

UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND

Messenger

SHARING INFORMATION TO REACH A VISION

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Messenger

Sharing information to reach a vision

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Lt. Gen. Benjamin Freakley, commanding general, U.S. Army Accessions Command, speaks at USMEPCOM's National Training Conference Oct. 5. He was one of various guest speakers who addressed issues related to the command. Story begins on page 12. *Photo by Art Heintz*

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U.S. Military Entrance Processing Command

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Capt. Eric W. Johnson

Greetings Team! Leaders throughout time have stressed the importance of good communication. Most of us have received communication tips and training throughout our careers. However, the need for continued emphasis on the importance of optimal communication cannot be over-stressed; especially in a command as widely dispersed as USMEPCOM.

The quality of our daily communication affects our mission. We build relationships through verbal conversations – at and between headquarters, sectors, MEPS, and with our accession partners. Geography complicates matters. With 65 MEPS locations, 12 battalions, two sectors and a headquarters, we must accomplish a good bit of our communicating at a distance. To make things even more challenging, we all communicate differently based on our incredibly diverse backgrounds.

Considering these challenges, and the fact that face-to-face communication isn't always possible, we must focus on both quality and quantity. In communication, more is better (remember the Rule of 8's!) – and we're accomplishing this – via the command message system,

Commander's Commentary

e-mail, policy memos, Commander's Grams, and other media, like podcasts. As one example, USMEPCOM headquarters has stepped up the number of mission-related CMS e-mails. By the end of October, we've sent out about 30 percent more than last year.

Since there's always room for improvement, I'd like to address the command intranet, MEPNET. A variety of military and civilian personnel and contractors have had a hand in its 10-year evolution. It is challenging to create and maintain a product that both serves our needs and keeps pace with technology. That's why we've begun researching how we can improve MEPNET. It's going to take time to determine an improvement plan and the associated resources. I want all hands to know that we realize the need to continuously improve all of the command's communication tools, including MEPNET.

I'd like to share some recent communication "wins." So far we've recorded six podcasts and sent them to your desktops. They've covered topics from strategic planning and organizational change to wellness and readiness and mentoring. Headquarters personnel see me at meetings, commander's calls and awards ceremonies, but I'm on the road visiting MEPS a lot – more than 45 to date. Podcasts are my method of reaching everyone quickly with timely information, particularly those at geographically dispersed MEPS.

I'm also pleased and proud to announce the launching of USMEPCOM's first official

Facebook page September 16.

It's at <http://www.facebook.com/pages/United-States-Military-Entrance-Processing-Command/243616625668721>. I invite everyone to log on and use the page as an informal forum. We plan to grow and develop the page over time. We will post items from headquarters and hope to see MEPS and sector postings as well.

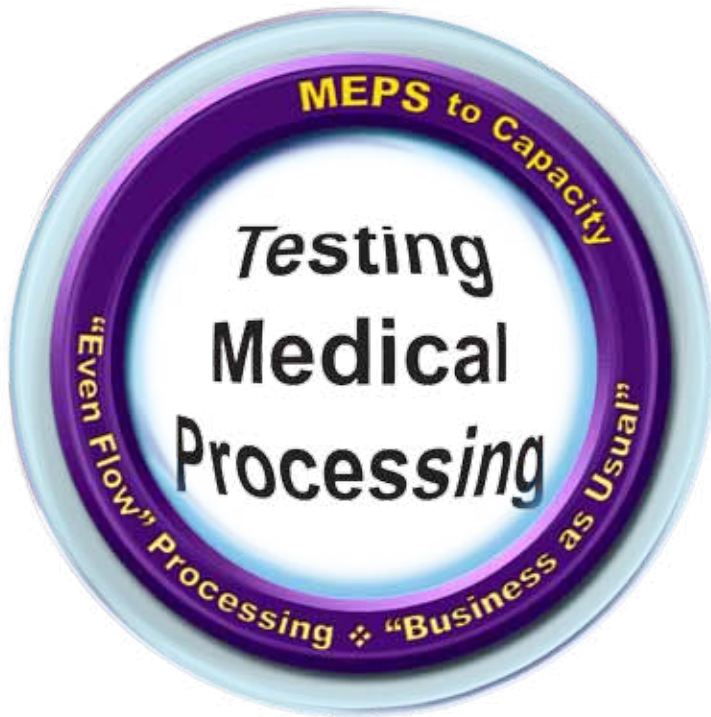
The Department of Defense and Army have established policies regarding social media policy. On Aug. 19 I released the USMEPCOM's social media policy memorandum. That memo is available within the Dashboard on MEPNET.

Technology is rapidly changing the way we live our lives, and affords a virtual world, available 24 hours a day. Our organization is like others – we must change and adapt to stay current in order to ensure we are providing the best possible service at Freedom's Front Door.

Thanks to all hands for your continued outstanding service as we continue to ensure the highest quality servicemen and women are accessed into our great nation's military service. I look forward to your use of our new Facebook page and to continue, together, evolving and improving our communications capabilities.

Warmest regards and very respectfully,

Eric W. Johnson
Captain, USN
Commanding



Maximum Daily Capacity Allocation explained

By Skip Wiseman
Messenger Associate Editor

Shortly after assuming command of USMEPCOM, Capt. Eric W. Johnson asked a question nobody ever had: “What is the capacity of my MEPS?”

That led to a review of MEPS operations and the birth of a program first called “Even Flow” but now known as “Maximum Daily Capacity Allocation,” because it has been so successful it is now the command’s standard business practice.

“Even Flow is transitioning to becoming a standard business practice and will be called Maximum Daily Capacity Allocation,” Dale Ostrowski, deputy director of the command’s Operations Directorate (J-3), said. “It’s just going to be the way we do business, no more or no less a procedure than projecting for (military entrance test) sites.”

The program, and the restrictions it places on the number of applicants who can realistically be processed on a given day, applies only to people seeking to enter the Delayed Enlistment Program initial contract for active duty and accessing for reserve

components. Those who are shipping to basic training do not count against the capacity.

“The sense is, how do we shape our workforce, do some controls,” Ostrowski said. “I will tell you that today’s recruiting market allowed us the ability to experiment and try something with the services as willing partners. We wanted to make sure we advantaged the services on the new policy.”

The Old Way

“Our history has always been (to process) whatever the services bring to our door,” he said. “We’ve never limited the services, with the exception of if we didn’t have a doc available or if we didn’t have enough docs available to do all the work.”

“I would say in my tenure here, that has happened maybe a dozen times where there were unique situations, where there were unique circumstances, that we couldn’t support it and it would be localized to a particular MEPS,” he said. Ostrowski retired from the Air Force in January 2001 as the command’s deputy director of operations and

returned to the same position as a civilian nine months later.

Determining how many applicants a MEPS could realistically handle on a given day made sense because it would let the station provide the “Red Carpet Treatment” for which the command strives.

“When you’ve got 200 applicants in a MEPS on a given day, those applicants are swallowed up,” Ostrowski said. “You’re not giving them Red Carpet Treatment. They’re being herded.”

“Our folks do a tremendous job of treating them with respect, but just the sheer volume and numbers would impact the ability to truly give Red Carpet service to the applicants.”

Just like ‘Black Friday’

Ostrowski likened it to the crush of shoppers on “Black Friday,” the day after Thanksgiving.

“Do you get the TV?” he asked. “Yeah, but what does it take to get that special deal on Black Friday?”

Johnson wanted to ensure mission success for the services while giving the MEPS a manageable floor count

on any given day. Budget considerations added more urgency to the command's need to balance its work flow.

"In the late winter or early spring, the Army was coming to us with budget issues," Ostrowski said. "It looked like we were going to take some rather significant cuts in the budget."

The command began to look to save money where it could. Overtime to support Saturday openings and daily operations was a logical place to begin.

"When we started looking at the data, we saw that we (sometimes) had large peaks," Ostrowski said.

He used an anecdotal example to illustrate the point.

"There would be 200 applicants on the floor on a given day at a MEPS," he said. "The next day there would be 40. Where you would have to work overtime one day, all the sudden you're inefficient the next because you can't staff for both.

"We don't have a temporary force," Ostrowski said. "We can't release people with an 80 percent civilian command. You can't just release civilian employees and say 'We only need you four hours today. Go home.'"

How it began

Johnson, who spends a great deal of time on the road visiting MEPS, happened upon two last spring – Nashville, Tenn., and Fort Lee, Va., – who had joined with their Interservice Recruitment Committee partners in a plan to smooth out floor counts.

Johnson gave the Operations Directorate some fairly specific guidance when he got back to the headquarters, Ostrowski said.

"He came back with that and said, 'All right, Ops, I want you to determine the reasonable approach that we could take to smooth out our peaks and valleys in processing so we have a productive work force all the time and we mitigate overtime costs.'"

Although Nashville and Fort Lee had taken steps to smooth out the processing flow, the model was not

ideal for all MEPS. They considered historic numbers and the proportion of applicants from each service, sometimes called the "service slice," but didn't determine a capacity.

"They just said, 'This is what we have done in the past and this is about the maximum we can do,'" Ostrowski said. "They were great laboratories in terms of could we do something to manage the workload and still not have a negative impact on recruiting's ability to make its mission.

"Admittedly, Fort Lee is probably a high-end medium-sized MEPS and Nashville is a medium-sized MEPS," he said. "The real concern was how are we going to do this at a large MEPS? How are we going to do this in L.A., New York and Chicago and still meet our desired end state?"

The mission to determine if Even Flow was even possible began with consulting Dr. Kevin Dupont of the Strategic Planning and Transformation Directorate (J-5). Working with Dupont, who holds a doctor of philosophy degree in urban and public affairs, Operations worked to determine workload capability and staffing levels. The goal was to see how much work can be done in a typical eight-hour day to mitigate overtime while still giving the service enough slots to process their applicants.

Finding the bottleneck

One of the first steps was determining the limiting factor – the bottleneck – in processing, Ostrowski said. The discovery was surprising.

"I will tell you that everybody went into this process thinking that medical processing was going to be the limiting factor," he said. "The fact of the matter is, it is really the number of (human resources assistants) in any given MEPS.

"We started peeling the onion back to see why that would be," Ostrowski said. "A lot of the activities in the medical section are done in group format, with the exception of a one-on-one with the doctor. Medical briefing, you've got 40 people there. You line people up to do urinalysis. It's much more of a group activity."

