

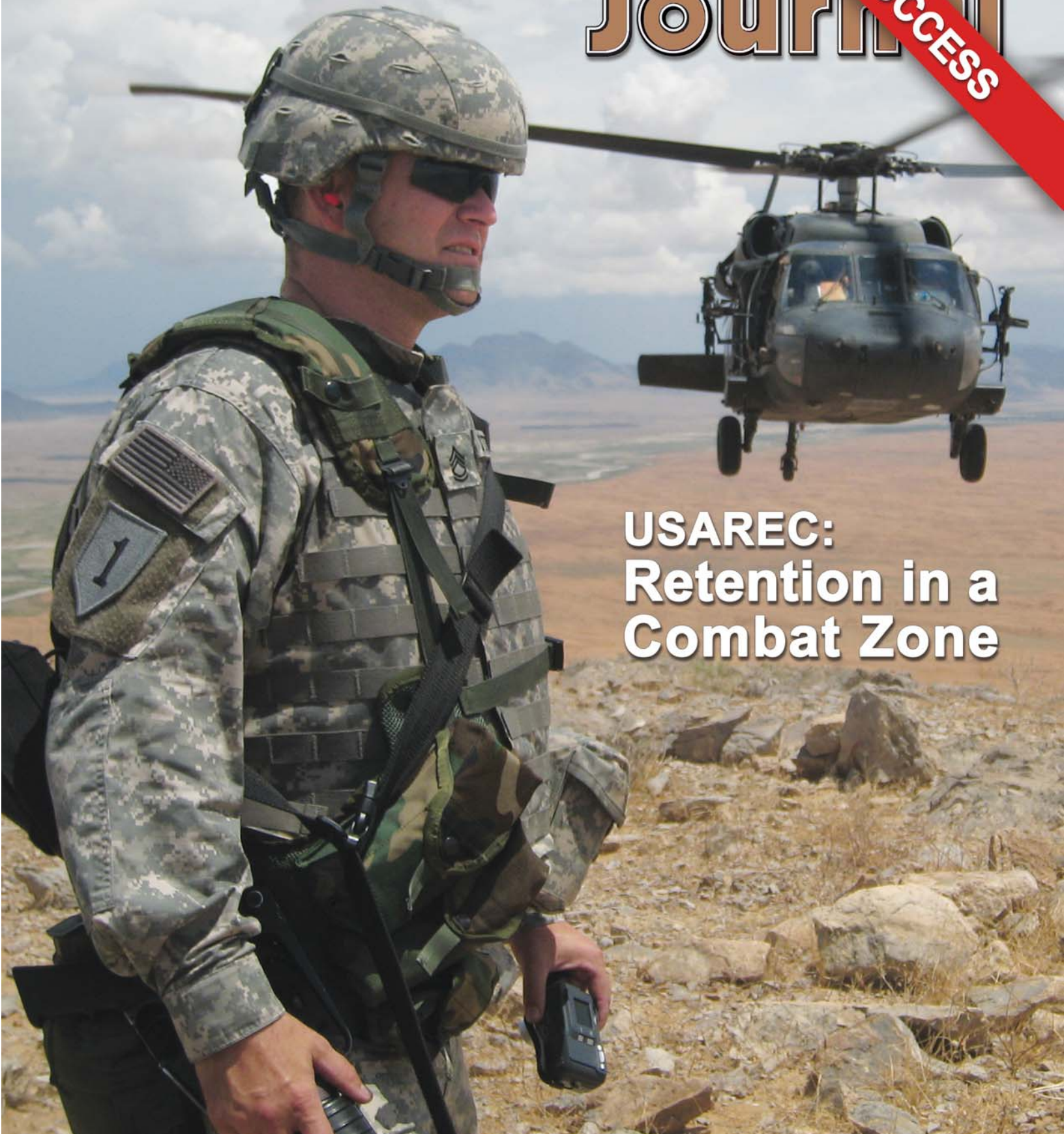
# RECRUITER

United States Army Recruiting Command

October 2007

# Journal

**MISSION SUCCESS**



**USAREC:  
Retention in a  
Combat Zone**

# RECRUITER Journal

## U.S. Army Recruiting Command

October 2007  
Volume 59, Issue 10

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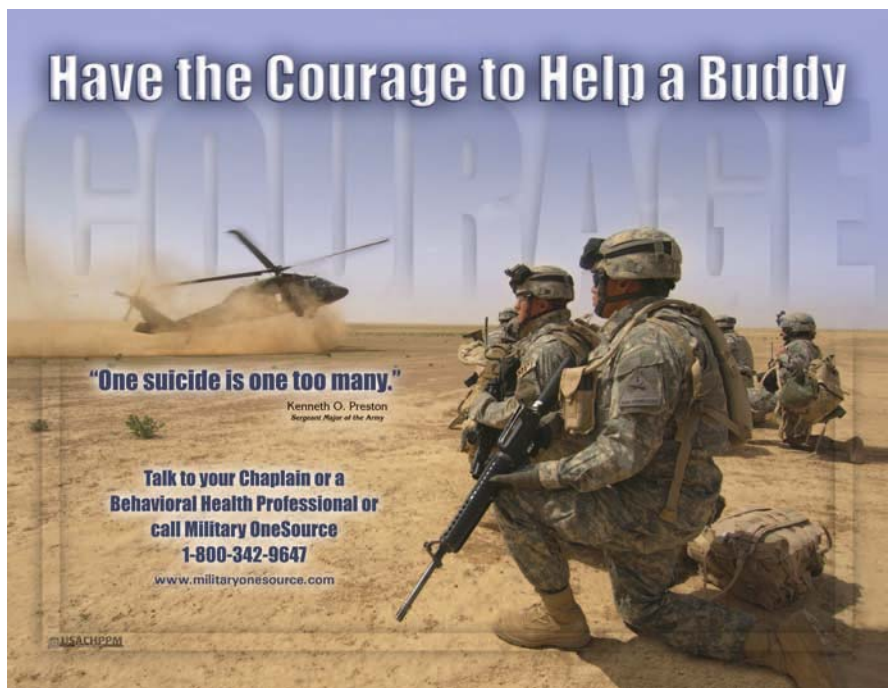
The Army Reserve Recruiting Assistance Program leverages the talents of Reservists by allowing them to seek out Reserve referrals.

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Sgt. 1st Class Journey Stewart is deployed with the 82d Airborne Division at Kandahar Air Base, Afghanistan. Photo by Maj. Michael Burns



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## Congratulations and Thank You

# Mission Success

As I write this article, we are still working to close out the mission for FY 07, but I know that you and your Warrior Ethos will prevail, so congratulations ... mission accomplished. Well done!

I want to thank you, our Soldiers, Civilians, Families and all of our partners who assisted USAREC this year. It is not possible to name all of those responsible, and as I have said many times, each of you makes a difference in accomplishing this mission. It took everyone's best effort to achieve success. We have received assistance from an Army that mobilized to support the recruiting mission in a way that it has never done before. Thank you. It will require this same energy and support from the Army and the nation to continue to man our Army at war.



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

adversity and incredibly high odds. As we pressed the fight to accomplish this mission, I often reflected on President Teddy Roosevelt's remarks:

"It is not the critic who counts: not the man who points out how the strong man stumbles or where the doer of deeds could

**"The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly ..."**

Despite the successful mission, there will be many critics who will address the "quality" of our new recruits, attacking education, aptitude and waivers, as they express concern for the "lowering of standards." While a greater number of our Soldiers (about 20 percent of those accessed) have achieved their education through GEDs, home schooling and adult education programs, and although waivers are higher this year, I'm confident that we are maintaining a high quality force. I have fought side-by-side with these great Americans, as have many of you. These Soldiers are all qualified to serve in our Army, and they are serving bravely, often paying the ultimate sacrifice in service to their nation.

It is hard to give credit to any one person or organization when a unit succeeds, or for that matter, fails, in the face of

have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself for a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat."

Thank you for serving "in the arena." I'm extremely proud to serve with you all and look forward to another great year as we begin the fight to man our Army.

I'll see you on the high ground!

# On to the High Ground for FY 08!

What a year FY 07 was for this command, our Army and our nation! Your accomplishments over the past 12 months are truly worthy of note.

Due to your efforts, and those of other committed professionals throughout our great Army and nation, the U.S. Army continues to remain steadfast in its resolve to defend our country in peacetime and in war.

Our ranks continue to remain strong, replete with young men and women who voluntarily step forward to serve their country in a time of armed conflict. It is obvious to me that they see something in each of you they desire to emulate; I am speaking of such traits as honor, pride and dignity. They are aware of the dangers and awesome responsibilities inherent with the title of Soldier.

The Global War on Terrorism, and the risks and dangers therein, are well publicized on a daily basis. In spite of this fact, young Americans are following through with a commitment that many people in our nation choose not to undertake, and that is their right to do so.

There are also some who will surely say this mission was achieved due to leveraging monetary bonuses, short-term enlistments, guaranteed assignments, etc. I encourage you to stand firm in your conviction that the impression you have made upon these patriots is not solely dependent upon a myriad of incentives but on a deeply ingrained sense of values.

The Future Soldiers you have led to join the Army Strong team will soon come



**Command Sgt. Maj. Martin Wells**

to understand what it means to set aside personal gain in order to further the cause of something greater than themselves or any one of us. Duty, honor and country are mere words to some, but to others, they are the foundational tenets of a nation standing on the precepts of liberty and democracy for all.

You have weathered the storms and have succeeded in ways many thought were unachievable; for that, and many other reasons, you are to be commended. I am truly proud to have served with you all over the past year and look forward to ramping up for another great year for our Army!

I offer my thanks and appreciation to you and your Families for a job well done. On to the high ground for FY 08!

“The Future Soldiers you have led to join the Army Strong team will soon come to understand what it means to set aside personal gain in order to further the cause of something greater than themselves or any one of us.”

# Committed to Success

By Chaplain (Lt. Col.) Terry Whiteside

I enjoy the feeling of success and achievement, as I am sure you do, too. When something has gone the way I expected it to go, I get a strong sense of satisfaction. But at this point, I realize that there is always a little more that I can do. We do not rest upon our laurels but keep pushing on. There is always another challenge ahead of us, another mountain to scale. We are constantly facing challenges.

For example, my sons are built like pro wrestlers. They have spent many hours working out at the gym, developing into strong muscular men. I would love to have their physique. But I realize there is a challenge for me to achieve this — I must be willing to spend the time, energy and effort required to bring about these results. I know my sons did not develop their muscles by wishing and hoping for them. They put their bodies to the task and worked daily to achieve this success. They were committed to the task put before them.

The same principle applies to our relationships. Many people have had difficult experiences in one relationship or another. Whether with a parent, a spouse or a child, many have gotten to a place where they felt as though they could not make things work any longer. This is unfortunate but true. Hopefully, our commitment in these relationships is strong enough that we are willing to find ways to work through the difficulties. Doing this makes us stronger and better individuals.

The only way a butterfly develops its wings is by struggling to get out of the cocoon, thus becoming strong enough to fly once it has been freed. It is this commitment that causes the butterfly to be successful.

I once heard the story of two frogs that had fallen into some cream. The sides of the bucket were so slippery that they could not escape no matter what they did. Finally, one frog was defeated and said, “It is no use. We’re not going to make it. I’ve tried as hard as I can and now I am giving up.” With that, he sank into the cream and was never seen again.

The other frog continued to paddle as hard as he could. After a while, the cream began to thicken up and then turned into butter. Now the frog could stand on top of it and hop out. It was this frog’s commitment that gave him the ability to succeed.

This principle is the same today for us. It is easier to sit back and complain why something can’t be done rather than work with our issues and succeed. Just as with my sons, it took months and years for their muscles to develop. But once they did, the work did not stop at that point. They have to continue their workouts to maintain their physique.



Computer illustration by Joyce Knight

# THE WAY I SEE IT

## AMEDD RIP

Dear TWISI,

With regard to the RIP and AMEDD, it does not seem right that a recruiter without a mission in a specific corps and writes something in that corps qualifies for RIP. Examples below:

Recruiter A: AMEDD recruiter writes their volume mission and does not have an RA SP mission. They write four RA 65Ds thus qualifying for RIP.

Recruiter B: Writes their volume mission. Has an AR AN mission of 66E, 66F Strap, two 66Hs. Writes three 66Hs and one 66H8A and does not qualify for RIP because he didn't achieve all AOCs missioned under AR ANC. However, the recruiter did overproduce one AR 66H and was not missioned for the AR 66H8A. The 8A at a minimum, should qualify for RIP.

In essence, both recruiters did the same thing and that is to put something in that neither had a mission for.

It would be more of an incentive to qualify for RIP for anything a recruiter put in that they were not missioned for based on the qualifying AOCs and anything missioned for that they overproduced in.

Thank you for your time.  
William Marcinak Jr.  
Station commander,  
2d Medical Recruiting Battalion

Dear Sgt. Marcinak,  
Thank you for your question concerning Recruiter Incentive Pay for recruiters assigned to AMEDD.

In your example you offered a recruiter who did have a specific AOC mission and missed their missioned AOC but achieved their volume mission and did not earn RIP. I had the AMEDD RIP manager and the G-3 RIP manager research your question.

The criteria for AMEDD RIP were developed with specific mission accomplishment as the intention for the

incentive pay. USAREC Message 07-061 paragraph 4 states: "The goal of RIP for AMEDD is to encourage overproduction by assigned mission and critical AOCs." The AMEDD mission is accountable to the Army by specific AOC mission accomplishment; in turn, we only offer this incentive to recruiters that achieve/over achieve in their specific AOCs. The policy was shaped this way to ensure we provide the Army with specific skills, urgently needed in medical units across the Army and Army Reserve.

