the fact that the abuse is perpetrated upon family members by family members. The impact of abuse by a family member — a ‘loved one’ — has a far greater effect on the victim because there are emotional, financial and dependence issues. Victims ask “Why?” or “How?” could he/she do this to me, “Doesn’t

he/she love me?” The abuse impacts all members of the family, even if they are not directly involved in the incident.

“Violence” is often misunderstood and underestimated. The definition of violence goes far beyond the simple meaning for physical injury to the victim. Even physical injuries are often not seen — internal bruising and bleeding or broken bones. Beyond the physical injuries are emotional scars that often remain with victim throughout their life.

“Prevention” is the key word. While having excellent programs to protect and assist victims of domestic violence, there must also be programs to train the perpetrator in effective communication, discipline and problem-solving skills in order to prevent a reoccurrence and/or escalation of the violence. Providing domestic violence awareness education to Soldiers, family members and civilians can help prevent domestic violence.

Prevention begins with each of us. Prevention begins in our homes — when life places undue stress on our families, we need to recognize it and take action to keep it from negatively impacting our families. Seeking assistance and counseling is not a

sign of weakness, but a sign that we desire to strengthen our family unit.

Prevention also means taking care of our fellow Soldiers and co-workers. When we see a friend or co-worker under stress, we need to encourage them to take time off or seek professional assistance if needed.

Together we can prevent domestic violence and make a difference that strengthens families and relationships.

Everyone needs to *stand up and speak out* against domestic violence.

- S**oldiers do not put up with domestic violence
- T**ake action and report
- A**ccept no excuses
- N**ever ignore the signs of abuse
- D**evelop a strong community response

- U**phold the rights of victims
- P**articipate in prevention – do not be a bystander

Whenever and wherever domestic violence occurs, it undermines the USAREC mission. Therefore, everyone in USAREC needs to take a stand against domestic violence and speak out. It is a year-round mission to prevent domestic violence.

Sleep Management and Soldier Readiness: A Guide for Leaders and Soldiers

By Justin Curry, Army Center for Health Promotion and Preventative Medicine

Like food, water and air — sleep is a necessity. When we don't get enough sleep, our performance suffers and we put both ourselves and our fellow Soldiers at risk. To make matters worse, the effects of sleep deprivation sneak up on us. In other words, when we don't have enough sleep, our ability to judge the impact that sleep deprivation is having on our abilities and performance decreases. Sleep deprivations may lead to:

- Falling asleep at the wheel
- Administering the wrong medicine or the wrong dose
- Failing to recognize a threat or reacting too slowly to it
- Transposing digits while entering coordinates into a fire-control system.

More generally, a sleep deprived Soldier may make bad tactical decisions. The bottom line is that sleep deprivation can get Soldiers killed!

Sleep Deprivation and Performance

The longer we go without sleep, the poorer our performance on any number of tasks. In general, we can sustain normal performance without noticeable impairment for about 16 hours after waking up. After 16 hours without sleep, we begin to see a noticeable decrease in our performance. By the time we have been awake for 24 hours, our reaction time is worse than if we were legally intoxicated. After 28 hours without sleep, our performance becomes significantly impaired with the likelihood of critical errors rising to an unacceptable level.

Sleep Management

To sustain performance over the long haul, you and your Soldiers need at least six and preferably seven to eight hours of sleep out of every 24. Less sleep than this and Soldier performance will degrade over time. Getting four to six hours of sleep every 24 hours will keep Soldiers in the Amber Zone (where the risk for mission critical errors is increased but still at acceptable levels) for periods of up to several weeks. Getting less than four hours of sleep will keep Soldiers in the Red Zone (where the risk for mission critical errors is unacceptably high). Sleep doesn't have to be continuous — while it is preferable to give Soldiers uninterrupted sleep time, several shorter sleep periods that add up to six to eight hours will likely be adequate.

Tips for Soldiers

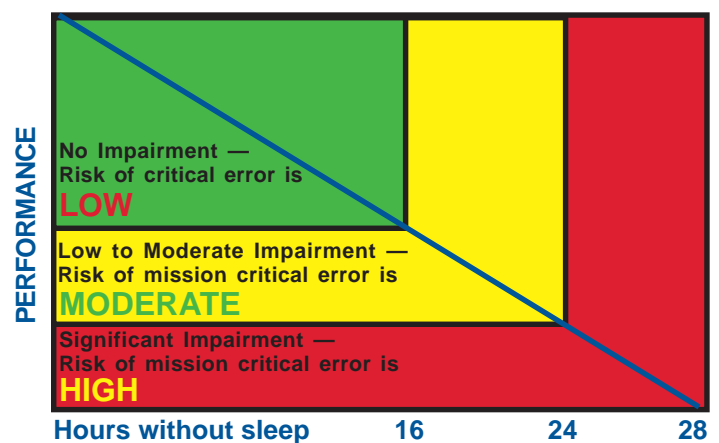
- Don't sleep in areas where there is regular activity;
- When sleeping, minimize exposure to noise and light — wear earplugs and use blackout shades;
- Avoid over-the-counter “sleep aids,” — they cause grogginess but not actual sleep;
- Sleep whenever you can — even a little sleep is better than none, and several “catnaps” can add up quickly.

Tips for Leaders

- Develop a unit sleep management program that gives Soldiers at least six and preferably seven to eight hours to sleep every 24;
- Soldiers trying to sleep during the day require longer (or more frequent) opportunities to sleep to compensate for the body's normal reaction to sleep cycle disruption;
- Never put your Soldiers in a position where they must choose between sleep and something else they would enjoy;
- Arrange sleep schedules that give Soldiers opportunities to sleep at a consistent time

Remember, your performance begins to suffer as soon as you start losing sleep. If you are struggling to stay awake, then your ability to function is already impaired.

If sleep loss can't be avoided, use caffeine — drink the equivalent of two cups of coffee (~200 mg of caffeine) every two to four hours. Caffeine will help maintain performance even in the face of moderate sleep loss.