Things begin to slow down when the applicants who are entering DEP finish their physicals and begin processing through operations because much of the processing the HRAs do requires individual attention.

"When that group comes out of medical, that's where the time hog is in terms of MEPS activities," Ostrowski said.

"When you start doing pre-enlistment interviews, fingerprinting, reviewing the contract, those types of things, those are individual employee-to-applicant activities," Ostrowski said. "That made sense as to why that was the limiting factor."

Determining capacity

The next step was to determine the capacity of a particular MEPS by determining how many new contracts an HRA could process in one day. The Resource Management Directorate (J-8) manpower formula was used to determine the "throughput" for any given MEPS, Ostrowski said.

"Dr. Dupont helped shape the formula and plug it in so that if a MEPS has eight HRAs, they ought to be able to produce this number of new contracts," Ostrowski said. "That became capacity."

Shippers aren't figured into the capacity because processing is not as individual and takes much less time.

"The medical section does the inspections," Ostrowski said. "Then they come off the floor with the Ops folks to do final paperwork and take the oath of enlistment for shipping.

"Shippers are a non-starter, because we have to get them shipped," he said. "We can't ever limit the number of shippers on a given day. They've got training seats and it's way too important. In reality, it's the bottom line – the mission – to send the kid to boot camp."

The system also still allows a limited number of walk-ons, applicants who were not previously scheduled to process that day.

"There is always a special case, so you never say never – or you shouldn't," Ostrowski said. "The recruiter might say 'This kid was supposed to process Thursday, but

Maximum Daily Capacity Allocation (continued)

I need him to come on Tuesday,' because something is happening in his life. We've got to have some degree of compassion. We are in the customer service business. We need to be flexible enough to allow some exceptions."

Who gets how many?

After determining capacity, it was time to establish how the available slots would be divided among the services.

"Armed with the MEPS capacity, we took a look at each service's share of that capacity on any given day based on historical numbers," Ostrowski said. "We looked at what the highest number was for a 12-month period.

"Let's say active Army is 20 percent of a MEPS activity and the MEPS capacity is 50. Twenty percent of 50 is 10, so regular Army would have 10," he said. "It's sort of like the old service slice, but more nuanced.

"Then we looked at the previous 12 months of action and looked at their individual percentages," Ostrowski said. "To kind of round things up, we gave them the highest allocation in terms of MEPS activity. Where they might have been, on average, 20 percent, they might have had a month where they were 25 percent of MEPS activity, therefore we would give them 25 percent of the capacity number.

"The result was, even though we said the MEPS capacity was 50 – this is more of an art than a science – we said Army gets 11 instead of 10," he said. "The reality is the MEPS may end up with a capacity of 54."

Services buy in

"We presented this at the Accession Triad Conference in April," Ostrowski said. "There was some

reluctance, but everybody knows the budget issues, and they have a great understanding that everybody is being looked at in terms of the number of people they have working and overtime costs. And the recruiting market is good. The only thing they said is that when the market turns, and it always does, we may need to re-examine what we are doing."

Johnson was chief of staff and director of operations for Navy Recruiting Command before assuming command of USMEPCOM. He also has an extensive background in recruiting dating back some 20 years.

"It wasn't like he was somebody who doesn't know the business," Ostrowski said. "He was able to assure them that he was committed to their success and if there was a hint it was going to break them, he would change the policy immediately to ensure they could make the mission.

"Captain Johnson was very clear," Ostrowski said. "He guaranteed them, personally, that he would not allow them to fail; that nothing he would do would result in their inability to make the mission."

Staying within capacity

The services can schedule as many applicants as they want, but if the MEPS exceeds capacity at the cutoff time the day before, recruiters have to decide which applicants will not process and reschedule them.

"The beauty with that," Ostrowski said, "is that on any given day, (if) the Army has 11 slots, but they've only got five on the floor, that's six slots that are available and still allows the MEPS to stay under capacity if some other service uses them.

"If the Marine Corps already added four or five, that's still going to keep the MEPS, in total, under capacity," he said. "You can put whatever number you want on the schedule, but you may be asked at cutoff time the day prior to cut five people from your roster.

Recruiters make the call

If the MEPS is over capacity, the decision of which applicants will be postponed to a later date is left to the services who have exceeded their daily allotment

"We leave it up to them which five those are, but that would likely be those who are local," Ostrowski said. "If you're going to bring a kid from two hours away, he's probably with his recruiter and already on the way, so you're not going to cut him because he's already travelling. If another applicant is in the local area, you can move him to the next day.

"The service makes the call which ones to cut," he said. "We were not going to make that decision, because that was one of the things we agreed on to make the change. There is the realization that you may be asked to cut, but you determine who gets cut."

Farewell mission days

Mission days, which once called for long hours in a station packed with applicants, have essentially disappeared over the last 18 months, Ostrowski said, because the services aren't scrambling to close out at the end of the month.

The processing caps may push close out, the day when the services have attained the number of contracts they need, by a few days, but it will still be much earlier than it once was. While mission days still exist, their primary importance is to the recruiters, not the MEPS staff.

"That is the day they close out their crediting for recruiter achievement," he said. "From our perspective, it's just another date on the calendar. There may be a time where a MEPS would be asked for special consideration on an as-needed basis on a request from an IRC member to the MEPS commander.

“It may require (extended hours), but it’s not necessarily driven by our mission day,” Ostrowski said. “It’s more like ‘I need this support.’”

“For example,” he said, “The Marine Corps has generally closed out by the 10th working day of the month; now it might be the 15th working day, but you’re not closing out on the last day of the month.”

“The applicant maximum capacity is in effect every day,” Ostrowski said. “On any given day we still may have excess capacity. We are giving the services, in terms of slots, about 150 to 160 percent of what they need to make mission. That includes DEP losses.”

Using slots wisely

The new system requires recruiters to make sure, as best they can, that an applicant will qualify, Ostrowski said.

“It’s trying to do the best I can to make sure this guy qualifies so I don’t lose that slot and that I get a contract out of it,” he said. “(Recruiters) need to improve their prescreening to ensure those slots result in contracts, because they don’t have unlimited slots anymore.”

One anomaly that has appeared is that rather than not having enough slots to process applicants the services sometimes have more applicants than they do openings.

“Some services don’t have enough slots in a given month, so we give them a physical exam on, say, the 28th and there aren’t any jobs for them,” Ostrowski said. “So (the service) brings them back on the first of the month in order to get a new contract. We’ve offered some ideas on how they could try to manage that, rather than have them come back, but that’s the services’ call.”

“The number of contracts at the end of the month is very small,” he said. “You may see like 400 DEPs nationwide the last day of the month. The first day of the month you may see 1,200. That’s because you’ve already racked and stacked those individuals, medically qualified them and you’re bringing them back on the first of the month.”

The services are looking for ways to give recruiters an incentive to not process as many people the first couple days of the month, Ostrowski said.

“They are changing their accounting procedures,” he said. “Right now, let’s say you process a kid on the 23rd. You’ve already made your mission. You’re locked out. You want to save that contract for next month. That person processes, does everything, but doesn’t contract, which means he’s got to come back again the first part of the month.”

“One of the services is going to go ahead and contract on the 23rd and credit it the next month. It’s a win-win for the service and us. They don’t have to bring the kid back and we don’t have to see him again. We get the work done when he’s there the first time.”

Saturday opening changes

Saturday openings have plummeted from a high of 23 down to 12 projected per year. Some limits have also been placed on whether a MEPS will be open on Saturday as scheduled.

“There have to be 10 projections,” Ostrowski said. “On average, 10 projections will give you eight shows, which would give you six contracts to process, which means it’s effective to open.”

“We’re looking for some tweaks,” he said, “because some of the smaller MEPS would rarely hit 10 on a Saturday, but the services may still have a need.”

“The commander has empowered MEPS commanders; even if you don’t have 10, the MEPS commander may open at his or her discretion if there is a special need. We’re still good partners with the services. If there is a need and we can accommodate that, we should do that. The boss has empowered the MEPS commanders to make good decisions on the ground.”

Smoothing the peaks

The program began June 1 and, while it is too early to judge, Ostrowski said preliminary numbers show that it has had the desired effect.

“We had some days in 2010 where we had maybe 2,100 or 2,200 new contracts on the floor command-wide. In June we never exceed 1,500,” he said. The missions were almost exactly the same, so we know we controlled capacity, because we never went up to the peak of 2010.

“It is smoothing it out,” Ostrowski said. “Where we used to see the highest floor count at the end of the month, now we see it at the beginning of the month.”

“It’s early yet,” Ostrowski said. “I think as we move forward, we’ll get better and better at doing that. We want to run it through the end of the fiscal year and then do some good analysis on things like overtime.”

“I will tell you that the snapshot is that we’ve smoothed out the peaks and valleys to some extent,” he said. “It’s not a straight line by any means, but the differences are much less than they were last year.”

“There have only been a handful of times that we have been able to identify where a MEPS had to work overtime,” he said. “It has provided a more stable work schedule for the MEPS. They pretty much know when their day is going to be over, so they can make plans outside of work.”

“I would stress that the commander’s intent is to provide a consistent level of service everybody can count on and reduce overtime,” he said. “But he has empowered the MEPS commanders to make good decisions based on the local environment and the needs of the recruiting services.”

“Even with implementing the program, all the recruiting services made their mission and made it early,” Ostrowski said. “There wasn’t a negative impact on the mission. USMEPCOM is committed to ensuring that continues. We don’t exist for any reason other than to process applicants the recruiting services bring us.”

Move from Army to joint command Inspector General system brings major changes

By Skip Wiseman
Messenger Associate Editor

Moving from the Army Inspector General system to the joint command IG system has resulted in major changes in how the USMEPCOM IG teams inspect MEPS.

The IG checklist has undergone a major overhaul. Acute Critical Findings have been added in critical areas, the ways inspection results can be used have changed and the IG has developed a scorecard to give MEPS commanders and staff a glimpse at the inspection results and rating before the team leaves the building.

Adding Acute Critical Findings was part of the move from the Army IG system to the joint system, David Hamby, deputy command inspector general, said. The IG checklist is updated periodically, but the new system required a major revision. The scorecard is a command initiative to make an overview of the inspection results available more quickly.

“When we moved from the Army-centric IG system to the joint command IG system, it gave us greater latitude as to how the inspection report can be used,” Hamby said. “Under Army rules you’re not supposed to use the report for any kind of action, favorable or adverse.

