

RECRUITER

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Journal



Salute to
National Hispanic
Heritage Month
15 September - 15 October

Recruiter

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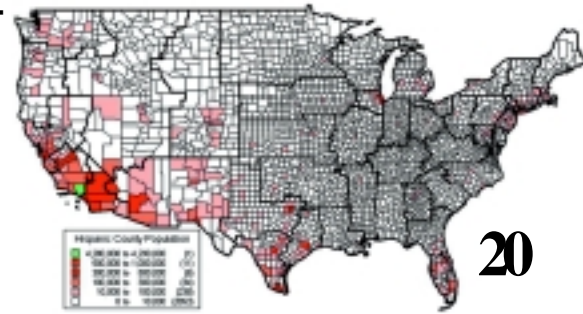
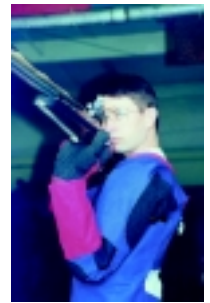
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For the first time in a decade, the United States triumphed over more than 40 other countries to win the Conseil International du Sport Militaire Shooting Championships.



20 Market research highlight - the Hispanic market

A demographic overview of the Command's CONUS territory – but we've increased the market resolution with county-level data. Additionally, we include five-year Hispanic production trends broken down by the five Hispanic ethnic categories.

The advertisement on the back cover is being used to encourage noncommissioned officers Armywide to volunteer for recruiting duty. The first publication of the ad appeared in the August 27 issue of the Army Times. This ad is part of Recruiting Command's Volunteer Recruiter initiative, which includes Recruit the Recruiter team visits to installations and a direct mail letter campaign to potential volunteers.



From the Commander

The good news is that by the time you read this article we will have likely closed out our annual accession mission and be concentrating on building a solid Entry DEP of at least 18K – one of my four glass balls. Throughout the Army, commanders are beginning to see fully manned foxholes because of the hard work, dedication and, yes, the sacrifices that you and your families have made to accomplish this mission. I am proud of you. My thanks go out to you and those understanding family members who supported you through this critical year.

Let's talk some about the September mission. Building our EDEP is like putting money in the bank. I know how hard it has been for many of you, going for so long with in-the-month, for-the-month contracts. With that "money in the bank" – an entry DEP of 18,000 contracts – you will be able to take advantage of your momentum. We will have the flexibility to broaden our net and start recruiting for the Army instead of going out and looking for a 6' 2", 185-pound male who wants to be a 19K... next week. It's like an endowment, an investment we make this year in order to make the future successful and our future recruiting efforts more efficient.

Building that EDEP is crucial to the long-term success of Army recruiting. So many times, in our need to fill the vacant training seats, we take the contract we have, because we don't have the time to find a more desirable applicant. It has been almost a decade since USAREC had its best quality year ever, with 100 percent high school diploma grads. That was a year with a healthy Delayed Entry Program.

As the Army enters its aggressive Transformation, it becomes ever more important to have the right number of high quality youth as well-trained and highly motivated soldiers. Change takes hard work and stamina; it's harder than doing things "the way we've always done them." To achieve true change, **every soldier** in the Army must commit his or her best efforts to their mission. The Chief of Staff, GEN Eric Shinseki, has said:

"The Army is moving quickly to address the land force demands of the strategic environment. And as it does so, soldiers remain the centerpiece of Army formations. We must train and educate our people now to develop the mental agility and adaptiveness needed to overcome the challenges they will face as objective force leaders."

The Army – from the Secretary and the Chief of Staff to the newest private in training – is watching as we close out our Fiscal Year 2001 accession mission. Commanders and NCOs want and need fully manned units. We're in a

MG Dennis D. Cavin



better position to meet those needs than we have been in years. By building a strong, well-maintained EDEP, we will make FY 02 a banner year for ourselves and our Army. You are sincerely "On Point For The Army" and your success propels the force to new heights in readiness.

INTEGRITY

There is a Chinese proverb that says, "Laws control the lesser man. Right conduct controls the greater one."

Integrity is something that you *live*, not just something you *observe*. Yes, we have stacks of rules and regulations – those words are written down to keep you informed and show you the way to do something properly. But recruiting with integrity goes beyond the mere words. You must live with integrity, you must live with right conduct – in all things.

This is all about "doing the right thing." I've said many times that no amount of money in the bank is worth the loss of your reputation and character. You represent the United States Army. That is an awesome responsibility, but you know, you represent your family, your parents, and your peers in your stations. Your poor judgement or blatant neglect of your responsibility to uphold the values you have been taught would be inexcusable. If you were to destroy the trust and confidence of these good people, how could we expect to uphold the bond that is so eloquently articulated in the "Creed of the Noncommissioned Officer"?

You know what right looks like. You have been taught that since Day One. Just do it and you will succeed in being the role model young people will want to emulate and that our Army demands.

PROUD TO BE HERE, PROUD TO SERVE! 📢

The CG and I recently participated in this year's Army Training and Leader Development Conference at Fort Bragg, N.C. Now, I'll be the first to tell you, any trip to Bragg is a great visit. But we were there on business and only two of over one hundred senior officers and command sergeants major who came together in July to discuss issues that will impact our future.

We reviewed preliminary information from thousands of NCO surveys and scores of focus groups, took a hard look at the NCO Corps, and discussed ways to make it stronger. Don't misinterpret what you've just read. The NCO Corps IS strong. In fact, we are the best in the world. But, we're not perfect. That was the point of the surveys, study, and our deliberations. Did the survey results tell us everything was great and no changes are needed in how we train NCOs? Of course not. The available data provided us with a solid understanding of what sergeants are thinking and ideas for the future.

We talked about the evolution of the Army's role and emerging technologies. We looked at the NCO Corps and considered how the world is changing. What I found particularly interesting was everyone, (the Secretary of the Army on down) agreed that the fundamental role of the NCO will not change. We unanimously agreed things like training, discipline, inspecting, counseling, and mentoring (things sergeants have done as long as our Army has existed) would remain the same.

In the course of our discussion, a number of items and issues were raised that I'd like to share:

(1) Stay in your lane . . . this theme came up often. Everyone at all levels needs to simply concentrate on the basics and focus on making their piece of the Army the best they possibly can.

(2) NCOES deferments . . . most of us agreed that too many NCOs are asked to put off school attendance because of their units' mission or major training events. Someone pointed out that officers are seldom held back from their professional development courses. Everyone concluded the Army, the unit, and the soldier are all better served in the long run by sending NCOs to school as early as possible.

(3) Distance Learning . . . it became obvious to me during various discussions that there are a great deal of professional and self-development resources available (not always formalized) on the Internet that soldiers may not know about. Check with your branch proponent to see what is available. You might be surprised.

(4) Sergeant's Time . . . everyone agreed that it is an essential piece of unit readiness. The key is a non-negotiable requirement for Sergeant's Time to be well planned, researched, rehearsed, executed, and evaluated. USAREC may not have Sergeant's Time, but we are required to conduct weekly training at the small unit level, prepared and conducted by NCOs. I ask Senior NCO leaders to revisit their own programs and educate officers on its importance and the need to make time for it.

(5) Training meetings . . . I heard a number of leaders emphasize how good training starts with good training meetings. This is where resource issues are resolved, logistical matters sorted

out, and responsibilities and suspenses assigned. Additionally, well-managed training programs produce schedules that are posted and enforced. This gives soldiers a sense of predictability in their daily lives.

(6) Officer retention . . . this probably looks out of place at a forum primarily focused on NCO leaders, but I would like to share with you what a senior officer mentioned.

He said that first sergeants and sergeants major don't realize the impact they can have on a junior officer's decision to stay in the Army. A few encouraging words of praise or being told that they are respected and making a difference to the unit and to soldiers is often enough to make them stay with us for a career.

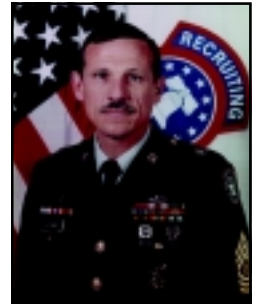
(7) Enforcing standards . . . I recently entered a recruiting station commanded by an overweight 79R. He'd been on the weight control program for eight months. His most recent tape measuring was less than a percent from the original measure, yet no action was taken to chapter him from the Army. I reminded the soldier's chain of command of the Army's policy on weight control and found myself nagged the rest of the day by the simple question, "How many leaders (NCOs and officers) walked past this soldier and cast a blind eye, without taking corrective action?"

This incident tied directly into the conference discussion on enforcing standards and the question raised by the Sergeant Major of the Army to the assembled leaders, "How many of you have ever walked by a mistake?" As far as I could tell the hand of every general and command sergeant major in the room went up. The answer, obviously, is far too many. That's exactly what I'm talking about when I tell leaders everywhere I go about the important business of enforcing basic standards of discipline.

Before closing, I'd like to share a couple of things I recently saw in Chicago Battalion that really left me motivated. I visited six stations in five companies in just under two days. The appearance, motivation, morale, and protocol of the soldiers I met impressed me. They weren't doing everything right, but they got the soldier stuff down pat. I attribute their unit pride and professionalism to the standards established and enforced by the command sergeant major. Leadership does make a difference.

In parting, I'd like each of us to take pride in what we are and the great organization we represent. Many of us have heard our commander open various speeches and appearances with the simple words, "My name is Cavin . . . and I'm a soldier."

To me those words identify the essence of the man and what he stands for. Next time someone asks you who you are, look him or her square in the eye and say, "I'm a soldier." There is no prouder title. 📌



CSM Roger Leturno



Chaplain's

Motivational Notes



*by Chaplain (LTC) Jim Stephen
HQ USAREC*

“True Leadership”

Whether we realize it or not, each of us is a leader. At home, at the recruiting station, in our communities and neighborhoods, we're all involved in the act of leading. We may not hold political office or a formal position of leadership, but we all lead. Every one of us leads our own life, even while we influence those around us.

Leadership is something that can be learned over time, not only by reading books but also through practice and application. Real leadership comes from a sincere desire to serve, to be true, and to live with integrity. Such strength of character is the trademark of all effective leaders. Consider a great leader who came from inauspicious beginnings. Abraham Lincoln, born in a backwoods cabin, learned from hardship to be strong in the midst of adversity. As a result, he was able to lead and unify a divided nation.

Leadership is more than managing programs and policies; it is first and foremost inspiring people. Businessman Max DePree has written: “In addition to all of the ratios and goals and parameters and bottom lines, it is fundamental that leaders endorse a concept of persons. This begins with an understanding of the diversity of people's gifts and talents and skills.” Real teamwork is created when leaders value the differences, encourage cooperation and involvement, and recognition that, like them, the people they lead are changing, growing individuals. Whatever our particular role may be – as a leader in a home, recruiting station, or office – the same basic principles apply.

Leadership is an art that requires compassion, empathy, vision, and integrity. True leaders recognize potential and look for greatness. They know themselves and those within their stewardship to be members of the human family, endowed with infinite power and purpose. They look at their children, spouse, co-workers, applicants, DEPs, and neighbors not as ordinary people, but as brothers and sisters of the human race – who all have extraordinary potential. No matter how varied the problems and how diverse the personalities, people – just like you and me – are the real bottom line.

This is the essence of true leadership, and the world cries out for it. We can begin today – right now – to lead with love and believe in others, because we are all leaders.

Share with me your insight at: James.Stephen@usarec.army.mil. 📧

BG Billy R. Cooper retires

Story by Pearl Ingram, Recruiter Journal

Photos by Greg Calidonna, USAREC APA

In a retirement ceremony July 27 at USAREC headquarters, BG Billy R. Cooper, deputy commanding general (West), concluded 33 years of active Army service.

“It hasn’t been pleasant every day, but when I look back on it, I think I can say it was worth doing. It was a challenge worth pursuing. It was time well spent,” said Cooper.

Cooper started his 33-year career as a draftee in 1968. Along the road to becoming a brigadier general, he said he has met many great noncommissioned officers. The first memorable encounter was in JROTC. SFC Freeman, an instructor who had served in Korea, told him to learn quickly because he could soon go off to war. It was 1963 and Freeman was speaking of the Vietnam War.

Later, as a private at Fort Sill, Okla., another great noncommissioned officer asked if he would consider going to Officer Candidate School. Cooper said as a private he had not heard of OCS and asked the noncommissioned officer, “What is OCS?”

He said the NCO sat down and did the classic footlocker counseling, with then PVT Cooper sitting on one footlocker and the NCO sitting on a footlocker across the aisle.

“He brought in newspapers in the evening after duty and questioned me to make sure I was prepared, and he made sure my uniform was ready,” said Cooper. “He was the first soldier to tell me that I had passed, and that on July 13, I would be entering Officer Candidate School.”

In Vietnam, it was 1SG Patrick Jones who convinced him to stay in the Army.

Cooper said he has kept the now yellowed-by-age Voluntary Indefinite paperwork that the first sergeant prepared.

“All across recruiting, we have great noncommissioned officers whom the Army has given a tough job to do. Only one-third volunteered to do it. Despite the circumstances we put them in — high cost of living areas and communities unfriendly toward the military — they adapt and by and large make mission for the Recruiting Command, for our Army, and for our country. To them I want to say thanks for a job well done.”

Cooper served in Recruiting Command as the Deputy Commanding General (East) from July 1998 to July 2000. He had since served as the Deputy Commanding General (West). He said during his recruiting tour, he had traveled in all but three states.

“We pay tribute to a soldier, a leader, and a personal friend,” said host for the retirement ceremony, MG Dennis D. Cavin, USAREC commander.

Cavin described Cooper as a rather quiet man from the rolling hills and red clay of east Texas.

“You represent all of America,” he told Cooper. “Its diversity, its heritage, its pride, and most importantly, its enduring gratitude to a fellow soldier who has served his country with distinction for many years.”