National Scout Jamboree

Right: Sgt. 1st Class Don Majors, AMEDD station commander, Oklahoma City, assisted with the Army Marksmanship Trainer as Scouts filed by picking up copies of the Army Game. Below: Sgt. 1st Class Robert C. Goethals, ASB exhibit specialist, talked to parents while they wait to enter the Aviation Van. Photos by Ralph Krulder



USAREC recruiters and Accessions Support Brigade personnel got the Army story out as they helped host the 2005 National Scout Jamboree at Fort A.P. Hill, Va., this summer. The program brought more than 31,000 Scouts, 3,500 Troop Leaders, 7,700 volunteer staff members, 350 international Scouts and 20,000 visitors to Fort A.P. Hill.

Scouts got hands on with the Aviation Support Van, Mobile Exhibit Vehicle, National Science Center Van and tested their shooting skills with the Army Marksmanship Trainer. Each Scout who went through the Marksmanship Trainer also received a copy of the new Army Game.

Weapons simulator gives experience to Future Soldiers

Story and photos by Chris Wilson
Oklahoma City Battalion

Law enforcement students and Future Soldiers experienced the Firearms Training Simulator at Fort Sill, Okla. The FATS demonstration was coordinated by U.S. Army recruiters, Great Plains Technology Center's law enforcement program and Fort Sill's Emergency Services to provide area students with a look at law enforcement and military careers.

"I've been trying to set this up for a long time," said Staff Sgt. William Morrow, the recruiter who helped organize the event. "This is a great opportunity to show how military and law enforcement train for these situations."

Morrow also used the system's firing range feature to familiarize new enlistees with rifle qualification in basic training. The FATS system at the demonstration supported a handgun, a pump-action shotgun and an M-4 rifle.

Law enforcement cadets, Future Soldiers and students got a chance to try FATS system. High school students got to take a look at a future in the Army or with law enforcement.

The Firearms Training Simulator uses a linked set of computers, projectors and cameras to generate life-like situations. Users react to the scenarios, giving verbal commands, deciding if lethal force is authorized, and if so, firing accurately to stop the threat.

"These scenarios were designed from situations police officers have faced in the line of duty," explained Capt. Duane



The Firearms Training Simulator lets two people try the scenarios at the same time.

Bestul, director of the Training and Investigation Division of Fort Sill's Emergency Services.

The action is displayed with videos of filmed actors in a variety of situations. The FATS technology allows the simulator operator to choose several branches in the scenario, providing a unique and interactive training experience.

"The purpose of this system is to teach decision making," Bestul explained. "Just because you're holding a gun doesn't mean you have to use it."

Even with a few mistakes, the students were excited about the FATS demonstration.

"It was exciting," said Joshua Gordon, a law enforcement cadet and Future Soldier. "Everything happened so fast." Gordon has enlisted in the active Army in counter-intelligence.

"That was a rush," said Justin West, a junior from Elgin. "You never expect a traffic ticket to turn into a shootout."

Recruiter-father finds life imitates advertising

By Leslie Ann Sully
Columbia Battalion

Sgt. 1st Class Randolph Valentino Allen Jr. had his own real-life Army commercial in his home recently.

His 19-year-old son, Randolph Valentino Allen III, said, "Dad, I've been doing some thinking." He told his father that he had decided to enlist in the Army. Randolph III, a graduate of Dorman High School in Spartanburg, S.C., started living with his father last year and has been working two jobs.

"He started to see how much work he was doing for such little pay," Allen Jr. said.

The 20-year Army veteran applauded his son's decision.

"I think the Army will be good for him," Allen commented. "I know it's been great for me."

His son plans to follow in his father's footsteps and go into an aviation career, enlisting as an aircraft power plant repair specialist. His grandfather and mother have worked in the same field too.

"It's cool that I'll get to fly and get trained to work on the aircraft," said the younger Allen.

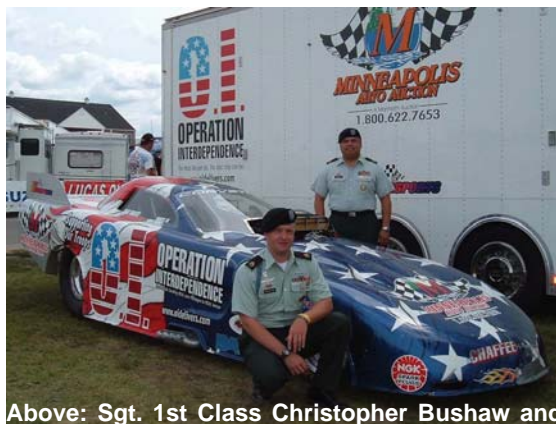
At first his mother, Sherry Ann Loody, was worried about her only son.

"I told her everything was going to be OK — if I am not worried about it, then you don't need to be either," Allen III said.

His father agrees. "He can see himself moving forward now — his face lit up when he got the job he wanted," Allen Jr. said.

Just like the new Army commercial — life can imitate advertising.

Around the Command



Above: Sgt. 1st Class Christopher Bushaw and Sgt. 1st Class David Rieger of Minneapolis Battalion posed with an Operation Interdependence car. *Photo by Michele Johnson* Left: Sgt. 1st Class Scott Link, St. Cloud State University OCR, supported the U.S. Army race team at Brainerd International Raceway, Minn. *Photo by Michele Johnson*

Below left: Future Soldiers took the oath of enlistment at the Vikings' Metrodome in Minneapolis. *Photo by Ken Plant*

Below: Staff Sgt. Terry Mattke, Sgt. 1st Class Buel Needs, country singer Toby Keith, Sgt. 1st Class Michael Smith and Capt. Gregory Dorsey conducted an on-stage recruiting promotion in Sioux Falls, S.D. *Photo by Sgt. Jacob Sacman*



Ogden Company hosts AFTB class for spouses

By Kathy Clark
Salt Lake Battalion
Army Volunteer Corps Coordinator

During quarterly training, Ogden, Utah, Company CLT invited Army Family Team Building instructors to teach a class for spouses who also traveled to the training site. A class for spouses was held on July 30, for Ogden, Company personnel. More than half of the spouses attended.

