

RECRUITER

United States Army Recruiting Command October 2006

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FutureSoldiers

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10 AM - 4 PM EDT

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September

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'Ship' Day
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RECRUITER Journal

U.S. Army Recruiting Command

October 2006
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Des Moines Battalion hosted an educators' tour at Fort Leonard Wood, home of the Army's Engineer, Chemical and Military Police commands.



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NSPS provides a streamlined, flexible civilian personnel system for DOD employees and their supervisors.

Mission Accomplished!

Thank you for giving this mission your very best effort. Whenever you walk off the field, completely exhausted and without an ounce of energy left, you know that you've given it your all. No one can ask for more than that. Congratulations on a job well done.

As we approached the end of the year, I used a football analogy in saying that we were behind, and it was late in the fourth quarter. We gave the field an operational mission; thank you for responding in the tremendous way that you did. In reality, the rigors of military life and the missions that we face are far more challenging than anything on the football field or in any other athletic endeavor. Soldiers, at times, are asked to serve in harm's way to defend their country. But there is a connection between what we do and some of the lessons learned in sports. Gen. Douglas MacArthur captured it best when he said "Upon the fields of friendly strife, are sown the seeds, that on other days, upon other fields, will bear the fruits of victory." Placing the mission first, never quitting, never accepting defeat, never leaving a fallen Soldier behind ... the Warrior Ethos strikes at the heart of what makes Soldiering special and elevates it above any athletic endeavor.

As we look back on this past year, it is important to reflect upon the reasons for success. Several thoughts come to mind: great Soldiers and civilians working together, resources, incentives and bonuses, technology and training, policy changes, and support from higher headquarters.

We have been blessed with a great increase in recruiters. Many of these Soldiers did not come to Recruiting Command as volunteers. Nonetheless, they are Soldiers and professionals, and they are giving it their best effort. More than 50 percent of new recruiters are combat veterans, most of them straight from Iraq or Afghanistan. They bring with them a strong Warrior Ethos — they are making a difference in their attitude, their enthusiasm and their will to win. They are working in concert with our 79R Soldiers and making a difference.

Our civilians both on the staff and those involved in recruiting or supporting the command as contractors are also making a difference. Each Soldier that we pull from the operational Army has an impact on our ability to maintain a fresh fighting force in theater. We have civilianized a number of positions, and the civilians in those positions are essential to our success.

We have received the benefit of funding and incentives and bonuses provided from Congress, Department of Defense and Department of the Army, and from our higher headquarters. The support received was outstanding during this most challenging year. Programs like the \$44 million plus up this summer, the



Maj. Gen. Thomas P. Bostick

\$40,000 enlistment bonus, \$1,000 referral, age limit increase to 42 and Recruiter Incentive Pay have all made a difference. Policy changes such as tattoos, Assessment of Recruiter Motivation and Strength, volume mission and many others all had an important impact.

As we close out the year, many will ask about our successes and our challenges. Speak freely to the media, centers of influence, Future Soldiers and others. Tell your story. I was delighted to see Staff Sgt. Mark Wood from Quincy, Mass., station, appear on CNN. He did an outstanding job representing all recruiters. This was an excellent way to communicate the Army's message to the American public. In preparing for these media engagements, it is important that we all have the USAREC key messages ready when asked to speak with the media. Carry this one-page document in your uniform, so that you can quickly refer to it.

I want everyone to take some time off, relax and be with your family. We have a brief time to relax, catch your breath and then we're off to another year that promises to be even more challenging than FY 06. Our assigned missions for FY 07 are 80,000 for the active Army and 26,500 for the Army Reserve. During my travels, one Soldier mentioned that he had served in recruiting for 12 years and never knew where USAREC stood as the months of the recruiting year rolled by. I think it is tremendously important that each team member have the opportunity to see the big picture. Every Soldier, civilian and every applicant counts on this team. We need everyone in the fight.

Finally, I want to thank you and your families for your untiring support for this mission. I'm real proud of all of you. It is an honor to serve by your side. Thank you for your service.

Continuing the mission ...

Introducing ... Command Sgt. Maj. Martin Wells

Command Sgt. Maj. Martin R. Wells enlisted into the Army in May 1983 from Rockville, Md. He first served as a Lance Missile Crewmember at the 8th U.S. Army Field Artillery Detachment in Steenwick, Holland. Following this assignment, he served as an Instructor at the Field Artillery Center and School at Fort Sill, Okla.

In 1988, Wells was selected for recruiting duty and assigned to Las Vegas Company. His additional assignments within Phoenix Battalion included small and large station commander and operations noncommissioned officer.

Wells was selected to become an instructor at the U.S. Army's Recruiting and Retention School at Fort Jackson, S.C., in 1995. In 1997, he became the first sergeant of New Haven Company and then returned to Fort Jackson as division chief for the Recruiting and Retention School from 2000 to 2001. After graduating from the U.S. Army Sergeants Major Academy in 2002, he was assigned as the command sergeant major of Des Moines Battalion, a position he held until May 2004. Before he became the USAREC command sergeant major in September, he served as the commandant of the Soldier Support Institute NCO Academy at Fort Jackson.

Wells holds a master's degree in business management from Webster University and a bachelor's degree from Auburn University. His accomplishments include being named the 1994 USAREC



Command Sgt. Maj. Martin Wells

Soldier of the year, 1995 Recruiting and Retention School NCO of the year and 1999 Albany Battalion first sergeant of the year. He has also earned the Recruiter Ring and the Glenn E. Morrell Award.

Wells has graduated from all NCOES courses and several USAREC courses to include the Sergeants Major Course, First Sergeant Course, Station Commander Course and Guidance Counselor Course. His awards and decorations include the Meritorious Service Medal with four Oak Leaf Clusters, Army Commendation Medal with four Oak Leaf Clusters and Army Achievement Medal with eight Oak Leaf Clusters.

Wells is married to the former Gertrude Cabrera of the Bronx, N.Y. They have three children: Rosalie, 12, Jeremiah, 11 and Noah, 6.

No excuses!

I came across this list that could prove very useful if you are ever caught asleep at your desk. The following is a list of excuses you could possibly use:

- “They told me at the blood bank this might happen.”
- “Whew! Guess I left the top off the liquid paper.”
- “I was actually doing a “Stress Level Elimination Exercise Plan” (SLEEP) I learned at the last training I attended.”

Now those are meant to be in fun, but there was a recent article in a major newspaper that gave out actual notes that parents had written to schools so their children could be excused for their absence.

“Please excuse Lisa for being absent. She was sick and I had her shot.”

“John has been absent because he had two teeth taken out of his face.”

And my favorite, “Please excuse Jennifer for missing school yesterday. We forgot to get the Sunday paper off the porch, and when we found it Monday, we thought it was Sunday.”

Someone has said that excuses are like belly buttons. Everybody has one. We excuse ourselves from a lot of things. If we miss work we give an excuse. When we are stopped for speeding, many of us try to give an excuse. When we forget an important date or forget an important milestone in our marriage, we make an excuse. Pretty much in all things where we are negligent we try to make an excuse.

Let’s first clarify that not all excuses are bad. They can be valid and reasonable if our intentions and motives are pure, and if they are genuinely based upon what we believe to be the truth in that given circumstance.



Chaplain (Lt. Col.) Terry Whiteside

We all make mistakes and we all make excuses. We even do this in our relationships. Many excuses come when our expectations are not being met in our spouse or other family members. We believe we know how things should be in our own families. So we make excuses for them when they do not meet our expectations.

One of these areas of expectations is that our spouse will share our view on how to show love. Some will interpret the giving of gifts as a sign of love while others prefer hugs and kisses. These different interpretations can cause many marriages to falter and the excuses why begin anew. To grow a healthy relationship without excuses requires sharing our expectations and being honest in our communications.

These subjects are further discussed in the marriage enrichment, family wellness and single Soldier retreats sponsored by your brigade chaplain and chaplain assistant. Each Brigade Unit Ministry Team is available to assist you to put away your excuses and begin working toward a healthy relationship with your spouse and family. You can call them at any time. They are available to help without excuse.

As the professional golfer, Chi Chi Rodriguez, says, “Don’t look for excuses to lose. Look for excuses to win.”

Citizenship Issue

Dear Chief of Staff,

The way I see it, a recent operational change to AR 601-210 Chapter 2 (paragraph 2-4 e) is placing an undue restriction on some of our naturalized citizens applying to the U.S. Army. The change requires a naturalized citizen to go through the embassy or consulate of the former country they were a citizen of and provide proof that he/she has renounced his/her citizenship of that country. I do not understand why an American citizen would have to do this because this was done already when the oath to become a citizen was administered.

My station recently had a 16K GMA applicant denied enlistment because he did not have the required documentation to meet this operational change. On his return from MEPS, he contacted his embassy and was told that the process would take almost a year to complete, cost him \$400 as a processing fee, and he would need to travel to the embassy in Washington, D.C., and do it all in person. This is a lot to ask of a citizen to become a member of our Army.

I cannot understand why we would place such a restriction on an American citizen. By regulation, I can contract a "legal resident" holding an I-551 card who is still a citizen of a foreign country without any additional paperwork or time; however, I cannot contract someone who went the extra mile and received citizenship.

The way I see it, this operational change hurts our naturalized citizen applicants and the Army by slowing, if not completely eliminating, contracts for the U.S. Army. It is hard as a recruiter, station commander, Soldier to look an American citizen in the face and tell him/her that becoming a citizen isn't enough, that the Army needs more. We need to look hard at this policy and determine why the oath of citizenship and becoming a citizen of the United States of America isn't enough to become a Soldier when a noncitizen has to do less.

Sgt. 1st Class Michael Forcier

The Chief of Staff Responds

Dear Sgt. 1st Class Forcier,

Thank you for your response to The Way I See It program. Your e-mail pertaining to the enlistment of dual citizens outlines a valid concern.

Army Regulation 601-210 disallowed the enlistment of dual citizens on the basis of security concerns. As you pointed out, even permanent resident aliens (who hold no U.S. citizenship) were allowed to enlist with minimal documentation.

Your letter emphasized the negative impact that the new change to the AR 601-210 was causing the field. This was not the intention of the changes. Upon further review, it was decided that certain restrictions on dual citizens was unnecessary, and the paragraph could be amended to minimize confusion and facilitate a smooth transition into the United States Army.

Thanks to your response to The Way I See It program, the regulation now reads, "Applicants with dual citizenship may enlist; however, they may not be enlisted into an MOS that requires a security clearance." We hope that this may prove helpful in the processing of qualified Future Soldiers.

Once again, thank you for responding to The Way I See It program. If you have any further questions, please refer them through your chain of command. Please continue to let us know how we can better support you and your fellow recruiters. For further information contact Sgt. 1st Class Kenneth Kispert at (502) 626-0428 or Kenneth.kispert@usarec.army.mil

Prospect by ZIP Code

For college lists there needs to be a way to just view and work particular ZIP codes. This is especially needed for large public universities.

Sgt. 1st Class Jack Smith

The Chief of Staff Responds

Dear Sgt. 1st Class Smith,

Thank you for your input to The Way I See It program. The question you submitted is in reference to the ALRL. You stated that you would like to be able to just view and work particular ZIP codes while prospecting.

In response to your concerns on prospecting from the ALRL by ZIP codes, you can currently prospect by ZIP codes using the ALRL viewer. When you select the school you want to prospect from, bring up the list and click on the hyperlinked header named ZIP on the top of the list. Clicking on the ZIP will sort all the leads by the ZIP code.

For further information, contact Sgt. 1st Class Joseph R. Flores at (502) 626-0218 or joseph.flores@usarec.army.mil.

The Way I See It

Vision implies change. Transformation is under way. We are better off participating in change and helping shape it than being dragged along by it. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations?

Share them in an e-mail that is as detailed as possible in citing examples for improvement. Recruiters, support staff and family members are encouraged to use this space to voice ideas and concerns. Working together as a team we can accomplish more than working as individuals. Share your vision for the future of USAREC.

E-mail TWISI@usarec.army.mil. The USAREC chief of staff will answer all messages, and selected items will appear in Recruiter Journal.

Army Reserve

Ambassadors

Bridges to Communities

By Mary Kate Chambers,
RJ associate editor

An informal survey of USAREC recruiters and leaders finds that few are aware of a source that can be a bridge to your community: Army Reserve Ambassadors.

Through speeches, personal contacts and association with local, state and county government, these private citizens work to establish lines of communication in your communities. Ambassadors educate organizations, community leaders and citizens about the capabilities, skills and value of the Army Reserve. They also work with local leaders to recognize and support Army Reserve Soldiers and their families.

In other words, recruiting leaders should develop a partnership with these Ambassadors because their efforts help the USAREC mission.

Using their stature in the local community and interest in military affairs, Ambassadors are tasked to provide advice to the chief of the Army Reserve about public attitudes toward the Reserve, as well as maintain contact with recruiting battalion commanders. They are asked to disseminate information about the Reserve's objectives, roles, requirements and programs.

Michael Kavanaugh has been a Reserve Ambassador in Virginia for more than 15 years. He has worked closely with Beckley Battalion in the recruiting effort, even attending the battalion's annual training conferences.

"I have presented Ambassador coins to the top AGR recruiter and the captain and first sergeant of the top Reserve recruiting company," said Kavanaugh. He also said he tries to work as a liaison between AGR recruiters and operational Army Reservists.