Cooper and his wife, Dorothy, will reside in Ohio, where he will work as the Director, Cleveland Job Corps Center.

“The best times and the best years are still yet to come,” he said. 📣



PLANNING FOR Life

AN EIGHTH YEAR OF EXCELLENCE

By William Kunisch, USAREC Education Branch

The U.S. Army Recruiting Command's eighth annual Planning for Life Award was shared by two schools with exemplary career planning programs. On June 26 at the annual American School Counselor Association (ASCA) conference in Portland, Ore., LTC David Gilbert, Sr., Portland Recruiting Battalion commander had the honor of recognizing Stroudsburg Area School District, Stroudsburg, Penn., and Hillsboro School District, Hillsboro, Ore.

The Planning for Life program was developed in 1993 to recognize outstanding career planning programs and to draw attention to the important role that career planning must play in the life of all Americans. These two nationally recognized programs were selected because they both promote comprehensive career planning for all students, while demonstrating extraordinary collaboration among students, parents, school, community, and business.

Stroudsburg Area School District, located in the Pocono Mountains, serves 4,000 students in grades K-12. The mission of the district's Comprehensive Career Development Program is "to prepare all students for a successful transition into the world of work." This mission statement echoes the commitment to provide intensive career education for all students, to actively engage in the career planning process, and to collaborate with parents, businesses, and other community organizations in preparing students for the increasingly competitive world of work. All 7-12 grade students are required to successfully complete a graduation project involving a carefully planned sequence of career activities, which are delivered through career education classes and career advisory periods. This project culminates in the development of a detailed career plan. Graduation is contingent upon its completion.

In accepting the Planning for Life award for Stroudsburg Area School District, Charlotte Kresge, Director of Science and Applied Technology, stated that the school district was extremely excited about being honored with the award. She also commended USAREC for choosing to honor schools in this way. She emphasized, "What this recognition symbolizes to us is that we are on the right path to providing the best future possible for our children. The effort that our educators, our community leaders, and most importantly our students, put into the program is what makes it work."

Gilbert then recognized Hillsboro School District, which serves approximately 18,000 students in grades K-12. The school district has systematically developed a comprehensive counseling/career program that has woven career planning into all subject areas. The model is outcome-based, measurable, and integrated with academic content benchmarks. All students participate in career development

activities ranging from assessments and inventories, which includes the Armed Services Vocational Aptitude Battery, to job-related experiences, such as job shadowing and informational interviews. Career planning helps students identify a career goal and guides them to enroll in coursework that will lead them to achieve their career goals, which is essential to preparing students for the challenges of the 21st century.

Vicky Lindberg, Curriculum and Staff Development Coordinator, Hillsboro School District, was equally honored. "Involvement in the Planning for Life program gives educators a chance to evaluate their school's or district's career planning program," said Lindberg. "But the resources provided through the program also challenges educators by providing insights to best practices from across the country."

In a session during the ASCA Conference, the two winning schools had the opportunity to present the highlights of their programs to interested individuals. The session was well attended and all attendees left with new ideas on how to improve career planning programs in their own school districts.

During the past eight years, the Planning for Life Recognition Program has strengthened USAREC's partnership with ASCA and the nation's counselors. Having recognized over 200 schools at the state level and 20 schools at the national level, the Army has underscored the importance of career planning as a life-long necessity. The program provides recruiters with another tool to augment their schools program and it compliments the ASVAB Career Exploration Program, which assists in promoting a decision to enter the Army as an equal and viable career choice.

The Planning for Life Recognition Program is an excellent way in which schools can be recognized for their work in developing outstanding practices. It demonstrates a model partnership of schools and the military to support career development and recognizes the importance of career planning to the future of our students and our nation. 📌



(Left to right): Pat Rufe, Stroudsburg Area School District, Stroudsburg, Pa.; Charlotte Kresge; LTC David F. Gilbert Sr., Portland (Oregon) Recruiting Battalion; Peter Moshinsky, Glencoe High School, Hillsboro School District 1J, Hillsboro, Ore.; Marla Lyle, Hillsboro High School; Tammi Burruss, Glencoe High School; Barbara Falconer, Hillsboro High School; and Jerry Taylor, Century High School.



The New ConAP

By Ben Buckley

Director, Concurrent Admissions Program

Servicemembers Opportunity Colleges

The Concurrent Admissions Program has a new look. The form and procedures are new. The program is easier for recruiters, colleges and soldiers to use. Our partnership with 1,542 ConAP colleges is stronger. For a list of ConAP colleges and points-of-contact, see: [http:// www.soc.aascu.org/conap/](http://www.soc.aascu.org/conap/).

What's different about the new form?

Plenty. The new form is called *College Referral and Intent to Enroll*. Soldiers tell the college they intend to enroll during or after their enlistment. By signing the bottom of the form, the point-of-contact at the college acknowledges a soldier's intent to enroll and provides guidelines about preparing for college. For example, the college advises the student to apply for admission not more than one year before the expected date to enter college. The student is advised to see a counselor at the Army Education Center, to begin college work and focus on mathematics, reading comprehension, and oral and written communications. The student is also advised to stay in touch with the point-of-contact at the college by e-mail. The new form has Web addresses for the ACE Guide, AARTS transcript, SOC, and USAREC. The form was sent to the field in April 2001 and can be found at <http://hq.usarec.army.mil/ro/Education/Pg1.htm#ConAP>.

Why did the form change?

When ConAP began in 1989, the form allowed new soldiers to apply for admission to college concurrent with their enlistment. If they met the college's admission standards, the college would award full or provisional admission and defer enrollment in class for up to two years after the enlistment. In 1989 we lived in a paperwork world, before the Internet and e-mail. Now, times have changed. Colleges want less paperwork in an electronic age. Most colleges limit the life span of their applications for admission to one or two years and few offer provisional admission. Further, colleges want to stay in touch with their ConAP soldiers by e-mail. We found ourselves at odds with college procedures and had to revise the ConAP form.

Is ConAP easier for recruiters?

Yes. ConAP soldiers no longer apply for admission at the

time of enlistment so they don't need applications for admission, application fees and high school transcripts. This means less paperwork and faster processing. It also means recruiters can work with all local two and four year ConAP colleges without worrying about applications for admission.

Is ConAP easier for colleges?

Yes. ConAP soldiers apply for admission at the normal time, usually not earlier than a year before the desired date to enroll. The college no longer has to hold ConAP records for up to two years after discharge; i.e., hold records eight years for a six-year enlistment. Also, the college can establish e-mail contact with potential students to bond them to the college.

Is ConAP easier for soldiers?

Yes. It is easier psychologically to submit applications for admission, application fees, and high school transcripts when college is in the immediate future rather than several years away. Soldiers have the e-mail address and Web site of their ConAP college. They can get information about costs and programs and can apply on-line. More importantly, soldiers enter the Army with a plan to attend college and use their education benefits.


Is the new form routed the same way as the old form?

Yes. The enlistee and recruiter fill out the form and send it to the college point-of-contact. The point-of-contact completes the bottom of the form, keeps the college copy, and sends the rest back to the recruiter. The recruiter presents the student copy to the enlistee, the high school copy to a high-school counselor if the enlistee is still in high school, and sends the recruiting battalion copy to the battalion education services specialist. The recruiter advises ConAP soldiers to keep their copy of the ConAP form and show it to an Army Education Center counselor upon arriving at their permanent duty station.

Are recruiter points the same as for the old form?

Yes. Points are awarded when ConAP forms are completed by a point-of-contact at the college and forwarded to the Recruiting Battalion headquarters.

Can I comment on the new form and procedures?

Yes. Provide comments to: terry.backstrom@usarec.army.mil or conap@aascu.org. 

10 recruiting tips

By SFC Carl R. Jackson, Guidance Counselor, Buffalo MEPS
Syracuse Recruiting Battalion

The good news is the Army is an awesome product to sell! The bad news is, no one wants to buy the product. How can I be so sure? Because people do not buy products...they buy solutions to problems. That is the whole secret behind recruiting.

Recruiting is nothing more than understanding what an applicant really wants and showing them how you will provide it. Recruiting is about learning what makes people tick. It's having the common sense to know that kids like ice cream on a hot summer day, and that holiday shopping is a hassle. It's using those shiny nuggets of data to fill a need. Recruiting is about choosing the proper brochures in the best location and being on top of your game and telling, living the Army story so people say, "That's exactly what I want!" It's about finding the prospect's hot buttons, finding their real "desires," and then pressing them to make the sale.

In that spirit, I have found 10 tips I follow to ensure success. Mind you, they may not be the same techniques that have been taught over the years, but let's face it—today's youth have changed over the years.

THINK BACKWARDS. SGT Johnny said, "Here's a great product I can sell." But he continued to be a low or zero producer. SGT Suzy said, "What a great prospect. What can I sell her?" Now she is a high producer. If you want the gold, start thinking in reverse. Look for the quality prospects, find out what makes them who they are and where they want to be. Then set up a tailored plan for them in the Army and prove that your plan is better than the one they may have. Get the commitment and then move forward.

GET PERSONAL. We are dealing with smart, young people with hectic careers or school programs and lots of friends. They hate quiet times but love whitewater rafting. They want a simple life plus excitement. Know your prospects, and you can answer their needs and interests before they answer. How well do you know them? At the end of an interview do you know what your applicant's favorite and least favorite things are? Could you write a personal bio on your applicant? If you can tailor an Army program to them, fit it and sell it.

A GOOD PROGRAM IS LIKE ASPIRIN. Why? Because it helps the applicant get rid of a headache. In other words, great recruiting is about discovering your applicant's problems and then solving them. If they want to see the world, offer them the travel opportunities the Army offers, and so on. The bottom line is, fit them with a program that solves all or most of their problems and write the contract.

PRESS THE HOT BUTTONS. How will this program make your applicant feel like they can achieve their life's goals and dreams? It's about understanding their "hot buttons"—the who, what, when, where, how, and why they do what they do. Paint a picture in a manner that your applicant feels the wind in their face and the ocean at their feet. Push their "hot buttons" at every opportunity to get them to commit.

SPEAK THEIR LANGUAGE. I don't mean learn 10 foreign languages, but when in Rome do as the Romans do. Speak to your prospects at their level whatever it may be. Relate to them whether they are from the *hood* or *easy street*, "but no profanity."

GET MARKET INTELLIGENCE. Without it, your recruiting effort is a "collective idiot"—like trying to sell money to a millionaire's son. Pour through your competitor's brochures and market share to find out what they are doing, and do it better. Do surveys in your market to find out what interests your prospects have. Build a center of influence base in your schools and community to gather information that will make you successful. Recruiting is an outside game. So, get out and get smart.

MARKET FOR FREE. Community groups, elementary and middle schools will almost always let you speak on topics such as, "STAY IN SCHOOL, STAY OFF DRUGS," or any other positive speech. Be a guest speaker at your local radio station. Be a positive influence in your community. Have the desire to get ahead in recruiting and then make positive headlines.

SELL SIZZLE. It's not the assignment in Europe; it's the fun you will have in Paris. It's not the uniform; it's how great you will look in it while you are home on leave. People don't buy the feature, they buy the positive anticipation of the benefit. When selling, have a piece of paper and draw a line

down the center. Then have your applicant write down all the features on the left side, and how that this would benefit them on the right side. Then sell the right side, the “sizzle.”

GET IN THEIR HEADS. Every purchase is really about fulfilling basic human needs, such as: **SUCCESS, EXCITEMENT, SECURITY, AND BELONGING.** What are your applicant’s desires? How do they see themselves? Where do they see themselves in five years? What makes them feel important? Good recruiting is about tapping into those feelings right there on the spot and taking them where they want to go.

ONCE YOU GET THE COMMITMENT. Do not

be afraid to take charge and push the applicant through the processing phase. When an objection rises, use all the information you have built to overcome it, and continue to process. Never forget that you are taking care of this person’s future and you are doing it for them. You will stay in complete control and you will be successful.

I have been an On-Production Station Commander, Limited-Production Station Commander, Guidance Counselor, and a Limited Production Station commander again, and in the past eight years I have found these tips to work. Always remember you are recruiting the future leaders of the strongest Army in the world, and providing the strength to our great nation. 📌

Little known Hispanic historical facts

by SFC Kristi Artis, Recruiting Operations

The 65th Infantry Regiment of Puerto Rico was the only Hispanic-segregated unit in U.S. military history. The Regiment began as a volunteer regiment in 1899 and participated in two world wars. The Regiment received a Presidential Unit Citation, a Meritorious Unit Citation, and two Republic of Korea Unit Citations. It was nicknamed the “Boriqueneers.”

More than 13,000 Hispanics served under the Confederacy

Major Salvador Vallejo served as a captain in California’s Mexican militia before the U.S. war with Mexico. During the American Civil War, he became an officer in one of the California units, which served with the Union Army in the west.

Santos Benavides, commander of the Benavides Regiment and defender of Laredo, Texas, rose to the rank of colonel during the Civil War. He was the highest-ranking Mexican-American in the Confederate Army.

Captain Joseph De La Garza’s unit in the Confederate Army rushed north to resist the Union attempt to invade Texas in the Red River Campaign.

Sergeant First Class Issac Camacho – In the night of

November 1963, a reinforced battalion of Viet Cong attacked by surprise the CIGD camp at Hiep Hoa Long. As heavy mortar fire raked the camp, Camacho ran to a mortar position and began to return fire. Camacho was captured by the Viet Cong and remained a prisoner for almost 20 months. On July 9, 1965 he escaped from his captors and made his way to freedom after crossing miles of communist infested territory. He was awarded the Silver Star and the Bronze Star Medal in 1965. Later he was given a battlefield commission as a captain.

Brigadier General Luis R. Esteves – First Puerto Rican graduate of West Point and founder of the Puerto Rican National Guard. He was the first of the 1915 West Point class to become a general officer, ahead of his classmates Eisenhower, Bradley, Van Fleet, and McNamey.