Ginger Saltz conducted a class about stress management. The goal was to help attendees evaluate sources of stress as being either positive or negative and identify physical and psychological symptoms. They were also provided with recommendations for stress management techniques. Following the class, Tina Hatch led the attendees in an exercise to brainstorm other ways of dealing with stress.

Kim Robb presented a class on adapting to change. Attendees were provided with ways to deal with change to discriminate between being identified as a “change master” rather than a “change victim.” The four phases of change were discussed, with class participation on personal experiences to help others deal with the inevitable change.

At the conclusion of the class, the Ogden CLT accepted a thank you for including AFTB in their training agenda.



Kathy Clark presented Tina Hatch with an Army Family Team Building shirt at a class for spouses in Ogden Company. Photo by Jo Kinchington



Junior ROTC students get help with adjusting their safety equipment before riding in the 341st Reserve Engineering Company bridge erection boats.

Reserve engineers give Junior ROTC students a ‘fun’ look into Army life

By Chris Wilson
Oklahoma City Battalion

Ashley Langley and Clay Harvey cheered as the Army bridging boat raced over the lake. They were among 250 Junior ROTC students who got a look at Army life at an event coordinated by the 341st Reserve Engineering Company (MRBE) and Fort Smith, Ark., recruiters.

“The JROTC classes need to spend time with a unit every year, to see how they operate,” said Capt. Brian Bart, commander of the 341st. “I met several commanders when I spoke at their schools, and we started planning this event.”

The demonstration included a look at the company’s floating and fixed bridges, a ride in their bridge erection boats, a mine detection course and a run through the dummy grenade range. Recruiters also treated the students to T-shirts.

“It was a lot of fun,” said Staff Sgt. Terry Booth, a Reserve recruiter in Fort Smith. “It was a hot day. We got the kids wet on the lake and they had a good time.”

The Multi-Role Bridge Company displayed the equipment used for bridge construction. Students ran a grenade assault course and searched for simulated anti-tank and anti-personnel mines with

detection equipment.

Recruiters, including Capt. Daren O’Day, Sgt. Anthony Dato and Sgt. Schon Kirkland, talked with the cadets.

“It was a real success. We had several students interested in joining the Army,” Booth said.

“I’ve wanted to be in the Army since second grade,” Harvey said, a freshman from Colman Jr. High.

The event generated 30 potential recruits for the Army Reserve, two enlistments and some enlistments for other services. Another six recruits from the event are still working through the enlistment process.

“We generated a lot of interest with this event and had a lot of success,” Booth said. “We had even more kids interested, but they chose another service because of family traditions.”

“Everybody had a good time,” Bart added. “I know it was a big success for the recruiters, and it was good training for our Soldiers. If the JROTC programs are interested, we want to do it again next year.”

The event gave recruits a chance to see the Army up-close.

“The training really sold itself,” O’Day said. “This showed the Army better than any brochure or video could.”

'Rocky' brings Army medical experience to NFL's Raiders

By John C. Heil III
Sacramento Battalion

Emmitt "Rocky" Rochelle, who currently works as an X-Ray technician/medical assistant for U.S. Health Works and the Oakland Raiders, has had a long and distinguished career in the medical field. He attributes much of his success to the training he received as an Army medic from 1958-1962.

Rochelle, who has worked for the Raiders as an X-ray technician since 1974, has more than 45 years of experience.

"The Army provides very extensive, excellent training," said Rochelle who ended his service as a staff sergeant (E-5 at the time). "You get out of it, what you put into it. They have the top of the line equipment. I got to learn all the physician assistant tricks to save lives."

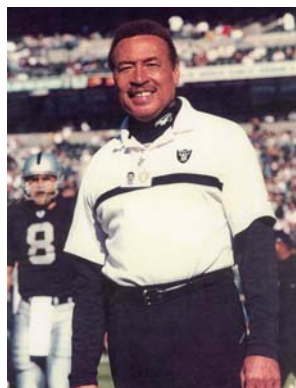
Rochelle used his GI Bill to go to X-ray school and also received a license to use a CAT scan.

After training troops at Fort Ord, Calif., Rochelle worked at the Baumholder 98th Medical Hospital at Norbrooke, Germany.

Rochelle is enthusiastic about what the Army has done for him in his life and is determined to help the Army recruiters out of the San Leandro recruiting station around the corner from where he currently works. Recruiters thought would be effective to have Rocky share his experiences in the Army and his pride of serving at an upcoming Future Soldier function.

"I will tell them (Future Soldiers) what the Army did for me," said Rochelle, who enjoyed drilling troops back in basic training in 1958. "I will tell them how good an Army career is – that you learn discipline."

"Rocky illustrates that there is no limit to what you can do



Emmitt 'Rocky' Rochelle, now with the Oakland Raiders, and in 1959 at Baumholder 98th Medical Hospital in Germany. Above left photo by Frank Denivi; Courtesy photo

with the training you receive in the Army," said Staff Sgt. Douglas Moorehead, recruiter at the San Leandro station.

Of course, Juanita Rochelle taught Rocky discipline as a tough Louisiana mother. "She told my CO that if I got out of line to let her know," said Rocky. "That was so embarrassing."

By chance, Rochelle treated the wife of the mayor of San Leandro, Calif. The mayor advises him that the Oakland Raiders needed an X-ray technician. This led to Rochelle setting up the first X-ray rooms and labs for the NFL franchise.

"Working with the Raiders is similar to the Army," said Rochelle. "It is just like a family."

"When the players get injured, I tell them they are not a football player ... they are my patient. When I tell them I am going to treat them like a patient, they are pleased."

Brothers serve their country

By Kris Goplen
Los Angeles Battalion

If you ask Jason or Nathan Hubbard why they joined the Army, their response overwhelmingly is "to serve our country."

Many people join the military for a number of reasons. Brothers Nathan C. Hubbard, 19, and Jason R. Hubbard, 31, of Clovis, Calif., have a special situation.