Thank you again for your question. For further information contact Erick Hoversholm or Maj. Mark James at (800) 223-3735, ext. 6-1586 or 6-0367 or e-mail them at Erick.Hoversholm@usarec.army.mil or Mark.James@usarec.army.mil

Sincerely,  
Col. Renee T. Finnegan  
Chief of Staff

## Wear of Gold Badge

Dear TWISI,  
Myself and several other recruiters have had a dispute about the way certain items are being worn on the ACU uniform. There have been several instances where recruiters have been spotted wearing gold subdued badges with nonsubdued sapphires. This seems to defeat the purpose of having a subdued badge in itself. Is this permitted by regulation? Where can it be found so I can correct individuals who are in violation?

Sgt. 1st Class Christopher Chavez  
Phoenix Battalion

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

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

Dear Sgt. 1st Class Chavez,  
Thank you for your input to The Way I See It program concerning the USAREC uniform policy.

The Army is a uniformed service where discipline is judged, in part, by the manner in which a Soldier wears a prescribed uniform, as well as by the individual's personal appearance. A vital ingredient of the Army's strength and military effectiveness is the pride and self-discipline that American Soldiers bring to their service through a conservative military image.

CG Policy F-9 covers the USAREC uniform policy. The pin-on subdued (black and gold) recruiter badges approved by the secretary of the Army and the Institute of Heraldry are the only authorized badges for the Army Combat Uniform. Currently, there are no subdued recruiter badges with star sapphires in the Army inventory. Sapphire stars are not authorized as attachments to the pin-on subdued (black and gold) recruiter badges. It is the duty of all Soldiers to enforce uniform policy in accordance with current regulations and amending messages.

I appreciate your concerns and thank you for your comments.

Sincerely,  
Col. Renee T. Finnegan  
Chief of Staff

An RJ Special Series  
**TRANSFORMING  
USAREC**



## Special Missions, Medical Recruiting Brigades, Fresno Battalion Ready for Activation

*By Mary Kate Chambers, RJ associate editor*

USAREC's plans to stand up two new brigades and a battalion as part of its ongoing transformation process are well under way, with the Special Missions Brigade scheduled to activate on Oct. 1 and the Medical Recruiting Brigade on Oct. 2. Fresno Battalion was scheduled to accept mission Sept. 12 and an activation ceremony is scheduled for November.

Leaders say they are eager to officially be their own units.

"Right now we're still operational," said Martin Stubeda, deputy director of Health Services. "They still have admin-log out in the field, and we (the Medical Recruiting Brigade) have the command and control piece. Once they get the SMB up, we'll completely break away and be our own unit. That'll make more of a difference."

Since the MRB became operational in April, Stubeda said the biggest change has been in the direct communication with the medical battalions.

"The interaction with the commanders has increased 200 percent," he said. "With the battalions falling underneath us, I think now we speak with one voice about the mission and there's clear guidance going down to the commanders."

Also, hiring actions have progressed and Stubeda expected to be at about a 75 percent fill by Oct. 2.

Maj. Mark James, operations officer, said the benefits of being a brigade include implementing staff sections.

"Having an ops section gives us the opportunity to actually monitor daily activity. They say AMEDD's not a daily thing, but in the last 45 days we've been able to go to daily monitoring."

For personnel issues, being able to cut a step out of the process means the action is taken care of sooner, said Capt. Ricco Jones, sustainment division chief.

"They know they can call here and have someone specifically geared toward their personnel and logistics issues," said Jones. "Things happen faster that way."

Chief Warrant Officer Jack Bailey, Special Missions Brigade operations chief, says the unit has assumed additional duties that weren't in the plan when it was organized as a Recruiting

Support Command. The name and mission of the unit changed in July when USAREC's recruiting goals for the fiscal year seemed to be in danger, he said. He said the plan had been to establish the brigade throughout FY 08 until then.

"As the 80K became harder, more and more was pulled from the field," Bailey said. "So what we did was default from the RSC template to our Special Missions Brigade template that we originally wanted a year ago."

Under that model, the brigade takes on an operational mission.

"Right now we have a support mission, which is to support the field administratively, logistically and regarding their budget," Bailey said. "And we've also got an operational mission. We have three missions which are predominately in-service missions: all of special forces recruiting, warrant officer and chaplain."

He said 1st and 3d brigades already are getting support from Special Missions brigade.

"The intent is to have all of the six brigades picked up by the end of the first quarter for their support," Bailey said. "Warrant officer and chaplain already are assumed, and we're supposed to pick up the SORB mission on 1 October."

Given the fact that the brigade has no lessons learned or doctrine to draw from, and the fact that the implementation plan was accelerated by a year, Bailey said the key to success is for all units to be flexible and work together.

"There is no like organization in the Army," he said. "The Special Missions Brigade was designed, developed and implemented internally."

And as such, the unit is "in a unique position," said Eden Rado, brigade deputy commander.

"We're tied to the G-staffs for administration and logistics, but we're part of the team to support the brigades," she said.

As with anything new, Stubeda also said he expects some glitches. But he and Bailey remain optimistic about the overall goal and mission.

"I think it'll be great," said Stubeda.



# Planning for Life: Connecting the Army with the Community

By Emil Hill, Weber Shandwick

Giving back to the community is the cornerstone of good corporate citizenship and truly what service is all about it. The Army gives back to communities where Soldiers live and work in a variety of ways.

One example is Planning for Life, the Army's interactive education program that provides support to high school students who are looking to plan for life beyond high school.

PFL provides benefits to both the Army and the community. By empowering young people with value-added tools, PFL helps produce stronger citizens. Additionally, it provides the Army with a forum to build stronger relationships with influencers.

The program has been activated around the country. The model is built on half-day sessions scheduled throughout the school year at high school and college campuses through partnerships with nationally recognized community groups, education organizations and school districts.

PFL focuses on three key areas for personal development: mind, body and soul.

The mind portion of the program helps participants learn about the importance of standardized testing, i.e., state mandated tests, SAT, ACT and ASVAB. The students are introduced to March 2 Success, the Army-owned free online test preparation program developed with Kaplan and Educational Options.

In addition, students learn new communication skills through a personality assessment tool called Winning Colors, frequently used by JROTC programs across the country. This part of the program concludes with a discussion about career planning, focusing on the importance of advanced education and training. Special emphasis is placed on techniques available to secure scholarships.

The body part of the presentation includes a comprehensive presentation about the impact of a good fitness program and a healthy diet. Nutritionists from the Army Medical Department lead the discussion. Recruiters from the nearest battalion follow up with an interactive demonstration to showcase proper exercise techniques and the long-term benefits of a fitness program.

Perhaps the most impactful part of the program is the focus on the soul. Motivational speakers, such as retired Lt. Col. Consuelo Kickbusch and retired Command Sgt. Maj. Michele Jones, deliver a personal message highlighting the benefits of planning to achieve life goals.

The presentation ends with an Army Cadet Command representative talking about the foundation of any strong, successful person — character. The discussion centers on the Army's core values, using them as a benchmark to foster the development of leadership opportunities and skills.

This year more than 21,000 students participated in PFL workshops across the country. The program has generated feedback from participants, educators, influencers and local recruiting units.

"The people that you guys are able to impact and the way that you guys do it can only be described as incredible," said Christopher Riddick, coordinator, Intervention Services for the Fort Worth Independent School District.

As the program is discussed with educators, it is made clear that PFL is not a recruiting initiative and that there is no obligation for schools or students to join the Army. Program supporters do not look for short-term results but instead appreciate the foundation put in place to help students get better test results, define goals and gain an understanding of the importance of developing a healthier lifestyle.

During the upcoming year, the goal is to reach more students in more schools. The program will leverage new partnerships with the nationally syndicated radio show *The Steve Harvey Morning Show* and *Essence* magazine.

For more information on PFL and how to get involved, visit [www.planningforlife.com](http://www.planningforlife.com).



Sgt. Gabriel Ramirez directs Sgt. 1st Class Israel Oros in demonstrating the proper way to do a sit-up during Chicago Battalion Planning for Life event at Morton College in Cicero, Ill. Photo by Robert Santini

# Leveraging Technology

## New initiatives aimed at recruiter efficiency, effectiveness

By Merle Collard, USAREC G6

USAREC is constantly looking at ways to leverage technology and automation to enhance recruiting efforts of recruiters across the command. Those key initiatives are targeted to increase recruiter efficiency and effectiveness. Updates are also posted twice a month in the IT Talking Points located on the portal at [https://my.usaac.army.mil/portal/dt/usaac/HQ/ISA/Talking\\_Points](https://my.usaac.army.mil/portal/dt/usaac/HQ/ISA/Talking_Points).

## USAREC Form 816

The automated USAREC Form 816, Commanders Situational Awareness, will have five paragraphs: Strength Management, Intelligence, School Data, Recruiting Service Support and Future Soldier Training Program. Each paragraph will display in a separate tab. Recruiting leaders from station commander to the commanding general will use the 816 to view and analyze data.

The data will display in a familiar standard format and will originate from a single source. The user will not need to directly enter any information on the form. However, complete and accurate data will absolutely require that recruiting personnel properly use their automated systems.

The user can print and export the data in standard Adobe Acrobat format. An e-mail option will be available for users who do not have access to the Business Intelligence Portal. The form will allow the user to select a single paragraph and compare the performance of a higher echelon with subordinate units. For example, 5th Brigade can select Strength Management and compare their data to that of subordinate battalions. Users will also be able to see data with or without information from contract recruiting companies.

There are four initiatives to help the recruiter attract, track and keep individuals engaged who want to join the Army.

## ELMO

Electronic Leads Mobile Option is about putting modern technology in the palm of the recruiter's hand to capture vital leads at recruiting events. Important contact information about an individual is typed in on a small mobile device, and the LEAD information is transmitted

for processing electronically within hours to the appropriate recruiter. The prototype of this new process was successful. Seventeen initial ELMO kits, including wireless routers and other key equipment, have been ordered for October delivery to battalions.



## FSTS

The Future Soldier Training System is an intriguing set of training modules available online at [www.futuresoldiers.com](http://www.futuresoldiers.com) for Future Soldiers. These are quality training modules that have a game-like feel, similar to the Army Game, with some valuable

embedded training material. The goal is to keep Future Soldiers engaged in their commitment and give them a leg up on critical skills they'll need for their Initial Entry Training.



## KZ

Knowledge Zone is a customer self-service knowledge management tool that provides a range of functionality based on a software product, Right Now. It has many functions, but the most instrumental part of KZ will be its comprehensive frequently asked questions interface that provides not only answers but intelligent cataloging and linking of related subject material. The bottom line is that recruiters will find answers online that are relevant today, similar to an in-house Wikipedia or other fact-finding tool found on the Internet.

## GIRTH

The new Army standards have recently been approved. The GIRTH application has been updated with the new standards. It has also been enhanced to provide a more streamlined tool for recruiters. Recruiters will know instantly if they have to tape an individual, and then they can add tape measurements and let the application do the calculation. This release was to be fielded in September or October on a DVD to the stations.

Other projects in the works are:

## Software

In mid-November several software releases will impact the recruiter. A major ARISS software release called LEADS III will provide Cadet Command recruiting operations officers, who are normally located on college campuses, with a web-application similar to Recruiter Zone. Recruiters and operations officers will be able to exchange referrals easily and within a matter of minutes, and recruiters will no longer need to create a second record to transfer it to Cadet Command.

## Recruiter Zone Lite

Recruiters' laptops will have a new feature, called Recruiter Zone Lite.

This will provide recruiters a quick way to access checked-out lead, prospect, applicant and Future Soldier records on the laptop and to quickly access ARCA 2.00.

Application Links	Status	Person Information	Contact History	Education	Lead Source
ARCA	Lead	LSCREAR (334) 823-10 03 lead.incorrect dm	Last Act: RV Last Dt: 20070628 Next Act: Next Dt: 20070703 Dispo: AG	School: Grad Yr: Edu: 20 PSI: N	Latest Ot: 20070628 Latest Src: RLAP Best Time to Contact: EVENING Goals:
ARCA	Prospect	LSCSUBE_AL (334) 207-11 22 ALSURE@car dm	Last Act: RV Last Dt: 20070628 Next Act: Next Dt: 20070703 Dispo: AG	School: Grad Yr: Edu: 12L PSI: N	Latest Ot: 20070628 Latest Src: TAPDBR Best Time to Contact: Goals:

## ARCA 2.00

ARCA 2.00 brings improved functionality for recruiters. It will be loaded on the hard drive, so the CD will not be needed anymore. Also, it is being integrated with the RWS Leads application. ARCA will display data from the RWS database, so data will not have to be re-entered. Personal profiles and print documents will be saved, facilitating their recall. The Market Value Estimate page will display sample PaYS organizations and PaYS organizations will be displayed; however, PaYS organizations are displayed only when the civilian job and Army Job Category match. Also, the Timelines page displays Finance, Education, and Experience/Promotion information on separate graphs for easier viewing.

## LCD Panels for Recruiting Stations

LCD panels with a wall mount for use in making center of influence and large GAMAT and VCS training presentations are in procurement and will be shipped to battalions for distribution to all recruiting stations. Dates for distribution are to be determined.

## Projectors for Recruiting Stations

“In-Focus” type projectors for use in making center of influence and large audience presentations are currently being distributed to all battalions with completion of distribution anticipated to be on or before 10-15-07. For distribution instructions see OPORD 07-0071, Portable Projector.



## Recruiter Workstation Memory

A 1GB memory module has started shipping to all battalions with T-42s RWS in 5th, 6th and 2d brigades. It should be issued to the company to oversee installation. Once properly and safely installed the module will restore responsiveness that may have been taken away by the directed encryption software.

# Battalion Partners with Chaplain Recruiting Team

Story and photo by Cathy Pauley, Sacramento Battalion

**S**acramento Battalion recently joined forces with the Las Vegas-based Chaplain Recruiting Team to work the crowds at one of the two largest Christian music festivals in the southwestern United States.