More latitude

“Under the joint command system, our report from an inspection can be used to reward people,” he said. “On the other hand, if they do poorly, it can be used to set up actions needed to get them corrected and going toward being in compliance.

“With that kind of latitude, we made a bigger change to the checklist to get more open-ended questions so we’re able to get more information and make it more of a training tool,” Hamby said. “Prior to that, a lot of our questions were basically, ‘Was this form used to do that?’ It’s a yes or no answer. Now we ask what forms do you use or what is the process to get this done?”

“When the MEPS in the field use it for their own (command inspection program), it’s a better training tool, because they have to dig a little deeper to find the answers and make sure they are doing things properly.”



Recognizing excellence

Hamby said being able to recognize excellence also drove a change to the report.

“The report format changed in January when we went under the

new system,” he said. “A lot of the MEPS have seen that already. We added ‘notable’ and ‘commendable.’

“Notable is when we see a section doing an outstanding job (that is) to be emulated throughout their battalion and USMEPCOM; to show this is a good way to do it, that it is a good business practice,” he said. “Commendables are when we come across an individual doing an absolutely outstanding job. We’ve seen several. We write them up for a commendable and it will be in the report. That’s one of the few times we’ll actually name names in the report.

“If there is only one (commendable) that individual is most likely going to get a command coin, a ‘Good Job’ sticker and the time off award that comes with it,” Hamby said. “It makes it a little easier for the commanders, because they always ask us, ‘Do you have anybody you recommend?’ The IG is at the MEPS for a short period of time, so it is hard to identify an outstanding performer. Our recommendation is based purely on the inspection. We’re not really supposed to be in that business, but if we note somebody as commendable on the report, we will recommend them.”

The inspection team doesn’t administer punishment or other corrective action if an area is found not in compliance.

“We can recommend it,” Hamby said. “We generally let the report speak for itself. They see what the findings are. They see where they are lacking and what training could be used.”

Updating checklists

The checklists are updated about every six months because the inspection team may see something it should be looking at but isn't, when regulations or policies change, or at the suggestions of a MEPS staff.

"We actually tell them at the MEPS, if you think we're not looking at what you think we should, tell us," Hamby said. "We'll evaluate it and look at putting it on the next revision of the checklist."

"When I first started working here," Hamby said, "the checklist was developed by the proponents at the directorate level. A couple years ago, we took over ownership of the checklist. Now we run it by them, get validation and vet the checklist with them so they understand what we're looking for and that these are things that need to be looked at. It's a living document, so we try to keep it current and where we think it's going to be the most effective tool."

Acute Critical Findings

Acute Critical Findings were adopted as part of the switch to the joint inspection system, but the command had discussed the idea earlier. There are seven Acute Critical Findings, approved by Capt. Eric W. Johnson, USMEPCOM commander, in late July (see list on page 10). They cannot be corrected during the inspection and areas that are not in compliance will receive follow-up inspections.

"It was something we had been kicking around for a while," Hamby said. "It was something we never codified in a policy or regulation."

“We actually tell them at the MEPS, if you think we’re not looking at what you think we should, tell us ... We’ll evaluate it and look at putting it on the next revision of the checklist.”

David Hamby, deputy command inspector general

We used to call items in the report discrepancies. Now we call them findings because that is the more appropriate name. We called them acute critical item discrepancies. We only had a couple.

"We came across an instance where an applicant was found to be HIV positive and was not notified," he said. "That's a major failure on the part of that medical section. We gave them a not in compliance."

"We realized then that we needed to start looking at doing this and seeing if there are other areas that could have an acute critical finding."

Some findings, like loss of accountability of test materials discovered during an inspection, can cause a whole functional area to be not in compliance.

"It's not like a test loss compromise, where they followed the proper procedures," Hamby said. "It's if we come into a MEPS to conduct an inspection and do a spot inventory and find they can't account for the accountable test material listed on their inventory."

Others, such as failing to properly administer physical training tests, will cause the sub-functional area to be not in compliance, but not necessarily the entire functional area.

Scorecards and discussion notes

The scorecards and discussion notes are being used to outbrief the MEPS staff instead of using a draft report the team wrote at the station. The reports are now written when the team returns to headquarters and are not released until Johnson, who is the directing authority, approves the report.

"We've used an Excel-based spreadsheet for the scorecard," Hamby said. "We've got formulas in there that will give an overall rating for the MEPS based on how they did in each functional area and sub-functional area."

"We have a scale that tells the MEPS where they rate – exceptional, above average, average, needs improvement or not in compliance," he said. "If a MEPS has three functional areas that are not in compliance, the MEPS is going to get a rating of not in compliance."

"Prior to this transition, we would have had a draft report written and would outbrief off that Thursday afternoon," Hamby said. "That took time away from us doing a complete inspection or conducting teaching and training for personnel at the MEPS."

"Teaching and training is a big part of our inspections," he said. "We don't just want to go in and point out where they've got findings, things that aren't being done right. We want to train on how to do it right."

"We felt we were being robbed of the opportunity by having to write a draft report and do an outbrief on Thursday afternoon," he said.

“We don’t just want to go in and point out where they’ve got findings ... We want to train on how to do it right.”

David Hamby, deputy command inspector general



USMEPCOM Inspector General Acute Critical Findings*

Processing: Non-compliance of use of e-security or other mandated automated systems.

Testing: Loss of accountability of test materials discovered during the inspection.

Medical: Missed/mishandled HIV positive result and/or indeterminate testing processing procedures.

Medical: Determination of an applicant's medical fitness for military service by anyone with invalid, expired or no USMEPCOM profiling privileges.

Medical: Clinical Laboratory Improvement Program non-compliance.

Medical (for applicants) or administrative (for MEPS staff): Missed/mishandled DAT procedures (applicant and/or MEPS staff program - command urinalysis).

** Processes or programs that on their own can cause an entire functional area to rate as not in compliance.*

'How did we do?'

The scorecard lets the team give the MEPS commander some sense of how the station fared. The scorecard is a spreadsheet that contains all seven functional areas and each of their sub-functional areas. Findings are input at the end of each day, and the spreadsheet generates a score for each functional area and the MEPS overall.

Although the scorecard was first officially used in August, Hamby said the teams started testing the concept last November, and feedback has been positive.

"We gave copies of the scorecard for the inspections we did in November and December to the MEPS commanders," he said. "We did two formats and whittled it down to one based on feedback from the commanders. We took a lot of input from the field to get the final scorecard we use today.

"Under the joint command IG rules, nothing gets outbriefed, technically, until Captain Johnson approves our report," Hamby said. "So we came up with a way that we can leave the MEPS commander with an idea of how things looked overall.

"We put in a rating for each functional area and then the rating for each sub-functional area," he said. "The commander has it right there. It's a handy tool.

"We also provide them with what we call the team chief discussion notes that are provided to the team chief at the end of every inspection," he said. "Every finding statement has a discussion paragraph. The team chief outbriefs the commander on the discussion notes.

"When we leave they have a copy of the complete discussion notes from the week and the scorecard so they can see areas that are not in compliance, either the whole functional area or the sub-functional area," Hamby said. "They can go back to the discussion notes and look at the same paragraph as the scorecard format. That gives (the

“Under the Army system, we were kind of like a paper tiger because we were writing everything up and it couldn’t really be used to do anything.”

David Hamby, deputy command inspector general

commander) somewhere to start taking corrective action before the final report is signed and released.”

Writing the report

The inspection team returns to the headquarters on Friday and begins coordinating issues with the staff on Monday.

“We send out the commander’s issues and concerns if there is anything the staff needs to respond to,” Hamby said. “If there are any IG concerns, we send that out for them to provide a response.

“If there are any IG concerns that may be systemic in nature, we’ll incorporate them into what we forward to the directorates and they have until Friday to respond,” he said. “By then, we’ve round-robinbed the report. We get those responses and add them in.”

Johnson reads the reports cover to cover before approving them. Hamby said some previous commanders didn’t look at them at all and others only read whether or not the MEPS was in compliance and perhaps the commander’s issues and concerns.

“Captain Johnson reads them,” Hamby said. “If he sees things, he’ll write notes and send (the report) back to us. He asks questions. “If he doesn’t feel one of the staff sections responded to one of the commander’s concerns or to an IG finding in the report, he’ll put a note in there asking for further explanation. He expects, especially if a MEPS commander has an issue or concern, that somebody up here provides an answer to them.”

Assigning a ‘grade’

Hamby said there was a lot of discussion about the cutoff point for a MEPS being in compliance. Using the scorecard allows the team to assign a numeric “grade.”

“Captain Johnson asked ‘How can I tell who my top performers are when I have a lot of MEPS that are scoring in compliance?’ We came up with three scales based on percentages and presented them to him and both sector commanders. They selected the one we’re using.

“Essentially, if the overall rating computes to 95 percent in compliance for all of the functional areas, they’re going to be considered exceptional,” Hamby said. “In the scorecard, each inspector provides how many findings they identified in a sub-functional area. A sub-functional area with nine questions could only rate in compliance if no more than two findings are identified. If a sub-functional area had three areas not in compliance, we put the three in the box and it will populate as not in compliance.

“Before, we had a definition for not in compliance, but it was somewhat subjective,” he said. “Going in to January of this year, we made a cut line. You have to get a 70 percent or better success rate on the checklist in each functional area and sub-functional area to rate in compliance.”

If three functional areas are not in compliance the MEPS is not in compliance because it is impossible to score 70 percent, even if the other four areas are exceptional.

Comparing new, old systems

The IG teams tested the scorecard and new checklist against inspections done earlier in the year.

“There were two MEPS that received in compliance ratings that would have gotten not in compliance ratings under the new scorecard and checklist,” Hamby said. Just a couple scored above 95 percent. Most were above average.

“We’re going to evaluate if 70 percent is high enough,” he said. “If we look at it after a year of doing this and we’re seeing that everybody is in compliance, Captain Johnson may have us raise it to 75 or 80 percent. It’s not like we’re looking to go out and fail MEPS. We want to make sure we have the maximum effectiveness determining which MEPS are doing well and which ones need help.”

Thinking more jointly

Overall, switching to the new system and the importance Johnson places on inspections and their results has had a positive impact on the Inspector General program, Hamby said.