Their brother, Jared, joined the Marines in December 2001. He served and protected his country. During his second tour in Iraq as a sniper, Jared was killed by an IED on Nov. 4, 2004.

Since their brother's death, Jason and Nathan have been considering joining the Army.

"I wanted to join the Army and serve my country, we are at a time of war and I feel everyone should do his part," Jason said.

"I have been thinking about the military for over a year and when I lost my brother I knew I was joining," Nathan said.

"About three months after I lost my brother, I started seriously talking about it with Nathan, but we wanted to wait before we made our final decision to ensure it wasn't based on emotion. In early June of this year, we both felt the time was right," Jason said.

The brothers said their family and friends were "devastated"



Jason and Nathan Hubbard have joined the Army since their brother Jared, right, was killed in November 2001 in Iraq. Photo by Linnea Hubbard

when they first learned about their decision to enlist, but have since become supportive of the idea.

In early June, they came to the Clovis station and met with Staff Sgt. Darren Mayes to see what their options were.

"It is a real honor to be their recruiter. Words can't describe what they are doing. This is the true meaning of service to country," said Staff Sgt. Mayes.

Recruiters: Provide information about Assignment Incentive Pay program to applicants

By USAREC G-3/G-5

Since the inception of the Assignment Incentive Pay program in July, more than 3,000 Soldiers have enlisted for various units with critical shortages, improving the Army's ability to meet current missions at home and abroad.

All applicants should be told that if they are willing to enlist for an MOS that is currently available for an assignment to a unit that has been designated eligible for the AIP they can receive (in addition to all bonus amounts up to \$20,000) an additional \$400 per month for each month while assigned to an AIP unit, up to 36 months.

That's \$14,400 additional income.

Recruiters should not think that this is just an option for the guidance counselor shop to use; recruiters can provide this information to all qualified applicants so that they can ask for such an assignment when they go to MEPS for enlistment.

Soldiers who enlist for three or more years in a required skill may be eligible to receive AIP payments once they complete initial entry training and report to a designated priority unit with a critical role in current global commitments.

The Army has guaranteed units available which have been designated as AIP units.

Recruiters should use this incentive as part of their presentation of available benefits.

See USAREC Message 05-208 for the details.

Government travel card delinquencies

By Theresa Finerson,
USAREC G-4/G-8

The Commanding General is serious about government travel card (GTC) delinquencies. The number one cause for delinquencies is failure of travelers to allot sufficient funds in the Defense Travel System to cover charges on the travel card. The DTS is set up to automatically submit lodging, airfare and rental car fees to the travel card. If other purchases are made using the travel card, individuals need to specify additional payment to the GTC on their voucher. This can be done under the Additional Options, Payment Totals section within DTS.

Individuals may also prevent an impending delinquency by making payments on the Internet using www.myeasy-payment.com. Travelers need the account and security code found on their travel card as well as their bank routing and account numbers. These numbers can be found on the bottom of a personal check. This option is at no cost to the traveler and is a secure method for making payment.

Travelers are responsible for paying their travel card bill in full every month regardless of reimbursement. Reimbursement can be gained in a very short time—travelers just need to file their settlements in a timely manner. The current payment turn around time in DTS is 72 hours. Again, filing settlement vouchers in a timely manner (within five days upon completion of travel) and ensuring the split disbursement is sending enough money to pay off the travel card expenses is key to a successful program.

Should a traveler be experiencing system problems, they should contact their Agency Program Coordinator or Defense Travel Administrator for help. These individuals can be found at battalion, brigade and headquarters level Resource Management.

Zero delinquencies are an attainable goal — we currently have six battalion accounts that have maintained zero delinquencies for the entire fiscal year, some for a much longer period of time. Program coordinators need to manage their accounts at 30 and 45 days to prevent them from reaching 60 days delinquent.

Activity on the travel card should be monitored monthly. The purpose of the travel card is for government use only. Travelers using the card for personal use need to be counseled and their card deactivated. Soldiers who become delinquent will be flagged IAW CG Policy I-4. No favorable action can be taken while in a delinquent status. Changing the “corporate climate” on zero delinquencies will improve your command's success in this highly visible program.

Army kicks off All-American Bowl tour

By Beth E. Musselman
Army News Service

The U.S. Army kicked off the All-American Bowl selection tour Sept. 14 by announcing the first participant, A.J. Wallace, a student-athlete at Maurice J. McDonough High School near LaPlata, Md.

Gen. Richard A. Cody, Army vice chief of staff, presented him with the game jersey and his official invitation to play in the sixth annual U.S. Army All-American Bowl at the Pentagon



ceremony.

“The Army is about investing in people; one of our core competencies is developing young men and women and investing in America's youth. That is really what this All-American Bowl is about,” said Cody.

Wallace was joined at the ceremony by his parents, high school coach Dave Bradshaw, and legendary football coaches Herman Boone and Bill Yoast, who were depicted in the movie “Remember the Titans.”

“Coach Bradshaw, I salute you on what you have done for this team and with your players, such as A.J. Wallace,” said Boone.

Four hundred football players from across the country were nominated to participate in the all-star game. Selection officials at SportsLink, Scout.com and USA Today narrowed the nominations to the top 78 high-school athletes.

The tour will travel to each of the selected participants' hometowns and present them with the official game jersey.

“The connection between the athletes playing in this game and Soldiers that fill our ranks are both obvious and subtle. Both must be disciplined, physically and mentally tough, trained for excellence and a willing member of the team who will never quit and who will never accept defeat,” said Cody.

“A.J. understands what it means to be an outstanding member of a successful team. His performance on the field proves he places the mission first. Like our Soldiers, he takes pride in making a difference,” said Col. Thomas Nickerson, director of strategic outreach for

the U.S. Army Accessions Command.

Before the Bowl, the PARADE All-America High School Player of the Year, Ken Hall Trophy and the Walter Payton Trophy will be presented to two of the most outstanding players at the 2006 U.S. Army All-American Awards Dinner.