General Richard E. Cavazos – First Hispanic four star general in the U.S. Army. He received a B.S. degree in geology from Texas Technological University and was commissioned a Second Lieutenant through the ROTC program on June 15, 1951. In 1967 he commanded the 1st Battalion, 18th Infantry Regiment in Vietnam. From March 1, 1982 to June 17, 1984, he was commander of the U.S. Armed Forces Command, at Fort McPherson, Ga. Under his command, combat troops were deployed to Grenada. During his distinguished career, he received 13 outstanding congressional decorations.

Since the Civil War through August 1999, 38 Latinos have earned the Medal of Honor, a third of them for bravery during the Vietnam War. 📌

Muskegon air show

**Story and photos by John C. Heil III
Great Lakes Battalion APA**

Muskegon Air Show setup provided strong awareness about the Army along

with the largest number of qualified leads for an event in 2001. 📌

A crowd of 121,711 experienced some of the 212 ways to be a soldier in An Army of One at the Muskegon Air Show July 6-8, 2001. The Great Lakes Army Recruiting Battalion exhibit area included the Army rock climbing wall, a gloss black and gold HMMWV, a Bradley Fighting Vehicle, a M1A2 Abrams Tank, and two vehicles wrapped with the new Army slogan. The Grand Rapids Company manned the three-day event, which resulted in 525 leads and seven appointments. In addition to all of the exhibits, soldiers manned a booth under the black and gold Army canopy, handing out PPIs and having people fill out lead cards while working a dog tag machine in a patriotic themed minivan nearby.

“Overall the Muskegon Air Show was an outstanding event that gave us maximum visibility to thousands of residents from West Michigan and throughout the country,” Grand Rapids Company commander, CPT David Forbes, said. “A super effort on the part of the rock wall team and the cavalry soldiers from Fort Carson made our display that much more exciting. It was a great effort on the part of the recruiters and battalion APA to really make it a success. SFC Tim Truax did an outstanding job as the NCOIC of this event.”

“I thought the event went really well,” Truax said. “We got 91 solid leads for the Muskegon Recruiting Station alone. I think the draw was the fact that the rock wall was free. A lot of people asked about the cost and were happy to wait in the long lines for a chance to climb the rock wall for free.”

Truax also felt that the other exhibits did well at the Air Show. “I’ve never seen lines that long to look at an M1 Abrams. There were no less than 20 people lined up at one time for the Abrams and Bradley. Even with all the planes, the Abrams and Bradley were extremely popular,” Truax said.

Local media provided coverage of the event including a local television station which used the rock wall as a backdrop to some of their stories. Overall the



SSG Jeffrey Ward (sitting, left) and SSG Jomo Anders (standing, right) work the dog tag machine on the wrapped minivan at Muskegon.



Grand Rapids Company commander, CPT David Forbes, talks to a potential recruit.



SSG Nakia Nels talks to some applicants before they get set to climb the rock wall.



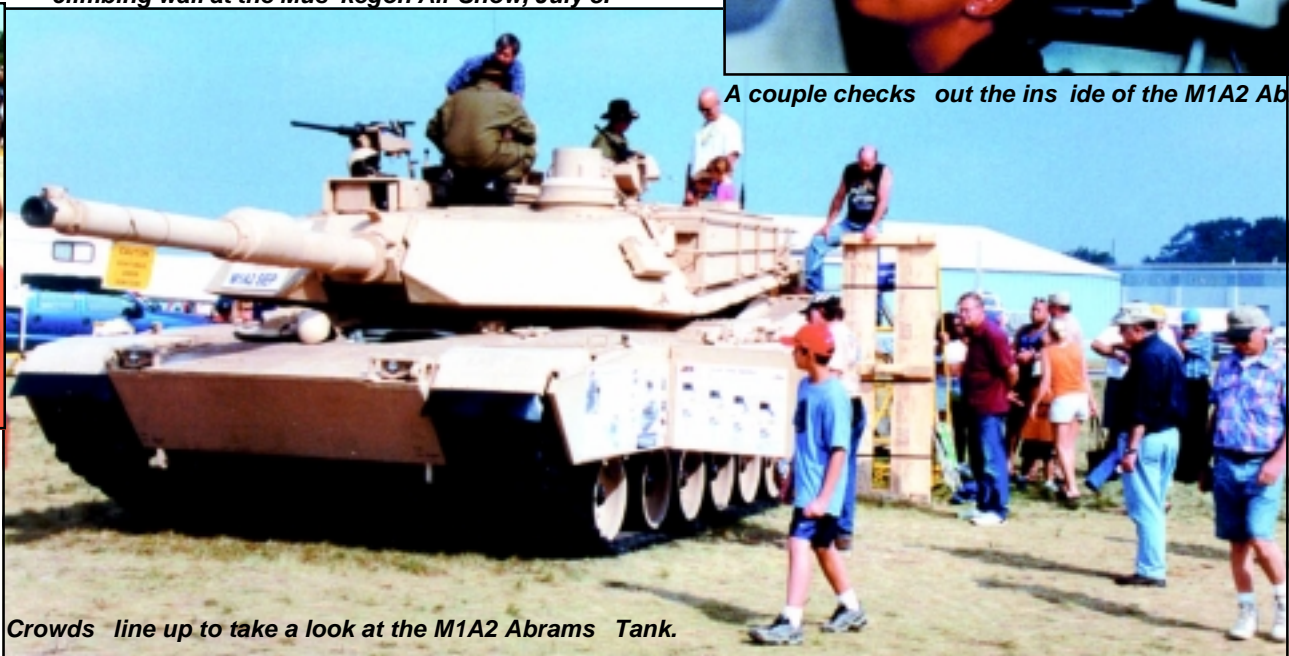
Some qualified potential applicants climb the Army rock climbing wall at the Muskegon Air Show, July 8.



A youth enjoys the inside of the Bradley Fighting Vehicle at the Muskegon Air Show.



A couple checks out the inside of the M1A2 Abrams Tank.



Crowds line up to take a look at the M1A2 Abrams Tank.



Change in terms and conditions of the Government travel card

By Theresa Finerson, Member, ASMC

Changes are being made in the terms and conditions of the Government Travel Card Program.

- A late fee of \$29 if you are 75 days delinquent
- \$20 fee for returned checks
- A \$20 fee to have a card FEDEX'd to you
- ATM cash fees have increased to \$2 per transaction or 3% of the transaction amount, whichever is greater.
- Credit limits are being reduced, and cards are being deactivated for those individuals who travel only once or twice a year. Cards issued over 12 months and never used will be cancelled.
- Plans are being made to implement salary offset for DOD travelers
- Split disbursement will be the default option for payment on all travel settlements.
- Bank of America is sending out cardholder agreements notifying individuals of these changes. The new agreement indicates cardholders have 30 days to decline the new terms in writing.

Some of the most commonly asked questions and answers are listed below.

What happens if I do not return the agreement? Not returning the statement of agreement to Bank of America signifies acceptance.

What do I do if I do not agree with the new terms? You must decline the terms, in writing, 30 days after the closing date of the billing cycle in which you received the statement of agreement. Agreements were sent out with the July statements. When the bank receives your statement, declining the terms, they will **cancel** your card. **You will not be able to obtain another card unless you agree to the new terms.**

Will I be reimbursed for fees charged? ATM fees are reimbursable as well as the fee to expedite a travel card as long as it is authorized on your travel order. Fees that are due to the individual's negligence are not reimbursable such as late fees and NSF fees.

Is the Travel Card a condition of employment? Condition of employment relates to labor relation obligations, changes made to policy concerning the travel charge card are subject to appropriate bargaining. Using a travel card is not a condition of appointment, however, individuals are required to use the travel card for all payments of expenses for official government travel as mandated in Public Law 105-264.

Is Split Disbursement Mandatory? Yes,

CG Policy I-4 requires mandatory use of split disbursement for all USAREC personnel. To date, DOD has not made split disbursement mandatory but is in the process of doing so.

How do I use Split Disbursement? Simply mark the split disbursement option in the top left corner of the DD Form 1351-2 Travel Settlement voucher. Annotate the dollar amount you want sent to your travel card in the space provided and upon disbursement DFAS will send the amount specified to your travel card and the difference to you.

What does it mean that Split Disbursement will be the default payment option? If a traveler fails to mark the split disbursement option on DD1351-2, and does not specify a dollar amount to be sent to their credit card, DFAS will automatically send the lodging costs, rental car fees, and transportation fees to the government travel card and the difference to the individual. Transportation fees include major purchase charges like airline and rail tickets. Taxi fares and privately owned vehicle mileage reimbursement are not considered "transportation fees."

What circumstances will cause the credit limit to be raised or lowered? All card limits will be lowered. The standard card will be lowered from \$5,000 per month to \$2,500 per month; restricted cards will be reduced from \$1,250 per month to \$1,000. Local agency coordinators can increase these limits to fit travel needs as required, not to exceed \$5,000 per month.

Will travel advances be authorized? For those individuals who are unable to obtain a travel card, battalion commanders/directors may authorize a travel advance. To do so, commanders/directors must prepare a memo stating authorization is granted for a travel advance because traveler is unable to obtain a travel card. The memo, travel order (DD1610) and EFT information must be submitted to DNO at least two weeks prior to the proceed date of travel. Individuals who decline the new agreement and their card is cancelled will not be entitled to a travel advance.

When do the new terms take effect? As of the publication of this article an effective date had not been established. Implementation guidance from DOD will be forthcoming upon completion of negotiations with local bargaining units.

What is Salary Offset? Bank of America can request collection of travel debts that are 90 days or more delinquent. Individuals will be sent a letter notifying them of a pending collection; if they take no action, the

delinquent amount will be pulled from the individuals' pay check until the debt is paid in full. The collection amount cannot exceed 15% of disposable income per month.

If my card is deactivated because I do not travel often, what happens on those occasions when I do have to travel? Simply notify the local program coordinator and your travel card will be activated for the duration of the trip.

If my card is cancelled because I have not traveled in a year, will I be able to get another card if I do have to travel? Yes, cards were cancelled "without prejudice." The local program coordinator has to request the card be re-established, and Bank of America will do so.

Do I have to have a Government Travel Card or can I use my personal credit card? The Joint Federal Travel Regulation requires Federal agencies to provide funds for travel; the government decides how the funds are provided. The government travel card is how the funds are being provided. Additionally, public law mandates individuals are required to pay expenses of official government travel with the government travel card. Expenses include airline/rail ticket fees, lodging costs and rental cars; meals and incidentals are exempt from the law. If you choose, you may use your personal credit card for those items that are exempt.

Can I just draw a large cash advance to cover my expenses and not charge anything? ATM cash limits have been lowered; \$250 per month for standard cards and \$100 per month for restricted cards. If those dollar amounts will cover your expenses, that is your option, but that method goes against the intent of the travel card. Split disbursement is mandatory and any lodging fees and rental car fees will be sent directly to the travel card whether you charged them or not.

If I have always paid my bills on time, why do I have to use split disbursement? Split disbursement became mandatory because too many individuals did not pay their bills on time and the travel card contractor has had to write off millions of dollars of debt. The policy is necessary. For those individuals who have always paid their bills, split disbursement should be considered an added benefit. It is no longer necessary to write a separate check after reimbursement to the travel card contractor to pay off travel expenses, many times paying out of pocket because of billing dates and mailing lag time. With split disbursement, at the time of reimbursement DFAS will send payments directly to the travel card contractor. There is nothing else required of the traveler. 🚫

Useful tips for recruiting in the Hispanic community

Developed by Cartel Creativo, a marketing communications firm partnering with Leo Burnett in Army advertising

Working with culturally different individuals is an exciting challenge. The ability to speak the language of the ethnic group that you are working with is always a plus, but don't mistake language abilities for cultural sensitivity.

Learn to understand different cultures' customs and traditions. By doing so, you are preparing yourself for success and may help minimize the potential for mixed signals, suspicion and misunderstanding - the most significant barriers to communicate with another culture.

These guidelines may help you create more positive relationships.

•It is important to know that there are numerous Spanish-speaking groups. Each group has its own set of characteristics, nuances, and history, and they take pride in their culture. Take the time to learn a little about the background of your dominant Hispanic culture.

•If you are comfortable speaking Spanish, feel free to do so with the recruit and his or her family. But **FIRST** ask them in which language they would like to converse. Multi-generational Hispanics may be very comfortable with English and thus prefer to communicate in English. This will help prevent any awkward and potentially damaging situations from arising.

•Do not be concerned if your Spanish isn't perfect or limited by accents or a minimal vocabulary – most people will appreciate the effort.

•Use examples of successful Hispanic leaders who are in or were in the Army. Be sure to use personnel of different genders and of different ranks.

•Keep an eye out for local Army success stories– the Army veterans who have returned to the community and are successfully employed or involved in community activities. Keep a list of the local Hispanic success stories – and mention them in conversation. This will help the prospect or influencer feel more comfortable with this choice.

•In order to become more in tune with your local Hispanic youth community, read culturally different publications and ask prospects what they're reading, watching, listening or visiting at Web sites.

•Participate in workshops, conferences, and classes that deal with the different groups in your community. This will help in developing sensitivities for the Hispanic prospect and

influencer as well as open new avenues for recruiting. Being seen as an active member of the community is important.

•Have chairs available for family members who may accompany the potential recruit to your station. Let the prospect know that it's okay to bring whomever he or she wants to your meetings – they will feel less intimidated and you'll get family buy in quicker.

•Listen attentively and always show respect. This is important in the Hispanic community, especially with influencers.

•When visiting a Hispanic home, accept and appreciate whatever gesture of hospitality is shown. If a beverage is offered, accept it. If food is provided, enjoy it. Many families may take offense if you reject their "gifts."