“I’m retired Army and I was an Army IG. I know how the Army system works, so when I first came here, I thought it was effective,” he said. “As I’ve gone along, I see that we truly are a joint command and need to think more jointly.

“Under the Army system, we were kind of like a paper tiger because we were writing everything up and it couldn’t really be used to do anything,” Hamby said. “Now you can use the report for more things, not just as a training tool, but to reward somebody. That’s key.

“If somebody needs to have corrective action taken, it can be done,” he said. “Having more visibility, the question is going to be asked, ‘What’s going to be done about this?’ That’s very helpful.”

Capt. Eric W. Johnson,
USMEPCOM commander.
Photo by Art Heintz

National Training Conference prepares

leaders for teamwork during transition, provides insights on recruiting



By Christine Parker
Messenger Editor

MEPS commanders and senior enlisted advisors from all over the nation converged at the Q Center in St. Charles, Ill., for the command's 2011 National Training Conference, Oct. 3-7.

This year's conference focused on building and maintaining a team concept during times of transition and featured speakers from recruiting commands.

In his welcome letter, USMEPCOM commander, Capt. Eric W. Johnson wrote, "It is my hope this week will help you gain a better understanding, as you actively participate in discussions and training that impact some of the most pressing issues currently challenging our Command."

Johnson opened the conference with a team-building social at which headquarters and sector personnel, and MEPS commanders and senior enlisted advisors met and socialized with acquaintances and others new to the command.

Following an opening ceremony that included the playing of the national anthem and five service songs, Johnson made opening remarks Tuesday morning. He explained the group was there to "network, team-

build, share best practices and build ourselves up."

Following the commander's remarks, Command Sgt. Maj. William Lindo, USMEPCOM senior enlisted advisor, spoke about how the command has increased the number of accessions for the past four years, and, although 2012 may be difficult, he said, "we cannot fail in our mission."

Christopher Arendt, deputy director, Accession Policy, Under Secretary of Defense for Personnel and Readiness (Military Personnel Policy) was the first guest speaker. Arendt is responsible for resourcing, planning, programming, goals, policy, standards and quality control for everything related to the all-volunteer force, which he said he likes to call the "all-recruited force."

In speaking to the command that he described as "the front door to America's military," Arendt explained that, for the past nine months, the Defense Department has been busy preparing for the changes related to the repeal of the "Don't Ask, Don't Tell" law.

He addressed the fact that the Department of Defense "is going to get smaller again," something that will have a direct effect on USMEPCOM's mission.



Command Sgt. Maj. William Lindo,
USMEPCOM Senior Enlisted Advisor.
Photo by Art Heintz

Arendt spoke about DOD studying the role of women in combat. He stated that right now women make up about 15 to 16 percent of the military.

In discussing military recruiting, Arendt said every service made its mission with quality recruits this year, especially notable since only 25 percent of youth ages 17-24 are eligible to serve.

He talked about this being the toughest economy since 1983, and the relationship between the economy and military enlistment. "It's rough out there and the military is a really good deal. As the economy gets worse, recruit quality increases. Economists say things won't change for another two years. When unemployment decreases to 7 or 7 1/2 percent, that's when recruiting will become more challenging."

Arendt concluded by discussing the "Gang of 12" that is working to determine how they're going to "fit the government," and the fact that "much is left to be determined."

He explained that, with such potentially harsh cuts looming for DOD, "The toughest part is changing the retention pattern of the military — convincing soldiers that they don't want to be soldiers anymore."

Rear Adm. Earl L. Gay, commander of Navy Recruiting Command, was the next guest speaker. He had been in command only seven weeks, and said he was under the weather, possibly because of the pace of visiting 33 recruiting stations during those weeks. He said he insisted on attending USMEPCOM's NTC because, "our accession mission is vital to the success of not only the Navy, but our nation."

He discussed the important partnership between recruiting and processing. "I advocate all of us opening up our cards and putting them on the table. It facilitates open communication and allows us to identify and resolve problems right away.

"Our accomplishments are your accomplishments," Gay said to the MEPS commanders and senior enlisted advisors. "We could not have done this — fiscal year 2011 — without you."

Brig. Gen. Balan R. Ayyar, commander of Air Force Recruiting Service, spoke next. He began by saying, "I'm very grateful for the work you do to keep accessions going, and making such a positive impact. Your

interactions with applicants at the MEPS are as important as our recruiters' interactions with them.

"My team thanks you. The first impression of the joint environment at MEPS stays with our airmen. I appreciate your attention to detail."

Ayyar echoed Arendt's comments regarding eligibility and discussed propensity to serve. He stated that only 13 percent of youth, ages 17-24 have a propensity to serve. And that 16 is the age at which most American youth decide whether the military service is an option for them.

Ayyar raised the concern that the communities from which the military recruits know less and less about the service of arms. Across the country, "there are small pockets of high proclivity to enlist."

He discussed Broadest Landscape, an Air Force Recruiting Service priority that emphasizes recruiting highly qualified candidates from all races and ethnic backgrounds, and from all across the country and every walk of life. "And the Air Force is interested in the best and the brightest."

Lastly, Ayyar talked about youth and technology. He cited a study that indicates 65 percent of "Millennials" are disconnected one hour or less per day. And that 19 percent



Guest speaker, Christopher Arendt, deputy director of Accession Policy, Under Secretary of Defense for Personnel and Readiness (Military Personnel Policy). Photo by Art Heintz



Guest speakers, Rear Adm. Earl L. Gay, commander of Navy Recruiting Command (at podium), and Capt. Eric Cheney, NRC director of operations (at right). Photo by Art Heintz

check social networks if they wake up in the middle of the night, and 32 percent check them first thing in the morning.

He finished by saying that, when it comes to technology, “We have to remain relevant and competitive.”

On Wednesday morning, Lt. Gen. Benjamin Freakley, commanding general of U.S. Army Accessions Command, talked about the Army recruiting-USMEPCOM relationship since he took command of USAAC.

“It wasn’t a very coherent team in 2007,” Freakley said. “But it has become a remarkable team.”

He talked about how the relationship has changed and that recruiters know “what it takes to get on the floor, move through the floor and get assessed — instead of being rejected on the floor.”

“It’s communication instead of acrimony, finger-pointing and arguments. It’s communication and teamwork.”

He said, adamantly, “This team of teams has to stay together. What you’ve done in the last years is remarkable and I’m very grateful.”

Freakley went on to discuss the future of USAAC. “Our command is



Lt. Gen. Benjamin Freakley, commanding general of U.S. Army Accessions Command, spoke about how the Army recruiting-USMEPCOM relationship has changed in the past few years and what’s needed in the future. Photo by Art Heintz

being inactivated as part of efficiencies.”

The USAAC inactivation will take place Nov. 15. On Nov. 16, USAAC will be designated the Directorate,

U.S. Army Accessions Command Inactivation Task Force and will report to TRADOC. The U.S. Army Recruiting Command and U.S. Army Cadet Command will report to TRADOC beginning Nov. 16. The task force will coordinate with USMEPCOM and Accessions Support Brigade until more decisions are made.

In wrapping up, Freakley asked the audience to help the accessions effort. “I challenge each of you to go out into your local communities and speak about your own service story — what got you to where you are today — that’s the most powerful story — your own testimony of what you were before the military and what the military has done for you.”

Next Brig. Gen. Joseph Osterman, commanding general of Marine Corps Recruiting Command, addressed the group. Osterman deployed to Iraq as commander of 25th Marine Regiment in support of Operation Iraqi Freedom, from April 2005 to March 2006. He deployed to Afghanistan as commanding general, 1st Marine Division (Forward) in March 2010. He assumed his current duties in July.



Lt. Col. Eric Garretty, Montgomery MEPS commander (right), gives Brig. Gen. Joseph Osterman a USMEPCOM Great Job sticker, in welcoming the general to the conference. After Garretty’s introduction, Osterman, commanding general, Marine Corps Recruiting Command, discussed Marine Corps recruiting issues related to USMEPCOM. Photo by Art Heintz

“They are winning over there — it really is incredible to watch,” Osterman said. He described his job as “making sure we’ve got the people to set us up for battlefield success.”

Osterman showed the Marine Corps accession mission as total force - 35,480, regular enlisted (non-prior service) - 29,750, reserve enlisted (non-prior service) - 5,730, officer select - 1,650 and prior service - 4,054.

He said he foresees an increase in the reserve mission and female accessions. He also mentioned that the Marine Corps is currently studying and making decisions related to the roles of women in combat.

He addressed budget and manpower reductions, the withdrawal from Afghanistan, the economy and increased missions after the draw-down.

“We must make sure we, as a team, have the ability to respond to budget cuts, force reductions and then rebound. Keep an eye on the storm on the horizon,” Osterman said. “Remember that 10,000 recruiting contacts equals 55 enlistments.”

He also mentioned the challenges faced by Marine Corps recruiters. “Seventy-nine percent of them have returned from at least one combat tour. The majority of Marine recruiters work 60-plus hours a week. It’s

something to think about when you’re dealing with them,” Osterman said.

Later Wednesday afternoon, Dinah F. B. Cohen, director for the Department of Defense Computer/Electronic Accommodations Program, or CAP, addressed the group about hiring people with disabilities (see article on page 20).

Following Cohen’s remarks, MEPS commanders and senior enlisted advisors changed into physical training gear and headed outside for a team-building exercise, led by Q Center staff.

On Thursday, attendees listened to presentations on a variety of topics related to Equal Employment Opportunity, Judge Advocate General, civilian personnel, medical and information technology issues.

The annual awards banquet was held on Thursday night. The commander recognized Baltimore, Portland, Ore., and Portland, Maine, as fiscal year 2011 MEPS of Excellence in Categories I, II, and III, respectively, and the six USMEPCOM military and civilian of the year winners (see pages 22-25).



Capt. Eric W. Johnson, USMEPCOM commander, speaks at the National Training Conference banquet, at which he recognized fiscal year 2011 MEPS of Excellence and military and civilian members of the year. Photo by Art Heintz

On Friday morning, Keith Arachikavitz gave a presentation on teamwork. He is a retired Army master sergeant with more than 22 years of service. Following his presentation, MEPS commanders, senior enlisted advisors and USMEPCOM staff members began heading back home.