The winning team will receive the Herman Boone Trophy and the game's most valuable player will be awarded the Pete Dawkins MVP Trophy.

The East vs. West match-up will be played at the Alamodome in San Antonio, Texas, and broadcast live on NBC Jan. 7 at 1 p.m. EST.

For more information on the U.S. Army All-American Bowl, and to obtain tickets, visit www.goarmy.com or www.all-american-games.com.

Campaign focuses on prospects, influencers

By Donna Miles
American Forces
Press Service

Army advertising aimed at parents, teachers, coaches and other adults who influence young people's decisions regarding military service appears to be gaining momentum as part of the overall "An Army of One" recruiting campaign, the director of the Army's strategic outreach effort said.

The Army launched four commercials in April that specifically target adult influencers, an increasing number of whom have never served in the military and don't fully understand it or the benefits of military service, Army Col. Thomas Nickerson, of U.S. Army Accessions Command, said.

While no single aspect of the total campaign can be evaluated

separately from the others, Nickerson said, early indications are that in the months since the new ads began appearing, recruiting numbers and visits to the Army recruiting Web site are up.

"From just two or three months, we've seen some indication that the campaign as a whole is working harder for us," he said.

Nickerson called the new ads "the latest evolution" of the Army's overall recruiting campaign, which encourages prospective recruits and their adult influencers alike to talk to a recruiter to learn more about the Army and what it has to offer.

The program's goal is for prospective recruits to consider Army service and ideally, to enlist, he said, and for their adult influencers to support, and ideally, to encourage, that decision.

"It focuses on providing information to both prospects and influencers and, most importantly, encouraging them to seek more information about the tangible and intangible benefits of military service," Nickerson said.

In addition, he said, the ads "define what it is to be a Soldier and the value of becoming a Soldier."

The commercials build on a previous campaign launched during the 2004 National College Athletic Association basketball tournament. That campaign focused on what the Army can offer Future Soldiers — from money for college to job training and character building — in an effort to help parents understand why they should support their sons' and daughters' decisions to join the Army.

The newest ads portray moments ranging from a son telling his mother he's found someone to pay for college to a father praising his son who has just returned from basic training for

the positive ways in which he's changed.

Nickerson said the ads convey the story not portrayed in the 24/7 news coverage of the war on terror.

"What's not being told is the complete story — the value of becoming a Soldier and what a Soldier is all about," he said. "What we're also saying is that the Army will prepare your son or daughter to be successful in whatever they choose to do in life, not only today, but also for the future."

Leased government housing program

By Patty St.Amand,
Realty Assistant

The Leased Government Housing (LGH) Program was scheduled to cease after FY 05 but the Command was successful in retaining this valuable program. However, the eligibility criteria have changed.

Effective Oct. 1, personnel eligible for the program are single Soldiers E-4 and below, and married personnel in the rank of E-5 and below with three or more dependents (including spouse) and have a three-bedroom requirement, and E-6s with four or more dependents (including spouse) and have a four-bedroom requirement.

The Soldier must be signed in at the battalion before the application is processed.

Single Soldiers must be receiving BAH at the 'without dependent rate' and married Soldiers must be receiving BAH at the 'with dependent' rate. In cases of joint custody of dependents, only the military member who has custody for more than nine months per year is eligible.

Actual expenses, including utilities, must be greater than the monthly BAH.

Permanent duty personnel must be in a location that is greater than a one-hour commute from a military installation that has government housing.

Members are required to have at least 12 months remaining at their current duty station at the estimated date of lease consummation.

If adequate suitable housing is identified by the Corps but declined by the service member, they will be dropped from the program.

They cannot reapply for the program until they have orders for a permanent change of duty station. The service member fills out an application and turns it in to their respective battalion facility manager.

The service member must also submit a Statement of Understanding for Acceptance of Government Leased Housing. The service member's signature indicates that he/she understands the lease provisions.

A copy of the service member's PCS orders must accompany the request. In the case of a lease conversion, a copy of their current lease and utility bills are required. If the Soldier is in a lease that exceeds their bedroom entitlement, then the lease conversion will be denied.

Information is available from the battalion facility manager.

Army secretary urges youth to answer call to duty

By Staff Sgt.
Carmen L. Burgess
Army News Service

Secretary of the Army Francis Harvey returned to the home of his youth to thank those who helped shape him and to encourage others to give back to their community.

Accepting an invitation from his alma mater, Greater Latrobe Senior High School, Harvey spoke to more than 1,100 students and faculty about some of the changes that have taken place during the 45 years since he was a student.

“One thing that hasn’t changed in this city and our country, from the time of our founding fathers, through World War II and today,” he said, “is the desire by citizens of this city and throughout our country to make a difference by answering the ‘Call to Duty.’”

The event was part of the Army’s Call to Duty speaking campaign, which was initiated this past June to remind citizens that serving the nation is the greatest work in life—the noble calling to serve.

Harvey shared with the audience that he learned about the importance of serving the country from his father who was a member of many volunteer organizations and was recognized in 1967 with the Citizen of Latrobe Award for the impact he made on the community.

He urged students to also answer the “Call to Duty” by committing to being part of something larger than themselves, whether it be on the local, state or national levels.

“If young people don’t volunteer, there will be no one to defend our peace, no one to defend against an extremist enemy that hates our way of life and wants to return the Middle East to a feudal theocracy,” he said. “We cannot co-exist with them.”

Joining the secretary for his visit were three Soldiers whom he referred to as being part of the current “greatest generation” — Sgt. John Kruger, Spc. David Garver and Spc. David Haggerty. The three shared what drove them to volunteer to put themselves in harm’s way to

preserve the nation’s freedom and to help those oppressed to have the opportunity for freedom.

Kruger told the audience about his experiences while fighting in the War on Terrorism and the changes he saw from his first and second tours in Iraq.

During his second tour, he said it was “a greatly different Iraq, afflicted by a different enemy. This time instead of fighting against the uniformed Iraqi Army, we were fighting alongside Iraqi soldiers against terrorist elements much like the ones responsible for the attack on 9/11.”