More than 25,000 people were expected to attend the Spirit West Coast Music Festival in Salinas, Calif., where the recruiters teamed up the first weekend of August to transform

giant inflatable “GI Johnnie” costume. The nine-foot character drew attention for the recruiting effort wherever he was.

Harki’s team helped spread the word about Operation Worship, a campaign headed by Open Window Foundation, a nonprofit group that provides Christian music concerts on military bases and supplies Bibles and other reading materials

to enlisted men and women. The group asked festival-goers to write a personal message inside one of 5,000 Bibles that would be sent to a Soldier serving in Iraq. The foundation’s goal is to send 25,000 such signed Bibles to Iraq by the end of this year.

Agpalza’s Sacramento team of recruiters met its goal of generating 23 leads from the three-day event.

“Spirit West Coast was an amazing experience for myself and my recruiters. Individuals and families from the western region of the country drove many miles in order to attend the three-day festivities,” Agpalza said. “Throughout the event we were flooded with people expressing their support for the thousands of Soldiers deployed during this critical time, which was a tremendous morale booster for my recruiters to continue doing what they do every day.”

Harki said it’s important for his team to work with other recruiting companies.

“There is always a great dynamic when working with other recruiters. As one Army in one fight, it really sets the standard to communicate, coordinate and collaborate with others within the command,” he said. “The Spirit West Coast event is a great opportunity to interact and build lasting relationships and favorable memories within the community as well as opportunities to network with large organizations such as the leadership of Spirit West Coast, Christian radio networks, international outreach programs and many others.”



**Chaplain (Maj.) Brian Harki talks to a festival goer about the opportunities the Army offers in its chaplain and chaplain candidate program.**

physically fit men and women into Soldiers and spiritually fit men and women into Army chaplains.

Recruiting wasn’t the only mission for the battalion, led by Capt. Michelle Agpalza, and the chaplain recruiting team, led by Chaplain (Maj.) Brian Harki.

Plenty of goodwill was generated by the battalion’s rock wall. Recruiters kept the rigging harnesses busy with a nonstop line of festival attendees waiting to climb the 30-foot wall.

Other recruiters walked the festival grounds dressed up in a

## New Chief of Chaplains Talks Recruiting

By Elizabeth Lorge,  
Army News Service

According to Chaplain (Maj. Gen.) Douglas L. Carver, the Army's new chief of chaplains, chaplains in today's Army are more important than any time since World War II. Their very mission — nurturing the living, caring for the wounded and honoring the dead — is essential to an Army at war.



Both a man of God and a Soldier's Soldier, Carver knows what it is to minister to Soldiers who are looking for comfort and reassurance, and he remembers how it feels to huddle in a bunker during a missile attack, praying for strength and courage. He is passionate about bringing "God to Soldiers and

Soldiers to God," whatever their faith or creed.

The Army is short about 500 chaplains, especially Catholic, Orthodox and Episcopal priests, Muslim imams and Jewish rabbis. While Bible study groups and worship services are available almost every day in-theater, this shortage means that some Soldiers can only attend their faith's services every three or four weeks, Carver said.

Recruiting more chaplains is a vital part of giving Soldiers and their chaplains the support they need, he said, pledging never to stop talking about the importance of ministry in the military. During a "Consider the Call" weekend in October, chaplains will ask their military congregations if any of them have ever felt called to the ministry.

While Harki's team specifically recruits Protestant chaplains, the Army and Army Reserve also are in need of Roman Catholic and Muslim chaplains. Harki's team has met its fiscal year 2007 goal of 54 total accessions but still needed seven more to mission box for the year.

Each chaplain in the Army serves from 600 to 1,000 Soldiers and their families. "Chaplains also need all the support we can give them," Hilliard said. "Just imagine the toll it takes on a chaplain in battle — to serve that many men and women, all with families back at home."

Whether it's visiting the family member of a Soldier in the hospital or helping new recruits assimilate to life in the military, an Army chaplain's role takes on many aspects of his or her religious calling. Just ask Chaplain (Capt.) Craig M. Pache with the 1079th Garrison Support Unit at Fort Dix, N.J.

One of Pache's most gratifying experiences in the Army was serving as a basic training chaplain at Fort Jackson. Having been through it himself, he was able to help minister to those who were going through basic training for the very first time. "Back in 1979, I was where they are now. And if there were any needs we could help meet, we did," Pache said.

His advice to anyone considering the chaplaincy would be, "If you truly feel called by God to become a chaplain, by all means do so," Pache said. "On the Reserve side, it will offer a good balance with your civilian pastorate or other areas of ministry that you might be involved in. It will also offer you educational and training opportunities that you may not otherwise be afforded."

# Referral Bonus Program Nets 31,000

By J.D. Liepold  
Army News Service

Under the Army's Referral Bonus Program, sponsors have referred 31,000 recruits resulting in 6,800 contracts as of early August, according to officials at Recruiting Command.

Sponsors can earn \$2,000 for each contract — \$1,000 once a recruit starts basic training, then an additional \$1,000 when the Soldier graduates advanced individual training.

"This is really a great way for every Soldier to support the Army and earn a bonus at the same time," said Julia Bobick of USAREC public affairs. "It's a good way for Soldiers to tell their stories

and be a voice of reassurance that validates life in the Army."

Individuals eligible for the bonus include active-duty and Reserve-component Soldiers, Army retirees, Department of Army civilians and recruits awaiting training. Soldiers in the Special Recruiter Assistance Program are also eligible. Participants do not receive a bonus for referring immediate family members, and Soldiers in retention and recruiting fields are ineligible.

Maj. Michael Bianchi has brought three Soldiers into the Army under the bonus program.

"For me this is easy because I've been a Soldier for 20 years, and I have a lot of knowledge about the Army and how it works," he said. "I'm honest, upfront and I'm a soft-sell. I let a possible recruit know how the Army can benefit them, how the Army can help them meet their individual objectives through leadership, experience and training."

Reservist Sgt. Shawn Augustson, with the 463rd Engineer Battalion at Parkersburg, W.Va., has made 192

referrals thus far. He said he gets lots of questions about basic training.

"They get worried based on stuff they see in the movies and think they won't make it through the training," he said. "I tell them the drill sergeant is there to help them succeed and become a Soldier."

Master Sgt. Gregg W. Curry, a Reservist on active duty at Fort Leavenworth, Kan., has made eight referrals resulting in seven enlistments. He's not eligible for the bonuses because he's in the retention field, but that doesn't bother him.

"I've known Soldiers who received the referral bonus; it's a great incentive," he said. "All Soldiers should be looking to help increase the Army's end strength because when you think about it, every Soldier is a recruiter."

For more information, go to [www.2k.army.mil](http://www.2k.army.mil)

NOTE: As of Sept. 4, regular Army members of the Future Soldier Training Program who provide referrals are eligible to receive payment of the bonus prior to shipping to active duty.



# AR-RAP Focuses on Reserve Referrals

By Mary Kate Chambers, RJ associate editor

The Army Reserve Recruiting Assistance Program was implemented in June to increase the number of Soldiers recruited into the Army Reserve. The program leverages the talents of Reservists by allowing them to seek out Reserve referrals within their communities.

After online training, Reservists work as recruiter assistants and can be paid a bonus of \$2,000 for each recruit who enlists in the Army and reports to basic training.

The program is run by Docupak, a contractor which verifies, hires and pays the recruiting assistants. The Army Reserve does not operate the program. Soldiers who are eligible to work as recruiting assistants include off-duty status Reservists, including those who are Active TPU Soldiers, and Reserve retirees. AGR Soldiers are not authorized to work as recruiting assistants.

To obtain the referral bonus, recruiting assistants must enter an applicant's personal information into an account at AR-RAP.com and then schedule an appointment with an Army Reserve career counselor and recruiter. The recruiting assistant must maintain a log concerning the referral and follow up to ensure he signs a contract. The assistant will receive \$1,000 after the contract is signed and \$1,000 when the applicant ships to basic training.

Recruiting assistants are not authorized to guarantee or promise any incentives or benefits to applicants. They should share their personal Army experiences and question applicants as to their needs. Docupak provides promotional materials.

USAREC's responsibilities include meeting with and interviewing potential Soldiers and processing potential

Soldiers' applications.

The first Soldier to receive part of the bonus was Pvt. Dustin McMore, of Conway, Ark. He referred his friend, Trent Harris, into the Army Reserve.

When McMore's recruiter told him about the recruiter assistant program he said he thought, "I know somebody that might be interested." The very next day Harris was on the road to enlistment.

Harris also plans to use AR-RAP.

"I've already talked to a few people who are interested," he said.

Sgt. 1st Class Ronald Covington, McMore's recruiter, has high hopes for the program.

"I believe this is the tip of the iceberg. It's going to change the way Reserve recruiting is done," said Covington, of Oklahoma City Battalion. "When you have a referral there's an automatic level of trust."

Covington said he is spreading the word about the Reserve referral program and about the Sergeant Major of the Army Recruiting Team program.

"I make sure everyone I put in knows about AR-RAP and the SMART program. I also called my prior Soldiers and told them about it," said Covington.

AR-RAP is off to a good start, according to Lt. Col. Robert Humphrey, chief of Army Reserve Accessions.

"So far more than 5,000 Army Reserve Soldiers have signed up for the online training, and this is an excellent indicator the program is working," he said.

## Referral Bonus Programs

AR-RAP is separate from the Army's \$2K referral bonus pilot program and SMART.

### AR-RAP

Open to Reserve Soldiers, retired Army Reserve  
Apply online at AR-RAP.com  
Reserve referrals only  
Non-prior serve and prior service  
\$1K when enlist, \$1K when ship

VS.

### SMART

Open to Soldiers, Army retirees and DA civilians  
Apply online at 2K.army.mil  
Both active and Reserve referrals  
Non-prior service only  
\$1K report to basic training, \$1K complete IET

## March 2 Success:

# Tutoring in Philly

By Chris Calkins, USAREC G7/9 Education division

Capt. Donna Sims had a problem.

Too many of the students in her South Philadelphia recruiting company area — about 70 percent of the applicants tested — were unable to pass the ASVAB.

So she decided to do something about it.

And what she did was start a March 2 Success tutorial program, using the Army-funded educational tool to help students increase their standardized test scores and helping them qualify to enlist in the Army.

“At the beginning of the last school year, my company was behind market share by 40 percent in our SA mission and 30 percent in our GA mission. Seventy percent of the applicants we tested failed the ASVAB. I had to find a way for my company to enlist more qualified applicants in the military,” Sims said.

And by using the newly created March 2 Success tutorial program, she is optimistic she found one way to do just that.

“I am hoping to introduce this program to more of my high schools this year as a way to give my recruiters an opportunity to have a more positive impression.

“I believe that when the students begin to improve their standardized testing scores, it creates its own level of pride that will emanate from student to parent to teacher and eventually throughout the school,” Sims said.

Her goals, she said, don’t begin and end with just one school and the 12 students currently enrolled in the program.

“My quantifiable goal is to have 12 high schools and Job Corps Centers actively utilizing March 2 Success by the end of the fall semester, thereby increasing my company’s market share by 10-plus quality contracts on the RA and AR combined,” she said.

She also said using this tutorial program is a win-win situation for all involved, and other companies around the country should look into developing their own tutorial program.

“The program works — we’re seeing it here — and it has the potential of having a consistently positive impact on your recruiting efforts. It is clearly a joint endeavor from which the Army and high school — and more importantly, the students — all can benefit, because it helps to increase the standardized testing scores on the ASVAB, SAT, and ACT examinations,” she said.

Maj. Gen. Thomas Bostick, USAREC commanding general,



**Maj. Gen. Thomas Bostick, USAREC commanding general, visits Capt. Donna Sims of South Philadelphia company to meet students in the tutoring program. Photo by Lenny Gatto**

recently visited her recruiting company and had a chance to meet with many of the students in the program, their parents and those in the community who are making it work.

“What this company is doing with March 2 Success is exceptional. It shows great initiative, it shows great leadership by Capt. Sims, and it shows great team work between our Soldiers and the community. I highly encourage other recruiting stations everywhere to follow their lead and implement the kind of tutorial program that will work for them,” Bostick said.

Sims is very careful about not taking all the credit for the success to date, starting with 1st Sgt. Jeremy Williams, all eight of her station commanders and all 50 of her recruiters.

“Special thanks goes to my Upper Darby Recruiting Station, Staff Sgt. Robert Arrington and Sgt. Nicholas Oliver, for achieving the first iteration of success for our company with the March 2 Success program,” she said.

“I would also like to thank Mr. Anthony Holloway, our March 2 Success teacher for being so dedicated to making a positive impact in the lives of America’s youth and Mr. Edward Love, vice principal at Lambertson High School for allowing us to implement the program in his school.

“And a special thanks goes to Sgt. 1st Class Lee Brady, my March 2 Success NCOIC for managing the consistency and the continuity of the program for the company; to the parents and friends of the Soldiers who have enrolled in March 2 Success for keeping them motivated for the enlisted Soldiers who graduated from the program for staying committed to their dreams; and finally to the students currently enrolled for staying committed to being Army Strong,” she said.

Bottom line, Sims says the proof is in the pudding.

“This (tutorial program) is a great recruiter support initiative that has unlimited potential. It is already having a positive impact on the lives of applicants, families and recruiters in my company,” she said.

“Because we saw success with this program over the summer, we are able to share it with our high schools and use it as a tool to gain support in enlisting more qualified Soldiers in America’s Army.”



# Meet Sgt. Star 3-D



**Sgt. Star 3-D will make his debut at the AUSA conference Oct. 8-10 in Washington, D.C.**

*By Paula Spillman,  
Information Support Activity, USAAC*

If you've ever wanted to visit the holodeck on the Starship Enterprise, you might enjoy meeting the newest U.S. Army Soldier. The three-dimensional Sgt. Star will introduce himself to the public for the first time at the AUSA conference in Washington D.C. in October. Attendees will be able to quiz the character.