Capt. Eric W. Johnson prepares to catapult a ball during the ‘Space Ricochet’ portion of ‘Quest,’ an outdoor challenge at the National Training Conference. Please see page 16 for more photos from ‘Quest’. Photos by Art Heintz

Conference attendees compete in challenge



Conference attendees participate in 'Quest,' an outdoor challenge held on the Q Center grounds. They compete in various problem-solving team activities, including one in which the team uses blocks to design, construct and race a dragster, earning points by solving a collection of pit crew challenges. The activities allow the teams to work together and compete, and identify team success factors afterwards. *Photos by Art Heintz*

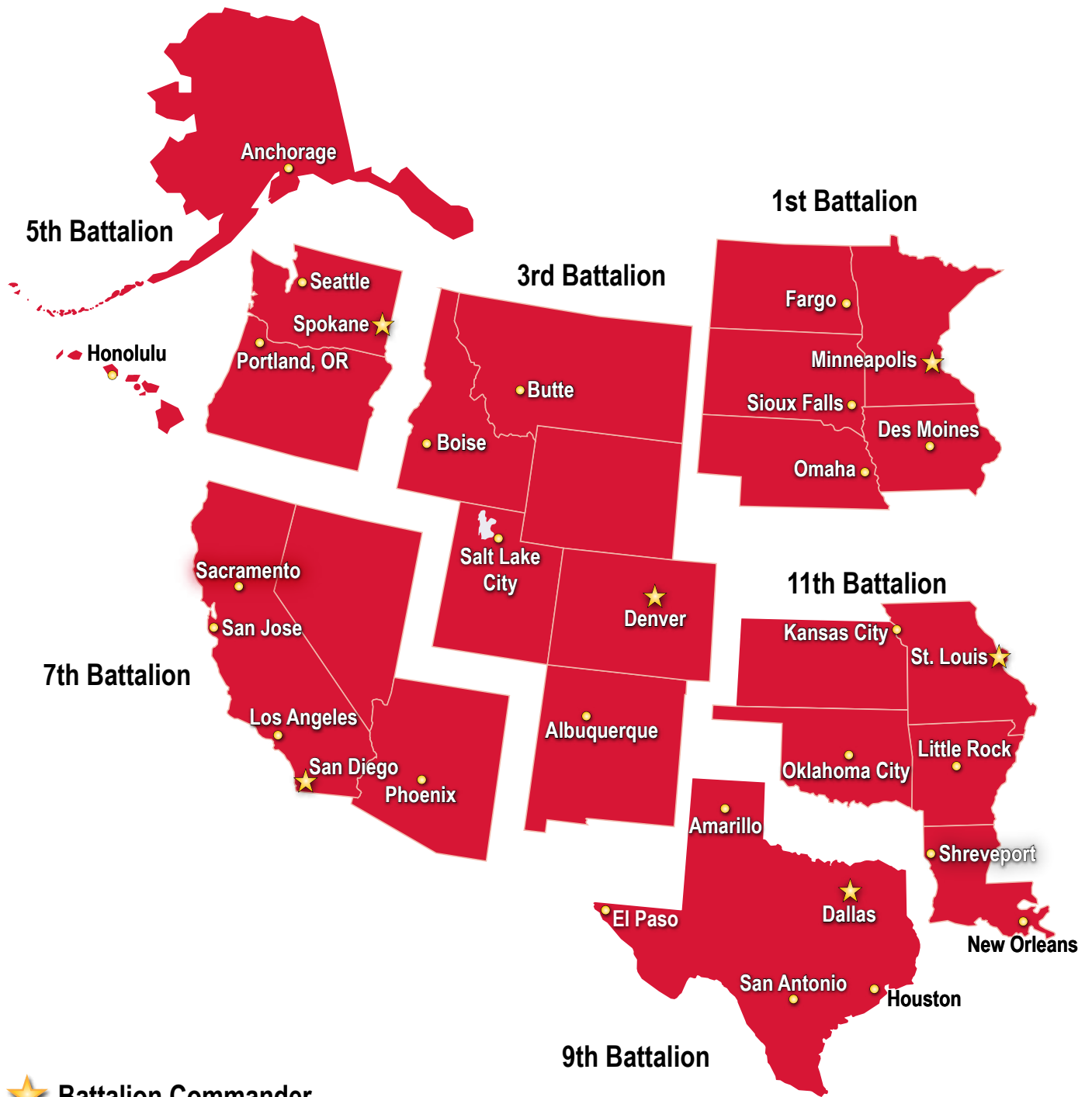
Eastern Sector MEPS Commanders and Senior Enlisted Advisors



Western Sector MEPS Commanders and Senior Enlisted Advisors



Western Sector



Eastern Sector



Speaker encourages, explains hiring people with disabilities, wounded warriors

By Christine Parker
Messenger Editor

Dinah F. B. Cohen, a guest speaker at the command's National Training Conference, reached out to the USMEPCOM community to open their hearts and minds to hiring people with disabilities.

Cohen is the director for the Department of Defense Computer/Electronic Accommodations Program, or CAP. She works with senior leadership throughout the federal government to ensure employees, beneficiaries and members of the public with disabilities have equal access to federal services and employment. Since its inception in 1990, CAP has filled more than 81,500 requests for accommodations.

During the final year of his administration, President Clinton signed Executive Order 13163, calling for the federal government to hire an additional 100,000 individuals with disabilities over five years. However, few steps were taken to implement the order in subsequent years.

Ten years later, to the day, President Obama signed Executive Order 13548, titled, Increasing Federal Employment of Individuals With Disabilities. Also, in November 2009, Obama signed Executive Order 13518, Employment of Veterans in the Federal Government, to encourage recruitment of wounded service members.

Section 1 of Executive Order 13548 states that approximately 54 million Americans are living with a disability. It goes on to say that government has an important interest in reducing discrimination against Americans living with a disability, in eliminating the stigma associated with disabilities, and in encouraging Americans with disabilities to seek employment in the federal work force.

Americans with disabilities have an employment rate far lower than that of Americans without disabilities, and they are underrepresented in the federal work force. Individuals with disabilities represent just over 5 percent of the nearly 2.5 million federal workers.

“My challenge to you ... consider all of us — all the pools ... This is a ‘population’ someone can join at any time.”

Dinah F. B. Cohen, director for the Department of Defense Computer/Electronic Accommodations Program



Geoffrey Garner, USMEPCOM equal employment opportunity officer, introduces Dinah F. B. Cohen before her remarks at the 2011 USMEPCOM National Training Conference Oct. 5. Photo by Art Heintz

“My challenge to you,” Cohen said, “consider all of us — all the pools.” And, speaking of individuals with disabilities, she said, “This is a ‘population’ someone can join at any time.”

“Let’s talk about how we can provide people with the right tools to do their job,” Cohen said. “How can we retain workers?”

Cohen mentioned a Pentagon 9/11 survivor who was burned over 70 percent of her body — her hands, feet, ears. The attack occurred on the second day on her new job. Because of her injuries, she had to learn to walk and talk again, and has had more than 45 surgeries. However, amongst all of that, she returned to work in May 2002. Cohen’s program, CAP provided the woman with assistive technology to make that possible.

Of course, there are many types of disabilities and related accommodation solutions. For example, for people with a blind or low visibility disability, the CAP site lists 17 products, and for people who are unable to hear or are hard of hearing, the site lists a dozen products.

And there are other disabilities, including those related to dexterity, communication and cognitive issues.

She highlighted cognitive impairments, which are considered disturbances in brain

functions, such as memory loss, problems with orientation, distractibility, perception problems and difficulty in thinking logically.

Cognitive impairment is a syndrome, not a diagnosis. There are many conditions that can cause cognitive impairments, including: multiple sclerosis, dyslexia, attention deficit hyperactivity disorder, stroke and traumatic brain injury.

“What is the number one reason someone is injured in theater?” Cohen asked the audience. She answered, “IEDs [improvised explosive devices].” And what does this type of injury cause? Physical injuries, TBIs, and loss of vision and hearing. People who have a TBI can have memory loss, and trouble processing and retaining information. Cohen explained that there are devices to help with all these issues.

There is a CAP Technology Evaluation Center, or CAPTEC located in the Pentagon, in Room 2D1049, across from the Wall of Heroes. CAPTEC is dedicated to the evaluation and demonstration of assistive technologies. To contact CAPTEC and schedule an appointment, call (703) 693-5160 or (703) 693-6189 (TTY), (574) 384-5625 (videophone), or e-mail CAPTEC@tma.osd.mil.

The CAPTEC site states, “For individuals with disabilities, technology makes things easier. For individuals with disabilities, technology makes many aspects of life, including work, possible.”

Cohen explained that, when she talks to a wounded service member, the first thing they say is ‘I want to go back. I want to stay in touch with my troops.’

She explained that CAP is partnered with 58 military treatment facilities and has provided 24,000 accommodations at those MTFs.

In December 2009, the *Messenger* featured wounded warriors in USMEPCOM (Vol. 31, No. 3, page 13-15 — the magazine is available on the MEPNET and USMEPCOM Web page at *Messenger Online*).

In USMEPCOM, Human Resources (J-1) shares job openings with wounded warrior service program managers, and, if a wounded warrior is interested, they get in contact with their service program manager, who then

Related Sites

- www.cap.mil
- www.cpms.osd.mil
- www.fedshirevets.gov/hire
- www.access-board.gov
- www.dol.gov/odep
- www.aw2.army.mil
- www.army.mil/warriorcarenews
- www.m4l.usmc.mil
- www.woundedwarrior.af.mil
- www.cap.tricare.mil/solutions/index.aspx
- www.navy.mil/navydata/woundedwarrior.html
- www.woundedwarriorproject.org
- www.dodvets.com

contacts the liaison at the Civilian Human Resources Agency. Then all involved parties — Civilian Personnel Advisory Centers, USMEPCOM and the service program managers — begin working together to work out all the details.

The Web site, FedsHireVets.gov has detailed information about the process, as well.

During Cohen’s presentation, Marty Tetterton, director, USMEPCOM Human Resources (J-1), welcomed the audience to contact his directorate with questions about hiring individuals with disabilities and wounded warriors. Call J-1 at (847) 688-7187.

Although the process of hiring an individual with disabilities may be more involved than simply announcing a job opening, the result may prove rewarding for everyone involved.

Dinah F. B. Cohen ...

... was diagnosed with congenital heart disease when she was a young girl and is therefore considered an individual with a disability. She is also the daughter of Holocaust survivors.