He spoke of his personal experiences while on patrols through Sadr City, an area with “sporadic electricity and sewage covering the streets.”

“This city is inhabited by people who desperately want the help the United States is offering,” he said.

Harvey and Kruger both pointed out the efforts made, by Soldiers and civilians, in volunteering and bringing aid to the victims of Hurricane Katrina in the South.

“Thousands of rescue workers and Soldiers are helping others recover from the devastation and destruction of the hurricane,” said Harvey, as he recognized the dedication of the Army Corps of Engineers, the National Guard and Soldiers of the 82nd Airborne and 1st Cavalry divisions.

“It is those who have decided to take a stand and do the right thing who will win in the end,” said Kruger. “This might be fighting terrorists overseas, fighting fires or stopping crime in the United States. It could be something smaller, such as volunteering with the community.”

“No matter what you do to contribute,” he said, “remember that you could be the one to make a difference.”

The Way I See It

The TWISI program provides a means of communication from the field to headquarters, and from headquarters back to the field.

If you would like to share your ideas on ways to improve the recruiting process, clarify policies and procedures, or share initiatives, e-mail TWISI@usarec.army.mil.

All messages are answered by the USAREC chief of staff.

Selected messages will appear in Recruiter Journal.

DoD announces SGLI coverage effective Sept. 1

Department of Defense News Release

The Department of Defense announced the Servicemembers’ Group Life Insurance (SGLI) maximum coverage increased to \$400,000 on Sept. 1.

On that date, all members eligible for SGLI will automatically be insured for the maximum coverage of \$400,000. The monthly SGLI premium remains \$3.25 per \$50,000 of coverage, so the monthly premium for full coverage is \$26 beginning in September.

These changes will not affect coverage under Family SGLI, which will continue under previously existing elections.

A member, who wishes to retain the \$400,000 of coverage with beneficiary designations as before Sept. 1 *does not need to take any action*. The \$400,000 of coverage will apply along with the new premiums and beneficiary designations will remain the same as those in effect before Sept. 1.

Even members who had previously declined SGLI coverage

or elected less than the maximum coverage were automatically covered for \$400,000 on Sept. 1. If they wish to again decline or reduce the coverage, they must complete a new SGLV 8286 form (September 2005 version) indicating the amount of coverage desired including no coverage if applicable.

If the member properly completed and submitted the form before Sept. 30, the member is not be liable for the September 2005 premium associated with the reduced or declined portion of coverage.

This gives members 30 days to reduce or decline unwanted coverage without charge. Units will be asked to process elections as fast as possible to avoid the necessity for corrections in financial transactions.

The Defense Finance and Accounting Service will refund premiums deducted for coverage in September, when the member files a valid election to reduce or decline the coverage between Sept. 1-30, 2005.

The new SGLV 8286 form is available on the Department of Veterans Affairs Web site at <http://www.insurance.va.gov>. Entries can be made on the page and then downloaded.