"I am continually working to build relationships between AGR recruiters and the Reserve unit personnel, by trying to be sure that both are making use of local events for exposure of our Army and Army Reserve," he said.

The chief of the Army Reserve appoints Ambassadors from nominations submitted by the Regional Support Commands. Two Ambassadors are generally appointed for each state, one for the District of Columbia and one for Puerto Rico. They serve three-year terms that are renewable.

An orientation that focuses on Army programs and annual conferences help keep the Ambassadors informed.

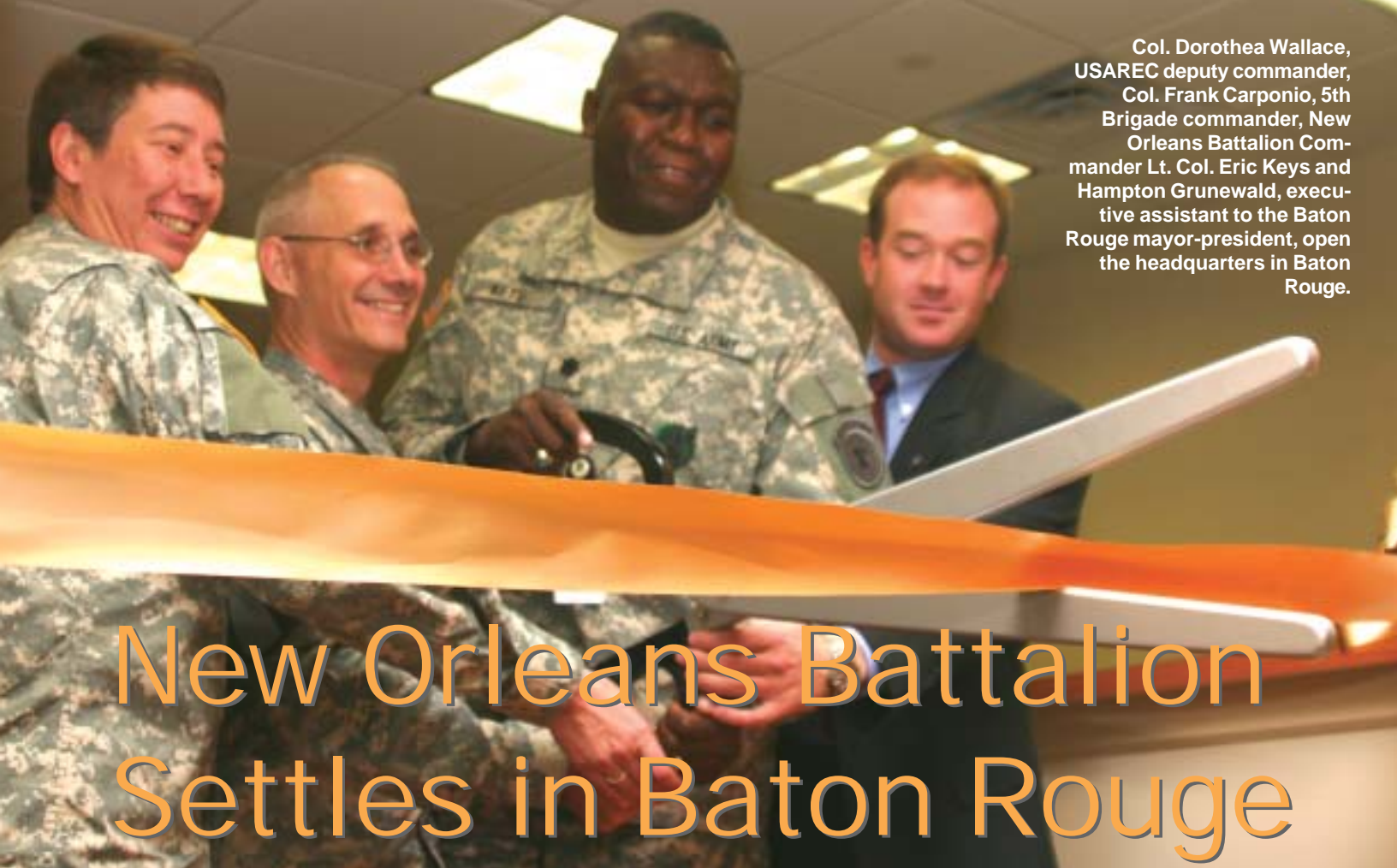
For purposes of protocol, the Ambassadors carry the rights, privileges and status of a major general. As such, recruiters should go through their chain of command if they feel an Ambassador could be of assistance at an event or through a speaking engagement. Communication with the Ambassador should be at least at the battalion commander level.

For Recruiting Command, Ambassadors can help by:

- assist in telling the Army story
- open doors to educators and PaYS
- visit alma mater (high schools and colleges)
- promote the Army to youth and influencers
- visit recruiting battalions
- support Future Soldier events

"Army Reserve Ambassadors are extremely valuable to the Army and to the recruiting mission," said Maj. Gen. Thomas Bostick, commanding general of USAREC. "I want our leaders to become familiar with them and I want these folks to be used by our leaders."

A roster of Army Reserve Ambassadors is on the G5 page on the USAREC portal. Go to Outreach and click on CASAs/ Reserve Ambassadors.



Col. Dorothea Wallace, USAREC deputy commander, Col. Frank Carponio, 5th Brigade commander, New Orleans Battalion Commander Lt. Col. Eric Keys and Hampton Grunewald, executive assistant to the Baton Rouge mayor-president, open the headquarters in Baton Rouge.

New Orleans Battalion Settles in Baton Rouge

Story and photo by Len Butler, New Orleans Battalion

Proclaiming a “new beginning,” New Orleans Battalion held its grand opening in Baton Rouge with a ribbon cutting ceremony Aug. 18.

Lt. Col. Eric B. Keys said the odyssey that began when Hurricane Katrina slammed into the Gulf Coast last year has come to a close.

“It’s hard to believe this day is finally here,” he said. “Last year the lives of many of the folks in this battalion were changed and turned upside down by Hurricane Katrina. We were forced to leave our homes, leaving behind the places that we had in our hearts.

“Through it all we persevered,” he added. “We dealt with the stress of lost homes, lost cars, even lost loved ones. We took it all and made it to this great day.”

On a day that celebrated the Gator Battalion’s new home, the ceremony was just as much about resilience of the staff and recruiters. Keys said that with so many of them not even sure what to make of their homes or possessions in the New Orleans area after they evacuated, the battalion was still able to mission box in October and November.

“We never stopped conducting our mission and we kept on,” he said.

When Hurricane Katrina left the Gulf Coast, six of the eight New Orleans Company stations were destroyed or damaged. On the north shore of Lake Pontchartrain, two recruiting stations were knocked off line for weeks.

The battalion set up temporary headquarters at North Fort Polk in a metal building with bare concrete floors, partial walls

and no insulation. Operations were quickly resumed.

Three weeks later, Hurricane Rita made landfall near the Texas-Louisiana border. The Lake Charles area and coastline were devastated. It affected Fort Polk and the Deridder station, knocking power out in the area for a week. Hurricane Rita created a ripple effect through Lafayette Company. Recruiting operations from Lake Charles to Lafayette to the east were suspended for a week before operations resumed. The Lake Charles station didn’t come back in service until November.

Despite the trouble, the battalion didn’t lose focus. Shreveport and Monroe companies kept the battalion competitive.

In his address at the grand opening, Retired Sgt. 1st Class Michael McNaughton, who lost a leg in Afghanistan and now works with disabled veterans, said what he learned after his injury was to never give up and try to make the most of a situation. He said New Orleans Battalion has shown this same attitude.

“I tell Soldiers at Walter Reed and Brooke Army Medical Centers to never give up,” he said. “I’ve had in my head that never-quit attitude. Just because a hurricane hits doesn’t mean you stop the mission and just give up.”

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Nashville Battalion Testing Mapping Tool

By Sgt. 1st Class Steve Austin and
Sgt. 1st Class Mark Sireno, USAREC G2

The Graphical Accession Mapping and Analysis Tool is a new Web tool that gives station commanders and company leadership team members access to their electronic map.

GAMAT gives the station commander and the company a way to visualize real time performance. It also gives them the ability to mandate and provide direction for their recruiters' prospecting through a visual display of leads, applicants, Future Soldiers and VIPs. If needed, other information deemed critical in an area of operation may also be viewed. Comparison of current leads and performance can also be viewed against current and historical market share.

GAMAT is designed to assist station commanders with a situational awareness board that will bring live data, as entered from a recruiter's ARISS box, to the station commander. This allows timely assistance to recruiters in developing an adequate prospecting plan. With this tool the station commander and recruiter will be able to track real world live data on contracts, leads, high school and college locations as well as Army Reserve and National Guard units. The station commander will have control of the view to direct recruiters for prospecting and processing for the day in question.

When a station commander clicks on the GAMAT link from the portal, he or she will see the station boundaries. It will contain current data that has been selected from the "control" drop down menu. The tool consists of layers, just like the layers that are on the situational awareness board, however, these layers are digitally produced. Each layer consists of state/county roads, highways, towns, schools, businesses and even creeks and rivers. Each item's name will become more prominent and will appear as the user "drills" down the view.

The station commander will be able to turn recruiters on or off, eliminating a cluttered view. The station commander will also be able to see locations of Future Soldiers in relation to their leads and prospects, which will assist recruiters in their daily

"milk run." The station commander will be able to print, highlight and direct their recruiters to those names that have been identified as critical to mission success, before the recruiter leaves the station to conduct business.

The default display of GAMAT will show a map of the station area and will have the station RSID and name at the top of the page. The default map will display the most current Army and Army Reserve contracts, high schools, colleges and major roads. This data has been obtained from the Accessions Command Data Warehouse and is consistently updated to reflect real world data. A legend on the left side of the screen defines the color of the "dots" shown on the map (in accordance with USAREC Reg 601-87). The legend is dynamic, which means it will change as you manipulate the layers and screens to display, personalizing the view to reflect recruiter productivity and guidance for maximum daily recruiter output.



GAMAT also allows users to "mouse over" data points (i.e., a symbol representing a contract, school, lead, follow-up, etc.) to get a pop-up window containing details about the point (see graphic). The pop-up displays critical ZIP code and performance data, allowing the station commander and recruiter to adjust efforts to ensure mission success. The data displayed is real time data, once again ensuring that adjustments on the "battlefield" are warranted and beneficial to the station's accomplishments.

GAMAT is currently being tested in the Clarksville and Nashville companies of Nashville Battalion. Once field testing is complete and comment questionnaires are returned from the participating station commanders, changes will be made to make the product more efficient and easier to use and understand.

The final phase of the test is being done in Atlanta and Columbia battalions. When testing is complete and funding is granted, the remaining stations should see this new tool in their stations, ready to go, by the end of FY 07.

Recruiter Zone is Coming

By Sgt. 1st Class Michael Nelson,
Technical Support Division, USAREC G3

Leads management, the first of a three-phase update to the LEADS system, will provide a Web-based process for a leads record to be developed, duplicate checked and prioritized. The prioritization is based on the lead's likelihood to conduct an appointment. It will also give the recruiter a choice to work either online or offline.

The Recruiter Zone system will be released in three phases.

Phase I, leads management, will be released this month.

Phase II is the processing phase and which is currently under development.

Phase III is the Future Soldier Management part of Recruiter Zone.

What It Does for You

- Provide one location and one copy of a lead — no more RA and AR copies.
 - A lead can be worked by any recruiter in the station.
 - Allows the recruiter to use e-mail campaigns to send selected Recruiting Publicity Items, with the recruiting station telephone number and address.
 - Check out leads for a period up to 10 days, which allows the lead to be downloaded to the Recruiter Work Station.
 - Assist the recruiter in goal setting by allowing the recruiter to build a two-week plan and a detailed prospecting plan.
 - Provide new automated reports which will:
 - analyze conversion data
 - compare recruiter accomplishments to station and command standards
 - provide analysis by prospecting method (P1 to P4) and best time of day to make phone calls.
 - Indicate propensity of lead to agree to appointment
 - Provide an online planning guide
- The Recruiter Zone application will benefit the recruiter and station commander by displaying the leads in the order of propensity to agree to an appointment. There is also a robust Create a List type function, similar to today's Create a List with the added feature of prioritized search results. Once the list is

created, recruiters can update the contact history and log any attempts or contacts to the record on the same screen. If a recruiter has e-mail addresses for a group of prospects, he or she can send them information through an e-mail campaign.

This method of prospecting could also be used when sending specific guidance to counsel an individual to determine their goals and aspirations. It can be done in a simple four-step process:

1. Select the campaign type of e-mail or mail,
2. Target the group of names,
3. Select the RPI
4. Send to the individual.