The Army will be using an interactive virtual character to help find

men and women who want to become "Army Strong." Continuing its commitment to foster technological advances, especially cutting-edge training simulations, the Army has commissioned the creation of a life-size virtual Soldier who will look and act like a real person.

Partnering with Accessions Command on this project is the University of Southern California's

Institute for Creative Technologies, a University Affiliated Research Center sponsored by the Army. The ICT brings together entertainment industry experts and academia to create training environments so compelling that participants react if as they are real.

Work with ICT will adapt and enhance the popular Web chat personality from GoArmy.com known as Sgt. Star. The character, created by USAAC and debuted in August 2006, responds verbally and textually to visitor-typed questions using artificial intelligence software developed by Next IT of Spokane, Wash.

In 2007, the ICT will elevate the Sgt. Star character to a new level of believability using spoken-word interactivity and an immersive, life-size three-dimensional presentation format. A new class of virtual guide, the Sgt. Star IVC will use the ICT's interactive character technologies, including natural language understanding and realistic gestures.

Accessions Command is planning to take this virtual guide on the real road in 2008, when it loads the Sgt. Star IVC into the Army Interactive Vans. As a virtual guide on special assignment to USAAC, the sergeant will answer questions from a USAAC demonstrator on topics including Army careers, training, education and money for college. Sgt. Star can also handle queries about the technology behind his development and explain how his creation fits in with plans for future Army training environments. Sgt. Star capitalizes on the interest in video gaming and will invite folks to come visit him at GoArmy.com to learn more about Army career opportunities.

Sgt. 1st Class Eugene Barnes is serving as a career counselor with the 82d Airborne Division at Bagram, Afghanistan. Photo courtesy of Sgt. 1st Class Eugene Barnes



# USAREC's Boots on the Ground

Six Soldiers from the command volunteered to augment the Army as career counselors. The duty location? Iraq and Afghanistan.

**W** By Mary Kate Chambers, RJ associate editor

hen Sgt. 1st Class Dale Shavalier came to Recruiting Command six years ago, he thought his weapons maintenance days were done. And that prospect was fine with him.

But, now that he's in Iraq, he's not minding the tedious task so much.

"I am really enjoying myself," said Shavalier. "I did not realize how much I missed the operational Army. The smallest things, like cleaning my weapon, which once seemed to be a pain are the things I enjoy the most."

But Shavalier hasn't left recruiting for good. He's on a year-long deployment as part of a USAREC option that trains select recruiters as career counselors and deploys them on temporary change of station orders to a unit in the operational Army. USAREC Soldiers go with the unit to support either Operation Iraqi Freedom or Operation Enduring Freedom. When the assignment is complete, the recruiter returns to USAREC.

Shavalier hopes getting reacquainted with his weapon and performing other soldierly duties in a combat zone will help him work better with detailed recruiters who have similar experiences. Sgt. 1st Class Eugene Barnes agreed.

"As a 79R, connecting with the detailed recruiter was getting harder and harder, due to the lack of deployment knowledge of the 79R," said Barnes, who is deployed to Afghanistan as part of the program. "At least now I can relate to the detailed recruiter going on recruiting duty after being deployed 12 to 15 months."

Brian Damron is pleased to hear that the Soldiers are seeing that benefit.

"The biggest issue was that 80 or 90 percent of the detailed recruiting force in the command had been deployed to this war," said Damron, chief of personnel proponency at USAREC headquarters. He said there was "a little gap" between the career recruiters and some in the detailed force. Damron said USAREC

leadership saw evidence of that on their visits to the field and knew it was important for recruiters to have operational Army experience.

USAREC Command Sgt. Maj. Martin



**Left: Sgt. 1st Class Journey Stewart, with the 82d Airborne Division, waited for a Blackhawk to get into position after a reenlistment ceremony near Kandahar Air Base, Afghanistan. Photo courtesy of Sgt. 1st Class Journey Stewart**

**Below: Sgt. 1st Class Gregory Hubby, with the 3d Infantry Division at Forward Operating Base Q-West, Iraq, posed with a Soldier he recruited. Hubby is at right. Photo courtesy of Sgt. 1st Class Gregory Hubby**

Wells said he couldn't be more proud.

"These warriors personify the true spirit of selfless service, courage, dedication and professionalism," said Wells. "Each of them has successfully embraced the challenge of being trained and becoming skilled technicians in a specialty that was new to them up until a year ago."

Trying to talk to applicants about the Army without recent field time also was becoming an issue for recruiters, said Sgt. 1st Class Froilan Arias.

"I really wanted to know and experience it myself before I asked another young man or woman to enlist," said Arias, who is currently in Iraq.

That was one of the reasons Barnes volunteered for the program. He said he hopes he will be able to "relate to the applicants and the applicants' loved ones' questions and concerns in reference to that applicant's possibility of deploying."

Having recruiters work as career counselors also fills a need in the operational Army. Damron said newly established brigade combat teams lacked career counselor authorizations. Col. James Comish, commandant of the Recruiting and Retention School, saw the unique opportunity to work with Human Resources Command and the Army by supplying career counselors. That, in return, gave recruiters the field time they needed.

"It just clicked," Damron said. "We helped the Army and they helped us."

## THE ROAD TO DEPLOYMENT

Shavaliar, Barnes and Arias are three of the six recruiters who were selected for the first year of the 79R-79S augmentation program. Sgt. 1st Class Journey Stewart is also serving in Afghanistan, and Sgt. 1st Class Gregory Hubby and Sgt. 1st Class Erik Romero are in Iraq. Barnes, Stewart and Hubby each served in the Middle East in 1991 for Operation Desert Storm. Shavaliar deployed to Kuwait in 2001; Arias and Romero are on their first deployments. Each of them is a father and says his family is what he misses the most.

To be considered for the program, Soldiers submitted packets to USAREC, and a "paper board" led by Sgt. Maj. Merle Henry of the Fort Knox, Ky., retention office selected the most qualified candidates.

The Soldiers underwent pre-career counselor course training and then attended the Basic Career Counselor Course at the Recruiting and Retention School at Fort Jackson, S.C. They are awarded 79S as a secondary MOS.

"It was probably the hardest course I have ever had," said Romero. Master Sgt. Jamie Smith, USAREC's retention NCO, said the demands of the course are great because of the attention to detail

required when dealing with dates for assignments and thousands of dollars in bonuses.

After graduation and some leave, the Soldiers were sent to the Combat Readiness Center to prepare for the deployment itself.

"It gives them five days of train-up on ... weapons qualification, NBC training, first aid, things they haven't had" since they were assigned to USAREC, Damron said.

From there, it was on to a plane headed to the area of operations. Romero, Shavaliar, Barnes and Arias deployed in January, Stewart in February and Hubby in June.





Left: Sgt. 1st Class Erik Romero is serving with the 3d Brigade Combat Team, 1st Cavalry Division at Forward Operating Base Warhorse near Baqubah, Iraq. This reenlistment ceremony took place near Baqubah.

Below: Sgts. 1st Class Froilan Arias, Dale Shavaliar and Romero prepared for the deployment at the Combat Readiness Center at Fort Bliss, Texas. Photos courtesy of Sgt. 1st Class Erik Romero

## RECRUITING VERSUS RETENTION

The Soldiers, all interviewed via e-mail, each reported some similarities between their jobs as recruiters and career counselors.

“The similarities surround the interview process and determining needs, wants and desires,” said Hubby. “The difference is that when dealing with Soldiers there is less fear of the unknown. It is a bit more centered around professional development.”

Like recruiting, retention NCOs must make a mission. But unlike USAREC, the mission is annual, not monthly.

“There is no great sense of urgency to write the contract, as it is a yearly mission,” said Stewart. “We do have a glide, but there are up and down times.”

Barnes said working with Soldiers instead of civilians makes a difference because a Soldier already knows about the Army.

“They usually know what they want as far as options are concerned,” he said.

Days working as a career counselor are spent screening records, counseling Soldiers, coordinating reenlistment ceremonies, processing requests and advising the commander on the retention matters, Shavaliar said. He emphasized that both missions essentially are working toward the same goal.

“Overall both missions have one underlying importance: providing and maintaining the strength of our Army,” he said. “Both recruiting and retention

have to make their assigned missions so we can continue to be a strong, successful Army.”

But the current mission is in Iraq or Afghanistan, and the conditions are different.

“The difference is being located in a combat zone,” said Romero. “This really makes me appreciate how good I had it in USAREC.”

## LIFE IN THE OPERATIONAL ARMY

Hubby and Stewart both have been assigned to USAREC for 10 years. They said things have changed during that time.

“Returning to the operational Army after being gone for some time is enlightening as a lot has changed,” Stewart said. “The M-4 is a great weapon. There are many differences. The training that takes place is tremendous. Tactics have changed.”

But being in the field also presents a living environment much different from what these recruiters are used to, although they seem to be taking it in stride. Arias even said he was pleasantly surprised to find a variety of fast food options, as well as Morale,

Welfare and Recreation facilities like a gym, a movie theater and a PX at many of the camps.

“Amenities are great here in LSA Anaconda,” he said. “Definitely not what I expected.”

Housing, however, seems to vary widely for each of the six Soldiers. While Stewart said he “got lucky” by landing a modular housing unit with concrete floors and having only one roommate, the others are living in everything from shipping containers to trailers to something called a Bhut.

“At Bagram we live in Bhuts, which is a plywood little building,” said Barnes. “We have cots to sleep on; it really is not bad at all.”



“You can’t replace the experience learned from this assignment by reading a newspaper or a book. I truly believe that this assignment will help leaders make our recruiting force stronger.”

Sgt. 1st Class Dale Shavalier

Luxuries like air conditioning, cable, Internet access and indoor plumbing are found here and there.

### IT’S A SMALL ARMY

Back in the operational Army, Romero said he’s enjoyed meeting former recruiters and trading stories. And Hubby said he was surprised when a Soldier he recruited walked into his office.

For Barnes, the experience is showing him the connection between recruiting and retention. He said he’s hoping to find ways Soldiers in the two career fields can work together.

“I have seen many situations when the Soldier has not been paid their enlistment bonus,” he said. “They come to us, and we cannot find the enlistment contract in (the system). I have had to

call back to USAREC headquarters, trying to find out where I can get a copy of the enlistment contract in order to get the Soldier paid, and every time headquarters has been very helpful.”

Arias said the reach of influencers is still great. He said many Soldiers have deployed more than once and feel a pull from their families when the time comes to decide about reenlisting.

“Soldiers want to reenlist,” Arias said. “They are fully aware of our pace and multiple deployments,

and even so they stay committed. We do lose Soldiers for the very same reason, but the majority reenlist.”

Each recruiter noted that his unit met or exceeded retention goals for the year.

### THE ROAD AHEAD

Damron said 14 Soldiers applied and 11 were selected to augment the career counselor mission for FY 08. They will begin to deploy in January, as most in the first group begin to return to USAREC.

Among those selected to deploy next year is Sgt. 1st Class Charles Washington of the 3d Medical Recruiting Battalion. He said he volunteered with the hope that the assignment would “help with career progression.”

“I expect this deployment to be a powerful experience for my leadership, professional, and personal growth,” he said.

Barnes, Shavalier, Romero, Hubby, Arias and Stewart likely will have a thing or two to show for this phase of their careers. They plan to have some family time when they return, and they are enthusiastic about getting back to USAREC with their newfound experiences.

“I will be ready to continue my duties as a station commander,” said Shavalier.

He and the others will be armed with an understanding that can only come from a deployment.

And from time spent cleaning weapons.

### Interested?

To apply, Soldiers must submit a packet and be prepared to attend training. The packet must be endorsed by the company commander, battalion commander and brigade commander.

The packet must include:

- DA Form 4187 (request training and assignment as 79S for a period not to exceed 12 months from date of arrival at TCS duty location unless extended by national command authority)

- Current ERB
- Official military photo
- Five years of evaluation reports
- DA Form 705
- DA Form 5500-R/5501-R (if required)

Eligibility criteria:

- Regular Army
- 79R sergeant first class with 24 months rated time as station commander
- Appropriate NCOES completed
- Not more than 20 years of service
- Current secret security clearance
- Potential for long-term service and demonstrated potential for promotion
- Meet height and weight standards



October:

# DOMESTIC ABUSE PREVENTION MONTH

By Jack Nix, USAREC Family Advocacy Program manager

Army Strong is Family Strong — the theme for Domestic Abuse Prevention Month — emphasizes the importance of strong families as part of the Army Strong team. Keeping families strong and supportive is essential to a healthy, strong and successful Army.

Domestic abuse not only undermines the family and individuals, it undermines the values that make the Army strong. There is no excuse for domestic abuse. The Army Strong team must work together to prevent domestic abuse in Army families.

## Facts about Domestic Abuse

Domestic abuse is hard to talk about, and many victims of domestic abuse hide that they are being abused, even from close relatives and friends. For this reason, there are many misconceptions about domestic abuse. Here are some facts:

- Domestic abuse affects families of all backgrounds, races, religions, education levels and income groups. Domestic abuse may involve couples who are married or unmarried, living together or apart.
- Domestic abuse isn't always physical. Victims often are not physically bruised but suffer other forms of abuse including insults, verbal threats and social or economic isolation. They may not recognize that they are being abused.

• Children in a violent home are at risk of being abused themselves. Violence at home can have serious long-term effects on children and affect emotional development and self-esteem.

• It can be difficult for a victim of abuse to leave the relationship. The victim may be socially isolated or fear for personal and children's safety. The victim may feel ashamed or responsible for the violence. The victim may be financially dependent on the partner and see no way out of the relationship.