Cohen is an international speaker on disability policy, reasonable accommodations, accessibility and information technology and its impact on employment of people with disabilities.

Cohen received the 2009 Federal 100-Presidential Award for her role in management excellence. The

Partnership for Public Service presented her with the 2007 Service to America Medal for her team’s tremendous impact on employees with disabilities and wounded service members. Under her leadership, CAP received the Office of Personnel Management’s 2008 President’s Quality Award for Expanded E-Government. CAP also received the 2006 Freedom to Compete Award from the Equal Employment Opportunity Commission.

Additionally, Cohen initiated a program to provide assistive technology and accommodation support to wounded service members to aid in their rehabilitation and recovery process.

Company Grade Officer of the Year Lt. William Langford Denver MEPS

Lieutenant William P. Langford is the operations officer at the Denver MEPS.

As the operations officer, Langford was responsible for the accession of more than 3,300 people into the armed forces. He assumed command of the Denver MEPS for 35 days throughout the year and was selected by the 3rd Battalion commander to be interim commander of



the Salt Lake City MEPS because of his demonstrated leadership skills and ability to command.

He created a parental information pamphlet to answer questions about the enlistment process for applicants' families and friends and to provide points of contact. He implemented training that reduced the unclassifiable fingerprint rate from 2.91 percent in the first quarter to .43 percent in the third quarter.

He coordinated all aspects of the Denver MEPS relocation, a multi-million dollar, nine-month project. His efforts were directly responsible for the MEPS being fully functional within 72 hours of the move and not losing one day of operational capability.

Senior Enlisted Military Member of the Year Sgt. 1st Class Paul Hathaway Spokane MEPS

Sgt. 1st Class Paul G. Hathaway is the noncommissioned officer in charge of operations at the Spokane MEPS.

As the operations NCOIC, Hathaway supervised and assisted in processing nearly 2,600 applicants.



When his section was 63 percent manned, Hathaway worked double shifts for two months, as one of the people who opened the MEPS in the morning and staying until night testing was completed. He also conducted pre-enlistment interviews, took fingerprints and performed control desk operations to ensure there was as little disruption as possible.

He selected staff members to detail in the medical section on heavy processing days when it was short-handed, too. This enabled timely medical screening and processing with the minimum number of additional man hours possible. He served as acting first sergeant on several

Enlisted Military Member of the Year Petty Officer 2nd Class April Kavanaugh Lansing MEPS

Petty Officer 2nd Class April C. Kavanaugh is a medical technician at the Lansing MEPS. She also serves as the assistant noncommissioned officer in charge of the medical section.



In those roles, she contributed to processing more than 6,000 medical physicals and inspections. She was instrumental in the section's success during a time of leadership turnover and had a direct impact on three subordinates receiving awards.

She prepared, scheduled, sent out, processed and recorded results for more than 350 consults. She maintained an annual consultation budget of some \$220,000 and coordinated 15 clinics and more than 20 providers. Her management allowed the MEPS to stay 18 percent below its consultation budget.

Langford compiled a post-relocation after action report and established a moving protocol that will be used for future relocations.

After the move, he realized the station needed a security checkpoint standard operating procedure and developed one to ensure the safety of applicants, staff and visitors in the absence of previously available Federal Protective Service officers. He coordinated X-ray machine training for scanning bags and the certification of staff members.

To ensure the continued success of his employees, Langford encourages them to participate in the civilian education system online. All his employees are enrolled in or have completed the foundations and

basic courses. He helped the testing section administer more than 7,000 student tests despite a vacancy in the education services specialist position. His efforts helped the MEPS surpass its testing goal for the year.

He coordinated hiring 18 new test administrators in time to meet the testing mission for the upcoming school year and helped develop a training guide for them that is now in use throughout the command.

Langford created an electronic version of the Career Exploration Guide to help high school counselors and teachers explain the program to students. With the guide, teachers can lead a large group of students through the online skills inventory and help them understand it.

Langford is pursuing certification as a professional in human resources. The Army recruiting battalion awarded him an Army Achievement Medal for his support to its mission, and the USMEPCOM Resource Management Directorate awarded him a Joint Service Achievement Medal for facilitating the re-inspection of hotels for the meals and lodging contract.

In the wider community, Langford was an advocate for a disabled person, helping the individual perform daily functions and learn how to live an independent lifestyle, as well as assisting the person in communicating with government aid organizations.

occasions while still completing his assigned duties with no loss to mission readiness.

In the absence of an operations officer, Hathaway assumed additional responsibility by taking on duties as the new facility equipment and building repair manager for all maintenance issues and new equipment consolidations. He played an integral role in hiring a new employee by finalizing application lists and interview coordination, and was a member of the interview selection team.

Hathaway stepped forward to facilitate new security measures in a stand-alone facility by working with

the anti-terrorism/force protection officer, which allowed other staff members to perform their normal duties without interrupting the operational flow.

He developed the cross training program for his section which provided 40 hours of instruction to eight people from the testing and medical sections.

Hathaway is pursuing a bachelor's degree and has earned more than 100 credit hours. He volunteered personal time to be trained on the proper techniques, tactics and procedures while using baggage and personal screening devices.

He was presented the Military Outstanding Volunteer Service Medal for his community involvement. He raised morale in his section by providing lunches during busy times and served as his section's Secret Santa. He volunteered to coordinate the MEPS participation in the Marine Corps Reserve Toys for Tots program and also served at the regional office.

He regularly works with Fairchild Air Force Base to ensure MEPS staff members can take part in the base's Morale, Welfare and Recreation Program by taking trips the base offers and receiving complimentary tickets to local events.

Kavanaugh updated the liaisons' consult appointment calendar by using an online calendar, doing away with paper copies and allowing for faster processing.

She created a quick reference standard operating procedure to streamline interdepartmental cross training. She improved processing time by 30 minutes by implementing a color-coding system where applicants name tags are marked as they advance through the medical process. The time saved benefits all sections of the MEPS.

She takes pride in training new employees, which improved the section's performance and allowed the MEPS to maintain work flows during critical manning levels. She cross-trained into the testing section to assist with the Student Testing Program.

Kavanaugh earned an associate of arts degree and is pursuing a bachelor's degree. She was personally selected as a sideboy for a Navy chief's retirement ceremony.

In the community, she volunteered at a non-profit dental clinic

that provides treatment for more than 40,000 low income families who would not otherwise receive care. She served as president of the Lansing MEPS Readiness Support Group for two years and organized more than 40 events and fund-raisers.

Runners Up
on page 26

Civilian of the Year GS-10 and Above Dr. Rebecca Gonzalez Jacksonville MEPS

Dr. Rebecca M. Gonzalez is the chief medical officer at the Jacksonville MEPS.

Gonzalez supervised more than 15,000 medical examinations and inspects. She revamped guidelines for orthopedic consultation referrals and ended automatic referrals for those with a history of joint surgeries by instead considering knee stability and post surgery activity. This cut



referrals by 38 percent and saved nearly \$36,000.

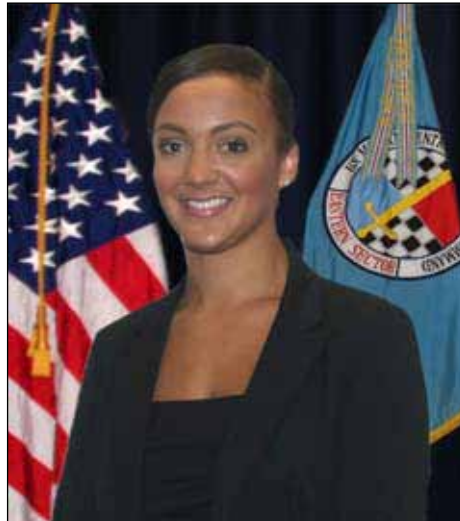
She highlighted conflicting guidance for medical officer comments on the medical prescreen form and is working with headquarters to update regulations to clarify the requirement. Gonzalez developed a peer review and practice improvement program to identify trends in documentation and profiling errors among fee-basis providers and later expanded it to include peer review of the chief medical officer and assistant chief medical officer.

Gonzalez established a hometown consultation pilot program which allowed applicants to be seen in their local areas rather than traveling to the MEPS. She recruited providers

Civilian of the Year GS-7 – 9 Crystal Bentley Jacksonville MEPS

Crystal J. Bentley is now the 10th Battalion mission support specialist.

While serving as test control officer at the Jacksonville MEPS, she led an eight-person testing team and oversaw 24 Office of Personnel Management test administrators at 14 military entrance test sites through-



out Florida, Georgia and South Carolina who administered more than 13,000 Armed Services Vocational Aptitude Battery tests and nearly 900 special purpose tests. This contributed to the MEPS attaining more than 5,500 accessions and placing nearly 5,400 people in the Delayed Entry Program.

Also serving as the 10th Battalion test control officer, Bentley managed more than 200 Office of Personnel Management test sessions across five MEPS in support of the testing mission.

She identified an inconsistency between regulations and an informa-

Civilian of the Year GS-6 and Below Norman Harada Spokane MEPS

Norman A. Harada is the transportation specialist at the Spokane MEPS.

In addition to his duties in the MEPS, Harada is the travel assistant for the 5th Battalion involving four other stations. He conducted more than 25 telephone and video-



teleconference sessions with new travel assistants to ensure they received the best possible training.

As the battalion point of contact for e-orders, Harada provided key training on special orders to Anchorage and Portland, Ore., MEPS. He also provided training to Honolulu, Portland and San Antonio MEPS on Internet databases to track centrally billed account payments, which allows instant tracking of scheduling, processing and payments.

Harada streamlined the centrally billed account reconciliation and coordinated with the commercial travel office to receive transactions via

to perform the consultations and saved applicants as much as six hours travel time.

Her oversight of medical examinations allowed the MEPS to attain a 76.7 percent first time qualification rate and an 88 percent same day processing rate. Her rapport with service waiver authorities helped resolve more than 700 waivers. By having fee-basis providers report to work later, Gonzalez reduced costs by \$44,000 per year.

Under her oversight the laboratory processed more than 27,000 alcohol, drug and HIV tests with no discrepancies. She handled sensitive medical disqualifications and HIV results with poise and empathy,

ensuring the information was delivered to applicants and their families with dignity. Gonzalez trained the new assistant chief medical officer on medical processes, standards and requirements in less than a month.