All that is needed is to select a specific electronic RPI and send showing the recruiter's name, the station address and telephone number. For guidance on how to use the e-mail campaign refer to USAREC Message 05-071 and 05-104. There is

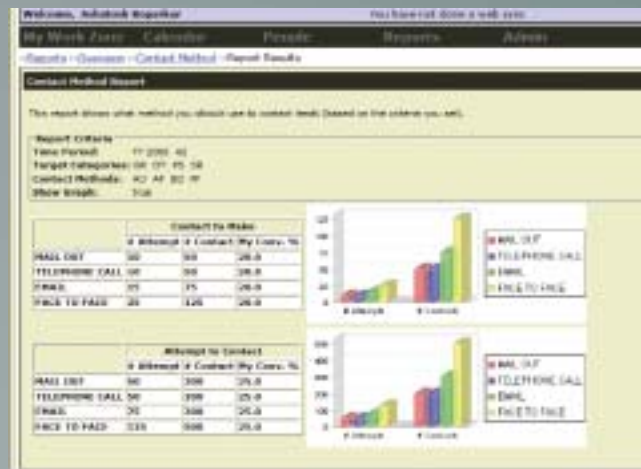
also a useful "how to" link for e-mail prospecting at http://my.usaac.army.mil/portal/dt/usarec/HQ/G3/Enlistment_Eligibility_Processing/PolicyBranch.html


The recruiter will have the ability to create a prospecting plan or prospecting method, area or phone list and the time frame to accomplish goals. This plan is then sent to the station commander for review to see if the plan is appropriate and will ensure that the station reaches its goals. Once the station commander has reviewed the plan, it will be

returned to the online planning guide, either approved or disapproved. This new calendar feature will allow a recruiter to keep track of prospecting plans, scheduled events and manage follow-ups.

Once the recruiter's plan has been approved and conducted, there are several reports within Recruiter Zone which measures results and adjusts as necessary. These reports will allow users to compare the recruiter's achievements and standards to the station and command standards. These reports will display the station and recruiter achievements by category (All, Grad, Seniors or Others) by number or conversion percentage.

Recruiter Zone leads management Phase I streamlines the recruiter's work by checking for duplicate leads and by giving common access to all leads for the station. This, along with the lead being displayed in the order of its propensity, will reduce the number of telephone calls made by recruiters and result in an increased number of contracts and a better quality of life for the recruiter.





2nd Lt. Jackie Purrington receives her gold bars from Col. Dorothea Wallace, USAREC deputy commander west, and Purrington's sister Jennifer. Photo by Len Butler

Civilian Iraq Veteran Goes ARMY

By Len Butler, New Orleans Battalion

Most people who join the Army can only imagine what it would be like to serve in Iraq. Jackie Purrington saw it firsthand as a civilian project manager for the U.S. Army Corps of Engineers.

That's when she had an epiphany of sorts. Working closely with Soldiers, she witnessed the austere conditions and the typical 16-hour days, with little time off. However, she also saw the camaraderie, the dedication to duty, and what it felt like to be in the Army family. Then she saw her future in uniform.

At the grand opening ceremony of New Orleans Battalion's new headquarters Aug. 18, Purrington was commissioned a second lieutenant in the Army Reserve. At 42, the New Orleans native became another one of the dozens of over-40 Americans from across the country who have answered their call to duty. Moreover, she became the first officer to be direct-commissioned by U.S. Army Recruiting Command.

Purrington's journey began when she volunteered for the Iraq assignment and arrived in Baghdad in July 2004. As a project manager for the U.S. Army Corps of Engineers based in the Green Zone, she initially worked on sewage and water projects. Purrington said the experience of working with dedicated Soldiers and Iraqis gave her the feeling that she was part of something special, which provided her with the motivation to become an Army officer.

"You felt like you were really contributing to something that

was much bigger than yourself and that whole blend is what got me," she said. "My Army friends there referred to it as their 'Call to Duty' and it got to the point to where it was something I felt I would like to do."

Her time in Iraq didn't come without its share of learning experiences. Shortly after she arrived, she met Command Sgt. Major Jeffrey Mellinger of the Multi-National Force – Iraq. Mellinger noticed Purrington's uniform in disarray and proceeded to give her a stern lecture that only a sergeant major could provide. It gave her a lesson she never forgot.

"It was over 100 degrees and I had not had any training on the wearing of the uniform," she recalled. "I was so hot I took my DCU jacket off and Sgt. Maj. Mellinger, who was nearby, assumed that I was a Soldier. I have never worn the uniform wrong again since that day."

The encounter with Mellinger aside, Purrington said she integrated with Soldiers quickly. She worked and lived the same life that the Soldiers did as well as shared in the same dangers.

"I worked side by side with [Soldiers], working in the same offices," she said. "I went on convoys with them and even took (enemy) weapons fire on occasion, as well as some rocket and mortar attacks in and around our compound."

Along the way, Purrington met and worked with the man

who would later become one of her strongest supporters – Corps of Engineers Gulf Region Commander Brig. Gen. Thomas P. Bostick. She said they quickly established a strong working relationship.

“He and I arrived in the Gulf region at about the same time and I worked closely with him — in particular with the battle update briefings,” Purrington said. “We were working very hard to get reconstruction projects started and he came to see us pretty frequently to check on the progress of the projects and helped us get these projects off the ground.”

Purrington said she and Bostick worked more frequently together when she was assigned as the Corps of Engineers liaison to the Multi-National Security Transition Command - Iraq, which assisted in the rebuilding of police stations and military bases for the Iraqi security forces. As the liaison, she was in contact with Bostick almost every day. It was also during that time she confided to him her desire to be a part of the Army.

“When we were in Baghdad, I told Gen. Bostick, ‘You know, I kinda like this military thing.’ He laughed and said, ‘Aren’t you a little old for this?’” she recalled.

Purrington said nothing more was spoken about her joining and she didn’t pursue the thought any further. She eventually returned to New Orleans and several months later, Hurricane Katrina made its assault on the Gulf Coast. Purrington said Bostick contacted her out of concern but also with some interesting news.

“I received an e-mail from Gen. Bostick after Hurricane Katrina wanting to know how I was doing,” she said. “Then he mentioned our conversation in Iraq and asked if I was still interested because the age to join the Army had been raised, so I jumped on the opportunity.”

In the aftermath of Hurricane Katrina, Purrington said she again worked with members of the military almost exclusively. The 15-year veteran of the Army Corps of Engineers in New Orleans had frequently worked with the military members of the Corps. Following the storm though, she became a key member of a recovery team in New Orleans — working with newly called up Reservists and National Guard Soldiers. She said the atmosphere of the recovery effort brought back memories of what it was like in Iraq.

“I was the battle captain in our TOC working side-by-side

with the military again,” she said. “Katrina was a major response for me as a civilian because our operations were so military based (as opposed to civilian recovery operations).”

Drawing on her experience in the Corps of Engineers, Purrington will report to the Officer Basic Course at Fort Riley, Kan., where she will earn her branch classification as an engineer. She was assigned to the 377th Theater Support Command, based at Belle Chasse, La., near New Orleans.

Though she looked younger than her years, Purrington said she has never felt her age more than when she was preparing herself for her commissioning. With the help of her co-workers in the Corps, however, she improved her fitness, which included a weekly five-mile road march in which she carried a 30-pound rucksack. She said her fitness and maturity will help her tackle whatever she encounters in the Army.

“I’ve always worked out regularly but I’m in better shape now than I’ve been in a long time,” she said. “Even though I’m older, you go through difficult parts in your life and being in the military isn’t going to be easy but I’m looking forward to the challenge.”



In February 2005 Jackie Purrington received the Superior Civilian Service Award from Brig. Gen. Thomas Bostick in Baghdad, Iraq. U.S. Army photo



It's in the Cards

By James Woodruff, USAREC Security

Are you smarter than your smart card? Hopefully the answer is yes. That is, if you know what a smart card is and what it means to you.

Your smart card is just as important as your driver's license, a credit card or bank debit card and must be safeguarded in like fashion. The information contained in and on these cards is about you. Should someone else gain possession of this valuable information, identity theft and material loss may occur causing you serious difficulties and even place others at risk.

By now, all Soldiers, civilians and contractors within Accessions Command and USAREC have the DoD Common Access Card. Let's review what a smart card is and what the design features are.

Take a look at your CAC. It's a smart card. A smart card, identical in size and feel to a credit card, stores and processes information on a chip (integrated microprocessor) located within the body of the card. The chip holds a variety of information and may include monetary — value for retail and vending machines, rapid check out, as well as applications for access to information systems and facilities.

The CAC is a contact smart card that meets prescribed standards for integrated circuit cards for electrical integrated microprocessor chip. Contact smart cards must be inserted into a smart card reader and have a contact plate on the face, which makes an electrical reading from and writing to the chip when inserted into the reader. The CAC contains 32K of data storage, a linear bar code, a two dimensional bar code, a magnetic stripe and a color digital photograph. These features and functions permit multiple applications for bar code readers, magnetic stripe readers and ICC readers as well as providing flexibility for use with various existing smart card infrastructures including access to Information Systems (which includes e-mail identity and encryption certificates).

The CAC is the standard ID card for active duty members of the uniformed services, selected Reserves, DoD civilian employees and eligible contractors. The CAC may also be used to enable access to buildings and controlled spaces, access to computer networks and systems, and ID data for entitlements/benefits.

Have you wondered what information is embedded in the chip, the magnetic card and bar codes? Here's the answer: Public key infrastructure information, card expiration date, card issue date, card security code, expiration date of the chip, full name, social security number, gender, blood type, government agency, branch of service, duty status, pay grade, pay category, rank, date of birth, organ donor status, height, weight, hair and eye color, address, photo, phone number, nonmedical and medical benefits dates, and various other "codes" (including DoD contractor function, meal entitlement, exchange, commissary, MWR and civilian health care entitlement). This information comes from the Defense Eligibility Reporting System which is populated from source data from the services and DoD civilian personnel systems. That's a bit more information than on your driver's license or debit card.

You may be wondering, "What is the relationship of the CAC card and security?" I'm confident that most of us would not intentionally place or leave our driver's license or credit/debit card somewhere for someone else, who just might happen by, to secure it for you. And, of course, no one puts their PIN code on or near their credit/debit card either.

Consider the potential risks if you lose your driver's license. Someone can pose as you, get another license or use the same license with modification to take on your identity. Lose or have your credit card or bank card stolen and it won't be long until you may owe more than you ever thought possible or soon discover that the funds that you once had are gone.

Take another look at your CAC card. Can you think of the ways it could be used by someone other than yourself? What if your PIN was known to the other person? Although the CAC card's ICC is more secure than any other card technology, the PIN is the key to security. A person would have to know the PIN to access this data. An individual would have to resemble the person's photo on the CAC for use as identification. However, one should always be aware that there are those that find it a challenge to compromise and defeat security protocols in order to capitalize on the data that can be obtained, just for fun but mostly for their profit.

The CAC and the PIN should be treated as sensitive items and kept in the possession and control of the individual at all times. Leaving the CAC in the desktop or laptop reader while away for just a moment is an unwise practice. Report a lost or misplaced CAC to your supervisor or security representative as soon as possible and return to the issue site for a replacement.

Be as smart as the smart card. Safeguard it and the PIN to prevent risk and possible consequences of loss to yourself, facilities and information systems.

Enhanced Event Support Site



By Lori Mezoff, America's Army public relations director

"America's Army," the Army's own computer game sensation, is a tool for recruiters to sustain Future Soldiers' enthusiasm and to capture the interest of potential recruits. In 2004, the "America's Army" team launched an Event Support Site to support recruiters' game events endeavors. Since its debut, the "America's Army" Event Support Site provided tools, materials and support to more than 1,500 recruiters and publicized more than 2,000 successful "America's Army" events. Now, recruiters have access to an enhanced Event Support Site.

The "America's Army" Event Support Site (<http://events.americasarmy.com/index.php>) provides recruiters with the information and assets they need to leverage the "America's Army" brand in support of their recruiting objectives at recruiting and Future Soldier events. The site offers a step-by-step plan for recruiters who wish to use the "America's Army" games to open a dialog and establish rapport with young Americans. The "America's Army" Event Support Site has an extensive library of resources that will facilitate the creation, planning, promotion and rollout of America's Army events of all types and sizes.

Recruiters can visit <http://events.americasarmy.com/index.php> to use the following resources:

Planning

The Event Support Site offers detailed instructions on how to plan, promote and execute a community or school-based tournament or event. To ensure a successful and well-attended event, the ESS offers the following resources:

- Creative ideas and case studies for using the "America's Army" game. These example events are designed to fit a wide range of budgets and needs.
- A step-by-step activities checklist for hosting a variety of events. This planning tool offers materials ranging from lists of possible event partners and venue suggestions to instructions on how to set up computers at the events.
- A calendar of all of the "America's Army" events currently in progress. This events calendar serves as both a resource for recruiters looking to plan an event, as well as a promotional tool for communicating with civilians about upcoming events.
- Tips and advice from experienced event planners.
- Information on the "America's Army" game, including the latest news and versions of the game.

Putting it together

Once recruiters have designed their event, the ESS has an array of resources to facilitate the event, including:

- Posters and printouts
- Promotional downloads including online promotional visuals, press releases, posters and banners.
- ESS Store, which is free to recruiters, and allows recruiters to order a variety of T-shirts, hats, game discs, prize kits, banners and posters.
- Event partners who offer their expertise to assist recruiters in the planning, preparation, and execution of events.
- Mobile LAN Kits that offer recruiters a complete "America's Army" tournament on wheels. The MLK includes an "America's Army" branded trailer packed with high-end PCs and network hardware, as well as "America's Army" staff to help conduct the event.