•A formal handshake is usually expected at the beginning and end of each encounter. However, if there is a familiarity between the parties, then an embrace or "abrazo" may substitute for the handshake. The "abrazo" or hug is a common form of greeting in the Hispanic culture and is a sign of appreciation or friendship. Be prepared for this form of interaction as it can come from males or females. However, do not misinterpret this warm greeting as permission to be informal.

•Rushing a meeting or appointment can be interpreted as rudeness and may be detrimental to the interview. If possible, do not have tight time constraints on any meeting. Be patient in encouraging potential prospects and/or their influencer group to voice concerns, doubts, etc.

•Attend school functions -- football games, etc., and get involved with the family on a personal level. If you can get involved with local Hispanic church activities, this will get you accepted much faster. Split efforts between influencer interaction and youth groups. Remember, you may be the first Army person they've ever met, and they don't know what to expect. Be yourself and relax.

•Be real world about Army life. Be honest on the discipline factor and explain how this is a character building benefit towards bettering their lives (especially with influencers).

•The influencer – as with most families, the mother and/or father of the recruit – will play a major role in the potential recruit's decision. Build a bridge of confidence -- ask about the concerns of the mothers or fathers who attend the meeting and take the time to make sure they know about the wide range of jobs that are available. 📞

U.S. Shooting Team wins CISM

By Paula J. Randall Pagán

U.S. Army Marksmanship Unit Public Affairs

For the first time in a decade, the United States triumphed over more than 40 other countries to win the Conseil International du Sport Militaire Shooting Championships.

The U.S. Shooting Team took overall honors July 19 at the CISM World Military Shooting Championships and was awarded the Dueling Pistols Trophy for having the best rifle and pistol teams in the world.

The U.S. CISM Shooting Team is made up of five male and three female rifle shooters and five male and three female pistol shooters. The CISM male rifle shooters are U.S. Army Marksmanship Unit members MAJ Stephen C. Goff, CPT Glenn A. Dubis, SFC Thomas A. Tamas, SGT Jason A. Parker and SPC Shane M. Barnhart. The CISM female rifle shooters are SPC Mary K. Elsass and SPC Karyn E. Manges of the U.S. Army Marksmanship Unit and U.S. Navy Midshipman 4th Class Marta Jung.

The men's CISM Pistol Team is made up of U.S. Army Reservist LTC Terry M. Anderson and USAMU's SFC Daryl L. Szarenski, SSG Eric G. Daniels, SSG Carl W. Trompeter, and SPC Grant E. Saylor.

The women's CISM Pistol Team members are U.S. Army Reservist MAJ Rhonda L. Bright, U.S. Marine Chief Warrant Officer 3 Roxane Conrad, and Navy Reservist Petty Officer 3rd Class Sandra Uptagrafft.

Accompanying the U.S. Shooting Team to Finland were: USAMU Commander COL Robert I. Hoidahl Jr. as the CISM chief of mission; USAMU gunsmith SFC Charles P. Gartland as the women's team captain and gunsmith; USAMU International Rifle Team Coach Richard N. Hawkins as CISM rifle coach; USAMU International Pistol Team Coach Frank Briggs as CISM pistol coach; SFC Dennis Newby, a member of the CISM Pistol Jury; and USAMU Chief of Competition Michael J. Behnke as the men's team captain and a CISM 50-Meter Classification Jury member.

The U.S. Rifle Team of Goff, Dubis, Parker, and Barnhart, won the Gold Medal for the USA and set a new world record in the Standard Rifle Three Position Match July 16. Goff was the winner in the Individual Standard Rifle Three Position Championship Match, in which Dubis took the Silver Medal.

The U.S. Men's Rifle Team, won the Silver Medal in the Military Rapid Fire Match, in which Parker was awarded the individual Silver Medal. Additionally, Parker won the title of overall Best CISM Rifle Shooter.

The U.S. Pistol Team got the Bronze Medal in Rapid Fire Pistol. Although the U.S. Women's Rifle Team finished tied for fifth place in the Three Position Sport Rifle Match, Manges received the individual Bronze Medal. 📢



MAJ Stephen C. Goff



SGT Jason A. Parker

New initiative for the Army Reserve on the horizon

By Victoria Sorensen, Chief, Program Branch

There is a new initiative on the horizon for Army Reserve applicants. The U.S. Army Reserve Partnership for Youth Success (PaYS) Program is currently under development and is projected for release sometime in first quarter 02. While this initiative was originally developed for USAREC to appeal to young people interested in obtaining a quality civilian job after serving in the Active Army, it has presented an opportunity for individuals entering the Army Reserve and partner companies and corporations. For those of you not familiar with the PaYS program, it is a partnership with selected companies and corporations such as John Deere, Sears, State Farm, and Pepsi just to name a few. It is designed to share in the recruiting efforts and reconnect America with its Army and Army Reserve.

While the Army and Army Reserve agree to enlist, train and provide soldiers who have completed their initial entry training in a variety of military occupational specialties, the partner company or corporation agrees to give preferential hiring for those soldiers at the time of his or her enlistment date. USAR soldiers are normally available for full-time employment with the selected partnership company or corporation within three months to one year, once they complete their initial active duty for training and

have learned their job skill. The USAR PaYS will provide the partner company or corporation a quality employee who has met the Army Reserve enlistment standards, is drug-free, is disciplined, and has learned teamwork in a job skill that is compatible and immediately useful to the partner company.

While this article does not provide all of the details, it is meant to keep you informed of ongoing initiatives being developed to help you in the recruitment of quality men and women in the Army Reserve. We will continue to keep you informed, as the information becomes available. If you have any questions or want more information about the PaYS program as it is today, visit Recruiting Central and click on the PaYS link. 📞

AR-PERSCOM implements new interactive phone system

A new Interactive Voice Response (IVR) system for Soldier Evaluations was recently implemented at AR-PERSCOM. This system will allow a soldier or a unit to call in and check on the status of most recent evaluations. The system will provide the start date, end date, received date, status, and completion date (if completed) of their last evaluation sent to AR-PERSCOM.

You can reach the new IVR system at 1-800-648-5484. 📞

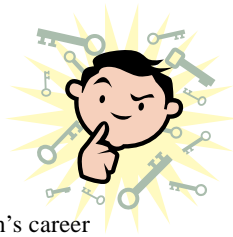


New Web application streamlines Res ervis ts retired pay calculation

A new interactive Retired Pay Application was recently implemented under the Soldier Services - Retirement section on AR-PERSCOM's Web site, www.2xcitizen.usar.army.mil.

The new application enhances support provided to Army Reservists worldwide by enabling them to more quickly and accurately estimate their retired pay, according to Ron Trussell, Personnel Actions and Services Directorate. The new application enables you to enter year born, grade at retirement, total years of service at retirement, and total points at retirement data on-line and immediately receive information on your estimated monthly retired pay in today's dollars and/or your projected monthly retirement pay in future dollars at age 60. You can also easily print out the estimated retired pay results if needed. The new application replaces the previously downloadable Retired Pay DOS application. This is a two phase implementation with the Retired Pay calculator being phase one and the Survivor Benefit cost calculator being phase two to be implemented later. 📞

Risk management integration: key to sustained accident prevention success



Jane D. Wise
Command Information Manager
U.S. Army Safety Center

Long-term, safety has been a success story within all categories of accidents. The Army achieved steady gains in safety from the late 1980s through the mid-1990s by implementing the 5-step risk-management process as its principal risk-reduction tool. From 1996 through mid-year 2001, there have been several short-term up and down trends, but basically accident rates in most categories have leveled out. To achieve and sustain additional gains in safety, we must close the gap that still exists in the full integration of risk management into Army culture.

The Army's current safety performance news is both good and bad. Total Class A accidents are about 12 percent below the 3-year average, but fatalities are up about 9 percent. On a very positive note, privately owned vehicle (POV) accidents—notoriously the number one killer of soldiers—are 28 percent below the 3-year average, with fatalities also dropping 26 percent (57 in Fiscal Year (FY) 00 to 42 at mid-year FY 01). However, total Army fatalities have increased from 79 at mid-year FY 00 to 87 in FY 01. Aviation was a huge safety success story last fiscal year (in fact, our best year ever), but we have had eight Class A aviation flight accidents already compared to four for the same time period last year, which is almost 15 percent above the 3-year average. The real tragedy is that these eight accidents resulted in 11 Army fatalities and 18 Air Force fatalities, compared to two Army fatalities for the previous year. Personal injury accidents (for example, gunshot wounds, carbon monoxide poisonings, drownings) have also increased and resulted in 19 fatalities, compared to 12 in FY 00.

Analysis of both aviation and ground data shows that accidents are occurring because of indiscipline. This is demonstrated in three major areas: a lack of leader involvement and ability to effectively manage risks, failure to maintain rigorous training standards, and failure to maintain and enforce discipline. All three are well within our ability as an Army and as individuals to affect.

Armywide Initiatives to further embed risk management into all missions include—

- Identifying opportunities to integrate risk management into the Army through Army Transformation and aligning the Army Safety Strategic Plan with the Transformation Campaign Plan.

- Continuing aggressive efforts to institutionalize risk management into all aspects of doctrine, training, leader development, materiel development, organizations, and soldier systems.

- Partnering with industry organizations recognized for their world-class safety programs.

- Ensuring that soldiers from initial entry through division commanders receive initial and **sustainment** risk management training.

- Initiating a Department of the Army Inspector General (DAIG) review of risk management integration in units across the Army.

Safety Center Initiatives to help leaders become more proficient in making risk decisions include—

- Enhancing the Safety Center's web-based Risk Management Information System to provide commanders with near real-time access to hazards, risks, and controls information and as a medium for sharing lessons learned.

- Increasing the number of Safety Center non-commissioned officer (NCO) professional development mobile training teams to teach risk management to NCOs and junior officers. To date, some 1,900 Active, Reserve, and National Guard soldiers have received risk-management training through this program.

- Fielding assistance visit teams from the Safety Center to help commanders assess their safety programs and help them see where they need to focus resources to best control unit hazards.

- Enhancing cradle-to-grave system safety initiatives in our weapon systems.

- Supporting the DAIG in reviewing risk management integration in units across the Army.

- Assisting the Army Aviation Center in integrating risk management into simulation-based aviation training exercises, Army Training and Evaluation Program mission

training plans, and the captain's career course.

Individual Initiatives that each of us can undertake to ensure that risks are managed effectively in our units and organizations include—

- Emphasizing to soldiers the importance of executing each mission to the risk management standard: an informed decision at the appropriate level.

- Providing constant reminders to soldiers that a risk assessment is not an end state; it is only the first two steps of risk management. Controls must be developed and put in place, and hazards must be identified and assessed and re-assessed as missions and conditions change.

- Making sure that you and your key personnel are at the right places at the right times to make risk decisions.

- Mentoring junior leaders, teaching them what right looks like, and helping them gain the experience and wisdom to effectively manage risks.

- Demanding that training be executed to standards; no compromises, no shortcuts accepted.

- Enforcing discipline and setting the example.

- Ensuring personnel in your unit are risk-management trained and practice sound risk management techniques.

All of the above risk management integration initiatives, and others that are ongoing but not listed here, are crucial to improving safety performance. But ultimately, safety is a commander's program and leadership involvement is paramount. Pushing accident rates down and, more importantly, sustaining a long-term downward trend requires aggressive actions to firmly embed risk management into all Army operations as well as developing a risk-based investment strategy.

Changing the culture of an organization may be an evolutionary process, but we can completely integrate risk management into ours if we persistently execute one mission at a time—every mission, every level—to the risk management standard. Success in making risk management a part of the Army's culture will enhance combat readiness by ensuring that soldiers are not injured or killed in preventable accidents. 📢

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HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KY 40121-2726

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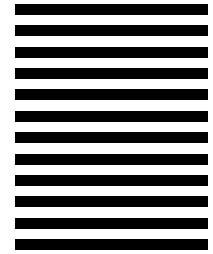


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Fold here first

U.S. Army Recruiting Center One

First Sergeant and Station Commander Recruiting Enhanced Performance Program

By MAJ Stephen Bowles, RRS

The recruiter enhanced performance program is located in Recruiting and Retention School at Center One. This program was developed to enhance leader skills, which in turn maximize the recruiters' sales talents. Using technology from the United States Military Academy, sports psychology and organizational effectiveness, we will apply enhanced performance concepts to develop world class leaders (first sergeants and station commanders). Ten first sergeants are participating in this program and 25 station commanders will be selected by their brigade for the program. The enhanced performance program has four training phases that are conducted at RRS: the skill assessment phase, leader action plan phase, personal performance training phase, and virtual Web cam training.

The objective for the skill assessment phase is to provide feedback on leadership skills, interpersonal skill feedback, and stress-coping information from surveys taken by the leaders. In phase two, the leader action plan is reviewed with his or her coaches and battalion supervisor. The coaches will review the leader's action plan, develop goals, and work with the leader to meet the objectives determined by his or her new chain of command. Action plan development and goal development during this meeting

will focus on ways the new leader can make an impact in the battalion in areas identified that need improvement, i.e., training, DEP management, school program, leadership or NCOPTD.

The training objective in phase three is to expose leaders to affirmative thinking, goal setting, stress resilience training, and positive imagery. Affirmative thinking will provide personnel with information to develop effective self-talk and design a powerful self-image through effective thinking. Goal setting is used to mobilize energy, maintain persistence, formulate effective strategies, and accomplish the goal. A specific goal will be designed by the recruiter and broken down into specific performance goal tasks in order for the leader to meet his or her goal. Stress resilience training will be provided to leaders to maintain optimal performance during stress in the recruiting environment. Personnel will be exposed to relaxation techniques that can be used at work or outside work. In positive imagery, personnel will be trained to construct desired outcomes.

The fourth phase will provide Web cam training for the coach and leader. The focus of this training is to teach the leader methods to communicate with their staff and coach at RRS via Internet Web cam with the NetMeeting options. Training will also consist of the use of the Internet weekly calendar, Internet Newsgroup, and the Internet Feedback Zone for questions to the coach.