Gold Badges

SEPTEMBER 2005

3RD AMEDD

SFC Alfred Chiasson

ALBANY

SFC Norman Allen

SFC James Carroll

SFC Dean Starnes

SSG Joseph Chryslor

SSG Mark Ramsey

ATLANTA

SSG Maurice Powell

BALTIMORE

SFC Raheel Alvi

SFC Leonard Anderson

SFC Malik Carlos

SFC Joe Cornish

SSG Jacob Bechtel

SSG Shamah Schmoke

SSG Michael Yost

BECKLEY

SFC Derrick Nesbitt

SSG Keisha Dash

SSG Kenneth Deaner

SSG Scotty Edgell

SSG Arnold Moore

SSG William Wyatt

CLEVELAND

SFC Todd Hall

SSG William Boykin

SSG Jason Rittichier

SSG Byron Warren

COLUMBIA

SFC Eric Andreis

SFC Christopher Wunsch

SSG Thomas Feagin

SSG Samuel Hoofkin

COLUMBUS

SSG Anthony Battista

SSG Junior Hazelwood

SSG Jeffrey Herold

SGT Andre Mosley

SGT Thomas Slomski

DALLAS

SSG David Green

SSG Kevin Hubbard

GREAT LAKES

SFC Frank Hernanadez

SSG Brian Gott

SSG David Lambert

SSG Michael Orosz

SSG Stacy Ritchie

SSG Timothy Robinson

SSG Vincent Schlais

SGT Jonathan Brown

SGT Mary Goodnite

SGT Savetta Wright Taylor

HOUSTON

SSG Robert Bacon

SSG George Dingle

SSG Samuel Hamilton

SSG Sharon Harvey

SSG William Henderson

INDIANAPOLIS

SSG Fred Hampton

SSG Christopher Morris

SSG Kimberly Veal

SGT Ryan Barkey

SGT Clayton Love

SGT Anthony Zupan

JACKSONVILLE

SSG Jose Plaza

SSG Donia Wallace-Doll

SGT Mark Curt

SGT Maurice Zapata

LOS ANGELES

SSG Christopher Lemperle

SPC John Peters

MID-ATLANTIC

SSG Edward Lee

MILWAUKEE

SSG Robert Hinterlong

MONTGOMERY

SFC Pete Mendieta

SFC Sharon Mayo

SFC Nicholus Randolph

SSG Larry King

SSG Oliver King

CPL Quinton Burrow

CPL John Hedgepeth

CPL Lavelle Moring

NEW ENGLAND

SFC Marcel Poulin

SSG Shawn Allen

SGT Jacob Dunlap

NEW YORK CITY

SFC Robert Augustus

SFC Laurence Colley

SFC Antonio Jenkins

SFC Jose Rivera

SSG Donnell Britt

SSG Warren Holt

SSG Collin Joseph

SSG Mark Pacheco

SSG Frank Schwartzberg

PITTSBURGH

SFC Samuel Parrish

SSG Stephen Kuehl

SSG Kevin Lake

SSG Raymond Seib

SSG Brian Steele

SGT Jason Macen

RALEIGH

SSG William Carmichael

SSG Carl McCord

SSG Damon Smith

SGT Dereck Eury

SACRAMENTO

SGT Veronica Acevedo

SGT William Buck

SALT LAKE CITY

SSG Michael Congdon

SAN ANTONIO

SSG Anel Baird

SSG Corey Corwin

SSG Timothy Goldstein

SSG Robert Mayberry

SSG Jeremy McLain

SSG Alfredo Paez

SSG Rodney Sims

SGT Christopher Schwope

SEATTLE

SGT Terry Taylor

SOUTHERN

CALIFORNIA

SFC David Boedeker

SFC Martin Contreras

SFC Patricia Dickson

SFC Erasmo Garza

SFC Enrique Lomeli

SFC Alfredo Pomales

SSG Kelly Jones

SGT Gilberto Gonzales

SGT Michael Stribling

ST. LOUIS

SSG James Harmony

SSG Stacie Hartgrave

SSG Joshua Levy

SSG Sterling McAlister

SGT Jason Byrd

TAMPA

SSG Nakeshia Brown

SSG Luis Reyes

SGT James Johnson

Recruiter Rings

SEPTEMBER 2005

ATLANTA

SFC Byron Armstead

SGT Joseph Kennedy

BALTIMORE

SFC Michael Alden

SFC James Barton

SFC Duane France

SFC Jacob Walls

SSG Joshua Brown

SSG Jerry Queen

CLEVELAND

SFC John Carlston

COLUMBIA

SFC Todd Williams

SSG Gerard Charles

SSG Jose Miles

DALLAS

SFC Frederick Smith

SFC Paulino Villanueva

SSG John Gaviriaaperador

GREAT LAKES

SFC Jerry Weese

SSG Laura Aneshansley

SSG David Bankston

SSG William Bickford

SSG Jeffrey Urquhart

HOUSTON

SFC Robert Gerace

SFC James Smalley

INDIANAPOLIS

SFC Jeffrey Fullerton

JACKSONVILLE

SSG Brian Kendall

KANSAS CITY

SFC Joshua McClure

MID-ATLANTIC

SSG Brant Warner

MINNEAPOLIS

SSG Stephanie Tschudi

Recruiter Rings

MONTGOMERY

SFC Robert Barfield
 SFC Andrew Hendrickson
 SFC Michael Phillips
 SFC Johnny Thompson
 SFC Galen Waddell
NEW YORK CITY
 SFC Stanley Bradley
 SFC John Camacho Jr.
 SFC Pedro Oliveras
 SFC Stephen Williams
 SSG Thomas Till

OKLAHOMA CITY

SFC Kelly James
 SFC William Rhodd
PITTSBURGH
 SFC Michael Collins
 SSG Timothy Kozik
 SSG Todd Schimp
PORTLAND
 SFC Bradley Hardesty
 SFC Daniel Lord
 SSG Franklin Buendia
 SSG Billy Oliver

RALEIGH

SSG Jose Lopez
 SSG Earnest Norris
SACRAMENTO
 SFC Geovanni Moreno
 SSG Bobby Bush
 SSG Elmer Foster
 SSG Jason Suggs
SALT LAKE CITY
 SFC Dallas Peterson-Ness
 SSG Matt Alexander
SAN ANTONIO
 SFC Chad Christenson
 SSG Jacob Lopez
 SSG Booker Newton

SEATTLE

SFC Kenneth Baird
 SSG Jeremy Zitzka
 SGT Cory Houston
ST. LOUIS
 SFC Freeman Ryland
 SFC Kevin Todd
 SFC Michael Todd
 SFC Andrew Treydte
 SSG Anthony Adkison
 SSG Irvan Loucks
 SGT Dustin Whetstone
TAMPA
 SFC James Curcio
 SSG Michael Miller
 SSG Kevin Walker

Morrell Awards

SEPTEMBER 2005

5TH AMEDD

SFC Gerald Bell
 SFC Michael Leeds
 SSG Raymond Sassano
ATLANTA
 SFC Gerald Reed
BECKLEY
 SFC Montie Albert
BALTIMORE
 SSG Eric Long
COLUMBIA
 SFC Walter Cieslak
 SFC Cynthia Encapera
 SFC Anthony Gist
 SFC Daniel Gorgan
 SFC Gregory Grant
 SFC Terry Murphy
 SFC Charles Seller
 SFC David Sloan
 SFC John Tijerina
DALLAS
 MSG James Suarez
 SSG Richard Rose
DES MOINES
 SSG Antwan Holden
GREAT LAKES
 1SG Randy Mullard
 MSG Albert Crawford
 SFC Larry Bovee

SFC Jason Stewart
 SSG Kevin McCann
HARRISBURG
 MSG Richard Slippy
HOUSTON
 SFC Christopher Perez
 SSG Manuel Ornelas
JACKSONVILLE
 SFC Reginald Smith
LOS ANGELES
 SSG John Espanola
MILWAUKEE
 SFC Edward Horner
 SSG Walter Borgmann
 SSG Eric Rasmussen
MINNEAPOLIS
 SFC Robert Cowden
 SFC Jason Powell
MONTGOMERY
 SFC Wallace Bias
 SFC William Hopkins
OKLAHOMA CITY
 SFC Charles Rock
 SSG Carlos Ayala-Pagan
 SSG Blas Loya
PITTSBURGH
 SFC Lawrence Gianangeli
 SFC Aaron Friday

PORTLAND

SFC Christopher Allen
 SFC Coby Heath
 SSG Michael Winters
RALEIGH
 SFC Mark Clementino
 SFC Eddison Cyrus
 SFC Linda Perry
 SFC Bryon Vickers
 SSG Lefear Richardson
 SSG Clifton Woods
SACRAMENTO
 SFC James Glenn
 SFC Ralph Guillermo
SAN ANTONIO
 SFC Nicolas Ornelas
 SFC Ricky Smith
 SFC Jacques Vercautrin
ST. LOUIS
 SFC Jennings Carter
 SSG Darin McDugle
SYRACUSE
 SFC Shawn Law
TAMPA
 SFC Cyndi Murphy



1. If an I-551 card was issued after 1989 how long does it remain valid?

- a. Six months
- b. Five years
- c. 10 years
- d. 20 years

2. DA civilians who violate or fail to comply with AR 601-210 are subject to disciplinary action under the Office of Personnel Management regulation.