Promote

The "America's Army" Event Support Site offers a multitude of useful tools to help promote and run events.

- An online events calendar that helps recruiters create, manage, publicize and track events.
- A Web site builder for creating promotional Web sites for events. These Web sites can also be used to register players.
- A Weblog builder for creating promotional Weblogs for events.
- Customizable public relations materials including press releases, fact sheets, frequently asked questions, etc.

Playing

Once the event day has arrived, recruiters can take advantage of:

- A selection of event management tools to assist recruiters in all aspects of event coordination and execution from set up to awarding prizes.
- Trackable player stats and team standings via automatically generated live tournament brackets
- Event Support staff to attend and assist in events. Staff is available depending on size of event and priority.

In addition, the Army will also incorporate portions of the "America's Army" Event Support Site into the Local Recruiting Support System in order to provide more game and event information to recruiters.

Battalion APAs wishing to have their event highlighted in the press should contact Lori Mezoff at lori.mezoff@us.army.mil or (301) 879-9030.

For more information on hosting game tournament contact Kristin Winters (kwinters@ignitedminds.com) or Nick Gross (ngross@ignitedminds.com) or call Ignited Minds, Inc. at (310) 754-3200.

The project director and deputy director for the "America's Army" game (located at the OEMA offices at West Point) can be reached at (845) 938-3599.

Educators Tour Fort Leonard Wood

Story and photo by Jimmy McDowell,
Des Moines Battalion



Sgt. 1st Class Paul King, drill instructor and group tour guide, explains the plumbing trades classroom to several of the battalion's COIs.

Des Moines Battalion hosted an educators' tour at Fort Leonard Wood, Mo., home of the Army's Engineer, Chemical and Military Police commands.

Their first stop was at the Maneuver Support Center. Mark Premont of Planning, Analysis, and Integration gave the educators an overview and explained that Fort Leonard Wood has three training brigades and a Maneuver Support Center consisting of the Engineer, Chemical and Military Police commands.

Then it was off to the 43rd AG Battalion (Reception) Center. Lt. Col. Wendy Bechtel, commander, gave educators a welcome and Sgt. 1st Class Daren Baker instructed educators on the stations for a Soldier when in-processing, from ID card issue to new uniforms.

Stem Village, better known as the Military Police School Training and Computer Weapons Training Center, was the next stop. Sgt. 1st Class Scott Wildman gave educators a tour of the mock military police station. He explained how they create a training environment simulating what an MP would find on a military installation and the situations an MP will experience in real life.

Educators ate lunch with Soldiers from Iowa and Nebraska who were attending basic training and talked with them about their training experiences.

The group spent the afternoon touring the Chemical Defense Training Facility. John Morrisy showed a video, which included the history of Army chemical operations. They visited the chemical training classrooms where a live nerve agent is used in a training environment.

"As a civilian, I would never have had the opportunity to see a chemical training center," said Vicki Terronez, a Kirkwood Community College official. "Seeing and hearing about the equipment and gas masks was extremely informative."

The Joint Driver Simulations Facility was next. This combined service facility provided hands-on experience with driving simulators.

"Driving the FMTV tactical 5-ton was an experience I will remember," said Davenport Central High School guidance counselor Carol Daniels. "It was informational, inspirational, entertaining and beneficial in many ways."

The educators spent the next morning at the Truman Education Center. Lou Stewart, director of the center, provided an overview of educational opportunities offered at Fort Leonard Wood.

"We have six colleges working on post with us. They offer over 250 different eight-week courses and work hard with Soldiers on class attendance to complete their course work."

She explained that the colleges at Fort Leonard Wood teach with a memorandum of agreement to ensure that they provide the type of coursework the Soldiers require.

"We also are very involved in Basic Skills Education to help Soldiers develop individual skills to increase their duty performance," said Stewart.

The group viewed the Drafting and Survey course, which is a 14-week course. Students were using the latest in Auto CAD software to produce quality projects for the Army. Other areas included a materials testing classroom and high tech, hands-on survey training for upcoming projects.

At the end of the tour was the plumbing trades course. Sgt. 1st Class Paul King, drill instructor and tour guide, explained to educators how the Army feels about Soldiers today.

"The Army spends a lot of time, effort and money to make a Soldier successful," he said. "No one wants a Soldier to fail, not a drill instructor, not a teacher, nor a leader. We all set every Soldier up to succeed."

"The entire tour was excellent," said Jim Gale, Algona High School counselor. "I especially enjoyed the opportunity to learn about the schools and comparable civilian careers and educational opportunities available. I have come away with a tremendous sense of pride and respect for what the Army has to offer and for the opportunities it provides to our young people as Soldiers."



Pedestrians pass by the Armed Forces Career Center in Hollywood, Calif.

Hollywood Station Enjoys Brisk Business

*Story and photo by Steven Donald Smith,
American Forces Press Service*

Hollywood Boulevard may be better known for its glitzy “Walk of Fame” and seedy nightlife than as a place to recruit servicemembers, but the Armed Forces Career Center is signing up recruits aplenty.

“Wherever there’s a lot of foot traffic, it’s good for a recruiting station,” said Sgt. 1st Class Bryan Williams, the station commander.

People who never previously thought about joining the military see the Hollywood recruiting station and stroll in with questions, Williams said. Since the station is located in a high tourist and transient area, about 40 percent of its recruits reside outside of California.

The station also generates untold numbers of recruits for other stations, he said.

“What this office does is embed the Army in tourists’ minds. They may stop in on vacation and go home and think about it more,” Williams said. “The person might not join at this station, but they may join at another station in another state just by visiting here.”

As an example, he referred to a young Farsi-speaking couple at the station Aug. 18 talking to a recruiter about enlisting. Linguists are in high demand, especially Farsi and Arabic speakers, Williams said.

“They’re looking to make a difference with their life,” he

said. “They haven’t made a decision yet, but we’re showing them what the Army has to offer.”

He said people have different reasons for joining, and his recruiters go out of their way to determine potential recruits’ goals and interests.

Williams said recruits at his station come from all walks of life.

“Not everyone who graduates from (the University of California at Los Angeles) has a job. Not everyone who graduates from (the University of Southern California) has a job,” he said. “We’ve had plenty of people from UCLA and USC join the Army at this office.”

Potential recruits are given a five-year projection comparison between life in the private sector and the Army.

“What company can you go to who will pay back your student loan or pay you while you go to school?” he asked. “I’ll tell you: nobody.”

Williams, a 16-year veteran who’s done two tours in Iraq, said his job is to make sure applicants are satisfied with what they get. “The recruiting station is their first taste of the Army,” he said.

Every two weeks, the Hollywood station holds preparation classes for recruits so they’ll know what to expect when they arrive at basic training. “We just don’t send them off to training without teaching them a little about the Army, so they can adapt to their new environment,” Williams said.



Future Soldier service representatives Patricia Hainer, Gilberto Medina and John Dow work online in the Future Soldier Center at Fort Knox, Ky. U.S. Army photos

Center Links Future Soldi

By Walt Kloeppe, RJ associate editor

Recruiters working with their Future Soldiers are getting some added support via a pilot program that is currently available in 10 battalions.

The Future Soldier Center has spun off from Cyber Recruiting to be an online chat strictly for Future Soldiers.

“A lot of people are familiar with goarmy.com and the chat rooms, links and interaction there. Futuresoldiers.com focuses on the Future Soldiers. We provide information and we prepare them mentally, physically and emotionally for basic training,” said John Dunlosky, branch chief of the Future Soldier Center at Fort Knox, Ky.

“We also provide information for family members, spouses [and] links to various supporting agencies. We can show them how to do AKO registration, which is mandatory by CG’s policy.”

Future Soldiers now have a site they can call their own. From packing lists of items to bring to basic training, to physical fitness assessment, Future Soldiers have a direct link to get the information they seek. They can even link up with other Future Soldiers who are going to the same basic training location and get to know them online before they arrive.

“They can talk to us, they can talk to a recruiter, but now, we can even pair them up with someone who is going to be training with them,” said Dunlosky. “[It’s] good to have

someone you’re already familiar with when you get to basic training.”

Dunlosky’s staff of subject matter experts monitor the site through seven terminals Monday through Friday from 10 a.m. to 4 p.m. EDT.

It is Dunlosky’s opinion that keeping the program going will be based on getting the word out to the stations to use it.

“I just recently was a first sergeant in a recruiting company, and I really wasn’t aware of the whole potential or capabilities of the FSC and what it could do for us,” said Dunlosky.

An added benefit is that once a Future Soldier has established an AKO account, their spouse may also contact the site to find out what to expect as an Army spouse and what is available in benefits, such as housing, medical and commissary privileges.

The Future Soldiers Center is also able to do some “special” chats, such as the recent one for 63A and 63M MOS series (M1 Abrams and Bradley maintainer). Future Soldiers in those MOSs were able to chat with the drill sergeants who will train them and talk about the equipment they will be trained to maintain.

“The drill sergeants did fantastic. They just grabbed it. They were right into chat, giving direct answers, which isn’t the ‘book’ answer ... lots of quality feedback,” said Dunlosky.



ers with Army

Does the Future Soldier Center help Future Soldier retention?

“As a recruiter and a first sergeant — definitely — because any positive influence that you can put on a Future Soldier preparing to ship reaffirms your commitment and reassures that, ‘hey, this was a good idea,’” said Dunlosky.

While cyber recruiters chat with those who are interested in joining the Army, the Future Soldier chat is specifically geared for those already in the system. It covers concerns such as pay, direct deposit and what they need to do to ship.

“That’s why we try to make the site specifically not only to help the Future Soldiers, but to help the field and help the recruiter accomplish what he needs to do. We actually have a step-by-step breakdown of the initial orientation on this. It makes the Future Soldier aware of what to expect, what to prepare for. It helps keep the recruiter on track with the CG requirements. It will take the Future Soldier all the way to ‘ship’ day,” said Dunlosky.

“You’re keeping them engaged and focused on what we’re trying to get them to do, which is stay out of trouble and take care of personal situations, [and] get ready for basic training,” said Dunlosky.

Sgt. 1st Class James Grider, program manager for the Future Soldier Training Program, hit on the retention improvement with

some numbers for the 10 battalions within the program.

“Commandwide right now we have about a 9 percent loss rate. For those who have been contacted on a regular basis by the Future Soldier Center, they’re at 0.7 percent. It’s working,” said Grider.

Grider is responsible for the regulatory guidance on how Future Soldiers are treated. Guidelines include that recruiters must contact Future Soldiers between three and 10 days after initial orientation. There is a mandatory telephonic follow-up once every other week and a mandatory face-to-face once a month, which becomes weekly when the Future Soldier gets within 45 days of shipping. While the Future Soldier Center gives the Future Soldier extra contacts for information before shipping, in no way should it be construed as replacing the recruiter’s regulatory guidance when it comes to recruiters executing their Future Soldier maintenance responsibilities.

“One of the things that recruiters need to do is ensure their Future Soldiers have AKO accounts and know how to get on-line; it’s mandatory” said Grider. “The CG says after 10 days every Future Soldier will have one. It’s something that the CG has taken note of and put command emphasis on.”

Dunlosky encourages input from the field on ideas and implementations which could be incorporated into the Web site. Contact him at fsc@usarec.army.mil or (502) 626-1460.

The meat and potato National Security

By Lt. Col. Bill Spadie, USAREC deputy chief of staff

As USAREC's National Security Personnel System transition manager, my role is to oversee USAREC's conversion to this new civilian personnel system. The civilian workforce and their supervisors (both military and civilian) must begin to familiarize themselves with its components. As the first step in this training process, all supervisors are required to complete the online NSPS 101 Course, and all civilian personnel are encouraged to do so as well (Tasker# G3T06-08-00). As we move closer to implementation, further guidance will be provided in USAREC civilian personnel newsletters, Recruiter Journal articles, briefings, training from human resource providers, etc. Rebecca Parish, USAREC civilian personnel officer, serves as deputy NSPS transition manager. We are working together to ensure that our employees and supervisors receive the training needed to thrive under this new system. An NSPS overview follows. You are also encouraged to access the NSPS website at <http://www.cpms.osd.mil/nsps/>.

What is NSPS?

NSPS provides a streamlined, flexible civilian personnel system for Department of Defense employees and their supervisors. It is the most significant change to civilian personnel since the 1978 Civil Service Reform Act. DOD developed NSPS in conjunction with the Office of Personnel Management, which was signed into law on Nov. 24, 2003. DOD employees, supervisors, managers, senior leaders, union representatives, Congress and public interest groups provided input into the development of NSPS.

What is the purpose of NSPS?

NSPS allows DOD to carry out its mission in today's environment by allowing swift response in an environment of ever-changing national security threats. It relieves managers and employees of the outdated, cumbersome General Schedule system and replaces it with a flexible, market-based one that allows placement of employees where needed, at the time needed, while maintaining merit system protections.

When do employees convert to NSPS?

Some DOD employees have already converted to NSPS under Spiral 1.1 and others are scheduled to convert under Spiral 1.2 between October 2006 and January 2007. USAREC employees have been slated under NSPS in Spiral 2, projected for October 2007 – January 2008. On June 16, the secretary of the Army directed aggressive NSPS implementation and the addition of organizations/employees to the NSPS Spiral 1 deployment plan. By the time this article appears, it is anticipated that Spiral 1.3 organizations will have been announced, which may include some USAREC organizations commandwide.