The fifth phase of the program is coaching. The leader will work with a coach(es) on goal attainment and receive feedback in areas such as mission and recruiter morale. These meetings will be conducted through video cam over the course of one year. By taking a systematic approach, the Army will establish itself at the forefront of performance improvement in recruiting.

Our new look

by Elena Baylor-Elks

Looking for a few good articles to browse over lunch at your desk? Do you need a link to a smoking cessation program? Maybe you just want to see something different on your monitor?

Drop by Center One's newly refurbished Web site at <http://training.rrs.army.mil/Centerone/> for a mix of health and wellness information, links and tidbits. Find out about a vacation plan customized for active duty personnel, and discover easy and tasty ways to improve your diet.

This site will be updated regularly with wellness information or sites that simply have to be included ASAP for the recruiting community. And please send us e-mails with your ideas and suggestions to baylor-elkse@jackson.army.mil. Do you have a great site that would interest your fellow recruiters? Let us know and we'll add it. Looking for something in particular in wellness and can't find it? Perhaps we can help. 📧

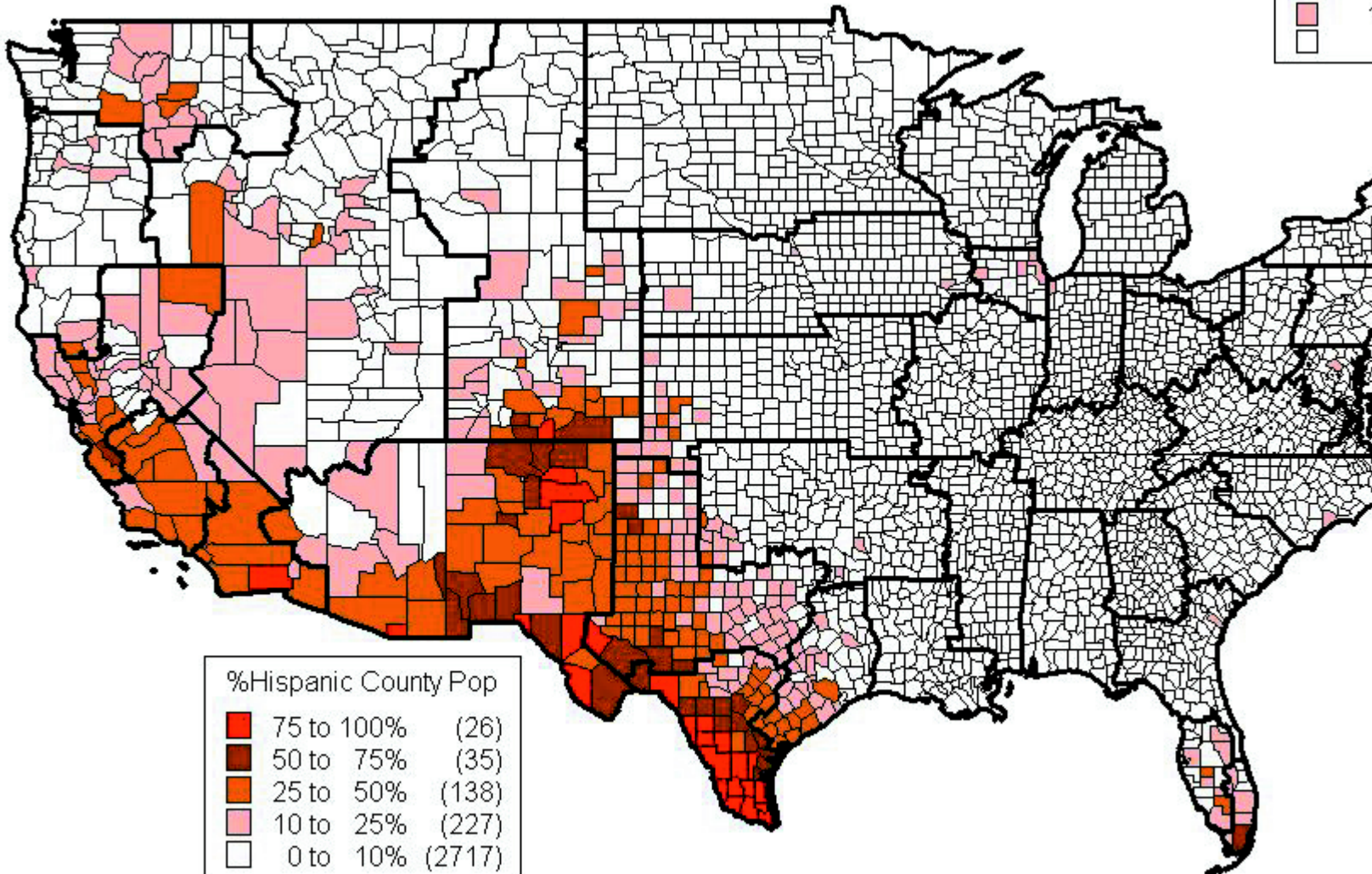
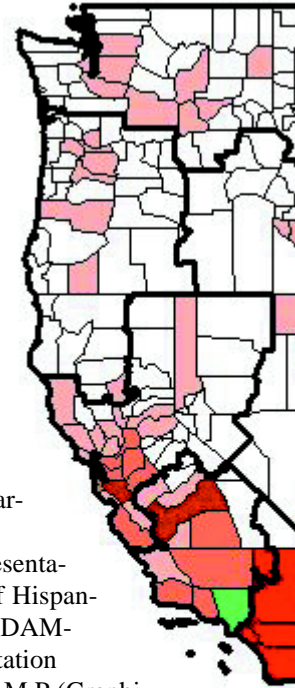
Market Research Highlight – The Hispanic Market

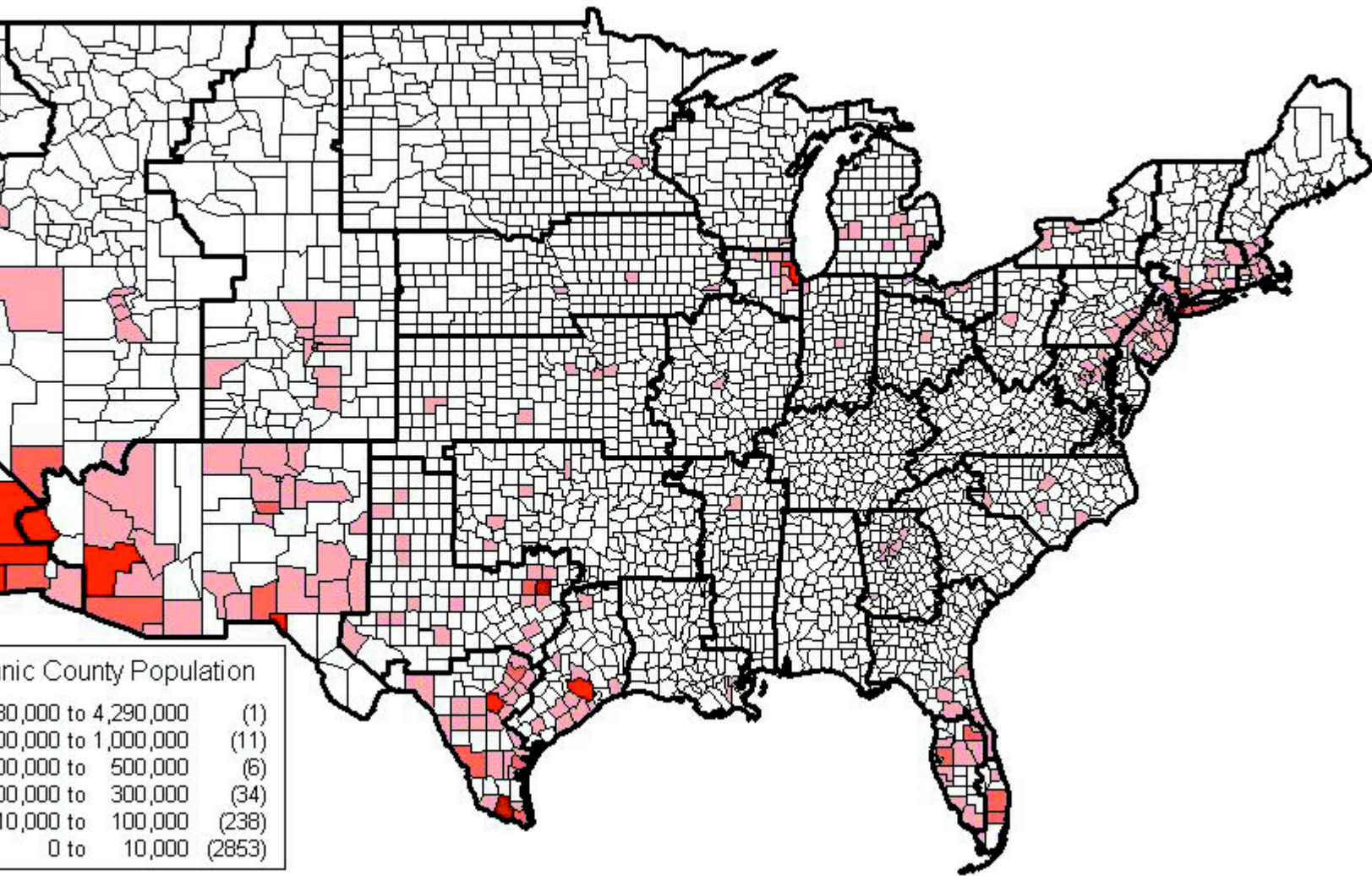
By MAJ Veronica S. Zsido
Chief, Market Research Team

This month presents a great opportunity to return our highlight to the Hispanic market. In June's Recruiter Journal, we provided battalion-level demographics, discussed Navy and Marine Corps Hispanic accessions, and addressed Army's Hispanic market share. In this article, we again provide a demographic overview of the command's CONUS territory – but we've increased the market resolution with county-level data. Additionally, we include five-year Hispanic production trends broken down by the five Hispanic ethnic categories.

Our top 10 Hispanic Battalions (Los Angeles, San Antonio, Miami, Phoenix, Southern California, New York City, Houston, Dallas, Sacramento, and Chicago) account for 81% of the command's FY 01 Hispanic production (source: EAF through 17 July), which emphasizes that our Hispanic market is not equally distributed across the 41 battalions. Likewise, Hispanic populations are not usually distributed equally

within battalion territories. The two county-level Hispanic maps differentiate between total Hispanic population and percentage representation. These maps also reveal important, localized, Hispanic markets that exist outside of our top 10 battalion-level markets. The "population" map identifies larger numbers of Hispanics; whereas the "% representation" map identifies larger concentrations of Hispanics. Battalion S2s should take advantage of DAM-ASCUS (Demographic and Market Segmentation Comparison of USAREC Stations), a G.R.U.M.P (Graphical Representation of USAREC Markets and Production) application, to create these types of thematics at the Zip code level for their battalion areas. Identifying Hispanic markets in terms of numbers and concentrations is a key step in the development of a solid Hispanic market penetration strategy.





Hispanic County Population

300,000 to 4,290,000	(1)
100,000 to 1,000,000	(11)
50,000 to 500,000	(6)
10,000 to 300,000	(34)
10,000 to 100,000	(238)
0 to 10,000	(2853)



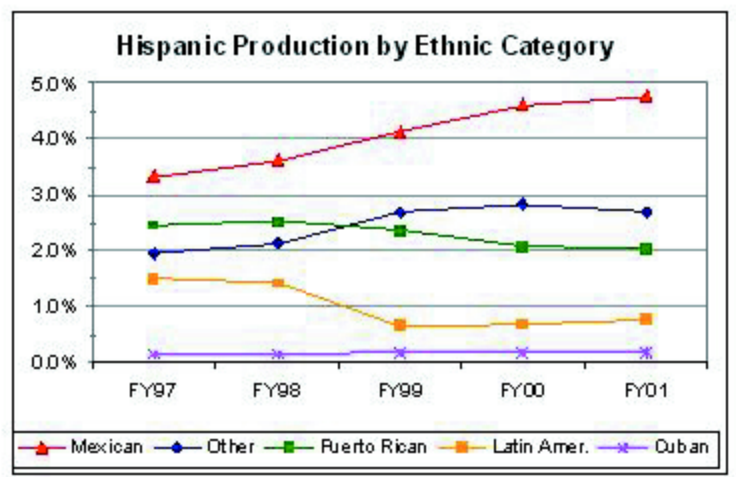
Another technique for increasing Hispanic market resolution is to break out our Hispanic production into the five major Hispanic ethnic categories (Puerto Rican, Mexican, Cuban, Latin American, and Other Hispanic descent), which match the ethnic codes associated with Hispanic contracts. The trend-chart demonstrates that Mexican-American contracts are increasing and account for nearly 5% of the command's total contracts, representing the largest portion of our Hispanic production (46%).

With respect to other Hispanic markets, Miami Battalion's two companies located in Puerto Rico (Aguadilla and San Juan) produce 47% of all applicants who self-identify as Puerto Rican (these two companies produce 10% of the command's Hispanic contracts). Miami Recruiting Battalion's mainland companies also enlist applicants of Puerto Rican descent and dominate our Cuban-American niche market. The remaining portion of our Puerto Rican market is anchored in New York City Recruiting Battalion; however, Tampa, Albany and Mid-Atlantic Recruiting Battalions also enlist notable numbers of Puerto Rican applicants.

*** Note:** Hispanic is an "ethnicity" and not a "race." Prior to FY 96, Hispanic applicants predominantly selected "Other" as their race. From FY 96 – FY 99, Hispanic contracts balanced between "Other" and "Caucasian/White." In FY 00 and FY 01, however, Hispanic contracts

shifted dramatically to reflect "White/Caucasian" – specifically, 70% of FY 01 applicants identified their race as "White/Caucasian." Whether this marks a trend among Hispanics to increasingly self-identify as "White/Caucasian" or is simply a factor of how we capture/input applicant data, it remains imperative that recruiters and guidance counselors correctly capture applicant ethnicity data to gauge our recruiting achievements within the Hispanic market.