She completed the American College of Preventive Medicine annual conference proceeding online and is enrolled in the current course. Gonzales also completed training for the American Association of Medical Review Officers recertification and courses designed to help troubled teens deal with alcohol and drug abuse, sexuality and peer pressure. She completed 150 credit hours of continuing education and certification maintenance classes

through the American Board of Preventive Medicine and the Army Management Staff College Foundation Course. Gonzalez also attended courses on human resources for supervisors and civilian rules and regulations.

In the community, Gonzales coached an under-six girls soccer team and was co-leader for a Girl Scout Daisy Troop. She collected clothing and household goods for a local thrift shop, helping the less fortunate while reducing waste. She walked in a MEPS fund-raiser in support of the American Cancer Society's Relay for Life and took part in the Susan G. Komen Race for the cure while vacationing in Colorado.

tion message concerning applicant signature requirements for e-security enrollment and military enlistment test sites, clarified procedures and disseminated the correct procedures throughout the battalion. She drafted an in-depth testing handbook and trained 47 staff members to administer the ASVAB as certified test administrators.

As the MEPS prepared to transition from Office of Personnel Management test administrators to in-house test administrators, Bentley reviewed more than 500 resumes for 24 vacancies. She filled 17 slots and is working with civilian personnel officials to fill the rest.

She hosted an Army Community Advisory Board meeting at which she showcased the MEPS to more than 20 community leaders. She briefed the confirmation test procedures to Interservice Recruitment Committee members and gave tips on how to avoid unnecessary tests. Bentley analyzed MET site efficiency, identified test sessions to cut and proposed them to the IRC. She briefed the testing process to the liaison orientation, which helped save \$32,000 a year in lodging costs, and cuts administrative errors by more than 80 percent.

Bentley completed a master of education degree in leadership and learning in April 2011. She completed Civilian Education System Foundation, Basic and Action Officer distance learning courses and is enrolled in the Intermediate Course.

Bentley is a member of the Diversity Committee for the Big Brothers Big Sisters of Northeast Florida Board of Directors. She was a team leader for the American Lung Association's Fight for Air Climb, during which she climbed 52 flights of stairs. She prepared and served meals at a local soup kitchen so more than 100 people were provided needed meals and clothing.

e-mail, reducing processing time by 48 hours while managing more than \$525,000 in air and ground travel. He created a step-by-step procedure for travel orders that provides key information for local requirements. He developed continuity folders to create manual orders in the event the e-orders program fails.

Harada encountered and resolved more than 90 recruit travel incidents and delays. His communications with airline agents and the commercial travel office ensured recruits arrived at training locations with minimum impact on training schedules.

Harada led the effort to connect computer and communication support equipment when the MEPS moved to a new facility and conducted functional tests to be sure the equipment was mission capable in 48 hours.

He completed a master's degree in meteorology with a minor in hydrology from Penn State University in June. He is certified by the Washington State Department of Ecology to conduct water storage and supply inspections for a local water association. Harada installed 12 remote weather monitoring stations for the National Weather Service.

Harada is the team leader for a 25-person team that sorted more than 100,000 pounds of food for a local food bank and delivered it to 10 locations. He was the group leader for landscaping during Habitat for Humanity's annual Blitz Build of six houses in 16 days. He volunteered for the MEPS employee breakfast, preparing food and cleaning up after the event. He also conducted briefings on the Thrift Savings Plan and personal investments, providing vital financial information to the MEPS staff.



Sergeant Major of the Army visits San Antonio MEPS

Sergeant Major of the Army Raymond F. Chandler III visited San Antonio MEPS recently. During his visit, he watched an enlistment ceremony and tried out the biometric equipment (above left). Also, he recognized Jacqueline Thomason-

Shand, lead human resources technician (above right), for being named San Antonio MEPS Civilian of the School Year, and presented her with a coin. Chandler is the 14th SMA, and was sworn in March 1.

2011 USMEPCOM Awards - Runners Up

USMEPCOM Headquarters

Senior NCO of the Year
Master Sgt. Donna M. Radford-Johnson
Medical Plans and Policy
Directorate (J-7)

Civilian of the Year,
GS-10 and Above
Marty J. Allen
Information Technology
Directorate (J-6)

Civilian of the Year, GS-7 – 9
Wendy E. Lindsey
Operations Directorate (J-3)

Civilian of the Year, GS-6 and Below
Traci L. Payton
Operations Directorate (J-3)

Western Sector

Military Member of the Year
**Petty Officer 2nd Class
Marvin Sanchez**
San Diego MEPS

Civilian of the Year,
GS-10 and Above
Stephen Lazoritz
Omaha MEPS

Civilian of the Year,
GS-7 – 9
Vernon T. Pickard
Amarillo MEPS

Eastern Sector

Company Grade Officer
of the Year
Capt. Chong H. Gregory
Jacksonville MEPS

Senior NCO of the Year
Master Sgt. Gilberto Colon
Beckley MEPS

Civilian of the Year,
GS-6 and Below
Wendell Scott
Jacksonville MEPS

World War II, Korean War veteran swears in neighbor, almost 70 years after his own commissioning



Retired Lt. Col. Sam A. Salerno swears in Henry Clayton to the Coast Guard.

It's not unusual for a retired officer to swear in someone at a MEPS. But it was extraordinary for a retired officer to do so at the age of 92.

In July, retired Army Lt. Col. Sam A. Salerno, a World War II and Korean War veteran, visited Nashville MEPS to swear in Coast Guard applicant Henry Clayton, his neighbor, prior to Clayton leaving for recruit training.

Editor's Note: During his visit, Salerno agreed to talk about some of his experiences in an informal sit down with Capt. Seth Rone, executive officer, Nashville MEPS.

Approaching his 93rd birthday in October, Salerno was sharply dressed in his blue dress uniform and decorations. Even with the use of two canes, this retired soldier was obviously still keen witted and active in life, as he has been actively serving for 25 years on the board of directors for the Fort Campbell Credit Union in Clarksville, Tenn.

Sam Salerno was attending the University of Nebraska when his National Guard unit was federalized under President Franklin D. Roosevelt on Dec. 23, 1940. Following Pearl Harbor on December 7, 1941, his unit's federalization was extended as America entered World War II. After graduating college and completing Officer Candidate School, Salerno was commissioned on July 14, 1942.

During World War II, Salerno served with the 13th Airborne Division from January through August 1945, while fighting on the front lines in Germany. Following the victory in Europe, his unit was ordered to redeploy to the Pacific to take part in the planned invasion of Japan. After two days at sea, news of the atomic bombs dropped on Hiroshima and Nagasaki, and the surrender of Japan, reached the ship and his unit was ordered back home.

Salerno also served in the Korean war from January 1952 to March 1953 as the company commander of M company, 23rd Infantry Regiment, 2nd Infantry Division.

Salerno believes that his hard work and dedication made an impression on his senior ranking officers, ultimately leading to promotion and greater assignments of responsibilities throughout his career. Nevertheless, Salerno served a long and distinguished career and has rightfully earned the respect of a grateful nation every step of the way. As World War II veterans are being lost at a rapid rate, we truly enjoyed having one of "America's greatest generation" in the station.

San Antonio Marine beats out more than 900 runners for first place

By Capt. Mathews Metyko

Marine Corps Staff Sgt. Christopher Silva was the overall individual winner of the 2011 Military City USA 5K Run at Fort Sam Houston.

Silva, testing NCOIC, represented San Antonio MEPS, where his dedication to personal physical fitness paid off.



Staff Sgt. Christopher Silva runs toward the finish line. Photo courtesy of the 502nd Force Support Squadron

Butte Readiness Support Group turns pie into funds

By Jenefer Becker,
Butte MEPS Readiness Support Group Leader

The Butte MEPS faced — and conquered — a common challenge: How to raise funds for its Readiness Support Group.

Since Butte MEPS is not on a military installation, the RSG needs to generate donations in the MEPS. Already the group had been creative — holding a silent auction and a brunch, selling bottled water, salsa and barbecue. But they wanted something more lucrative.

When Air Force Staff Sgt. Timothy Bagwell suggested a pie-in-the-face fund-raiser, who would have known it would generate several hundred dollars?

With the commander's approval, the group hung a scoreboard on the wall and accepted donations for each vote for a MEPS staff member to be on the receiving end of a pie. The three individuals with the most votes would have the option to match the donations to avoid the pie. Some targets — hoping for banana cream pie — decided to participate.

The RSG held the event on organization day. In the morning, the group accepted bids for the opportunity to be a pie thrower. The wife of Maj. Roy McDaniel, MEPS commander, the daughter of Capt. Joseph Yetter, and the wife of Capt. Thomas Pfarr were the top bidders and threw the pies. By the end of the day, the event netted \$333 dollars to support the Butte MEPS RSG.



This is what happens when Capt. Joseph Yetter allows his daughter to throw the pie.



Butte MEPS Commander, Army Maj. Roy McDaniel, makes an attempt at remaining incognito in his Groucho Marx disguise.



Keeping West Virginia Wild, Wonderful

Planning a West Virginia vacation? If so, the roadways will be a bit cleaner. In keeping with one of West Virginia's mottos, the Beckley MEPS staff stop for a photo after cleaning up a newly adopted highway — keeping West Virginia "Wild, Wonderful." Beckley MEPS volunteers take a few hours four times a year to clean a two-mile stretch of highway. They collected 20 large garbage bags of trash on the latest cleanup. Passing motorists showed their appreciation by stopping and saying, thank you, or honking their horns. Come and enjoy beautiful West Virginia!

Upcoming 2012 Diversity Celebrations

January 16

Martin Luther King Birthday
Remember! Act! Celebrate!
A Day On, Not A Day Off!

February

African American/
Black History Month
*Black Women in American
Culture and History*

March

Women's History Month
*Women's Education —
Women's Empowerment*

Nashville team reaches out to community via food bank

By Capt. Seth Rone
Nashville MEPS

On two Fridays, a team from Nashville MEPS donated their time, labor and resources to their city's Second Harvest Food Bank.

They boxed 11,400 pounds of food. One of the food bank's boxes of food can feed a family for two weeks.

The team's work contributed to helping people who were left in the wake of deadly tornados in Alabama.

Additionally, the Nashville MEPS staff has quarterly food drives for Second Harvest on training days.



(Left) Nashville MEPS staff members box groceries at a local food bank. (Photos at right) The same staff members pose for photos during their days of service.