How do employees convert to NSPS?

Conversion will require no action from employees. Supporting human resource providers will convert employees to NSPS with no loss in pay. Actually, employees at Steps 1 – 9 will receive a salary increase to their base pay, based on a prorated payout for their within grade increase which is being eliminated under NSPS. The employees' payout will be based upon the time from their last within grade increase to NSPS conversion. Employees at Step 10 are ineligible for a WIGI and will not receive the conversion payout.

es of the Personnel System

How does classification change under NSPS?

The GS grades will be replaced by less restrictive pay bands. Instead of over 400 OPM GS classification standards, there will be 15 job standards. Because NSPS classification is less specific, it is also less restrictive – allowing easier movement of employees within bands. Generally, employees will be converted on the same position description to which they are currently assigned.

What is the pay band system?

Jobs are classified into major career groups, pay schedules and pay bands. The career groups comprise four major groups of work: i.e., standard, scientific and engineering, medical and investigative/protective services. The vast majority of USAREC positions are within the standard career group which contains four pay schedules: i.e., professional/analytical, technician/support, supervisor/manager and student. Each pay schedule (except student) is made up of a pay band for entry level, full performance, or expert work. NSPS pay tables can be found at <http://www.cpms.osd.mil/nsps/paytables.html>.

How is recruitment changed under NSPS?

Under NSPS, recruitment becomes easier. For example, the “rule of three” is eliminated for external recruitment, allowing managers to select from more than three candidates when all recruitment sources are considered. Veteran’s preference and merit systems protections are maintained. Career conditional status will no longer exist, but employees will still serve a probationary period upon entering federal service.

How is performance managed?

Under NSPS, performance will closely tie compensation to

mission. First, supervisors and employees work together to develop job objectives which are measurable and closely aligned to USAREC goals/mission. During the rating cycle, supervisors communicate with employees to ensure job objectives are current and work meets expectations. At the end of the rating cycle, the employee is assigned a rating ranging from 1 (unsuccessful) to 5 (role model). An automation support tool aids this performance management process.

Note: Employees with a successful or greater rating under the TAPES system will convert to NSPS with a 3 rating until the next appraisal cycle.

Under NSPS, the supervisor may recommend a bonus, increase in base salary or a combination for an employee who has successfully met job objectives. Once the appraisal cycle is complete, the supervisor submits employee ratings to a pay pool panel with recommendations for payouts in the form of increase in salary or bonuses. The pay pool reviews recommendations to ensure equity and consistency in ratings and payouts. It reconciles the payout distribution and submits for final approval to the pay pool manager, who determines the final distribution.

What is the biggest change under NSPS?

Market-based compensation may be the biggest change under NSPS. Compensation will be based upon several factors. First, the secretary of defense adjusts pay ranges within bands each January. There is no longer a cost of living increase; instead, the secretary of defense sets Local Market Supplements. For example, the secretary of defense sets a worldwide base pay in the standard career group. Then, an LMS may be added for specific occupations and/or high cost-of-living areas.

Recruiting: It's a Team Effort

By Maria Gallegos, Dallas Battalion

Capt. Rick Frank has taken Lewisville Company by storm. He took command June 23, at the Fort Worth Naval Air Station and Joint Reserve Base, with a great anticipation of making his company number one in Dallas Battalion.

According to his recruiters, he shows high motivation and strives to turn the company around. During the many phases of planning and executing, he first recognized the importance of having the recruiters' spouses involved in the recruiting efforts. To gain involvement, he coordinated the Spouse Appreciation Luncheon, July 8 in Grapevine, Texas. The event was long overdue, according to Frank.

"The spouses of recruiters need to get a better understanding of what the recruiting world is all about," said Frank. "The more they understand, the more they will comprehend why their spouses are working long hours and come home stressed. If they have more knowledge of the monetary benefits and the new RIP program that is offered to the recruiters, they might even get more involved in getting their spouses motivated to make mission box every month — it's a team effort. I want the lunch to be a Recruiting 101 for the wives."

Karen Brazel, the Dallas Battalion Family Support coordinator, was an attendee who provided information about Tricare and family support. Frank and 1st Sgt. John Milsap explained the mission of recruiting, the recruiting calendar, the new Recruiter Incentive Program and how it can put more cash in the recruiters' pockets, and discussed upcoming events. Catherine Milsap, the wife of the first sergeant, shared her experiences as a recruiting spouse on support, exchanged information with other spouses, and gave insight into being a recruiter spouse. The event concluded with spouses winning gift certificates to restaurants and a grand prize giveaway of a spa massage.

"I'm so glad that I attended. I met a lot of great people, had a lot fun and look forward to the next event," said Tara Green, wife of Staff Sgt. Timothy Green.

"I encourage every spouse to take opportunities to join the team and to get to know each other in the company — spouses are a multiplier in the recruiting force,"

— Capt. Rick Frank, Lewisville Company

"I want to get the wives and children more involved with the company," said Frank. "I want to build a tighter closer company. That's why we're doing what we can to bring the spouses together."

Upcoming events for spouses include: The Oct. 6 Safety Day training — self defense class followed by a potluck, and the Nov. 17-18 Annual Training Conference.

"I encourage every spouse to take opportunities to join the team and to get to know each other in the company — spouses are a multiplier in the recruiting force," said Frank.



Spouses from Lewisville Company gather at the Spouse Appreciation Luncheon, July 8 in Grapevine, Texas, to make new friends within the company and get a better understanding of what the recruiting world is all about. Photo by Karen Brazel

Knowing Mowing

Carelessness around mowers leads to injuries

By U.S. Army Combat Readiness Center
Photos by Walt Kloeppe

Thousands of Americans are suffering deep cuts, loss of fingers and toes, broken bones and joint injuries each year due to improper use of lawn mowers, according to the American Academy of Orthopedic Surgeons.

About 80,000 Americans go to hospitals with lawn mower injuries each year, with the majority of the injuries affecting children 15 and younger and adults age 60 and older, as stated in a recent study by researchers at the Johns Hopkins Bloomberg School of Public Health.

The most common injuries are those caused by debris propelled by the spinning blades, but more alarming is that more than 800 children are run over by riding mowers each year, according to the U.S. Consumer Product Safety Commission.

“A lawn mower definitely has the potential to become an extremely dangerous instrument when it’s used carelessly or without the proper safety precautions,” said Marie Lozon, M.D. division director of the University of Michigan Health System Pediatric Emergency Medicine. “The vast majority of lawn mower injuries are preventable.”

To prevent youngsters from being injured by lawn mowers, the American Academy of Pediatrics recommends parents restrict children younger than 16 from operating riding mowers and restrict children younger than 12 from using push mowers.

Reports indicate that many lawn mower injuries occur on slopes, particularly when the ground is damp, in poor lighting conditions and among inexperienced mowers. To avoid such injuries, officials at Walter Reed Army Medical Center recommend operators push mowers parallel to the slope and drive riding mowers up and down slopes to prevent them from tipping over. Officials also recommend operators wait for wet grass to dry because it may clog the chute or cause riding mowers to slip.

But to help prevent and limit those injuries caused by debris propelled by the spinning blades, the answer is quite simple, according to Dr. David Bishai, an associate professor of population and family health sciences at the Johns Hopkins.

“There is really an obvious countermeasure that everyone can do, which is to suit up,” Bishai said in a news release. “Get the goggles on and wear long pants and work boots. These are machines with sharp blades spinning at 160 miles per hour just inches away from our feet and hands. Everyone needs to respect the dangers and use common sense.”

The Outdoor Power Equipment Institute Education and Research Foundation offers the following tips to protect yourself before mowing:

- Know how to operate your equipment
- Dress properly
- Handle gas carefully
- Clear the area before starting
- Never take anyone for a ride on a riding mower
- Operate carefully and follow safety procedures
- Keep hands and feet away from moving parts
- Wear hearing and eye protection



The mower’s business end: Blades spinning up to 160 miles per hour pose a threat to those who do not heed caution.

Sky Soldiers Cobra Helicopter Demonstration Team at Dayton Air Show

Story and photo by Kim Martin, Columbus Battalion

The Army Aviation Heritage Foundation's Sky Soldiers Cobra aerial demonstration team helped draw a crowd to Dayton Company's exhibit space when they debuted at the Dayton Air Show on July 29.

"Our mission is to connect the American Soldier with the American public as an active, accepted and admired member of the American family through the story of Army Aviation," said Michael Brady, president and CEO of AAHF.

"The Cobra we have on display in the exhibit area is one of the four that is used during the aerial demonstration," Brady said. "The majority of the Cobras in our demonstration have been used in combat and all of our pilots are highly experienced with the majority having combat experience as well. This is the real deal."

The four AH-1 Cobra helicopters, freshly painted in the U.S. Army's signature black and gold, demonstrated the maneuverability of the attack Cobra. The crowd, totaling about 150,000 in two days, could not help but want to check out the helicopter up close and personal.

"These guys have been a fantastic draw to our exhibit area," said Tony Miltenberger, a recruiter in Dayton Company and the NCOIC of the event. "Mike (Brady) and the other members of the AAHF have just been great to work with."

The AAHF has been operational for about nine years. The

pilots and others volunteer their services.

"We do this because we love it," Brady said. "Many of us are retired Soldiers and some of us are still in the Reserves. We think it's important to bring the real Army aviation experience to the general public."

USAREC seems to agree with Brady. The AAHF Sky Soldiers are a new test asset available to Army recruiters.

"There's nothing like the unmistakable sound of a Huey," Brady said. "Thanks to movies like *Platoon* and television shows like *MASH*, the general public is very familiar with that sound and associates it with the Army. Our organization offers the public an opportunity to experience a flight in a Huey that they would otherwise not be privy to."

The Hueys used by the AAHF have been restored to look and perform exactly as they did in Vietnam. These aircraft have performed many roles in combat situations including deploying airborne cavalry troops and medical evacuations. The experience people receive at the hands of the Sky Soldiers is as genuine as possible for civilians.

"We are excited to be part of the Army's recruiting team," Brady said. "If our efforts help open people's minds to the possibility of joining the Army, we would be doing even more good for our country than we could have imagined."

Learn more about the Army Aviation Heritage Foundation and the Sky Soldiers at www.armyav.org/fly.



Cobra Team pilot Judd Lewis, a former chief warrant officer who now is a civilian flight instructor at Fort Rucker, Ala., let a boy get an up close look at the aircraft.

After Months of Work, Overweight Applicant Takes Advantage of ARMS Test

Story and photo by Kim Martin, Columbus Battalion

Joining the U.S. Army means shedding the fear of the unknown. It also means shedding any doubt that this country is worth fighting for. But in the case of an 18-year-old woman from Pandora, Ohio, it also meant shedding 60 pounds.

“I don’t think my family or friends realized how serious I was about joining the Army,” said Casey Stant. “But when I showed up to school on career day wearing fatigues, I think they finally realized how serious I really was.”

Stant’s family has a history of serving the country in both civil service and in the military. Her father, Scott Stant, is the chief of police in Pandora. Also, both of her grandfathers served in the military.

She decided it was her turn to do her duty for her country.

Sgt. 1st Class Joseph Watern, a recruiter at Lima station, conducted an interview with Casey in August 2005.

“I had originally met Casey’s father who was interested in joining the Army Reserve,” Watern said. “Unfortunately he had too many medical issues that made it impossible for him to join, but it did open the door for Casey.

“I knew she was going to have to lose some weight before she could qualify to join,” Watern said. “Many people would have given up when they found out they had such an obstacle



Casey Stant receives a plaque from Sgt. 1st Class Joseph Watern during graduation rehearsal.

in front of them. But Casey never gave up.”

Neither did Watern.

With the support of her parents, Stant worked with a personal trainer three days a week. She woke up at 5 a.m. every day to go running and then went to the gym every evening for an hour or two.

Scott Stant said his daughter is living out a dream he always had but was never able to fulfill.

“We have always tried to teach our girls that if you want something bad enough and are willing to work hard to get it, you will be successful,” he said.

“We just want her to take advantage of every opportunity she possibly can,” said her mother, Cindy. “As a Soldier, a civilian, and as a student, if she just works towards her goals, there’s nothing she can’t do.”

While Stant lost a significant amount of weight, it still was not enough to meet the Army’s height and weight requirement. As the end of the school year approached, Watern suggested to Stant that she take the Assessment of Recruit Motivation and Strength test to qualify for the Army. At the time, the ARMS test had only been available at the Columbus MEPS for a few weeks.

“I passed it on the first try,” Stant said. “I didn’t think it was that hard, but I think it was mostly because of how much exercising I had been doing over the last nine months. Plus I’m in marching band and on the basketball team.”

Stant joined the Army for five years as a Military Policeman, received a \$2,000 bonus and the \$71,424 Army College Fund. She shipped to Fort Leonardwood, Mo., on July 26.

She has not yet decided whether or not she will make the Army her career, but if she does, she may want to spend some time in recruiting.

“I’d like to be able to give more people the chance to hear about serving in the Army from a woman’s perspective,” Stant said. “Plus, Sgt. 1st Class Watern has really been a great friend and mentor for me. He’s like the big brother I never had.”