Feedback is welcome and can be directed to **Veronica Zsido@usarec.army.mil**.



Concord RS makes recruiting a "family affair"

By Ed Drohan

Raleigh Battalion APA

Concord, N.C., recruiters have been making their job a family affair recently – literally.

Within the last two weeks, SSG Phillip Robinson helped two brothers enlist for the same military occupational specialty through the station so they could leave for basic training within days of each other. Another Concord recruiter, CPL Misty Newell, took family recruiting one step further when she persuaded her 17-year-old brother to enlist.

Mike Clemency, 19, and his 17-year-old brother, Nick, decided that if they were going to join the Army, they were going to do it together. Nick had talked to Robinson, a Concord recruiter, during the school year as the recruiter was making telephone calls from school lists.

"I had talked with Sergeant Robinson before," Nick said. "We also had a friend who joined the Army, and we knew what he said."

Mike originally had no desire to join the Army and had told Robinson that on numerous occasions when he called their house. That was until the brothers visited their cousin, a career soldier.

"We were talking to him and he told us to come outside his house," Mike said. "He pointed to his car, his house, and all his stuff and said the Army paid for all that."

Mike, who graduated from South Rowan High School in 2000 and was working two jobs before enlisting, started thinking that maybe the Army wasn't that bad an idea after all, he said. But if he and his brother, who graduated from South Rowan in May, were going to go through with it, they decided they would have to do it just as they had done almost everything – as a team.

Their team enlistment had a slight setback when Nick needed a medical waiver after his first trip to the MEPS, but both eventually enlisted for the same MOS – supply specialist. Mike left for Fort Jackson, S.C., July 6, while Nick left for the same post July 16. Both will attend advanced individual



CPL Misty Newell shows her brother, Keith, some information on Army benefits at the Concord Recruiting Station.

training at Fort Lee, Va. After that, both will be stationed in Georgia – Mike at Fort Stewart and Nick at Fort Benning.

To sweeten the pot even more, both received the Montgomery GI Bill as well as a \$5,000 enlistment bonus. Both hope to get into some of the Army's athletic programs, Mike in volleyball and Nick in boxing.

For Newell, talking to her brother, Keith, about the Army was nothing new. They had discussed the military in general and the Army in particular for most of the nearly three years she has been a soldier.

At one point, she said, he was thinking about joining the Navy. After talking to his sister, now an Army recruiter, he decided that the Army was the way to go.

"I would talk to him on the phone when I was stationed in Texas and when I would go home on leave," Newell said. "I told him there was better money for college, better training, and better job opportunities in the Army."

Keith, who is a senior at Concord High School, knew he wanted a job that would allow him to be outdoors, so he selected MOS 14S, Avenger crew member. He said he hopes to go back later and get the airborne option to go along with his MOS, and he also signed up for the Partnership for Youth Success (PaYS) program that will put him in a better position to get a job in industry once he finishes his enlistment.

Keith said he felt comfortable having his older sister for a recruiter and knew she would do everything she could to help him make the right choices.

One thing remains to be determined between the siblings, who said they have always competed with each other in sports and school endeavors. The competition between them, they said, is about to be raised to a different level.

"We always played sports and competed in everything," Newell said. "Now we'll definitely be competing for rank. I don't think I could take it if he got to where he outranked me."

Keith apparently is looking forward to that competition, though.

"Get used to it because it's going to happen," he said, smiling at his sister. 📞



SSG Phillip Robinson, Concord recruiter, discusses enlistment options with brothers Nick, left, and Mike Clemency.

Trainee to compete for Youth of the Year award

Story and photos by J.B. McCollister, Montgomery Battalion APA

PVT Conseula Maria Harris is not your typical basic trainee at Fort Sill, Okla. She enlisted for four years and qualified for a \$1,000 enlistment bonus and the \$40,000 Montgomery G.I. Bill plus Army College Fund. But that's not unusual, and neither is her choice of skill as a signal security equipment repairer, which she will train for at Fort Gordon, Ga.

Between Basic and Advanced Individual Training, she will travel to Washington, D.C., to compete against four others for the Youth of the Year, sponsored by the Boys and Girls Clubs of America. She will fly from Fort Sill September 22 to Washington to compete in a four-day competition that will end with President George W. Bush installing the National Youth of the Year winner.

Conseula grew up in a place "where violence is everywhere." She lives with her mother in the Ozark Housing Authority. Her mother works the night shift, and she is left to take care of the house, to include paying the bills. She also takes care of her grandmother who has been diagnosed with diabetes. Her goal is to come back to her community "and help develop it into a place where the kids do not have to be afraid to ride their bicycles through the neighborhood."

One of the primary purposes of the Boys and Girls Clubs of America is to locate in communities and areas where children are the most disadvantaged and provide at-risk girls and boys with a full and fair opportunity to lead productive, meaningful lives," said Tim Freeman, director of the Ozark Club. "There's a lot of peer pressure to stay out in the streets and not stay involved in the club. She is a walking mission statement for us, and we are all so very proud of her achievements."

Conseula joined the club in 1995 when it was first formed, and this summer worked first as an unpaid volunteer and then as a member of the staff when a position came open.

She chose to join the Army for the opportunity to travel and, ultimately, for the college money. Her goal is to attend the University of Alabama at Birmingham and earn a degree in child psychology. "The Army is a way for me to do that," she said. "It also gives me the opportunity to learn a technical skill and help my mother and grandmother at the same time."

The opportunity to travel appeals to her because she has never traveled outside of Alabama, Georgia, and Florida.

During her senior year in Carroll High School, she maintained a 4.0 grade point average with a 3.56 for a four-year average. She was a member of the JROTC drill team and a four-year letter winner on the varsity basketball team.

While in high school, she formed a group called VIP. The group was composed of students who perform community service and have formed a performing arts troop.

She admitted that she is excited about the competition in Washington. "I was always told I would never achieve anything," she said. "Then I was selected as the Ozark Youth of the Year. I went on to earn it at the state level and then regional. Winning the competition means a lot to me, and now I can set an example for other kids to follow."

She has already earned \$3,000 in scholarship money, and the winner in Washington will earn a \$10,000 scholarship.

"When Maria spoke to the judges in the Southeast Regional Competition, the judges left, were gone five or 10 minutes and came right back in. It was an easy pick for them," said Freeman. "We are all so very proud of her and feel she will have the same effect on the judges in Washington." 📞

PVT Conseula Maria Harris will travel to Washington, D.C., to compete against four others for the Youth of the Year, sponsored by the Boys and Girls Clubs of America.



Conseula Maria Harris (center) poses for a photo with members of the Ozark, Alabama Boys and Girls Club. This summer she was on the club's staff, but she was one of the founding members when the club was opened in 1995.

Recruiting stations host American Legion members at Open House

Photos by Patrice Creel, Jackson Battalion APA



SFC Patrick Murphy of the Jackson Battalion, Mississippi, Recruiting Station appears with Mississippian TV host Jan Schaffer, to promote the Army Birthday Open House and to remind viewers to observe Flag Day June 14.



Jackson Battalion commander, LTC William Brady, left, and State American Legion Commander, R. V. Martin, arrive Army-style for the Jackson Battalion, Mississippi open house. The three metro Jackson Stations hosted a combined event to establish the new partnership between USAREC and the American Legion.



LTC William Brady, Jackson Battalion commander, and R. V. Martin, American Legion state commander, use a saber to cut the cake at the recent open house honoring members of the American Legion and Legion Auxiliary. Sixteen recruiting stations in Mississippi hosted hundreds of Legion members at open houses throughout the state.



Sixteen Mississippi Army Recruiting Stations hosted open houses for American Legion members and their families as part of the new partnership between USAREC and the American Legion.

Country singer Craig Morgan enlists in Reserve

Story and photos by Lee Elder, Nashville Battalion APA

Country singer Craig Morgan picked a spectacular style to return to the U.S. Army.

Morgan formally enlisted into the Army Reserve June 20 following a tandem jump with members of the Army's Golden Knights parachute team at Fort Campbell, Ky. He will now serve part-time with the Nashville-based 861st Quartermaster Company (Air Equipment Repair and Supply) while continuing a music career that has spawned hits like "Something to Write Home About" and the autobiographical "Paradise."

Morgan raised his hand to take his oath of enlistment after jumping 14,000 feet attached to a member of the Golden Knights tandem team. He was sworn in by LTC J. Kirk Burton who commands the Nashville U.S. Army Recruiting Battalion, and was officially welcomed to the unit by its commander, 1LT Harold Turks, who presented Morgan with the unit's maroon beret.

"I'm real proud of the Army," Morgan said. "That's why I'm back."

Morgan served more than 10 years in the Army before leaving active duty in 1996 to pursue a musical career. A field artillery fire support specialist by trade, he served at Fort Bragg, N.C.; Fort Polk, La.; and in Korea along with two tours at Fort Campbell.

One of his defining moments in uniform came in 1990 when he served in Operation Just Cause during the conflict to oust Panamanian dictator Manuel Noriega. He wrote about his experiences in the song, "Paradise," which became the second single off of his self-titled debut album last year.

Morgan performed an acoustic version of the song after his jump while he ate lunch with members of the 101st Airborne Division (Air Assault) Division Artillery. Some of the soldiers sang along with Morgan during the cadence that opens the song.

"Panama was probably fine but it was nothing like Tennessee," Morgan sang. "I never thought the day would come when I might have to kill a man.

"I did not sleep a wink that night, but we won for Uncle Sam."

"The military has played such a big part in my life," Morgan said later. "I'm really proud to be in this new unit.

"I got to go by and spend a little bit of time with them and check out their facilities. Their facility is actually better than the one they have here at Fort Campbell."

Morgan, who is jumpmaster qualified, will be trained as an automated supply specialist, according to the unit's administrator, Ava Vaughn. He will continue to serve as a staff sergeant, the rank he held when he left active duty five years ago.

"It looks like I'm going to have to cut my hair," Morgan said as he left the drop zone.

For his part, Burton said he was pleased to put the finishing touch on Morgan's return to the Army.

"We're here to put good people in the Regular Army and Army Reserve," Burton said. "I'm delighted to help bring Craig

back into the Army family.

"Craig is a textbook case of how a young person can take what he learns in the Army and successfully apply it to any facet of civilian life."

Morgan is working on his second album. He hopes to have it out in the fall. 📢



LTC J. Kirk Burton enlists Craig Morgan into the Army Reserve.



1LT Harold Turks presenting Morgan with his unit maroon beret.

Army forms available on the Web

By Nicholas J. Carter
Army News Service

Service members can now access over 2,000 departmental forms with the click of their computer mouse.

Beginning Jan. 1 this year, the U.S. Army Publishing Agency made available a software program on their Web site that can be downloaded by active- and reserve-component soldiers and Army civilians.

The program can be accessed from home or at work. The software is a major improvement in the economy and efficiency of managing Army forms, said Army officials.

"Nobody will have to buy form software again at the local units," said John Czekner, chief of publishing division, U.S. Army Publishing Agency. "They can just download the software and use it on their personal computers."

To date, 212,000 software licenses have been downloaded. The Army predicts an estimated savings of \$1.4 million for the first year and, so far, has seen a nearly 400 percent return on investment since it became available to service members, Czekner said.

Program users are able to enter and save data, print out a filled-in form, and create databases — which will support generating reports. Another benefit of the site license is that the Army will not have to manage and design a number of forms, which requires extensive resources, Czekner said.

Maybe the most important benefit to the Army is that, for the first time, the site license

allows users to use digital signatures, he added. This allows forms to be approved electronically. "Once you have that, you can start electronically transferring forms from one desk to another," said Czekner.

Users can access these forms online at USAPA's web site, www.usapa.army.mil. 📧

DACOWITS boosts recruiting efforts in communities

By SFC Kathleen T. Rhem
American Forces Press Service

Members of the Defense Advisory Committee on Women in the Services pledged last fall to come up with 50 ways to help recruiting efforts in their home communities. They outdid themselves.

The count stands at 73, and some things are "still in the works," committee chairwoman Vickie McCall said.

"It was like turning on a faucet," McCall said. "We didn't give any guidelines. Each of the members decided in their own way what they could do to be most effective." McCall is in her second year as head of the 35-member committee.

She said DACOWITS considers recruiting and retention serious issues for the military and wanted to demonstrate that concern. In the past six months, she said, committee members have spoken in their communities, worked with their local recruiters and written to college deans urging unfettered access for recruiters.

McCall believes these grass-roots outreach

efforts are a great way for DACOWITS to "talk about all of the good things that are happening" in the military.

The main challenge to recruiting women is that they don't tend to think of military service as a likely career, McCall said.

"The challenge for us comes in making sure women understand that even though they're only 15 percent of the force, they have a place," she said. "They can contribute. That glass ceiling is showing some cracks. We need women to know the military is a great place to start your career."

DACOWITS was established in 1951 by Secretary of Defense George C. Marshall to advise the secretary on policies and matters relating to women in the military. The committee meets twice a year to discuss current issues facing women in the military services.

For more information on DACOWITS, visit their Internet home page at <http://www.dtic.mil/dacowits>. 📧

Posts tighten security at entrances

By SSG Marcia Triggs
Army News Service

Army installations that have not been stopping vehicles at their front gates will begin limiting public access this summer.

An Armywide study revealed that security needed to be tightened on installations, said LTC Donna Rivera, chief of the Army Physical Security Branch in the office of the Deputy Chief of Staff for Operations and Plans.

Military identification card holders and government employees had until July 31 to register their vehicles with

their Provost Marshal Office, Rivera said. Registered vehicles will not be stopped at post gates unless there is a security threat, she said, but others will.