- a. True
- b. False

3. Parental consent may not be obtained more than 30 days prior to the 17th birthday of the applicant.

- a. True
- b. False

4. Applicants who have completed one year of senior ROTC may enlist at what pay grade?

- a. E-4
- b. E-3
- c. E-2
- d. E-1

5. How many clock hours does an applicant need to equal 15 semester hours?

- a. 15 clock hours
- b. 150 clock hours
- c. 45 clock hours
- d. 675 clock hours

6. Who is the approving authority for an applicant who has received two, three, or four civil convictions or other adverse dispositions for a misdemeanor offense?

- a. Battalion commander
- b. Brigade commander
- c. Commanding general USAREC
- d. TRADOC commander

7. Vandalism of less than \$500 fine or restitution and no confinement is considered a misdemeanor offense.

- a. True
- b. False

8. The USAREC Command Surgeon will act on behalf of the commanding general, USAREC, for all medical waivers.

- a. True
- b. False

9. How long is the waiting period for an applicant who had confinement as a juvenile or adult for 15 or more days before he or she can process or submit a waiver?

- a. One year
- b. One week
- c. Six months
- d. 30 days

10. If an applicant has three or more years of JROTC what is the enlistment grade?

- a. E-1
- b. E-2
- c. E-3
- d. E-4

11. What is the DD Form 372 used for?

- a. Request for verification for birth
- b. Naturalization certificate
- c. Request for driver's license
- d. All of the above

12. Who is the approving authority for all dependant waivers?

- a. Brigade commander
- b. Company commander
- c. Battalion commander
- d. Commanding general USAREC

13. Which of the following charges may allow an applicant to enlist if currently on unsupervised probation?

- a. Criminal libel
- b. Unlawful entry
- c. Curfew violation
- d. Driving under the influence

14. If an applicant has joint custody of a dependant but isn't married, the applicant is qualified to enlist.

- a. True
- b. False

15. What DD form is used to perform police checks?

- a. DD Form 372
- b. DD Form 369
- c. MGB 22
- d. DD Form 214

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

Mission Box

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

RSM August 2005

Top Regular Army Recruiter

SGT Brian Bevins
Beckley

**SSG Shamanlall
Ramdass**
Atlanta

SGT George McCaulla
Columbus

SFC Anthony Roberts
Houston

SGT Patricia Lynn
Salt Lake City

Top Army Reserve Recruiter

SFC Steven Cragger
Albany

SFC Denis Brogan
Tampa

SSG David Tynan
Milwaukee

SFC Paul Nwoga
Kansas City

SSG Marcus Laird
Salt Lake City

Top Large Station Commander

SFC Nathan Billips
Kingsport
Beckley

SFC Raul Lemus
St. Petersburg
Tampa

SSG Anthony Marinaro
Lafayette South
Indianapolis

SFC Jimmy Bowie
Humble
Houston

SFC Kenneth Edwards
Eastport
Portland

Top Small Station Commander

SSG Scott Reed
Lockport
Syracuse

SFC Robert McGuire
Somerset
Nashville

SSG David Mathews
Plainwell
Great Lakes

SFC Michael Long
Poteau
Oklahoma City

SFC Paul Hatch
Rock Springs
Salt Lake City
SFC Robert Bishop
Longmont
Denver

Top Company

Europe

Savannah

Fort Smith

Wilsonville

Top Battalion

San Antonio

Top AMEDD

Southwest

Carolina

Ohio

San Antonio

Rocky Mountain

Answers to the Test

1. c. AR 601-210, Chapter 2-4
2. a. AR 601-210, Chapter 1-7
3. a. AR 601-210, Chapter 2-3
4. b. AR 601-210, Chapter 2-18
5. d. AR 601-210, Chapter 2-20

6. a. AR 601-210, Chapter 4-6
7. b. AR 601-210, Chapter 4-10
8. a. AR 601-210, Chapter 4-5
9. c. AR 601-210, Chapter 4-33
10. c. AR 601-210, Chapter 2-18

11. a. AR 601-210, Chapter 2-3
12. d. AR 601-210, Chapter 4-20
13. c. AR 601-210, Chapter 4-37
14. b. AR 601-210
15. b. AR 601-210, Chapter 2-11

Mission Box

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

RSM September 2005

Top Regular Army Recruiter

SSG Brent Owens
Beckley

SSG Calvin Clarke
Jacksonville

CPL Patrick Egan
Milwaukee

SFC Shaun Keithline
Kansas City

SGT Patricia Lynn
Salt Lake City

Top Army Reserve Recruiter

SFC Steven Crager
Albany

SFC Julie Mapes
Tampa

SSG Timothy Robinson
Great Lakes

SSG Wendell Green
San Antonio

SFC Jamie Barzana
Denver

Top Large Station Commander

SFC Henry Mabry
Colonial Heights
Beckley

SFC Kenneth Macon
Montgomery
Montgomery

SFC Christopher Cadell
Southgate
Great Lakes

SFC Andrew Privitera
North Omaha
Des Moines

1SG Ernest Sanchez
Pearlridge
Portland

Top Small Station Commander

SSG Warren Steele
Torrington
Albany

SFC Eric Norman
Andalusia
Montgomery

SSG Andres Villahurtado
Chicago

SSG Barrett Taylor
Miami
Oklahoma City

SFC James Minter
UTEP
Phoenix

Top Company

Europe

Anniston

Conroe

Top Battalion

Beckley

Houston

Top AMEDD

New York State

Florida

Minneapolis

Little Rock

Rocky Mountain

September's Top 10% of USAREC Station Commanders
will be listed in the December Recruiter Journal.