Army welcomes Scotts Lawn Service to PaYS

By Kim Martin, Columbus Battalion

On June 2, Scotts Lawn Service became a member of the Partnership for Youth Success program.

“We could not be happier about this partnership,” said Tim Portland, senior vice president of Scotts Lawn Service. “Many of our employees have been in the military and they always stand out from the rest.”

Lt. Col. Michael Faruqui, Columbus Battalion commander, shared similar sentiments.

“Looking at the list of values that Scotts holds in high regard, there is virtually no difference between them and the Army Values,” Faruqui said. “This is definitely a win-win situation for all of us.”

After touring the facility, the Memorandums of Agreement were signed. The event was hosted by Peter Korda, vice president of Service Delivery for Scotts Lawn Service.

“This is truly a good day for all of us here,” Korda said. “To know that we here at Scotts can help the brave people who serve our country find strong careers when they finish their military service is truly a rewarding feeling. Plus, we are getting some of the best workers this country has to offer.”

Columbia Battalion Visits All-American Bowl Combines

Story and photos by Vernetta Garcia, Columbia Battalion

“Push it out, you can do it, just one more,” was the mantra of the day. Recruiters cheered and encouraged football players as they went through drills during one of the many All-American Bowl Football Combines across the country. Players endured the South Carolina heat as they ran through pro-agility, 40-yard dash, vertical jump and bench press.

In July six combines were held at high schools throughout South Carolina. The largest turnout of 92 football players came at White Knoll High School in Lexington. The other five sites were also well-attended.

“We’ve seen some pretty amazing talent since we’ve been here,” said Chris Dombrowski, a coordinator with SportsLink, the company that organizes the U.S. Army All-American Bowl.



Before starting the combine drills, football players take a moment to listen to Staff Sgt. Jose Rivera.



Players take a moment to check Army materials and to talk with Sgt. 1st Class Edwin Butler, MEV exhibitor.

Scouts for professional football teams use these combines to provide a standard format in which to compare players. For the Army, the combines are an extension of the U.S. Army All-American Bowl game week, giving recruiters an increased presence in their schools, especially with football coaches and players.

Players were eager to display their talents. Before the drills began, recruiters were given an opportunity to talk with players.

“We just want you to know that we support you,” said Staff Sgt. Jose Rivera, recruiter in the Columbia Downtown station. “Football players share many of the same values as we — Soldiers — do.”

As the event came to a close, players gathered around the Army’s Multi-Exhibit Vehicle for a friendly push-up contest. MEV exhibitor Sgt. 1st Class Edwin Butler encouraged players to do 50 push-ups and receive an Army promotional item.

“It’s great to see our fine Americans work so hard,” said Butler.

Dallas Recruiters Take Part in AFL Football Coaches clinic

Story and photo by Kim Levine, Dallas Battalion

After a largely successful record-breaking season, the Dallas Desperados, an Arena Football League team, concluded their year by teaming up with local Army recruiters to host a clinic for high school football coaches June 24 at Texas Stadium.

More than 50 coaches attended the event to learn skills and drills from Desperados coaching staff, including the 2006 AFL coach of the year, Desperados head coach Will McClay.

During the clinic, participants rotated through stations focusing on strength training and conditioning, passing, receiving, offensive line and defensive line. Army recruiters were on hand at each station to assist the Desperados coaches and interact with the high school coaches.

McClay commented on the partnership between the Army and AFL.

“You have to have character in the Army and on the field to carry out your assignment,” McClay said. “It’s a great team.”

Desperados Chief Operating Officer Shy Anderson was also on hand to meet and greet the coaches.

“We learn a lot from the Army,” Anderson

said. “They are one team with one goal, and that’s what Coach McClay emphasizes to our team all the time.”

Reinforcing the shared values, such as leadership, teamwork and the Warrior Ethos, between football players and Army Soldiers, Lt. Col. Bob Bond, Dallas Battalion commander, encouraged the high school coaches to accept recruiters’ offers to help them with their students on and off the field.



Dallas Desperados coach James Fuller demonstrates the fundamentals with Sgt. Jonathan Lewis, a recruiter in Mesquite station. Photo by Kim Levine

Tampa Gators Take Educators on Tour of Ranger Training

Story and photos by Dana Walker, Tampa Battalion

“Give way together!” became the battle cry as Tampa Battalion hosted an educators tour to Camp James E. Rudder, Fla., to witness firsthand Ranger training in a waterborne environment. Lt. Col. Dean Shultis, battalion commander and Ranger, knew a firsthand look at training would have a greater impact on the local educators and COIs than anything his recruiters would be able to illustrate in the classroom. Along with battalion Education Services specialist Charles Wilson, Shultis put together a tour that would demonstrate up close and personal the rigors of Ranger Florida phase training.

Escorted by Capt. Jim Horn and Master Sgt. Bo Barnett, the group was quickly immersed in training usually reserved for some of the best Soldiers in the Army —Rangers. After a quick introduction and overview of Camp Rudder, the educators observed a cadre jump. Barnett gained the trust and confidence of the group with his quick humor and ability to relate Ranger doctrine to their personal and professional experiences.

Barnett explained how Florida phase evolved from a tragedy in 1995 where several Rangers became casualties of hypothermia.

“I was a member of that class,” he said. “And because of that experience, I am able to relate to current threats, make assessments and implement change that will prevent future accidents.” Barnett gave a detailed tour of a state-of-the-art operations center that tracks weather and warns the cadre of any inclement weather.

“I’m amazed at the level of sophistication and close monitoring that occurs for Rangers in training,” said Natalie Tarr, guidance counselor for West Hernando Middle School.

The educators saw how the cadre reacted to an incoming lightning storm, which caused the Rangers-in-training to stop in place and delayed the group’s observation of the Rangers moving in a tactical environment.

The group was filled with questions concerning the “peer evaluation” aspect of training.

“I’m interested in how I can apply those principles not only in the classroom but on the football squad as well,” said Mark Buchanan, football coach for Indian Rocks Christian High School. “The ability to bring peer pressure to bear in a positive manner, to allow students to see what their peers think of them, their teamwork and their abilities will be a valuable tool, that I plan to implement,” Buchanan said.

The group also saw many of the reptiles native to the region, including various venomous snakes and the resident alligators, Stump, Hillary and Spike. This was of particular interest to

Shultis because the Tampa Battalion mascot is the Gator.

For many the highlight of the tour was when the group hit the water and experienced Ranger operations firsthand. Under Barnett’s tutelage, the group was first shown a practical exercise of building a rope bridge. Barnett formed a group of volunteers and allowed them to cross over a rope bridge spanning the Yellow River. It was at this juncture that Barnett taught the group its most impressionable lesson, to “give way together.”

“The most important phrase I’ve learned in life is ‘give way together,’” Barnett said as he herded his group of volunteers into the black ‘zodiac’ boats Rangers train with. Talking the group through a series of commands that would allow an experienced coxswain to safely navigate the small craft, Barnett showed how that lone term encompassed the teamwork all Rangers must have in order to accomplish their mission.

“No one Ranger is going to effectively navigate this boat,” Barnett said. “It takes teamwork to move the boat quickly, quietly and effectively in order to get eight or nine Rangers, two Ranger instructors and all their equipment from the point of embarkation to the point they want to go.”

“Give way together” means each Ranger is rowing forward, in unison with his team, all with the same goal in mind.

“These Rangers are sleep deprived, operating on a reduced diet and fatigued. Let one Ranger have his foot dragging in the water as the team attempts to move forward and you’ll quickly see how one person can hold the entire team back,” Barnett said.

This lesson struck a cord with the educators who were awed and humbled by witnessing the Rangers in training.

“I had no idea what these Soldiers go through,” said Kristie Weiland, guidance counselor for Sarasota High School, whose son recently shipped to basic training with a Ranger option in his contract. “I feel privileged to experience firsthand the training my son will receive,” she said.

As the group departed Camp Rudder, Horn had one last surprise: a static display with examples of U.S. as well as common OPFOR weapons that Rangers train on. The group fired an M-249 and M-240 with blanks to give them a feel of what the weapons are capable of.

“This is an unbelievable experience,” said Kelly Wortman, account executive for Cox Radio in Orlando. “The ability to come here, see firsthand how our special forces Soldiers train and what they have to endure is just an unbelievable opportunity. To see it — it’s just awesome, but to actually fire a weapon and participate in similar training — now that’s a once in a lifetime experience.”



Lt. Col. Dean Shultis and Spike, the mascot.



Members of the educator group pose with a Ranger instructor after completing a rope bridge.

AAFES Web site makes uniform ordering easy

By Army News Service

The latest addition to the Army and Air Force Exchange Service's Exchange Online Store makes ordering and assembling uniforms easier.

The virtual exchange's new "Uniform Ready-to-Wear" site lets Soldiers order uniforms with such add-on items as boots, belts, T-shirts and socks. Nameplates, rank, insignia, badges and patches can be sewn on by local alterations contractors. Orders are then shipped to the Soldier's door ready to wear.

"This is a great opportunity for active and Reserve Soldiers in remote locations to purchase their ACUs," said AAFES Army Program Manager, Military Clothing, Maj. Lula Hart-Evans. "Assembling a complete uniform is now as simple as using a pull down menu."

Operational since July 24, the "Uniform Ready-to-Wear" site is at www.aafes.com. Select "Military Uniforms Ready-to-Wear" from the Shop by Department menu.

Army Suggestion Program awards cash for ideas

By Jim Paszek,
USAREC Suggestion
Program coordinator

Start FY 07 with a bang: submit an Army suggestion.

FY 06 was a banner year for suggestions. USAREC had more than 300 suggestions submitted that resulted in 10 suggestions approved. Total (tangible) savings for the command was \$166,000.



USAREC paid \$8,280 to 10 individuals. All they did was recognize a problem, suggest a solution and show the benefits to the command.

What is the Army Suggestion Program?

The program solicits, processes, approves, adopts, implements and pays cash awards for adopted ideas. This is the only program in the Army that pays cash to Soldiers. However, monetary awards are limited to active duty Soldiers and appropriated-fund civilians.

How do I submit an idea?

All suggestions are submitted online at <https://armsuggestions.army.mil>. In order to access the system, a valid AKO username and password is required. Additionally, you must select USAREC as your parent organization.

What do I need to include in the suggestion?

- Explain the current situation
- Describe your proposal
- Describe and quantify the benefits (cost savings, morale, safety, other)

Who determines if the idea will be approved?

The suggestions are evaluated by subject matter experts and approved by the functional proponent.

For more information, contact Jim Paszek at (502) 626-1190 or james.paszek@usarec.army.mil.

Officer Personnel Management System changes

By Lt. Col. Maura A. Gillen,
U.S. Army Human Resources
Command

The Army has announced a revision of the Officer Personnel Management System that will align branches and functional areas under three Functional Categories.

"We're building on a proven system, but adapting to the emerging realities of the 21st century security environment and the capabilities required of a campaign-quality, joint and expeditionary Army," said Col. Pat Stallings, chief of the OPMS Task Force, U.S. Army Human Resources Command.

The OPMS Functional Design, announced via an All-Army Active (ALARACT) message, was effective Sept. 5, but most officers will not see an impact until spring, said Stallings.

HRC assignment officers will begin identifying a small number of officers for broader assignment next summer, with notifications beginning as early as January. The lieutenant colonel selection board that convenes in February will be the first to use the Functional Categories as promotion categories. HRC will announce procedural changes for officer evaluations (report and support form preparation and processing) and Functional Designation boards via MILPER messages.

"The Task Force reestablished the periodic review process to recommend changes required for management and development of the Officer Corps, to develop

skills required, today and tomorrow, and group skills functionally to meet Army requirements," said Stallings.

The revised OPMS design, he said, is better aligned to the critical joint functions required of the Army than the four Career Fields of OPMS 3, and provides broader officer development. "This design directly supports the Army's strategy of growing adaptive leaders," he stated.

"We are not changing the core features of the OPMS system that make it so good today," noted Stallings. "We will continue to develop and promote functional specialists, and we will maintain our absolute focus on developing officers' warfighting skills in their branch.

"We've always had multi-skilled officers," he said, "but are now seeking to develop them in a more deliberate way. OPMS improvements provide the framework to build future senior leaders who are multi-skilled and better prepared to operate as part of joint and interagency teams."

The new Functional Categories are: Maneuver, Fires and Effects; Operations Support; and Force Sustainment, which includes the special branches. Functional Categories are further divided into Functional Groups that link branches and functional areas with similar battlefield functions.

Lists of branches and functional areas by Functional Group and Functional Category are available at the HRC-Alexandria Web site, www.hrc.army.mil, under Officer Personnel Management Directorate.

Stallings noted that there is no longer a "3" or "III" after

G1 News: Fitness club membership update

By USAREC G1

One of the most pressing well-being issues identified by our recruiters and their leadership is the need for paid fitness club memberships for Soldiers stationed away from installation support.

Each brigade identified one battalion to participate in a pilot program using Army Recruiting Initiative funds to test the benefit of purchasing unit fitness club memberships for Soldiers. Beckley, Miami, Cleveland, Dallas and Denver battalions will participate in this pilot program. USAREC is still working through acquiring the ARI funds, and hope to begin the pilot during the 1st or 2d quarter of Fiscal Year 2007.