Vehicle information will be maintained on an interlinked worldwide Army system, Rivera said.

"Once individuals register their vehicles, they will only have to update their unit designation and address when they move," Rivera said.

Drivers of unregistered vehicles will most likely have to present a drivers license, vehicle registration, and insurance to gate guards, Rivera said, but it will be up to each installation to mandate what documents will have to be presented.

Military policemen will maintain a visitors log and issue a temporary sign to be placed in the windshield of visitors' vehicles.

Currently there is not a deadline for implementation. The Physical Security Branch is reviewing ways to help installations get personnel and equipment to meet the requirement, Rivera said.

"Some posts will have to build guard shacks and visitor centers. Others may have to close gates or get extra manpower," said Rivera. "It has not been finalized, but we expect to present a course of action by the end of the summer."

The controlled access policy is a Department of Defense directive that the Army is re-enforcing after a study revealed that a significant number of Army installations were not monitoring their entrances, Rivera said.

"Last Spring the vice chief of staff [GEN John Keane] wanted to know how many installations have controlled

access and the limitations of the access,” Rivera said. “We conducted a study and found out that most overseas posts have controlled access. However, U.S. Army installations have a more relaxed posture than any of the other services.”

Based upon the findings Army security is being increased.

“We don’t know where people may attack, and the bombings in Oklahoma City and at the World Trade Center [New York City], give credence that we can be hit on the home front,” Rivera said.

“Monitoring people who enter and exit installations is the best deterrent against attacks,” Vargo said. “It protects us from terrorists, criminals and during civil disturbances and natural disasters.

“Registered vehicles are the first step in this line of defense, and it will also help expedite the flow of traffic at gates,” Vargo said. However, on days when traffic seems to be congested at the gates, the community should feel safer, he said.

To help with the flow of traffic, Rivera said, people should coordinate with internal security if they are expecting guests for official functions and ceremonies. Other tips are not to schedule arrival times during peak hours of congestion and to tell visitors to have proper identification and documents handy. 📌

Dietary supplements: ask your doctor to be sure

*By Gerry J. Gilmore
American Forces Press Service*

People thinking about taking

dietary supplements to pep up, bulk up or slim down should ask their doctor or other health provider first.

Dietary supplements can affect different people differently and may also interact adversely with prescription drugs, said Army COL Mike Heath, the pharmacy consultant with the Office of the Army Surgeon General.

“It is in your best interest to talk to your health care provider before you take a dietary supplement,” Heath said, “particularly if you know that you have a family history of heart disease, high blood pressure, diabetes, [or] asthma.”

Dietary supplements, which include so-called energy boosters, over-the-counter diet pills, and bodybuilding drinks or mixes, can also pose risks for people not taking prescription drugs.

“Anytime you put a chemical in your body, your body metabolizes or digests it, and there can be potential side effects,” he noted, to include allergic reactions.

Heath said energy-enhancing dietary supplements provide a caffeine-like boost, similar to how strong coffee affects the central nervous system.

“It is a stimulant - it gives you a ‘buzz’ and affects the heart and cardiovascular system in terms of raising your blood pressure and increasing the heart rate,” he explained.

Heath recommends that military members not take dietary supplements, such as products containing the chemical compound ephedra, before engaging in strenuous physical activity.

“I’d caution them not to

take these performance enhancing drugs or energy boosters and then go out and perform the PT test, particularly in hot weather,” he said. “If you had some underlying problems, you could be setting yourself up for potentially serious side effects.”

People should also be aware that, with the exception of vitamins, the Food and Drug Administration doesn’t regulate dietary supplements the same way as it does prescription and other over-the-counter products, Heath said.

Under the Dietary Supplement Health and Education Act of 1994, the dietary supplement manufacturer is responsible for ensuring that a dietary supplement is safe before it is marketed, according to the FDA (see <http://vm.cfsan.fda.gov> Web site).

The FDA is responsible for taking action against any unsafe dietary supplement product after it reaches the market, according to the Web site. Generally, manufacturers do not need to register with FDA nor get FDA approval before producing or selling dietary supplements.

“There is no [FDA] standardization of quality control in terms of what is in” dietary supplements, Heath noted, adding that the potency of doses and other inert additives can vary from batch to batch.

The bottom line, Heath said, is that dietary supplements are “chemicals you are putting into your body.”

“How do you know, unless you ask someone qualified, whether or not these products can interfere with other drugs, to include any other over-the-counter products that you are taking?” he concluded. 📌

Army Recruiting Initiatives – what do you know about them?

*By Warren Nielsen
USAREC Resource Management Directorate*

Early in Fiscal Year 2000, the Army was concerned about whether it would make its accession mission in 2000 (the good news is we did make it, and we will make it again this year), and what could the Army do to assist the recruiters in making mission. In February 2000, they established what has now become the Army Recruiting Initiatives. The purpose of these initiatives is to identify the best business practices to enhance the sales force in its accession mission and improve the well-being of the recruiting force. We continue to refine and expand the original initiatives to ensure we get “the best bang for the buck.”

Some of these initiatives have a direct impact on the recruiting force, i.e., the upgrade to the recruiter uniforms and the issuing of those to the field force. Others have an indirect impact, i.e., the study to establish a recruiter screening program to allow the personnel system to identify those soldiers who have the skills necessary to be a recruiter. To keep you informed of these initiatives we will address a specific initiative in each RJ. So stay tuned as we keep you updated on these important areas impacting you, the Recruiter. 📌

SETS agreement aids mobile teens

*By Joe Burlas
Army News Service*

Transferring between high

schools among school districts surrounding or on nine Army installations may be getting a little easier — thanks to an Army-sponsored study of mobile Army teens.

Results of the Secondary Education Transition Study (SETS), which were released to the public, led school officials who participated in the study to develop and implement a memorandum of agreement that lays out guiding principles for assisting transitioning military students. The MOA was signed last May.

Current participating school systems are: Muscogee County Public Schools (Fort Benning, Ga.); El Paso Independent School District (Fort Bliss, Texas); Cumberland County Public Schools (Fort Bragg, N.C.); Killeen Independent School District (Fort Hood, Texas); Clover Park School District No. 400 (Fort Lewis, Wash.); Lawton Public Schools (Fort Sill, Okla.); and Department of Defense school systems at Fort Campbell, Ky.; Baumholder, Germany; and Korea School District.

“The Army is committed to reducing turbulence in the lives of our soldiers and their family members and to doing the things that enhance their well-being and quality of life” said Army Chief of Staff GEN Eric K. Shinseki. “The agreement between these nine school systems will improve predictability and enhance the quality of life for our soldiers and our families. We want to ensure no military child is left behind.”

An Army education team began collecting anecdotal experiences of transitioning Army students to help senior leaders better understand the effects of turbulence in 1997.

Based upon the team’s findings, the Army partnered with the Military Child Education Coalition, a non-profit organization, in 1997 to conduct an intensive two-year qualitative research project into the challenges Army teens face in transitioning from school to school and to provide recommendations to ease those challenges.

Specific SETS findings include:

Fixes to the majority of these problems are identified in the MOA. These include:

SETS examined 39 high schools in nine school districts on or surrounding selected Army bases, according to the study’s executive summary. More than 420 military students who had transitioned at least once during high school and more than 230 educators participated in structure interviews to gather research data.

After the research was gathered and analyzed, school board officials, high school principals, and installation commanders from the studied areas were brought to Washington to hear the results, said retired LTG H.G. “Pete” Taylor, MCEC chairman.

“The meeting allowed the educators to see beyond just their schools into a much broader community,” Taylor said. “As they talked, they saw they had common transitioning student problems with school districts across the nation. The memorandum of agreement they developed was just a natural progression to address those problems.”

Dr. Bill Harrison, superintendent of Cumberland County Public Schools, was one of the participants throughout the research

collection and MOA processes.

“The research data gave us clear evidence mobile youngsters face serious issues as they move from school to school,” Harrison said. “I think sometimes we have the tendency to miss the obvious. The meeting the Army hosted allowed us to focus on the obvious and work toward making life a little easier for transitioning students and their families.”

The MOA is likely to include many more school districts in the near future, according to MAJ Becky Porter, a special assistant to the chief of staff of the Army for education.

“The agreement has enormous potential for growth to hundreds of other school districts,” Porter said, “not only to those near Army and other military installations but to ones without a military connection, because the research it is based upon speaks in a language educators readily understand. Another reason it will grow is because it makes sense to society at large which has become increasing mobile over the past 20 to 30 years.”

One thing to note, the MOA is not between the Army and the school districts; it is an agreement between the districts themselves, Porter pointed out. Other school districts may join the agreement on a voluntary basis, she added, as long as they join without requirements to change the basic MOA.

While the SETS agreement establishes a framework for the successful transfer of mobile youth, it does not guarantee it, said Dr. Mary M. Keller, MCEC executive director and the study’s primary researcher.

“Parents need to be intimately involved throughout the transition process from one school to another,” Keller said. “They need to be academic advocates for their children. Basically that means being the best guidance counselor their children can have, coming up with a well thought out plan and following through.”

Copies of the SETS executive summary and MOA, as well as an academic advocacy guide for parents, are being distributed to all Army installations commanders and school liaison offices, Porter said. The executive summary was to be posted on the World Wide Web in mid-August. 📢

Re-up bonuses increase in 121 MOSs

*By SSG Marcia Triggs
Army News Service*

Re-enlistment bonuses increased this quarter in 121 military occupational specialties for soldiers with critical job skills.

The re-enlistment goal for this fiscal year to date is 14,991 for initial-term soldiers with 15,643 re-enlisted, and for mid-career soldiers it’s 17,832 with 18,998 signed up.

The retention program is managed in three major categories: - initial-term for soldiers with 17 months to six years of service; mid-career for soldiers with six to 10-years of service; and career soldiers with 10 or more years of service.

At the same time, bonuses were reduced in 54 other specialties. Soldiers in a total of 240 MOSs are being offered bonuses to re-enlist, stay, or move to one of the target SRB installations.

Currently, installations on the target Selective Re-enlistment Bonus list are all locations in Korea, Fort Bliss, Texas; Fort Hood, Texas; Fort Stewart, Ga.; Fort Leavenworth, Kan.; Fort Riley, Kan.; Fort Drum, N.Y.; Fort Bragg, N.C.; Fort Campbell, Ky.; Fort Carson, Colo.; Fort Polk, La., and Fort Sill, Okla.

Bonuses for target SRBs are offered to fill critical skills at locations where those skills are short, said SGM Tony Rose, senior career counselor in the Office of the Deputy Chief of Staff for Personnel. The TSRBs are paid to soldiers at a higher level than the conventional SRBs, Rose added.

Additionally, soldiers who re-enlist for TSRBs are also stabilized longer, Rose said. A tour in Korea would increase to 18 months instead of the normal 12-month tour, he said.

“Conventional SRBs are applied to MOSs that are 10 percent below their required operating strength. Then depending on the Army’s need, they may be increased, decreased or deleted on a quarterly basis,” Rose said.

The maximum bonus offered by the Army is \$20,000. However, as an exception a satellite communication systems operator-maintainer (31C) can now receive up to \$30,000 and a Korean linguist (98G) can receive up to \$40,000, Rose said.

SRBs are calculated by multiplying base pay times the number of years the soldier is re-enlisting for times the SRB multiplier. Soldiers can re-enlist for a minimum of three years to a maximum of six. The higher the SRB multiplier and the more years the soldier re-enlists for gives the highest payment, Rose said.

“Changes to the SRBs and

TSRBs will go into affect July 27. The data is tracked to see if our goals are being met,” Rose said. “If our goals aren’t being met then we may increase the bonus in increments of .5 until it produces the number of soldiers we’re looking for.”

The Army budgeted \$60.9 million for new re-enlistment contracts and \$49 million for anniversary payments during the fiscal year that ends Sept. 30, said Ron Canada, chief of the Enlisted Retention Management Division, Total Army Personnel Command.

So far, Rose said the SRB program has been a success story.

“SRBs play a major role in the Army accomplishing or exceeding its retention mission. It is a behavior modifier that influences soldiers to re-enlist when they may not have if the SRB had not been available,” he said. 📌

New cost saving benefit begins July 27, 2001 for TRICARE Prime remote active duty family members

On Aug. 1, 2001, TRICARE Management Activity (TMA) introduced the “Interim Waived Charges Benefit.” It’s a new cost-saving program for uniformed services active duty family members living with sponsors assigned to remote locations, 50 miles or a one-hour drive from a military treatment facility.

The Interim Waived Charges Benefit is retroactive to Oct. 30, 2000. This means active duty family members can be reimbursed for the out of pocket cost shares,

or deductibles paid for covered medical care received from that date. This benefit will continue until the TRICARE Prime Remote for Active Duty Family Member (TPRADFM) program begins in 2002.

For reimbursement, active duty family members need not take any action. The regional managed care support contractors (MCSC) will review claims processed during the interim benefit period and issue reimbursement checks with an explanation of benefits (EOB) to family members due refunds.

There are some TRICARE Prime Remote locations where network providers are available and other locations where they are not. Family members must utilize network providers when available to receive the waived charges benefit. In locations where network providers are not available, family members must use TRICARE authorized providers. Family members should call their regional toll-free number or 1-877-DOD-CARE (1-877-363-2273) for assistance in finding network providers.

The new benefit does not cover costs associated with claims for medical care not covered by TRICARE, nor does it cover claims received from non-authorized providers. It also does not cover point-of-service charges, claims associated with the Program for Persons with Disabilities (PPWD), or pharmacy cost-shares since April 1, 2001.

The TPRADFM program will bring equity of the TRICARE Prime benefit to family members who live with their sponsors in remote locations, and reduce or eliminate out-of-pocket costs for these family members. The

Interim Waived Charges Benefit provides financial relief until TPRADFM is implemented.