## Keeping Your Family Strong

Here are some ways to prevent domestic abuse:

- Decide within your Family that abuse will not be tolerated. It's your home, so make the rules as a family. Family conflicts are better resolved by talking things over.
- Take the time to calm down when arguing. Attempt to resolve conflicts through talking; however, when an argument begins to escalate, it is time to take a break.
- Always be aware that your children learn from what they hear, see and experience. Be the best example possible as you are their primary mentors and molding their foundation for life.

## Asking for Help

Asking for help is a sign of maturity. Help is available. USAREC chaplains offer counseling and weekend training events to enhance family relationships. Military OneSource offers a variety of resources and counseling to help families. The service is confidential and provided at no cost to Soldiers and families.

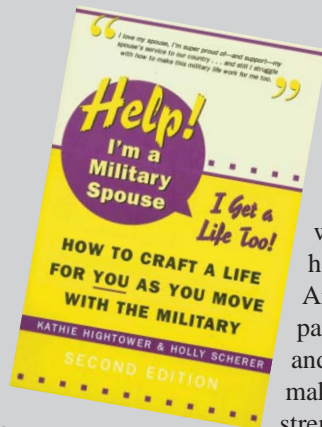
## Wives Write the Book on Army Life

By Elizabeth Lorge  
Army News Service

They have one of the toughest jobs in the military and they do it without pay, without leave and often without thanks.

Kathie Hightower and Holly Scherer, both Army wives of more than 20 years, are helping spouses find fulfillment and happiness with their book, "Help! I'm a Military Spouse, I Get a Life Too! How to Craft a Life for You as You Move with the Military."

The book is based on the "Follow Your Dreams While You Follow the Military"



workshop the authors have offered to spouses Armywide for 13 years. The pair offer advice, resources and exercises to help readers make and keep friends, strengthen marriages and follow their dreams.

Hightower said this is the book she and Scherer wish they'd had when they became Army wives.

"We want to save other spouses from wasting 10 years like we each did, or even one year. Sure it's hard, but there are

ways to make it work. And there are some pretty wonderful things about this lifestyle when we open our eyes to them," they write.

For more information visit [www.militaryspousehelp.com](http://www.militaryspousehelp.com).

NOTE: Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army or the U.S. Army Recruiting Command.

# POV, Motorcycle Deaths Slowing Down

## 'Key is engaged leadership'

By Kelly Widener, U.S. Army Combat Readiness Center

A trend standing out among Army safety officials is that the number of Soldiers who have died in privately owned vehicles and on motorcycles is down.

As of July 23, the Army has experienced a total of 90 POV accident fatalities compared to a total of 109 such deaths in fiscal 2006, and Army officials are attributing the success to the Army's engaged leadership.

"The good news is that we have leaders who are actively involved and pushing programs and information to the lowest functional experts," said Brig. Gen. William H. Forrester, U.S. Army Combat Readiness Center commander and director of Army Safety. "Leaders down to the lowest level are seeking ways to improve safety and awareness throughout our Army; therefore, the value of our Soldiers is transcending the organization because of a Band-of-Brothers concept of belonging to something bigger than yourself."

The most prominent example of leadership engagement and Band-of-Brothers concept is the Army's Motorcycle Mentorship Program — voluntary installation-level motorcycle clubs where less experienced riders and seasoned riders pair to create a supportive environment of responsible motorcycle riding. There are currently 57 unit and installation-level programs supporting more than 1,600 members.

"The key is engaged leadership," said USACRC Command Sgt. Maj. Tod Glidewell. "It doesn't matter if you're riding a motorcycle or going fishing, if you have engaged leaders who care about their Soldiers and take the time to communicate with them on a daily basis, that's going to make a difference."

In many cases, E-5s and E-6s "who know about motorcycle riding are taking it to the next level," Forrester said. They are organizing events or running many of the mentorship programs, proving that leaders at the lowest level are engaged and making a difference.

"We know this program is having an impact by simply looking at the numbers," Forrester said. "We have about 11 total fatalities less than this time last year ... that's a 28 percent reduction in motorcycle fatalities."

Leaders are also engaging to reduce loss through the use of another program. The Army's TRiPS risk-planning tool allows service members and civilian employees to create a tailor-made risk analysis for traveling. The program gives users specific guidance and steps to take to lower the

### SEDAN FATALITIES

Armywide data

Fiscal year 2006: **41**

Fiscal year 2007 through July 23: **33**

### MOTORCYCLE FATALITIES

Fiscal year 2006: **49**

Fiscal year 2007 through July 23: **29**

### "OTHER" FATALITIES

(pickup trucks, SUVs, vans, ATVs)

Fiscal year 2006: **19**

Fiscal year 2007 through July 23: **28**

overall risk while traveling on trips. Users can also view narratives of mishaps that happened during similar trips and other traffic-safety information.

A key feature for supervisors using the TRiPS tool is that they receive a copy of the risk analysis. This allows them the opportunity to discuss the planned trip, the risks involved and how to control those risks with the traveler.

Since its inception, Soldiers have completed more than 2.3 million assessments. Of those who completed the assessments, four have been killed with only two of those actually operating the vehicle. Soldiers complete roughly 3,000 to 5,000 assessments a day.



**U.S. ARMY COMBAT READINESS CENTER**

## What a Team: Columbus West First to Make Mission Under New Concept

Story and photo by Kim Martin, Columbus Battalion

With about a month to go before the end of the fiscal year, Soldiers of the Columbus West Recruiting Station could sit back and take a breather.

“We reached our annual mission Friday when we enlisted our 164th Soldier into the U.S. Army,” said Sgt. 1st Class Shawn Bowers, Columbus West station commander.

While Columbus West was not the first recruiting station in the country to meet its annual mission, it is the first station in 3d Brigade and the first station under the Team Recruiting Concept.

“My Soldiers work hard and they do their jobs well,” Bowers said. “There’s no trick to it. The interest is out there, it’s just a matter of getting out there, finding it and leading qualified people into the Army.”

The Soldiers of Columbus West may be breathing a little easier, but they are not wasting time. Bowers expected his Soldiers to put another 20 to 25 Soldiers in boots by the end of the fiscal year.



**Lt. Col. Edward R. Gallowitz and Command Sgt. Maj. Carlos CamachoColon congratulated the team from Columbus West station, the first to achieve mission using the team recruiting concept.**

“I am truly proud of these Soldiers who have worked so hard all year to accomplish their mission,” said Lt. Col. Edward R. Gallowitz, Columbus Battalion commander. “What they have done is no small feat, but it is one that can be accomplished if Soldiers put their minds to it. This station is proof of that.”

Gallowitz and Command Sgt. Maj. Carlos CamachoColon visited the Soldiers of Columbus West on August 20 to congratulate them and thank them for their service by presenting all of them with a battalion coin.

## Musician Answers the Call to Play in Army Bands, Nets Thousands in Bonuses

Story and photo by Becky Shadowens, Denver Battalion

Having recently graduated from the University of Northern Colorado earning a doctor of arts degree in conducting, a concert musician is heading toward a highly prestigious career and receiving more than \$60,000 worth of incentives to boot — all by enlisting in the Army.

Dr. Joel DuBois received four bonuses: the \$20,000 quick-ship bonus; a \$5,000



**Dr. Joel DuBois enlisted as a euphonium player.**

civilian skill bonus; a high-grad bonus of \$6,000 available to those who possess more than 24 college credits; and a \$30,000 loan-repayment bonus to pay off his federally-insured student loans. He enlisted as a euphonium player, an instrument similar to the tuba.

“There is a certain benchmark in the Army, and in part I always wondered, ‘Can I meet that?’ God’s given me a great opportunity, and opened doors to something I’ve always wanted to do,” said DuBois. “It’s an opportunity to fulfill three obligations — to God, to my family and to my country, and I’m glad that I am able to do my part.”

As a member of one of the Army’s bands, he will help increase the morale of the Army, motivate and encourage Soldiers and bring enthusiasm to the force, said the Denver Battalion commander, Lt. Col. Reginald Cox.

“Our high morale makes us the number one fighting force in the free world.”

In the “real world,” performing at a

higher level — especially with a unique instrument like the euphonium — is hard to do as a career, said DuBois. But performing with a military band is “the terminal experience,” he said.

Aside from the career ahead of him, DuBois is looking forward to performing with a group every day, being in a disciplined environment and traveling, whether stateside or abroad.

As a Soldier, it is possible that DuBois could go to Iraq or Afghanistan, whether as a performer or to serve in another capacity. Either way, it would “be a privilege to go, to be a part of that,” he said.

DuBois said his three children are too young to understand what is going on, but his wife, Jeanine, fully supports his decision.

“The opportunity is great for him,” said Jeanine DuBois. “Even though it’ll be hard to be apart, the benefits and opportunities outweigh the time away.”



## Army Sponsors Shooting Championship with Marksmanship Unit

Story and photos by  
Paula J. Randall, Army  
Marksmanship Unit

Sixty of the country's best high school shooters came head to head and battled it out for the title of National Junior Air Rifle Champion Aug. 8 to 11 at the Army Marksmanship Unit's Pool International Shooting Complex. The National Championship was conducted by the Army Marksmanship Unit with the assistance of the Civilian Marksmanship Program of Camp Perry, Ohio.

This was the first year that the Army sponsored the annual championship. There were more than 2,000 participants from 44 states and two Department of Defense schools from Guam and Japan during the postal phase. Members of the top three State Championship Teams and the State Individual Champions in both Sporter and Precision Classes received medals.

More than 500 state championship medals went out at the end of May to Recruiting Command and Accessions Command. These medals were then presented in public venues such as local high schools or shooting clubs and gave recruiters and cadet recruiting officers the opportunity to connect with the awardees and influencers and to gain exposure in their individual markets.

The 10 highest scoring teams in both the Sporter Class and Precision Class were then invited to send a four-person team and a team coach to the National Championships at Fort Benning, Ga. Before the match, the teams received a one-day clinic from the Army Marksmanship Unit's World Class Athletes.

On Day 2 of the competition, the USAMU hosted a Future



**Above: Students compete in the Precision Rifle Relay of the 2007 Army Junior Air Rifle National Championship. Below: Maj. Gen. Thomas Bostick, USAREC commanding general, administered the oath of enlistment to Future Soldiers.**

Soldier swearing-in conducted by Maj. Gen. Thomas Bostick, USAREC commanding general. More than 35 Future Soldiers and their family members participated.

At the awards ceremony, USAMU Commander Lt. Col. Frank Muggeo thanked the CMP for helping the Army with not only conducting competitions like this, but also for helping to run the USAMU's Squad Designated Marksman Program, which assists units in long range marksmanship.

"Two thousand people tried to get here, but only you made it; you proved yourselves," Muggeo said.

He then introduced Bostick, calling him the "busiest man in the U.S. Army."

"The Army is happy to sponsor this event; we look forward to doing it again," Bostick said.

Bostick admitted that he did not know much about this sport before watching the matches but added that he was very impressed with the discipline, self-control, precision, coordination and adherence to safety that it required.

"These lessons that you learn through sport will make a difference and help you to win in life," Bostick said. He added that it was "very inspiring to see the ladies and men competing head-to-head against each other."

Bostick concluded by thanking the Army Marksmanship Unit for conducting the match and clinics.

"The AMU is first rate; there's nothing like it anywhere in the world," he said. "They support the warfighters; they train Soldiers both here and overseas. Never forget that our Soldiers are in harm's way ensuring that we live in a country that is free."



## Recruiter Puts Future Soldiers on the Right Path with Land Navigation Training

By Charles Glenn, Portland Battalion

Photo by Staff Sgt. Jeremy Poirier

Every Future Soldier knows he can vastly improve his initial Army experience by devoting time to the pre-basic task list. It can earn them promotions, effective after they graduate from basic training. And as every good recruiter knows, helping Future Soldiers complete the task list will better prepare them for basic training while also teaching them a valuable lesson about life: you can never start preparing too early.

“It was my idea to do something a little different and to make use of our assets here in the station, but it was (Staff Sgt. Jeremy) Poirier who took the ball and ran with it,” said the Chico station commander, Sgt. 1st Class Daniel Lord.

The ball that Poirier ran with was land navigation, one of the eight areas within the pre-basic task list. The others include military time, drill and ceremonies, general orders, rank structures, phonetic alphabet, first aid, and the Army Physical Fitness Test.

“I got the chance to work with Army Special Forces while I was stationed at Fort Lewis, and I did a lot of land navigation with them,” said Poirier. “We wanted to do something more for our Future Soldiers than just opening up maps and showing

them what a compass looks like.”

After the initial class, Future Soldiers were required to “back-brief” the recruiters to demonstrate that they understood how to plot locations on a map and how to use a compass. The Future Soldiers were then split into five groups of four and were transported to Upper Bidwell State Park.

“We set up a tent and made sure there was plenty of cold water to drink,” said Lord.

**“We wanted to do something more for our Future Soldiers than just opening up maps and showing them what a compass looks like.”**

**Staff Sgt. Jeremy Poirier**

Accompanying the Future Soldiers were several family members and friends, and the groups spent three hours getting some hands-on experience.

“We had all the groups start at the same spot,” said Poirier. “Each group had an NCO with them to make sure they didn’t get lost and to be there if they had any questions.”

It was a timed event, according to Poirier. Each group had predetermined coordinates they were tasked with finding, and the first group to do so and return successfully won the competition.

“They had a blast,” said Lord. “We got nothing but very positive feedback from the Future Soldiers as well as the applicants and referrals who came along.”

“In fact,” he added. “We got a contract out of it, so this is something we are definitely going to continue doing.”

One Future Soldier said he would “have a lot more confidence when we are expected to do this kind of thing in basic training.”

Other stations in the battalion do similar training with their Future Soldiers, but rarely is an event this well organized and this well conducted, according to Lord, who said the success of the function was directly related to Poirier’s aptitude and leadership.

“This is something we will be doing, for sure, every quarter,” he said.