Installation support

In June, Maj. Gen. Thomas Bostick, USAREC commanding general, sent memoranda to commanders of Army installations

thanking them for their continued support to our recruiters, and asking them to give our recruiters and their families priority when visiting facilities such as medical, dental, legal, identification card and vehicle registration offices. Bostick asked for the installations' support so recruiters could quickly return to their mission.

Despite the challenges Army installations have with supporting increased mobilization requirements, they have been responding favorably to this request. Let your chain of command and Soldier and Family Assistance Program Manager know how this is working. If you are experiencing difficulties, let them know so that they can work with your servicing installation on this initiative.

Citizenship

On June 22, Army G1 rescinded the U.S. citizenship recruiter qualification requirement. Human Resources

Command supported this change for both Regular Army and Army Reserve recruiters. All recruiters must still be a U.S. Citizen, U.S. national or an alien who has been lawfully admitted to the United States for permanent residence.

Two Soldiers who are not U.S. citizens have already graduated from the Army Recruiting Course and are pending assignments to recruiting battalions. Both have highly desired linguist abilities (Korean) that will be helpful in communicating the Army opportunity to applicants. USAREC G1 takes special care to ensure the gaining battalions know about their special skills to ensure they are placed for success. USAREC G1 is working with Human Resources Command to leverage the policy to improve USAREC's linguist recruiter personnel fill.

“OPMS;” it's an evolutionary system, without numbered versions.

Reserve-component leaders are committed to the same objectives for growing 21st century officers, Stallings said, and are reviewing the functionally aligned OPMS design to determine applicability within their personnel management systems.

DoD focuses on electronic voting options

By Sgt. Sara Wood, American Forces Press Service

The Defense Department is focusing efforts to ensure servicemembers know their options for voting in the 2006 elections.

The Defense Department is responsible for ensuring the right to vote for military members and their families, and also for U.S. citizens living overseas. It accomplishes this through the Federal Voting Assistance Program, said Michael L. Dominguez, principal deputy undersecretary of defense for personnel and readiness.

DoD has launched a Web site outlining electronic voting options for residents of each state. The Integrated Voting Alternative Site includes information from all states and territories on the electronic ballot requests and delivery alternatives available to U.S. citizens overseas covered under the Uniformed and Overseas Citizens

Absentee Voting Act, said Scott Wiedmann, deputy director of the Federal Voting Assistance Program.

Most states allow at least part of the voting process by fax, and states are slowly embracing the use of e-mail for ballot requests and delivery, said Polli Brunelli, director of the Federal Voting Assistance Program.

DoD has developed two Web-based tools that states can use in the voting process, Wiedmann said. Both involve an online, automated version of the Federal Post Card Application, which is the form used for voter registration and request of absentee ballots. Both are designed for individuals who are already registered to vote in their

home states. The first tool would allow registered voters covered under the overseas act to log into a secure Web site, fill out automated Federal Post Card Applications, and e-mail them to their local election officials, Wiedmann said. The second tool would allow registered voters to upload the completed applications to a secure server, where the local election officials can log on and download the forms and then possibly upload blank ballots to the same site for the voters to access, he said.

Brunelli also said she has been encouraging officials to them to send ballots out early, so overseas voters have plenty of time to complete and return them to be counted.

USAREC transformation initiative

By Maj. Gen. Thomas Bostick, USAREC commanding general

NOTE: taken from CG memo dated Aug. 17.

All military and civilian personnel are advised of a proposed transformation initiative within the command which will impact our command and control structures. This transformation has a projected implementation date of Oct. 1, 2007.

For this to occur, many actions must be accomplished to include, but not limited to: coordination between brigade and headquarters management and process action teams to address functional workload assessments, process changes and reporting requirements using Lean Six Sigma methodology; briefings with higher-level echelons to relay PAT results; and development of specific milestones to ensure a timely implementation. My intent is to keep you informed of progress made as we move forward.

While there are several impending forces driving the proposed transformation, the primary drivers are:

Mission success. USAREC needs to reorganize functionally and structurally to improve our effectiveness. To achieve this, the existing five brigade headquarters would focus on planning, operations, training and compliance; the establishment of a new sixth brigade headquarters would improve the existing span of control. Administrative and logistical support functions historically

performed in brigade headquarters would be consolidated at a new Recruiting Support Center located at Fort Knox, with the goal of providing nationwide support to our subordinate command elements. I also anticipate a more streamlined headquarters staff as some functions in directorates and special staff elements realign to the Human Resource Center of Excellence, a new three-star command being stood up at Fort Knox under BRAC, and the RSC.

Army-driven strength management. Across the Army, 14,000-plus military positions must transfer from the institutional to operational Army to meet the needs of our Army at war. To meet both TRADOC's and USAREC's specific requirements, restructuring must occur to support this top-driven mandate.

As functional reviews are performed, I will have more information about the specific impacts on military and civilian positions at brigade headquarters, battalion and headquarters levels. We will staff this information with all necessary parties to include applicable human resources and union representatives and, most certainly, share it with the workforce through various forms.

In the interim, I understand that uncertainty and the prospect of change can cause anxiety. I can assure you I am sensitive to your concerns and committed to your welfare. To this end, I will use all tools possible to minimize the impact of these proposed changes to the USAREC workforce.

I extend my thanks to each

of you, and to your families, for the contributions you make to this command every day. Without a doubt, our most important resource is our people. I remain dedicated to doing what is right for our Soldiers and civilians, while also making the changes necessary to meet USAREC's challenging mission and the Army's demand for a dynamic force.

Army to begin utility billing for privatized housing

By Army News Service

Some families living in privatized housing on Army installations became responsible for their utility consumption beginning Sept. 1.

Residential Communities Initiatives began billing for electricity at five installations where a yearlong mock billing program was recently completed. The mock billing program established a baseline for electricity consumption through consumption patterns, housing type and size.

Residents who use less energy than what was established by their baseline will earn a rebate or credit. Those who exceed their baseline will be required to pay the difference. Residents should see their first bill on or around Oct. 1.

The installations where billing began are Fort Carson, Colo.; Fort Hood, Texas; Fort Meade, Md.; Fort Lewis, Wash.; and Fort Campbell, Ky.

Only those residents living in new and fully renovated houses receive energy bills.

"These homes feature Energy Star appliances, as

well as additional insulation and energy-saving windows," said Ivan Bolden, RCI Assistant for Policy and Program manager. "Energy Star is the housing industry's highest energy-saving rating.

"The majority of old homes are not individually metered so it would be difficult to gauge energy consumption," he said. "But once they are fully renovated, they will be included in the billing program."

Congress passed the Military Housing Privatization Initiative in 1996, allowing the services to privatize family housing. Guidance published by the Office of the Secretary of Defense in 1998 required servicemembers in privatized housing to be responsible for the utilities they consumed.

The billing program was established by the Department of Defense to conserve energy and track energy usage. Eventually all military branches will require residents living in privatized housing to be responsible for their energy use.

Under the RCI program, more than 72,000 family housing units at 33 Army installations have been turned over to private developers. The companies manage the housing and collect rent through Soldiers' Basic Allowance for Housing. In return, the companies provide property management services, renovate existing homes and build new housing.

Dollars saved through conservation will mean more money for construction of new homes and community facilities at the installation; the savings will stay local.

Senator announces predatory lending issue at battalion

By Julie M. Lucas,
Kansas City Battalion

Soldiers will be protected in the future from businesses preying on them and their families thanks to Missouri Sen. Jim Talent.

Talent recently helped to co-sponsor an amendment to a Senate Bill on Defense Authorization to include the protection of military families from predatory lending abuses. During a stopover in western Missouri, Talent dropped by Kansas City Battalion to make the announcement to the local media.

“Predatory lending has been a staggering problem in Missouri and around the country in areas where our servicemen and women are stationed,” said Talent. “These businesses prey on young military personnel and charge upwards of 800 percent APR on small loans.”

One in five active-duty military personnel were payday borrowers last year. The amendment will limit annual interest rates to 36 percent for loans made to military families, allowing Soldiers to keep more of their pay.

“We have to step in and stop these predatory lenders from making a quick buck at the expense of the livelihood and future of those defending our freedom,” Talent said.

During his visit, Talent spoke with more than 20 new recruiters going through orientation training. Many of these NCOs are veterans of

the war on terrorism. Talent listened intently to the Soldiers’ concerns and fielded questions and concerns from the Soldiers.

“For the Soldiers, this is something long overdue,” said Command Sgt. Maj. Mark Boles, Kansas City Battalion. “These people are leeches and have sucked the blood out of our Soldiers for too long.”

Caffie becomes Army Reserve’s top enlisted leader

By J.D. Leipold
Army News Service

Command Sgt. Maj. Leon Caffie was sworn in as the 10th U.S. Army Reserve command sergeant major by Lt. Gen. Jack C. Stultz, commander of the Army Reserve, at a ceremony in the Pentagon’s Hall of Heroes Aug. 30.

The ceremony also marked the first time the Army Reserve will have a double-hatted command sergeant major. In the previous structure, there were two command sergeants major — one served as the enlisted leader of the U.S. Army Reserve Command at Fort McPherson, Ga., while another served as the enlisted leader for the Chief of the Army Reserve in Washington, D.C.

“We’ve changed that to one position,” Stultz said. “This is symbolic of not only bringing in new leadership, but also of the fact that we’re transforming the reserves into an operational force from an

old-legacy force.”

Stultz interviewed 16 candidates for the position, and sought advice from Sgt. Maj. of the Army Kenneth O. Preston and TRADOC’s Command Sgt. Maj. John Sparks on what qualities to look for in a prospective command sergeant major.

“They told me ‘you’ll know who it will be when you feel it in your gut,’ and that’s what happened when I interviewed him,” Stultz said. “He genuinely cares about Soldiers. I think Soldiers will follow him anywhere — not because he cuddles them; he is very demanding, strict on discipline and standards.

“He won’t tolerate sub-standard performance and that’s what Soldiers appreciate — the fact that he demands and lives up to that warrior ethos and doesn’t ask anything of a Soldier that he’s not willing to do himself.”

In his new position, Caffie will lead more than 153,000 enlisted Reserve Soldiers and serve as the chief advisor to Stultz on all enlisted Soldier matters with respect to training, leader development, mobilization, employer support, family readiness and support and quality of life.

Following the acceptance oath, Caffie spoke briefly to the audience, thanking his wife, Sylvia, for her support throughout 35 years of marriage, and Stultz for giving him the opportunity to serve as the command sergeant major.

“The most important part of this job that I’m looking forward to is the interaction I’ll have with Soldiers,” he said. “My primary purpose is to take care of those young Soldiers, the young impres-

sionable minds of the 18- and 19-year-old men and women who volunteered to join our Reserves ... It’s my pleasure to be able to share with them some of the wisdom and experience I’ve gained throughout the years.”

Caffie began his Army career when he was drafted in 1970. After serving in Vietnam, he joined the Army Reserve.

He holds an associate’s degree in general education from Santa Fe Community College, in Gainesville, Fla., and a bachelor’s degree in communications from Regents College, Albany, N.Y.

Caffie has also completed numerous civilian law enforcement courses and certifications, and graduated with distinction from the FBI National Academy, Quantico, Va.

He retired as a major from his civilian position with the Alachua County Sheriff’s Office in Florida, where he served as director of Law Enforcement Operations.

Attention in South Dakota

The legislature of the state of South Dakota has enacted the following:

Any person who is actively serving in the armed forces of the United States, and who, at the time of registration, is stationed for active duty in the state of South Dakota, qualifies for resident tuition rates at the institutions controlled by the Board of Regents. The provisions also apply to the spouse of such person.