“Previously, the only option available to family members living in some remote areas was to seek care with authorized civilian providers using the TRICARE Standard benefit,” said Coast Guard Lt. Cmdr. Robert Styron, TRICARE Prime Remote regional operations officer, TMA.

“Consequently, sponsors with family members residing in remote locations paid more for health care than sponsors with family members living on or near military installations. The Interim Waive Charges Benefit reduces the medical costs associated with being assigned to a remote location.”

During the interim period, Aug. 1, 2001, until the TPRADFM begins, enrollment of family members in TRICARE Prime is not required. However, after the TPRADFM program begins, the Interim Waived Charges Benefit will no longer apply. At that time, family members choosing to use TRICARE Standard, and not to enroll in TRICARE Prime, will again be responsible for the TRICARE Standard deductibles and cost shares.

Up-to-date information on the Interim Waived Charges Benefit and the TRICARE Prime Remote benefit for active duty uniformed services members and their families is available on the TRICARE Prime Remote Web site at www.tricare.osd.mil/remote. Sponsors and family members can also call 1-877-DOD-CARE (1-877-363-2273), toll free for additional information or to verify their eligibility. 📌

Gold Badges

RSM JULY 2001

ALBANY

SSG Anthony Powell

BALTIMORE

SSG Eulis Hicks

SSG Donald Harding

SSG Charles Edwards

SSG Junior Pearsell

SSG Rodney Chiles

SGT Kevin Myers

SGT Joshua Donecker

SGT Hattie Robinson

CHICAGO

SSG Maurice Smith

SSG Christopher Glover

SSG Ruthanne Krueger

CPL Shatiel Edwards

CLEVELAND

SFC Robert Clark Jr.

SFC Carlwin Collins

SFC Eugene Weems

SSG Randall Prater

SSG William Baynor

SSG James Briscoe Jr.

SGT Chadwick Byrd

SGT Jason Smith

SGT Thomas Krause

COLUMBIA

SSG Robert Brown

SSG Andrew Breault

SSG Mark Malcum

SGT Ronda Valentine

SGT Beverly Flores

SGT Christopher Dillingham

SGT Wade Smith Jr.

COLUMBUS

SSG Roy Lewis

SSG Shane Maupin

SSG Mellarie Johnson

SSG Jeremy Severance

SSG Joseph Dewey

SSG Mark Brooks

DALLAS

SSG Curry White

SSG Beth Reece

SSG Christopher Thompson

SSG Robert Pinter

SSG Carl Miller

SSG Michael Vantassel

DENVER

SSG Stephen Roy

SSG Christopher Hayner

SSG Eric Olsen

DES MOINES

SFC Douglas Snead

SSG Todd Mitchell

GREAT LAKES

SSG Curtez Riggs

SSG Gary Mitchell

SSG Stephen McCartney

SSG Scott C. Allison

SSG William Searle

SGT Jeremy Later

SGT Joseph Murray

HARRISBURG

SFC Matthew Shea

SSG Michael Litaker

HOUSTON

SFC Joaquin Esparza

SSG Rodriguez Bustos

SGT Luis Marin

INDIANAPOLIS

SFC Steven Williams

SSG Kenneth Fauska

SSG Darvin Cloin

SSG Wiley Walker

SSG Scott Ford

SSG David Richardson

SGT Jimmie Husselman

JACKSON

SSG Sharon Lyons

SGT Maimie Jenkins

JACKSONVILLE

SFC Christopher Johnson

SSG Richard Lopez

SSG Ronald Jackson

SGT Samuel Bell

KANSAS CITY

SFC Matthew Foley

SFC Patrick Knight

SFC Ricky Sullins

SSG Tommie Driver Jr.

SSG Lyvell Marzett

LOS ANGELES

SSG Timothy Waud

SSG Gerald Bell

SSG Stephen Bell

MIAMI

SSG Michael Poteet

SSG James Larry

SSG Jose Rivera

SSG Victory Melendez

SGT Ann Margaret Penso

SGT Danny Rodriguez

SGT Ricky Parris

CPL Wendy Giron

MID-ATLANTIC

SSG Paul Roberson

SSG Jason Smith

SSG Clever Guerreromarquez

SSG Dennis Linkous

MILWAUKEE

SFC Tracy Bruner

SFC Michael Griffin

SSG John Berger

SSG Raymond Isaacs Jr.

SSG Brian Kern

SSG Brian Brook

SSG Maurice Wood

SSG Barry Hull

SGT Chad Butler

SGT Paul Wagner

SGT Michael Wichgers

SGT Jason Trzebiatowski



MINNEAPOLIS

SFC Myke Erdmann

SFC Kenneth Bedwell

SGT Michael Langenbacker

MONTGOMERY

SFC Freddrick Reynolds

SSG Deborah Bass

NASHVILLE

SGT Rodford Seabolt

SGT John Caldwell

SSG Isaac Cullum

SSG Charles Lashbrook

SSG Bryan Thomas

CPL Donald Robbins

NEW ENGLAND

SFC Daniel Footer

SFC James Borja

SSG Troy Hall

SSG Paul Anglin

SSG Michael Williams

NEW ORLEANS

SFC Kenneth Smith

SSG Rickey Melson

NEW YORK CITY

SFC Brian Kent

SGT Stuart Williams

SSG Freddie Blue

SSG Edgar Fuentes

SSG Eduardo Richards

SSG Eric Vidal

OKLAHOMA CITY

SFC Michael Gaston

SSG Benjerman Daffern

SSG Randall Martin

Gold Badges

(cont'd)

OKLAHOMA CITY

SSG Robert Patrick
SSG Charles Colbert II

PHOENIX

SFC Ramon Inciriaga
SSG Kenroy Taylor
SSG Tommy Carder
SSG Brett Gloss
SSG Tommie Harden
SSG Rodney Mills

SSG Marcus Hopkins
SSG Eduardo Plascencia
SGT Nathan Burgess

PITTSBURGH

SFC Timothy Finnell

PORTLAND

SSG Ionadas Miguel
SSG Taylor Mao
SSG Ryan Akau

RALEIGH

SFC Kimberly Dubard
SSG James Bethea
SSG Michael Bostic

SSG Phillip Robinson
SSG David McLaughlin

SACRAMENTO

SFC Ronald Prince
SSG Dwayne Gray

SALT LAKE CITY

SSG Timothy Foster

SAN ANTONIO

SFC John Tijerina
SSG Ramon Pereida

SEATTLE

SSG Larry Cameron
SSG Thomas Dever

SSG Richard Robertson
SSG Robie Lowe
SSG Terry Gore
SGT Jeffrey Borden

SOUTHERN CALIFORNIA

SFC Jose Reyna Jr.
SSG Jason Gallegos

SYRACUSE

SGT Brian Mock

TAMPA

SFC Jawn Oilar
SSG Miguel Lopez-Cruz
SSG Adrian Williams
SSG Kurt Iskra
HQS USAREC
SSG Salvatore Buzzuro

Recruiter Rings

RSM JULY 2001



BALTIMORE

SFC George Hurdle
SFC Kenny Glover
SSG Brian Dingle

CHICAGO

SFC Robert Williams
SFC James Pesicka

DALLAS

SSG Steven C. Clerkley

DES MOINES

SFC Kenneth Murrell
SFC Ty L. Keast

GREAT LAKES

SSG Steven L. Baker

HOUSTON

SSG Andy E. Beck

INDIANAPOLIS

SFC Jefferson S. Paul
SFC Michael Howk
SFC Haskell Portee
SFC Christopher P. Gruber
SSG Richard Gibson
SSG Ralph E. Hewgley

JACKSONVILLE

SFC Orville Beeman
SSG Timothy Scott

KANSAS CITY

SFC Marvin R. Nance
SFC Brian D. Meadows

NASHVILLE

SSG Walter T. Cieslak
SSG Darwin T. Crooks

NEW ENGLAND

SFC Arthur L. Muncey

NEW ORLEANS

SFC Winson P. Graber Jr.
SSG Donald W. Bryant
SSG Eric M. Ashford

NEW YORK CITY

SFC Dylan E. Raymond
SFC Jake Lewis
SSG John C. Johnson

MONTGOMERY

SSG James McClary
SFC Waldon Mcallister
SFC Lester Harris

PORTLAND

SFC Richard Rhea

RALEIGH

SSG Bernard Lynch

SALT LAKE CITY

SFC Robert A. Norris
SSG Scott T. Fox

SAN ANTONIO

SFC Oscar Caro

SEATTLE

SFC Douglas Hoernke

The Test

1. As a minimum, the recruiting station commander will conduct a detailed analysis of their recruiting station's market share data.
 - a. Weekly
 - b. Monthly
 - c. Quarterly
 - d. Twice a year
2. Current year seniors are protected until _____ days after graduation.
 - a. 30
 - b. 60
 - c. 90
 - d. 180
3. What must be annotated on the USAREC Fm 979 (ADSW Performance Report)?
 - a. Number of referrals generated by the ADSW soldier
 - b. Number of contacts made via telephone calls
 - c. The daily work hours
 - d. a & b
4. Recruiting station commanders will accompany their recruiters to their assigned schools at least _____.
 - a. Quarterly
 - b. Whenever possible
 - c. When the recruiter has a speaking engagement
 - d. Once each school year
5. What is the primary source for referrals?
 - a. DEP/DTP members
 - b. Applicants
 - c. Coaches
 - d. High school guidance counselors
6. In order to ensure equitable distribution of walk-in and call-in applicants, recruiting station commanders will develop and use a system.
 - a. True
 - b. False
7. It is the recruiting station commander's responsibility to ensure his or her recruiters are knowledgeable and able to conduct a sales interview using the Sales Book and all appropriate multi-media sales presentations.
 - a. True
 - b. False
8. Who is the approval authority for recruiter change of credit?
 - a. Recruiting station commander
 - b. Chain of command
 - c. First sergeant
9. It is the _____ decision to allow an applicant to re-take the ASVAB test.
 - a. Recruiter's
 - b. Recruiting station commander's
 - c. First sergeant's
 - d. Chain of command's
10. What is the procedure, once authority has been granted, for processing a prospect who is not a part of the recruiting station's assigned area?
 - a. No further action required
 - b. Keep a memorandum for record of person authorizing process
 - c. Annotate in the "Remarks" section of DD Form 1966 series
 - d. b & c
11. What are the primary areas to cover when the recruiting station commander "hot seats" an applicant prior to their departure to MEPS?
 - a. Is the applicant presold on a particular job?
 - b. Did the applicant reveal all law violations?
 - c. Was the applicant's height and weight verified?
 - d. All the above
 - e. a & b only
12. As a minimum, the recruiter must annotate _____ in their planning guide with all training received.
 - a. Name of the instructor and subject taught
 - b. Name of subject taught
 - c. Name of the instructor, location of training, and subjects taught
13. In the event of DEP less or contract and reservation renegotiation, the commander will:
 - a. Enter the word "loss," "renegotiation" or "cancellation;" then line out the entry in red
 - b. Enter the word "loss," "renegotiation" or "cancellation" and date of action; then line out the entry in red
 - c. Line out the entry in red and the date of action
14. A PS applicant who discharged from any component of the Armed Forces for medical reasons requires a medical waiver regardless of physical examination results at the MEPS.
 - a. True
 - b. False
15. A recruiter can date a "prospect" or "contact" once the individual is disqualified or they are no longer interested in the Army.
 - a. True
 - b. False

The answers to this month's test can be found on the inside back cover.

Mission Box

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



RSM July 2001

Top RA Recruiter

SFC Joseph Blount
(New England)

SSG Lawrence Miller
(Columbia)

SFC Michael Cochran
(Milwaukee)

SSG Michael Ahern
(Oklahoma City)

SSG Leticia Rocha
(Southern Cal)

Top USAR Recruiter

SFC Clifford Stein
(Albany)
SFC David Bonnano
(Pittsburgh)

SSG Roy Marshall
(Atlanta)

SFC James Whitt
(Indianapolis)

SGT Gary Harwood
(San Antonio)

SFC John Hammil
(Denver)

Top LPSC

Beckley
(Beckley)

Kennesaw
(Atlanta)
Fort Walton
(Montgomery)

Wyoming
(Great Lakes)

Arlington S.
(Dallas)

Mesa
(Phoenix)

Top OPSC

Bennington
(Albany)

Stockbridge
(Atlanta)

Wooster
(Cleveland)
Fond du Lac
(Milwaukee)

Mountain Home
(Oklahoma City)

Anaheim
(Southern Cal)

Top Company

None

West Memphis
(Jackson)

Milwaukee
(Milwaukee)

None

Tempe
(Phoenix)

Top AMEDD

Southwest

Georgia/Alabama

Chicago HCRT

San Antonio

Southern Cal

Answers to the Test

1. c. UR 350-7, para 2-9d
2. c. UR 350-7, para 4-2d
3. a. UR 350-7, para 4-7
4. d. UR 350-7, para 4-12
5. a. UR 350-7, para 4-14a(1)
6. a. UR 350-7, pra 4-15b
7. a. UR 350-7, para 5-3a

8. b. UR 350-7, para 6-2c
9. b. UR 350-7, para 6-3c
10. c. UR 350-7, para 6-4b
11. d. UR 350-7, para 6-5c
12. a. UR 350-7, para 8-6b
13. b. UR 350-7, appendix J-2, Note
14. a. UR 601-56, para 2-4b(3)
15. b. UR 600-25

THIS TEAM NEEDS YOUR HELP.

Drill Sergeants can't train people who aren't there.

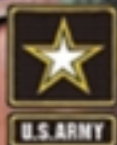
That's where you come in. You know what it means to be a Soldier,
and what it takes to be one. Who better than you to find the next

generation of Soldiers? It's a tough job, but to those who've
earned the Gold Badge of an Army Recruiter, there's

nothing like it. It might be the toughest
mission you'll ever volunteer for.

It will almost certainly
be the most important.

Do you have what
it takes?



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