**After a land navigation class, Future Soldiers practiced their skills at a state park.**

## Company Commander Learns to Swim, Dives into Triathlon

By Mike Scheck, Chicago Battalion

Maj. Dawn Hayman had one small challenge facing her when she decided in February 2007 that she wanted to compete in the Women's Subaru Triathlon. Hayman, the commander of Loves Park Company in Chicago Battalion, had to learn how to swim.

The triathlon, held in Naperville, Ill., consisted of a .75K swim, 20K bike race and a 5K run.

"It was a both humbling and terrifying experience," Hayman said.

She began her preparations by taking swimming lessons at the local YMCA.

"At first, I could barely make it across the 25 meter pool." Hayman said. She says that she began practicing in the pool every night after work. Initially, she had to rest after every lap. Over time, Hayman said, her endurance and swimming skills improved and she was able to swim nonstop for the entire distance in the triathlon.

Hayman says she sought out advice and training tips from Soldiers in her battalion who had competed in triathlons. After consulting with other competitors, she soon discovered another challenge, riding a bike with clip-less pedals.

"I purchased a bicycle and cool shoes and rode in circles in my backyard to get used to the pedals, Hayman said. "I can't count how many times I fell and the bruises I suffered." She says she still takes a spill every now and then but fortunately not during the actual race.

On race day, Hayman said she felt ready but anxious. She credits herself for not panicking during the swim portion of the race due to a greater fear of her mother, who was cheering her on from the sidelines, sending out a lifeguard to rescue her. By the third event (the 5K run), Hayman said she could not feel her legs and had to look down to make sure she had remembered to put on shoes.

"It was an incredible experience for my first time out and I will definitely be competing in more triathlons," Hayman said. "I



**Maj. Dawn Hayman said she plans to compete in more triathlons. Courtesy photo**

have accomplished more difficult physical tasks in the Army. And those experiences helped me to achieve my goal of competing in a triathlon."

Hayman finished 484th out of 1,885. Her time was 1:34:27.



### Nice to Meet You

Secretary of Defense Robert M. Gates visited his hometown of Wichita, Kan. During the trip he visited the Wichita East station and met Soldiers from Kansas City Battalion, including Sgt. 1st Class Jason Gurney, center, and Sgt. 1st Class Troy Nelson. U.S. Army photo

## America's Army to Launch New Game

By Elizabeth Lorge  
Army News Service

America's Army declared war on the fictional country of Ganzia Sept. 27 when it launched "True Soldiers" for X-Box 360, the latest evolution of the popular Army-sponsored computer game.

Players create a Soldier, go to basic and advanced weapons training, then deploy to Ganzia, an American ally overrun by a rebel militia. Each mission comes complete with a set of battle orders providing background information, objectives and intelligence.

True to its name, "True Soldiers" accurately depicts the Army, from the smallest unit patch to the shadow of a Raven unmanned aerial vehicle. Players can even give each other "coins" for saving a battle buddy and receive awards for valor.

Training and marksmanship tests reflect real Army standards, and uniforms, guns and other equipment model the real thing.

"We have all these weapons in our studio and artists can actually model them and texture them to make them look as real as possible," said Randy Greenback, creative director for the game. "Thanks to the Army, all of our developers were trained on how to reload and fire weapons, and we actually went out and did some training at Fort McClellan, Ala. We put everything we learned and experienced into the game."

The game focuses on leadership and teamwork so groups play together as units,



**Soldiers in "America's Army: True Soldiers" attack an enemy encampment in the fictional country of Ganzia. The player controls the weapon in the foreground. Before using a weapon in combat, players must meet Army training standards. America's Army photo**

but players may also participate individually.

"True Soldiers" is filled with background information on ranks, units, specialty occupations and the core Army values.

Parents concerned that the game is a little too life-like can set the program to use non-lethal training ammunition only. Enemy soldiers will simply sit down after being shot.

For more information about America's Army, visit [www.americasarmy.com](http://www.americasarmy.com).

## Full Replacement Value Coverage Begins Soon

By Tiffany Ryan  
Army News Service

Servicemembers and DOD civilians will soon be eligible for Full Replacement Value protection on most DOD-funded personal-property shipments.

FRV coverage will apply to personal-property shipments with a pickup date on or after:

- Oct. 1 for international shipments to and from outside the Continental United States
- Nov. 1 for domestic

shipments within CONUS

- March 1, 2008, for non-temporary storage
- March 1, 2008, for local moves and Direct Procurement Method shipments.

Under the FRV program, the Transportation Service Provider is responsible for the greater of \$5,000 per shipment, or \$4 times the net weight of the shipment, in pounds, up to \$50,000.

"In other words, the shipment weight doesn't really factor in until you are over that \$5,000 threshold," said Dinah Locklear Butcher, chief of Acquisition and Services Branch, Personal Property Division. "A 100-pound shipment is still protected up to \$5,000."

To receive FRV, servicemembers must file their claim with the TSP instead of the Military Claims Office. As before, servicemembers will record loss or damage discovered after delivery on DD Forms 1840 or 1840R, and submit forms to the TSP within 75 days of delivery.

"That means that the forms must be postmarked within 75 days," Butcher said. "Customers must provide prompt notice of loss and damage."

After the forms are received, the provider has the right to inspect the damaged items.

Servicemembers must then file a claim with the TSP within nine months of delivery. If they miss that deadline, they are still eligible for depreciated value, as in the previous program, for up to two years from delivery.

"After two years, except in specific circumstances, the member is not entitled to any recovery," Butcher said. "So, I can't stress this enough — meeting these deadlines and filing the claim is in the members' hands."

When the claim is filed directly with the provider, the provider will be responsible for obtaining all repair and replacement costs. The provider will also pay FRV cost on items that need replacing or have been lost or destroyed.

If the provider denies the customer's full claim, makes an offer on the claim that is not acceptable or does not respond within 30 days, the customer may transfer the claim to the Military Claims Office.

If the customer transfers the claim to the office within nine months of delivery, the claims office will only be responsible for depreciated replacement costs. The claims office will then attempt to recover FRV from the provider. If successful in recovering FRV, the claims office will then pay the customer the difference between the depreciated cost already paid and the FRV cost.

FRV guidelines are available at [www.sddc.army.mil](http://www.sddc.army.mil).

## Army Releases Suicide Data, Pushes Prevention Programs

By Sgt. Sara Wood  
Armed Forces Press Service

Though its number of suicides increased in 2006, the Army's suicide rate still is lower than the rate for the same age and gender group in the overall U.S. population, according to the Army Suicide Event Report

The report, which tracks suicide attempts and completions and the factors involved, showed that in 2006 there were 99 suicides within the Army, 30 of which occurred in Iraq or Afghanistan. This is an increase from 87 suicides in 2005 and 67 in 2004.

According to the report, the Army's suicide rate for 2006 was 17.3 suicides per 100,000 Soldiers. This compares to the overall U.S. population rate, for the same age and gender group, of roughly 19 suicides per 100,000 people.

"The loss of any member of the Army family is a tragedy, and the Army has made prevention of suicide a top priority," Army Col. Dennis W. Dingle, director of the Army's Human Resources Policy Directorate, said. Dingle noted that the number of confirmed suicides in the Army has been rising since 2003, and leaders are emphasizing suicide prevention and education programs to counter that trend.

A majority of suicides in 2006 involved firearms, the report says, and the most common contributing factors were failed personal relationships and occupational, legal

and financial problems. The report did not find a direct relationship between increased deployments and suicides, Dingle said.

Army officials do recognize that increased deployments put strain on Soldiers and on their relationships, so deployment frequency and length was closely examined in this report, Army Col. Elspeth C. Ritchie, behavioral health psychiatry consultant to the U.S. Army surgeon general, said at the roundtable.

## Infantryman Earns Spot on Olympic Boxing Team

By Tim Hipps  
FMWRC Public Affairs

U.S. Army World Class Athlete Program Sgt. 1st Class Christopher Downs recently took another step toward becoming the oldest U.S. boxer in Olympic history.

"One more step. Just one more step," Downs said as he

stepped down from the ring after winning the light heavyweight division at the 2008 U.S. Olympic Boxing Team Trials.

Downs punctuated his performance with a 21-11 decision of San Diego's Yathomas Riley in the 178-pound finale at the George R. Brown Convention Center on Aug. 25.

"When I say one more step, that's a credit to my coaches and teammates for helping me get here," Downs explained. "Now it's time to move on to the next step, which is to get ready and prepare for Beijing."

Although Downs sealed a spot on Team USA, he still must earn an Olympic berth for the United States at one of three qualifying tournaments. The first opportunity comes Oct. 23 through Nov. 3 at the 2007 AIBA World Boxing Championships in Chicago, where a top-eight finish will secure an Olympic berth in his weight class.

At any rate, Downs, 32, an infantryman stationed at Fort

Carson, Colo., already is the oldest boxer in U.S. Olympic Team history. Should Downs step into the ring in Beijing, he will be 33. The age limit for Olympic boxers is 34.

"That's just another feather in the cap when I go back to the line and tell all those 17- and 18-year-olds who say: 'C'mon, Sgt. Downs, get up that hill.' I'll just pull that feather out and say: 'When you make that Olympic team somewhere down the line, then you can talk to me like that.'"

**Sgt. 1st Class Christopher Downs, 32, left, became the oldest boxer in U.S. Olympic Team history with a win on Aug. 25. Photo by Tim Hipps**



# G1 News:

E-mail reassignment requests to headquarters  
Meritorious promotion information

## New Process for 79R Reassignments

By Kent Shaw, USAREC G1

Career recruiters are a key and integral part of our organization. Therefore, it is important to cross-fertilize the experience of 79R career recruiters in a variety of assignments and duty positions across the command.

To better ensure that all 79R Soldiers are afforded the opportunity to request

reassignment within USAREC, Soldiers may now submit requests for reassignment directly to USAREC G1. Soldiers will also provide their chain of command a copy of the request to keep them informed.

Requests will be submitted by Soldiers via e-mail directly to the G1 Enlisted Manage-

ment Branch at: reassignments @usarec.army.mil. EMB brigade managers will review requests and obtain recommendations from the Soldier's chain of command. Chain of command recommendations as well as unit strength and needs of the command will be assessed before making final determination on 79R Soldier

assignments.

Soldiers submitting requests to the reassignments mailbox must title their e-mail with their last name and their battalion to ensure faster processing.

This program is outlined in CG Policy F-28, Processing of Requests for Reassignment on PMOS 79R Soldiers.

## Hard Work Pays Off

Recruiting is an extremely challenging career and our recruiters continue to dedicate themselves and consistently strive for perfection. Their hard work and perseverance are evident by an increase in requests for staff sergeant meritorious promotions submitted in FY 07, already doubling FY 06 numbers.

Although our recruiters are earning recruiter rings, several are not qualified to receive a merit promotion until completion of the appropriate level of Noncommissioned Officer Education System school. Meritorious promotion to staff sergeant requires completion of Warrior Leaders Course; meritorious promotion to sergeant first class requires Basic Noncommissioned Officer's Course. A Soldier must also have concurrence from his/her commander.

For Regular Army Soldiers, meritorious promotions to staff sergeant are for detailed recruiters; promotions to sergeant first class are for 79R recruiters.

### Promotion to Staff Sergeant

After a detailed recruiter earns the recruiter ring and the chain of command recommends the Soldier for promotion to staff sergeant, the USAREC G1 forwards the recommendation to Human Resources Command for approval.

Upon approval, the Soldier's supporting personnel office will publish the promotion orders. Detailed recruiters qualifying for a staff sergeant meritorious promotion must be recommended for merit promotion prior to converting to 79R because this promotion is only for detailed recruiters. There is no limit on the number of meritorious promotions to staff sergeant.

### Promotion to Sergeant First Class

USAREC receives 10 annual allocations to promote exceptional 79R staff sergeants. The forum for selection is an annual selection board normally conducted in January. USAREC G1 forwards the packets of those selected to Human Resources Command for final approval and publication of promotion orders.

For Army Reserve Soldiers, meritorious promotions include promotion of detailed recruiters, promotion of initial tour recruiters and promotion of special category award winners.

#### • Promotion of Detailed Recruiters.

Commanders may recommend meritorious promotions for detailed recruiters. These Soldiers must have earned the recruiter ring within 36 months of assignment to USAREC. Each brigade may meritoriously

promote one detailed recruiter to staff sergeant and one detailed recruiter to sergeant first class per calendar year. All detailed recruiters selected for meritorious promotion must convert to 79R to receive the promotion.

#### • Promotion of Initial Tour Soldiers.

Commanders may recommend MOS 79R recruiters on their initial tour for meritorious promotion. These Soldiers must have earned the recruiter ring within 36 months of assignment to USAREC. Each brigade has one allocation to meritoriously promote either an initial tour recruiter to staff sergeant or to sergeant first class.

• Promotion of Special Category Award Winners. Recruiters who are annual award winners for USAR recruiter of the year, USAR nurse recruiter of the year, USAR Soldier of the year and guidance counselor of the year, may receive a meritorious promotion under this special program. The possession of the recruiter ring is not required.

At this time, a request is under review by Army G1 to allow corporals to be meritoriously promoted to sergeant after earning the recruiter ring. This initiative allows even more hardworking Soldiers to be recognized for their efforts.