Gold Badges

AUGUST 2006

CHICAGO

SFC Richard Wooten
SSG Reginald Johnson
SSG Gilbert Morales
SSG Justin Perry
SSG Gerald Smith
SSG Christopher Tasker
SSG Jeffrey Thompson
SGT Larry Williams

COLUMBIA

SFC Larry Brewton
SFC Roger Harris
SSG Walter Love
SGT Lemuel Hashim
SGT David Stricker
SGT John Tate

COLUMBUS

SFC Margarito Vasquez
SSG David Ammerman
SSG Donald Graves
SSG Paul Joyce
SGT George McCaulla
SGT Eric Swinehart
SGT Danny TorresDiaz
CPL Trevor Jacob

DALLAS

SSG Richard Szabo
SSG Morris Tate
SSG James Williams
SGT Joseph Cole
SGT Christopher Rodriguez
SGT Ryan Warpinski
SGT Kenneth Wesley

DENVER

SSG Todd Dimmock
SSG Ronald Shelly
SSG Lance Wilson
SGT Jason Callan
SSG Alezander Perez

DES MOINES

SFC Jeremy Gatens
SFC James Parry
SSG Aaron Christensen
SSG Brandon Horton
SSG Nicholas Johnson
SSG Michael Raab
SSG Ricky Rankin
SGT Mitchell Dolan

GREAT LAKES

SFC Michael Bell
SSG John Barton

SSG Theodore Curry
SSG Paul Krueger
SSG Billy Montgomery
SSG Jason Noggle
SSG Chris Petty
SSG Michael Steele
SSG Deon Tabron
SSG Randell Traxler
SSG Nicholas Traud

SSG Mubota Watson
SSG Erica Wilson
SGT James Bedford
SGT Andre Fontenot
SGT Kenneth Johnson
SGT John Maess
SGT Jeremiah Rapmund
SGT Karen Slancauskas
CPL Kelvin Borchardt
CPL Joseph Jackson
CPL Erik King
CPL Cory Rush

HOUSTON

SFC Jerry Dickerson
SFC Larry Mulkey
SSG David Carillo
SSG Richard Harrigan
SSG Christopher Kelly
SSG Damon Lindsey
SGT Floyd Candace
SGT Isha Guerrero
SGT Jason Hooper
SGT Leif Johnson
SGT Jeffrey Smith

JACKSON

SSG Christopher Green
CPL John Thrasher

JACKSONVILLE

SSG Michael Crook
SSG Michael Dupree
SSG Eric Lowery
SSG Fernando Tomlinson

KANSAS CITY

SGT Eugene Cemper

MINNEAPOLIS

SSG Kevin Bergan
SSG William Bryan
SSG Jay Iversen
SSG Thomas Johnson
SSG Terry Mattke
SSG Eric Potter

SSG Corey Watts
SGT Tyler Arnold
SGT Richards Kerns
SGT Nathan Lolley
SGT Scott Mackedanz
SGT Corey Schilichter
CPL Ian Pieper

MONTGOMERY

SFC Demetrius Cullers
SFC Kevin Hommel
SFC Adrian Turner
SSG James Cadwell
SSG Michael Waryas
SSG Walter Watkins
SSG Kennon Weaver
SGT Kemesha Richardson
CPL Matthew Halfaker

NEW ENGLAND

SFC Scott Arispe
SFC Joseph Callahan III
SFC Troy Dotterweich
SFC Colin Stoeckel
SSG William Crouthamel
SSG Carlos Green
SSG Apostolos Gregorious
SGT Stephen Bozich
SGT Patric Lepene
SGT Derek Partington
SGT Michael Seery

NEW ORLEANS

SSG Finesha Banks
SSG Marie Garcia
SSG Doris Guidry
SSG Dwayne Spates
SSG Alice Toleafoa

PITTSBURGH

SFC Michael Foor
SSG Adam Atherton
SSG Michael Epstein
SSG Steven Downey

PORTLAND

SFC Ronald Favela
SFC Faataui Iuli
SFC David Lee
SSG Steven Mance
SSG Cory Montgomery
SSG Christopher Primose
SGT Gabreyale Hyman
SGT Eric Rynearson



SAN ANTONIO

SFC Esmeralda Graciano
SFC Gregory Trenery
SSG Carmen Halcomb
SSG Joaquin Nava
SSG Gilbert Navarro
SSG Miguel Robles
SSG Ricardo Zamora
SGT Hugo Chavez
SGT Jose Nietocarreon

SOUTHERN

CALIFORNIA

SGT Adam Diehl
SGT Rigoberto Garcia
SGT Jacob Garza
SGT Jimmy Graves
SGT Hector Herrera
SGT Gregory Molespske
SGT Rene Valdiviamoreno
CPL Erik Cruz

ST. LOUIS

SFC Vita Baker
SFC Michael Spurgeon
SFC Seschaun Taft
SSG Michael Alexander
SSG Joshua Staple
SGT Charles Lovingood
SGT Jeanne McGallagher
SGT Jonathan Myers
SGT Thomas Piper

TAMPA

SFC Joseph Tomlin
SSG Robert Jones
SSG Robert Padilla
SSG Jaddiel Perez-Colon
SSG Liza Zonata

Recruiter Rings

AUGUST 2006



2D AMEDD

SSG Christopher Heffner

BALTIMORE

SFC Johnnie Chamberlain

SSG Brad Russell

SGT Antonio Batang

SGT George White Jr.

CLEVELAND

SSG Jeremy Demarb

COLUMBIA

SFC Cesar Tricoche

SSG Bert Feltner

DALLAS

SFC David Green

SFC Danny Potter

SSG Winston Castillo

DENVER

SFC Alvin Perezcolon

SFC Timothy Rohloff

SFC Curtis Wolf

SSG Robert Munger

SSG Greg York

DES MOINES

SFC Charles Frizell

SFC Benjamin Smith

SSG Pallas Cryer-Harris

SSG Robert Fensler

SSG Richard Miller

GREAT LAKES

SFC David Garrett

SSG William Boettcher

SSG Roderic Pittman

SSG Matthew Toth

HOUSTON

SSG Jason Massie

INDIANAPOLIS

SFC Moses Wilson

SSG Jonathan Emerick

SSG Jason Sauder

JACKSONVILLE

SSG Wenceslao Garrastegui

SSG Jacob Tarrant

KANSAS CITY

SFC Mark Chrisman

SSG Jason Allman

SSG Billy Bailey

SSG Joseph Grens

SSG Alphonso Johnson

SSG Steven Vickery

SGT Heather Brando

SGT Eugene Cemper

SGT Gerald Christensen

SGT Bradley Summers

SGT William Willoughby

LOS ANGELES

SFC Brian Martinez

SFC Renato Sampaga

SGT Ronald Whitehead Jr.

MIAMI

SFC Carlos Quinones

MONTGOMERY

SFC Scott Steele

SFC Keith Thornton

SFC Robert Welborn

NEW ORLEANS

SFC Kerry Bradley

SSG Archie Breaux

PITTSBURGH

SSG Patrick Filegar

SSG Raymond Seib

SSG Jeffrey Vittorio

SSG Craig Wright

PORTLAND

SFC Joseph Cruz

SAN ANTONIO

SSG Eddie Cervantes

SSG William Spratling

SGT Bryan Escamilla

SGT Felix Villa

SEATTLE

SSG Joshua Yost

SOUTHERN

CALIFORNIA

SFC Brian Rael

ST. LOUIS

SFC Geoffrey Deremiah

SSG Darrell McKinney

TAMPA

SFC Hector Rivera-Velazquez

SSG Jermaine Ross

SSG Jamie West

Morrell Awards

AUGUST 2006

1ST AMEDD

SFC David Clark

BALTIMORE

SFC Jere Smith

SSG Jason Bannick

SSG Michelle Taylor

BECKLEY

SFC Harry Unroe

COLUMBIA

SFC John Sanders

DALLAS

SFC Paulino Villanueva

SSG Ricardo Delpozo

SSG Gary Vaughan

DENVER

SFC Raymond Garcia

SFC Jamie Perry

DES MOINES

SSG Matthew Vlahovich

GREAT LAKES

SFC Jamie Hollen

HOUSTON

SFC Wayne Bates

SFC Daryl Mumford

SFC James Smalley

INDIANAPOLIS

1SG Larry Lee

JACKSON

Beverly Flores

KANSAS CITY

SFC Joshua McClure

SFC Walter Parrish

SSG Dustin Goddard

SGT Eugene Cemper

LOS ANGELES

SFC Lisa Osgood

SSG Laurina Watford

MIAMI

SFC Luis Pacheco

MINNEAPOLIS

SFC Jimmy Franqui

MONTGOMERY

SFC Galen Waddell

NEW ENGLAND

SFC David Ballard

SFC Eric Whitfield

SSG Otis McMillan

NEW ORLEANS

SSG Earnest McGowan

PITTSBURGH

SFC Charles Hinson

SSG Brent Barr

PORTLAND

SFC Joel Calanayan

SSG Nelson Jack

SSG Joseph Salas



SAN ANTONIO

MSG Joseph Downs Jr.

SFC Eric Jackson

SFC Gilbert Navarrette

SFC Booker Newton

SSG Robert Mayberry

SORB

SSG David Beard

SOUTHERN

CALIFORNIA

SFC Kim Ferguson

SYRACUSE

SFC Andrew Hodnett

TAMPA

SFC Carlos Alvarez-Velez

SFC Darick Smallwood

1. For Soldiers to understand USAREC and its mission, they should think of it as a sales organization.

- a. True
- b. False

2. A prospect will trust a recruiter who _____

- a. Leads or counsels a civilian as they would a subordinate Soldier.
- b. Compromises during the interviews.
- c. Embodies the Army values.
- d. Doesn't ask tough and honest questions.

3. What leadership style should a recruiter rely on heavily to lead someone to join the Army?

- a. Personal
- b. Transformational
- c. Interpersonal
- d. Transactional

4. The Army story consists of the personal experiences of every Soldier. Therefore, the most effective and most decisive voice telling the Army story should be that of the everyday Soldier who doesn't wear the Army Recruiter Badge.

- a. True
- b. False

5. Placed at the forefront during the recruiting process is the recruiter's _____

- a. Face-to-face leadership skills with a young man or woman.
- b. Ability to tell the Army story.
- c. Character and integrity.
- d. Command authority over the prospects.

6. Recruiters must recognize that leading an individual through the decision making process will

- a. Result in an immediate enlistment most of the time.
- b. Result in all prospects coming back for another look at enlisting.
- c. Take time.
- d. Not result in an enlistment unless they ask the applicant to enlist immediately.

7. Which of the following recruiter leadership skills leads prospects to an enlistment?

- a. Interviewer, trainer, leader, coach
- b. Leader, monitor, trainer, coach
- c. Teacher, coach, mentor, counselor
- d. Mentor, coach, friend, interviewer

8. What are the two parts of USAREC's information environment (info structure)?

- a. Human and electronic intelligence
- b. ARISS and voice network

- c. Internal and external
- d. E-mail and data network

9. Who represents the face of the Army in America's hometown?

- a. Soldiers assigned to USAREC
- b. Civilians assigned to USAREC
- c. Family members of USAREC
- d. Every member of USAREC

10. _____ and _____ are examples of internal and external networks.

- a. Staff elements and Future Soldiers
- b. Future Soldiers and organizations
- c. Schools and clubs
- d. Recruiting leaders and staff elements

11. In recruiting, the mission is Army enlistments. Which two primary market segments (categories) combine to make up the recruiting mission box?

- a. Recruiting zone and penetrated market
- b. Schools and ethnicity
- c. TIER I and TIER II
- d. Education and aptitude

12. All of the following are primary roles of the recruiting leader except:

- a. Establish a climate of integrity, mutual trust, confidence and respect.
- b. Provide purpose, direction and motivation.
- c. Demonstrate Army leadership skill to the American public to influence enlistments.
- d. Train and grow subordinate leaders to operate in an uncertain environment.

13. Which ROS element must be planned and consistently executed?

- a. Area canvas
- b. Processing
- c. Prospecting
- d. Interviewing and counseling

14. The primary reason young men and women join our Army is based on positive leadership and caring shown to them by the Army recruiter, not cash incentives and job opportunities.

- a. True
- b. False

15. The quality of leadership required in recruiting organizations is slightly different from that required in other Army units.

- a. True
- b. False

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

Mission Box

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

RCM August Fiscal Year 2006

Top Regular Army Recruiter

SFC Freddie Blue
Albany

SSG Lisandra Millet
Tampa
SSG Travis Cole
Tampa
SGT Lawrence
Gambino
Raleigh

SSG Kenneth Graves
Indianapolis

SSG Dowoni Watson
Dallas

SGT Jesse Ayin
Portland

Top Army Reserve Recruiter

SFC Kenneth Golder
Albany

SFC Melinda George
Columbia

SFC Jose Casiano
Milwaukee

SFC Mark Chrisman
Kansas City

SSG Robert Gonzalez
Portland

Top Large Station Commander

SFC Scott Geise
Glen Burnie
Baltimore

SFC Jose Delgado
Orange Park
Jacksonville

SSG Danny Smith
Alexandria
Minneapolis

SSG Jeffery Nash
Harlingen
San Antonio

SFC Brian Homme
Victorville
Southern California

Top Small Station Commander

SSG Corey Woodard
Enfield
Albany

SFC Bryan Herndon
Cleveland
Nashville

SSG David Matthews
Plainwell
Great Lakes

SSG Pablo Lopez
Ureste
Bastrop
San Antonio

SFC Ronnie Sarmiento
Hemet
Southern California
SFC Jason MacArthur
Cheyenne
Denver

Top Company

Albany

Radcliff

Battle Creek

Waco

Tempe

Top AMEDD

Southwest

Carolina

Chicago

Houston

Rocky Mountain

Answers to the Test

1. b. USAREC Manual 3-0, 13-4
2. c. USAREC Manual 3-0, 14-12
3. b. USAREC Manual 3-0, 14-13
4. b. USAREC Manual 3-0, 14-4
5. c. USAREC Manual 3-0, 14-11 and 14-16
6. c. USAREC Manual 3-0, 14-11
7. c. USAREC Manual 3-0, 14-6 and 14-7
8. c. USAREC Manual 3-0, 2-1
9. a. USAREC Manual 3-0, 13-1
10. b. USAREC Manual 3-0, 2-4 and 2-25
11. d. USAREC Manual 3-0, 3-16
12. c. USAREC Manual 3-0, 7-3 and 14-12
13. c. USAREC Manual 3-0, 10-26
14. a. USAREC Manual 3-0, 13-5
15. b. USAREC Manual 3-0, 7-40

CORRECTIONS

Because of incorrect information provided, names in the August Mission Box were incorrect. RCM June, FY '06, 2d Brigade Top Army Reserve Recruiter should be SFC Norman Gentle, Raleigh, and 1st Brigade Top Large Station Commander should be SFC Justine Beaulieu, Dover, New England.

It's Your FUTURE



... how hard is that?