# Gold Badges

AUGUST 2007

## 2D MEDICAL RECRUITING BATTALION

SSG Michael Francis

## BALTIMORE

SFC Joshua Bolles

SFC James Everett

SFC Henry Sutton III

SFC Nicholas Taliafferro

SSG Edward Allen

SSG Jessica Canterbury

SSG Terrell Cherry

SSG Joshua Clark

SSG Jose Gonzalez-Miranda

SSG Brian Grotz

SSG Katrese Knox

SSG Deon Nalley-Stoddard

SGT Tiffany Bryant

SGT Charles Cartwright

SGT Robert Crisp

SGT Steven Ha

## BATON ROUGE

SFC Chad Breaux

SFC Rico Hampton

SFC David Labranche

SFC Antonio Leon Vega

SSG Dwight Murphy

SSG Frankie Swain

SGT Reginald Henley

SGT Piotr Lewandowski

SGT Robert Palmer

SGT Adam William

CPL Brandon Reynolds

CPL Devon Sargeant

## CLEVELAND

SSG Jeremy Evans

SSG Michael Wurgler

SGT Jason Gaulke

SGT Lanelle Lewis

## COLUMBIA

SSG Bernetta Lance

## COLUMBUS

SSG Benjamin Dixon

## DALLAS

SSG Doniyell Bullock

SSG Dedrick Davis

SSG Rupert Delgado

SSG Jeffrey Edmonson

SSG Ashford Harrison

SSG James Johnson

SSG Clayton Mackey

SSG Donald Williams

SGT Steve Gonzalez

SGT Ninoska Urbina

CPL Eric Spruce

## DENVER

SSG Paul Brown

SSG Jason Moser

SGT Robert Livingston

SGT Wade Roit

SGT Scott Swanson

## GREAT LAKES

SGT Richard Browning

SGT Daniel Morson

SGT Michael Sadler

## HARRISBURG

SFC Sean Jenary

SSG Shawn Smith

SGT Robert Hoffman

SGT Joshua Murray

SGT Shelby Hughes

## HOUSTON

SSG Felix Arroyadiaz

SSG Antonio Deleon

SSG Tyraka Dixon

SSG Tabatha Frederick

SGT Jordan Stepp

CPL Lisa Benoit

CPL David Simpson

## JACKSONVILLE

SGT Timothy Businelle

SSG Scott Gellin

SSG Hugh Jenkins

SSG Hugh Lyon

SGT Randy Rhoden

## LOS ANGELES

SFC Tina Kaiser

SFC Felicia Martinez

SSG Daniel Bowen

SSG Damion Elliott

SSG Erik Gonzalez

SSG Gerald Green

SGT Travion Alvarado

SGT James Allen

SGT Anthony Dasig

SGT John Simon

SGT Sung Kang

SGT Larry Payne

## MIAMI

SFC Luis Delima

SFC Hector Gonzalez

SFC Celso Pagan

SSG Gary Brand

SSG Rafael Brisueno

SSG Adam Cummins

SSG Luis DeJesus

SSG Eugene Grace

SSG Phillip Montalvo-Rodriguez

SSG Carlos Nieves Garcia

SSG Ruben Vega

SSG Christian Velazquez-Hernandez

SSG Bryan Yates

SGT Kenneth Hilliard

SGT Rafael Lasalle

SGT John Morman

SGT Yamil Santiago Padin

## MID-ATLANTIC

SFC Derrick Hudson

SSG Jesse Bean

SSG Darius Johnson

SSG Jeffrey McLean

SGT Thomas Stulginski

## MINNEAPOLIS

SFC Jennifer Shoats

SSG Bryan Jaragoske

SSG James Stogin

## MONTGOMERY

SSG James Eades

## NASHVILLE

SFC Antionette Pitts

SFC Charles Ray

SSG Lance Tasker

SGT Rebecca Leblanc

SGT Jonathan Spradlin

## NEW ENGLAND

SSG Kevin Briggs

SSG Albertino Gomes

SGT Kyle Damato

SGT Christopher Thyson

CPL Kristofor Rohrbaugh

## NEW YORK CITY

SFC Hector Corteseloseguy

SSG Morrease Leftwich

SSG Omar Morris

SGT Christopher Landry

SGT Hyun Whang

CPL David Eastes

## OKLAHOMA CITY

SSG Wade Bozeman

SSG Steven Shiplet

SSG Luke Thomas

SGT Brandon Crawley

SGT Joseph Crickenberger

SGT Keith Harper III

## PHOENIX

SFC William Benedict

SSG Jeffery Crane

SSG Timothy Jones

SSG Carlos Rosado

SGT Joel Blasinitorres

SGT Cynthia Dennis

SGT Kyle McLaughlin

SGT Christopher Maycumber

SGT Randy Young



## PITTSBURGH

SFC James Jackson

SFC Brian Jones

SFC Doris Lee

SSG Grant Alfano

SSG Arthur Samaras

SSG Benjamin Schaus

SSG Scott Shafer

SSG John Still

SGT Andrew Anastasia

CPL Anthony Fletcher

## SALT LAKE CITY

SFC Yolanda Carlisle

SFC Charles Hile

SSG Michelle Hughes

SGT Sean Dinnell

CPL Demetrio

Hadjistavropoulos

## SAN ANTONIO

SFC Teresa Pereya

## SEATTLE

SSG James Baker

SSG Desiree Johnson

SSG Patrick McMillen

SGT James Glaze

## SOUTHERN CALIFORNIA

SSG Emmanuel Rodriguez

SSG Osmil Sazon

SSG Kha Tran

SSG Jan Vermeulen

SSG Latasha Woodall

SGT Dewey Calhoun

SGT Gabriel Huerta

SGT Christopher Kelly

CPL Wayne Smith

## ST. LOUIS

SSG Eric Miller

SSG Tory Peoples

SSG Kevin Steele

SSG Perry Williams

## TAMPA

SGT Daniel Morson

# Recruiter Rings



AUGUST 2007

**ALBANY**

SFC Jamie Delmolina  
SFC Mary James  
SSG Robert Monroe  
SSG William Putnam

**ATLANTA**

SFC Matthew Bromwell  
SFC Domingo Burgos-Ortiz  
SFC Vaughn Daly  
SFC Rodney Early  
SFC Lawrence Evert  
SFC Janell Newell  
SFC Bradley Plucker  
SFC Reginal Thompson  
SFC Patrick White  
SFC Donovan Wright  
SSG Julius Allen  
SSG Kevin Boswell  
SSG Silvia Larsen  
SSG James Stock  
SSG Thomas Walker

**BALTIMORE**

SFC Latisha Branch  
SSG Otis Cade III  
SSG Danny Dillow  
SSG Shamah Schmoke  
SSG Ashanti Simpson

**BATON ROUGE**

SFC Christopher Hunt  
SFC Michael Minniefield  
SFC Jerry Nelson  
SFC Jack Smith  
SFC Leroy Tinner  
SSG Donald Hicks  
SSG Charlie McCree  
SSG Terrance Wright  
SGT Lora Kelly  
SGT Matthew Marchese

**CLEVELAND**

SFC Tyrone Parker  
SSG Matthew Martie  
SSG Joseph Richards

**COLUMBIA**

SFC Russell Hammond  
SSG Jamila Blackwell  
SSG Mitchell Brown  
SSG Timmy Hammonds  
SSG Jemita Robinson  
SSG James Whittier  
SGT William Cobb  
SGT Steven Dinkoski  
SGT Kashia Jones

**COLUMBUS**

SSG Terry Clements  
SSG Paul Joyce  
SSG Brian Rogan  
SSG John Vitellaro  
SGT Christopher Dyer

SGT Danny Foxworth

**DALLAS**

SFC Alexander Ashmore  
SFC Jonathan Conrad  
SFC Salvador Carrasco  
SFC Ronald Howard  
SFC James Turner  
SSG Dustan Barrett  
SSG Tomas Barrios  
SSG Robert Heritage  
SSG Nicholas Loy  
SSG Thomas Pistulka  
SSG John Swain  
SGT Joseph Cole  
SGT Bobby Head  
SGT Kevin LaSalle  
SGT Carol Santiago

**DENVER**

SFC Jason Disponzio  
SSG Kyle Davis  
SSG Gary Stitt  
SSG Lance Wilson

**DES MOINES**

SFC James Parry  
SSG Nathan Lawler  
SSG Michael Lovett  
SGT Mitchell Dolan  
SGT Dustin Malloy  
CPL Joseph Jeffrey

**GREAT LAKES**

SFC Michael Bell  
SFC John Howe  
SFC Clint Steele  
SSG Timothy Elder  
SSG William Fitzinger  
SSG Tyrone Hayes  
CPL Cory Rush

**HARRISBURG**

SSG Tony Chapman  
SSG John Loomis  
SGT Brian Gibson

**HOUSTON**

SFC Felicie Spencer  
SSG Larry Flores  
SSG Christopher Kelly  
SSG Ramon Lopez

**INDIANAPOLIS**

SSG Bobby Shirley  
SSG Jeremy Sutton  
SSG Eric Temple

**JACKSONVILLE**

SFC Michael Britt  
SFC Timothy Burkett  
SFC David Butler  
SFC Maurice Zapata  
SSG Jonathan Denton  
SSG Louis Dupree  
SSG Latwan Ferguson

SSG Crystan Gilbert  
SSG Vincent Gooden  
SSG Richard Hauser  
SSG Jimmy Tavarez  
SSG Edmund Tiradobaez  
SSG Fernando Tomlinson  
SGT Aaron Gregory  
SGT James Linson  
SSG John Lowery

**KANSAS CITY**

SFC Cheryl Cones  
SFC James Helm  
SFC Michelle Miller  
SFC Brian Sporre  
SFC Kristopher Tajchman  
SSG Ted Archer

SSG Aaron Dohm  
SSG Travis Hawkins  
SSG Robert Seymour  
SSG Russell Sharman  
SSG Grover Taylor  
SGT Marquis Ward  
CPL Dustin Foraker

**LOS ANGELES**

SSG Aaron Iskenderian  
SSG Darrell Mathews  
SSG Maurice Mitchell

**MIAMI**

SFC Luis Ramos  
SFC Edgardo Melendez-Rentas  
SFC Angel Vargas  
SSG Alex Rodriguez

**MILWAUKEE**

SFC Benjamin Turrell  
SFC Scott Walters  
SSG Jason Grizzle  
SSG Shawn Kline  
SSG Norbert Lumaye II

**MINNEAPOLIS**

SSG Steven Pope  
SSG Justin Reed

**MONTGOMERY**

SFC Meltony Billie  
SFC Tammy Brumback  
SFC Demetrius Cullers  
SFC Carolyn Dawson  
SFC Phillip Lee  
SFC Kenneth McCarn  
SSG Erik Andrews  
SSG Carlos Brown  
SSG Tabitha Brown  
SSG Carlandro Dudley  
SSG Travis Fite  
SSG James Smarr  
SSG Shannon Vaughn  
SGT Bryan Godette

**NASHVILLE**

SFC William Flowers

SFC James Hudson  
SSG Heath Bergmann  
SSG Joshua Marteliz  
SSG Ricky Smith  
SSG Eric Wells

**NEW ENGLAND**

SFC Troy Dotterweich  
SFC Kenneth Muise  
SFC Allen Redwing  
SFC Michael Trumble  
SSG Darrick Blackburn  
SSG Matthew Buck  
SSG Jeremy Putnam  
SSG Michael Seery  
SSG Brian Shelton  
SSG Brian Wildes

**NEW YORK CITY**

SFC Christopher Dash  
SFC Kartan Harris  
SSG Robert Hansson  
SSG Luis Miranda

**OKLAHOMA CITY**

SSG Gilbert Miller  
SGT Christopher Alcorn  
SGT Willie Allen  
SGT Robert Joiner  
SGT Aaron Robertson  
CPL Bradley Rasdall

**PHOENIX**

SFC Allen Riggs  
SSG Jimmy Allen Jr.  
SSG Manuel Juarez  
SSG Gary Moore  
SSG Christopher Rushlo  
SGT Crystal Cripe

**PITTSBURGH**

SFC James Jackson  
SSG Matthew Clark  
SSG James Gill  
SSG Robert Maloney  
SGT Andrew Davis  
CPL Michael Ferrer

**PORTLAND**

SFC Gary Jensen  
SSG Justin Cruz  
SSG John Makolin  
SSG Grace Oclitaria  
SSG Bunnak Oum  
SSG Philip Wedge  
SGT Jesse Ayin  
SGT James Wardle

**RALEIGH**

SFC Christine Bryant  
SFC Camuy Heremuru  
SSG Jermaine Dinkins  
SSG Michael Oates  
SGT Eric Revels



# Morrell Awards

AUGUST 2007

## SACRAMENTO

SFC Tobrin Hewitt  
SFC Sherri Roundtree  
SSG Raymond Prime

## SALT LAKE CITY

SSG Zachariah Merritt  
SSG Timothy Owens  
SSG Carl Selby Jr.  
SGT Jason Howell  
SGT Scott Tucker

## SAN ANTONIO

SSG Anibal Colon  
SSG Carmen Halcomb  
SSG Jesus Torres Alvarez

## SEATTLE

SSG Philip Dunning

## SOUTHERN CALIFORNIA

SSG Rico Flores  
SSG Sean Im  
SGT Jimmy Graves

## ST. LOUIS

SFC Michael Alexander  
SFC John Belisle  
SFC Randal Hinkle  
SFC Sean Russell  
SFC Seschaun Taft  
SSG Marcus Bishop  
SSG John Husbands  
SSG Christian Lilley  
SSG Anthony Reaid  
SSG Richard Surratt  
SSG Jimmy Troy  
SSG Mark Young  
SGT Stephen Binash  
SGT Adam Halstead  
SGT Thomas McClintock

## SYRACUSE

SSG Jonathan Linde  
SSG Major Pierce  
SSG Russell Sparling II  
SSG Christopher Turner  
SGT Adam Dombrowski  
CPL Michael Kroeger

## TAMPA

SFC Jay Gripentrog  
SFC Wallace Lopez Franco  
SFC David Mercer  
SFC Anthony Williams  
SSG Joseph Castaldo  
SSG William Cruz  
SSG Arturo Guerrero  
SSG Matthew Gumbiner  
SSG Vincent Hawthorne  
SSG Israel Herrera  
SSG Jason Jacot  
SSG Raymond Theiss  
SSG Amy Williamson  
SGT Angela Milton  
SGT David Rowe  
CPL Joshua Ruffner

## ALBANY

SFC Roger Borja

## ATLANTA

SFC Alphonso Anderson  
SFC Arthur Staton  
SSG Corey Ramirez

## BALTIMORE

SFC Thad Copeland  
SFC Scott Geise  
SFC Ronald Williams

## BATON ROUGE

SFC Kevin Broussard  
SFC Christopher Burton  
SFC Thomas Putnam

SFC Gary Savior

SSG Jeffrey Allen

SSG Charles Steed

## COLUMBIA

1SG Christian Pappas  
SFC Matthew Greene  
SFC John Love  
SFC Cornell Moore  
SFC Willa Smalls  
SSG Donyelle Vanhorn

## DALLAS

SFC Efrain Cantu  
SSG Charles Franklin  
SSG Kenneth Marion

## DENVER

SSG Jason Callan

## DES MOINES

SFC William Paul

## GREAT LAKES

SFC Bernard Pinckney  
SFC David Spiker  
SSG Gregory Noble

## HARRISBURG

SFC Troy Paisley  
SFC Paul Roberson  
SFC Albert Taylor  
SSG Thomas Kelt

## INDIANAPOLIS

SSG James Clark  
SSG Trevor Shaw

## JACKSONVILLE

SFC Reginald Carnegie  
SFC Anthony Crittenden  
SFC Andre Melville  
SSG James Fadgen

## MIAMI

SFC Miguel Nater  
SFC Carlos Quinones  
SFC Eliud Reyes  
SFC Rodney Sainez

## MILWAUKEE

SFC Steven Blevins  
SFC Kenneth Busko

SFC Shawn Money

SFC Scott Nichols

SFC Robert O'Brien

SFC Sherry Peterson

SSG Calvin Gee

SSG Joseph Hohmann

SSG Daniel Rhoden

## MONTGOMERY

SFC Derrick Johnson

SFC Charles Marmann

SFC Sharon Mayo

SFC Ronnie Quichocho

SFC Shawn Smith

SFC David Whitten

SSG Spencer Foster

SSG Michelle Jones

SSG Danny Kaczmarczyk

SSG Rosie Oates

SSG Vasharn Simmons

SGT Quinton Burrow

## NASHVILLE

1SG Daniel Smith

SSG Kelly Davidson

SSG Joseph Granato

SSG Willie Nettles

## NEW ENGLAND

SFC Scott Haskell

SSG Jason Fellows

SSG Henry Sherman III

SSG Joshua Smith

## RALEIGH

MSG Jacqueline Garner

SSG Lawrence Gambino

SSG Derrell Greene

SSG Devin McCollom

SSG Russell Shook

## OKLAHOMA CITY

SFC Christopher Jobe

SFC Rodney Moses

SGT Derek Gay

## PHOENIX

SFC Lena Jackson

SFC Roderic Pittman

## PITTSBURGH

1SG Marcus Munoz-Ramos

MSG Donald Lamb

SFC Marc Chiste

SFC Michael Leddick

SFC Craig Wright

SSG Kevin Lake

SSG Paul Mongera

## PORTLAND

SFC Javier Romero

## SACRAMENTO

SFC Stephen Henderson



## SALT LAKE CITY

SSG Scott Taylor

## SAN ANTONIO

SFC Roberto Alvarez Burgos

SFC Luis Gonzalez Jr.

SFC Peter Rentas

SFC Bruce Stevenson

SSG Ruben Valles Jr.

## SOUTHERN CALIFORNIA

SFC Keith Neville

SSG Timothy Fowler

## SPECIAL OPERATIONS

SFC Larry Nawara

## ST. LOUIS

1SG Juan Dozier

SFC Todd Alexander

SFC Deon Bates

SFC James Myers

SFC Charles Reynolds

SFC Jamie Springman

SSG Leon Bright

SSG Chritina Cantublanco

## SYRACUSE

SSG Kenneth Skender

## TAMPA

SFC Alfred Jones

SFC David Larson

SFC Julie Mapes

SSG Bernard Bell

SSG Pierre Brudnicki

SSG Jack Main III

SSG Amayris Olivencia

SSG Alexander Perea

# Conversions

AUGUST 2007

## 2D MEDICAL BATTALION

SFC Shamanlall Ramdass

## INDIANAPOLIS

SSG Stephen Gardner

## JACKSON

SSG Alex Jones

## MID-ATLANTIC

SGT Kelly Johnson

## RALEIGH

SSG Geoffrey Rhodes

SFC Latorie Smith

## SYRACUSE

SGT Michael Pollard

**1. Which of the following is one of the two key functions of the recruiting service support?**

- a. Support Soldier's personal needs such as pay, family housing and medical care
- b. Develop and maintain the Future Soldier Training Program
- c. Ensure prospecting efforts are fully synchronized with local community leaders and contract developers
- d. Monitor local news programs and newspapers for recruiting improprieties

**2. Discharges based on medical conditions existing prior to service cost the Army approximately how much per applicant?**

- a. \$4,000
- b. \$6,000
- c. \$8,000
- d. \$10,000

**3. Which plan provides leaders with the necessary information to identify and locate their market?**

- a. Prospecting
- b. Training
- c. Processing
- d. Intelligence

**4. Recruiters prospecting via e-mail can avoid "spam" blockers by limiting the number of addresses to 20 or fewer.**

- a. True
- b. False

**5. Which best describes reflective listening?**

- a. Repeating to the prospect what you heard them say by summarizing it and putting it into your own words.
- b. Repeating back to the prospect exactly what you heard them say, in their actual words.
- c. Making sure the message being conveyed is spoken verbally and nonverbally.
- d. None of the above

**6. What are the five areas of emphasis that are the foundation for successful recruiting activities?**

- a. Prospecting, market planning, communicating, public relations and followup
- b. Prospecting, interviewing and counseling, processing applicants, maintaining Future Soldiers and followup
- c. Prospecting, market planning, interviewing and counseling, processing applicants and public relations
- d. Prospecting, interviewing and counseling, processing applicants, maintaining Future Soldiers and market planning

**7. The internal network includes the community, businesses, schools, clubs and other organizations.**

- a. True
- b. False

**8. The development of a recruiting plan should include what kind of a look at future operations?**

- a. Tactical
- b. Intelligent
- c. Strategic
- d. Supportive

**9. What is the most important tool within the C4 element for recruiters?**

- a. TAIR events
- b. MAP
- c. Strategy
- d. Laptop computer

**10. Which USAREC pamphlet best describes in great detail the steps necessary to create and project an applicant record for processing?**

- a. USAREC Pam 601-32
- b. USAREC Pam 350-2
- c. USAREC Pam 350-13
- d. USAREC Pam 380-4

**11. What is a unique quality of a community college?**

- a. It serves a defined geographical area.
- b. It offers courses to serve the area's economic base.
- c. It offers academic programs for students planning to transfer to a college.
- d. All of the above.

**12. What is the clearest form of communication but one of the least understood and most abused?**

- a. Interpersonal
- b. Verbal
- c. Nonverbal
- d. None of the above

**13. The \_\_\_\_\_ involves nationwide, long-range issues in response to national, DOD and DA recruiting issues and objectives.**

- a. operational level
- b. tactical level
- c. strategic level
- d. All of the above

**14. The \_\_\_\_\_ helps recruiters generate target market leads that have a propensity to enlist or commission in the Army.**

- a. Accessions Support Brigade
- b. Combat Service Support
- c. Recruiting and Retention School
- d. None of the above

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

August Fiscal Year 2007

## Top Regular Army Recruiter

**SSG Brian Shelton**  
New England

**SFC Natalie Jackson**  
Raleigh  
**SFC Rodney Bost**  
Nashville

3d Brigade is testing  
the Team Recruiting  
Concept

**SSG Manuel Rosa**  
Houston

**SSG Homer Brown**  
Los Angeles

## Top Army Reserve Recruiter

**SFC Shane Zelker**  
Albany

**SFC Lawrence Williams**  
Nashville

**SFC Danny Potter**  
Dallas

**SFC Eric Jackson**  
Sacramento

## Top Large Station Commander

**SFC Scott Haskell**  
Concord  
New England

**SFC Robert Maxwell**  
DeRidder  
Baton Rouge

**SFC Brian Heffernan**  
Denton  
Dallas

**SFC Efrain Ramirez**  
Modesto  
Sacramento

## Top Small Station Commander

**SSG Nicholas Dyer**  
Augusta  
New England

**SFC Gregory Davis**  
Peach Tree City  
Atlanta

**SSG Jose Garza**  
Seaside  
Sacramento

## Top Company

**Boston Metro**

**Lexington**

**Frisco**

**Guam**

## Top AMEDD

**Boston**

**Raleigh**

**Chicago**

**St. Louis**

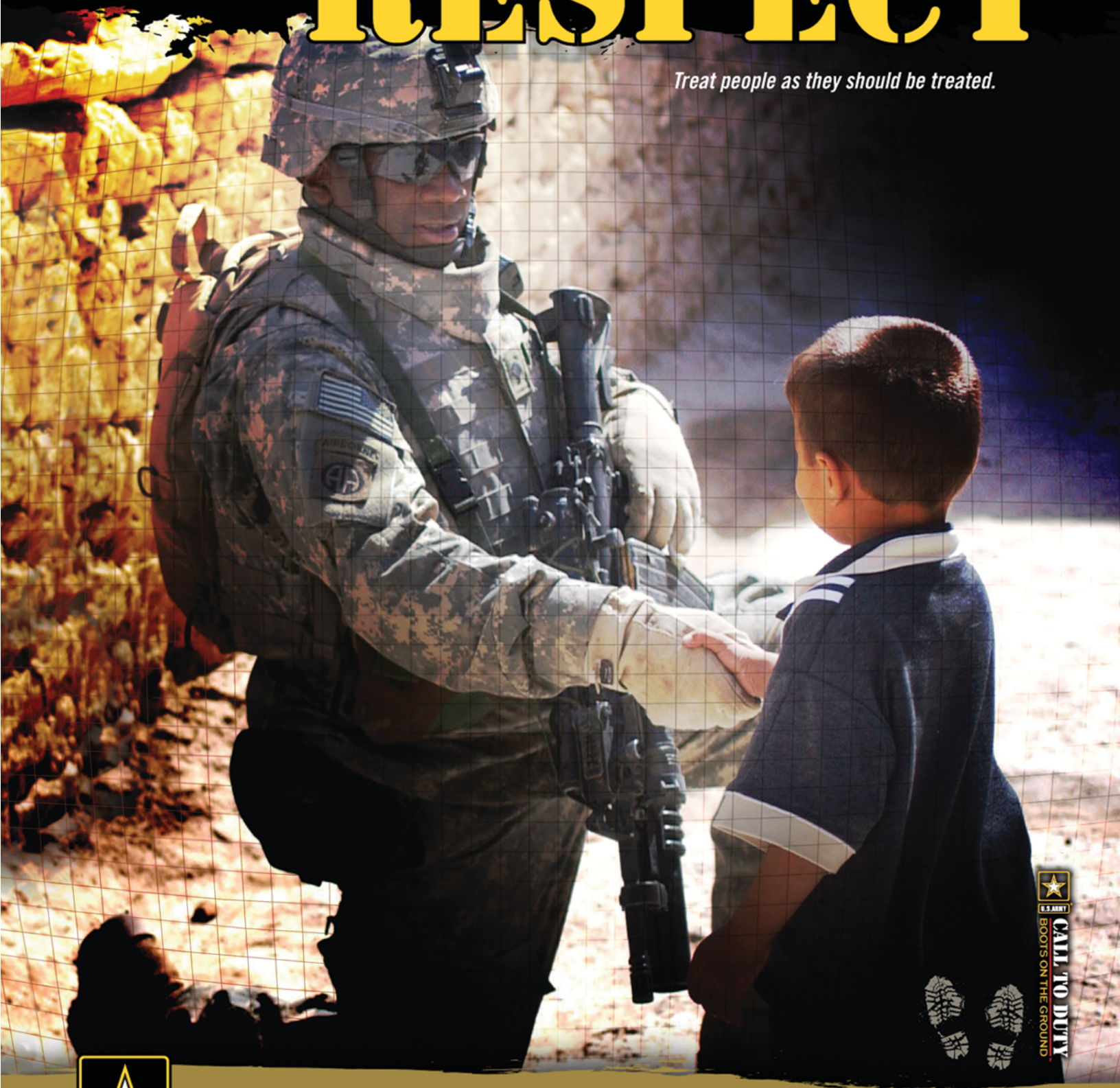
**Denver**

## Answers to the Test

1. a. USAREC Manual 3-01, p. 2-6 para 2-28
2. c. USAREC Manual 3-01, p. 6-5 para 6-14
3. d. USAREC Manual 3-0, p. A-1 para A-5
4. a. USAREC Manual 3-01, p. 4-7 para 4-19
5. b. USAREC Manual 3-01, p. 5-4 para 5-14
6. b. USAREC Manual 3-01 p. 1-3 para 1-6
7. b. USAREC Manual 3-01 p. 1-4 para 1-9
8. c. USAREC Manual 3-01 p. 2-3 para 2-11
9. d. USAREC Manual 3-01, p. 2-7 para 2-32
10. a. USAREC Manual 3-01, p. 6-4 para 6-12
11. d. USAREC Manual 3-0, p. 11-5 para 11-24
12. b. USAREC Manual 3-0, p. 6-3 para 6-7
13. c. USAREC Manual 3-0, p. 7-4 para 7-19
14. a. USAREC Manual 3-0, p. 2-3 para 2-8

# RESPECT

*Treat people as they should be treated.*



U.S. ARMY

ARMY STRONG.™

★  
U.S. ARMY  
CALL TO DUTY  
BOOTS ON THE GROUND

## ARMY VALUES