San Antonio staff 'give back' through local USO



By Capt. Mathews Metyko
San Antonio MEPS Assistant Operations Officer

San Antonio MEPS staff, in conjunction with a local amusement company, donated \$500 to the USO San Antonio.

The MEPS and the company worked for several months to raise money to help support local San Antonio organizations and are always looking for ways to give back to the community that supports them.

Editor's Note: The United Service Organizations, or USO has thousands of locations around the world. Their mission is to lift the spirits of America's troops and their families. The USO is a nonprofit, congressionally chartered, private organization and relies on the generosity of people, organizations and corporations. To learn more about the USO, visit its Web site at www.uso.org.

(Left to right) Shari Jenson, USO San Antonio Center Director, Maj. Jesus Suarez, then-San Antonio MEPS commander, 1st Sgt. Hector Alfonso, and Gerard and Sharon Rogers, representing a local amusement company.



Awards banquet guests include counselors, principals, teachers, school board and PTA members, college professors and military recruiting commanders. (Right to left) Margaret Schingle, Sonya English, Chandra Boddie, Julia Calloway, Tim Mason, Marshall Selvidge, Hank Babin, Jenny Harris, Tamara Bradshaw, Valencia McKinney, Regina Carter, Debra Fitzgerald, Vera Blackburn, Angela Hodges, Mary Alexander, Cornelia Durham, Dianna Jefferson, J.B. Smiley, Ray Johnson, Ingrid Kimble, Carolyn Lester, Dr. Reginald Williams, Vicky Harris, Lt. Col. John Brunt, Lt. Col. Kimberly Cowen, Mary Brignole, Jo Ann Boyd, Sgt. Maj. Gregory Hillman, Cdr. David James, Capt. Kevin Thompson, Senior Chief Petty Officer Kelvin Turner, Staff Sgt. Henry Garrison, Maj. Travis Jones, Skip Ruzicka, Larry Dotson, Gunnery Sgt. James Parker, Sgt. Gary Hardy, Sgt. 1st Class Erick McConnell, Sgt. Maj. Erik Sherriffs. *Photo by David Hall*

Memphis awards banquet celebrates successful partnership

By Captain Jeramy Wink
Memphis MEPS Operations Officer

The Memphis MEPS and military recruiting commanders continued to strengthen their bonds with local and regional educators when they co-sponsored their joint venture awards banquet with West Tennessee Counseling Association.

As in years before, J.B. Smiley, Memphis MEPS ASVAB Program Manager and Margaret Shingle, president of the Counseling Association, co-narrated the event that has become a tradition.

Sgt. Maj. Erik Shirreffs from Marine Corps Recruiting Station Nashville, was the guest speaker. He told educators that they were the special someones who bring out the best in students and help them develop a sense of direction. He thanked them for being valued partners in our efforts to recruit the brightest, best and next generation of service members.

One hundred and forty three guests attended the event from Ten-

nessee, Mississippi and Arkansas, to celebrate the educator-military partnership and accomplishments in promoting education, counseling and career opportunities for students.

Educators enjoyed dinner and entertainment by Navy Band Mid-South, Fairly High School JROTC students and White Station High School Soul Eclectic Jazz Combo.

During the awards portion of the banquet, Maj. Travis Jones, Memphis MEPS commander, Ray Johnson, test coordinator, and recruiting commanders presented certificates of appreciation to counselors and principals who provided outstanding support for the ASVAB Career Exploration Program and military recruiting.

The commanders gave special recognition to three counselors who have given exceptional support to the program. Mary Alexander of Wooddale High, Memphis, Tenn., Dianna Jefferson, Forrest City High, Forrest City, Ark., and Cornelia Durham of Westwood High, Memphis,

all received the USMEPCOM Commander's Award of Merit.

First Lt. Irizarry Nestor and Sgt. 1st Class James Arwood presented Tim Mason, assistant principal of Henry County High, Paris, Tenn., with a special award from the Tennessee Army National Guard.

The counseling association recognized outstanding counselors for the high school, middle, elementary school and private practice counselor of the year. The awardees were Regina Carter, Germantown High, Larry Ray, Dexter Middle, Jenny Harris, Fox Meadows School and Debra Fitzgerald, private practice. J.B. Smiley received the lifetime achievement award.

As the event came to closure and attendees went their separate ways, discussion among educators and military members showed new and renewed support for ASVAB testing, career exploration, career planning and recruiting of students for options and opportunities.

Boston airman wins grand prize for Apple Turkey Picadillo

By Diane Mihalko
Boston MEPS Medical Supervisor

Boston MEPS medical NCO, Tech. Sgt. Michelle Abrahamsson was the Grand Prize winner of the Air Force “Cook It Up” Healthy Recipe Contest.

Air Force personnel and families from around the world submitted hundreds of recipes for the Air Force-sponsored summer contest.

Abrahamsson’s award winning recipe, “Apple Turkey Picadillo” was selected for its nutritional value and unique texture and flavor. Abrahamsson was formally recognized at Hanscom Air Force Base, where she had the opportunity to meet celebrity chef Herb Mesa.

Abrahamsson grew up on meat and potatoes 5 days-a-week in rural Illinois, and on the other two days ate hamburgers. As a young adult, fast foods became an easy fix and, you guessed it, the weight started creeping on. Then with a personal challenge of added weight during pregnancy, she became an expert on manipulating recipes to make them healthier. Her journey included participating in the Biggest Loser weight loss program and to make certain her own family leads a healthy lifestyle.

With a growing family, daughter, Taylor, 7, and son, Tyler, 3, and so little time to prepare meals, planning is key to cook healthy, but easy recipes for her family. Abrahamsson found the USAF FitFamily Web site to be a gold mine for filling that need and is quick to pass along information and opportunities to other service members.

When the “Cook It Up” contest was introduced, she was inspired by some of the prizes – but was taken by surprise when she was chosen as the grand prize winner.



Tech. Sgt. Michelle Abrahamsson (left) receives a certificate of promotion from Capt. Catherine Masar, then-Boston MEPS commander.

Abrahamsson submitted nine recipes. Some were tweaked from the Biggest Loser program and some her own experiments. While the kids aren’t particularly fond of her Apple Turkey Picadillo, it’s a favorite among their friends. In fact, Abrahamsson said it’s a must-have meal at least once a month. Abrahamsson’s cooking is popular among her co-workers at the Boston MEPS where she is always sharing her homemade meals.

In addition to healthy eating, the Abrahamsson family enjoys exercise. They live near the Nashua River Rail Trail, a former railroad right of way traveling 11 miles from Nashua to Ayer, Mass. The family enjoys the landscape and wildlife when they bike the trail regularly.

Abrahamsson’s advice to other busy families?

“Never give up! Be determined whether it’s weight you want to lose or simply get your children away from electronics or from in front of the television, there is so much available to do and see. Just do it!”

Apple Turkey Picadillo

Ingredients

2 teaspoons extra-virgin olive oil
1/3 cup finely chopped red onion
1 clove garlic, minced
8 oz. 99% lean ground turkey
1/2 teaspoon ground cumin
1/2 teaspoon dried oregano
1/4 teaspoon salt
1/4 teaspoon freshly ground pepper
1/8 teaspoon ground cloves
1 tablespoon cider vinegar
1 medium tart green apple, peeled and chopped
1 cup chopped tomato

3 tablespoons chopped green olives (optional)
1/2 teaspoon Worcestershire sauce
1/4 cup sliced scallion greens
Diced jalapeno (optional)

Preparation

1. Heat oil in a large skillet over medium heat.
2. Add onion and garlic; cook until soft, stirring often, about 2 minutes.
3. Add turkey; cook, stirring and breaking up, until lightly browned, 4 to 6 minutes.

4. Stir in cumin, oregano, salt, pepper and cloves; cook for 30 seconds.
5. Stir in vinegar, scraping up any browned bits.
6. Stir in apple, tomato, olives and Worcestershire sauce.
7. Reduce heat and gently simmer, stirring often, until any liquid in the pan has reduced to a syrupy glaze, about 8 minutes.
8. Stir in scallion greens and serve.
9. Try tucking it into whole-wheat tortillas or serve over instant brown rice for a quick and healthy supper.

Vision

USMEPCOM is recognized as a **customer-centered, future-focused learning organization** driven by best business practices and cutting-edge technologies, providing real-time entrance processing and qualification.

The U.S. Military Entrance Processing Command announced its first mission, vision, guiding principles and strategic goals in the mid-1990s. And, with a typical flow of people both joining and departing the command, it's worth reminding the "new" and the "old" about those pieces of strategic planning that speak of the command's future direction.

What is a vision?

A vision describes the end result toward which transformational efforts are directed. USMEPCOM's command's vision drives changes that describe how we expect to do business in the future; it does not change why the command is in business.

What does it mean to be customer-centered?

It means focusing on the current and future needs of external and internal customers. This can include changing policies, procedures, and processes with imagination and speed to meet customer needs.

Also, being customer-centered means always being courteous to customers and providing a standard level of service.

What does it mean to be future-focused?

It means that USMEPCOM continuously assesses itself and looks to the future for new opportunities. An organization that is continually expanding its capabilities to shape its future and whose central paradigm is grounded in the use of reliable information.

What does it mean to be a learning organization?

It means USMEPCOM is committed to the professional and personal growth of its people. It means employees share responsibilities for overcoming challenges, thereby enabling the organization to continually improve and increase its capability.

It means employees are committed to being better tomorrow than they are today, and they are committed to the command's stated values of integrity, teamwork, service and respect.

Mission

Ensure the quality of military accessions during peacetime and mobilization in accordance with established standards.

Our mission — our purpose — why we exist. Our mission does not change over time and provides the command's constancy of purpose in peacetime and war.



Integrity

Integrity is non-negotiable. Our whole existence depends on impartial processing, professional competence and customer trust.

Values

Service

We take care of our customers (applicants, recruiting services, reception centers, and the American people) as we would expect our families or ourselves to be treated.

Respect

We foster an environment of mutual respect, and open and honest communications. We conduct ourselves with pride and hold ourselves accountable in the performance of our mission.

Teamwork

We constantly evaluate and improve our processes by optimizing resources, being creative and innovative, promoting teamwork, and working in partnership with our customers and stakeholders.

Changes ahead for Army Accessions Command

By Christine Parker
Messenger Editor

The U.S. Army Accessions Command, located at Fort Knox, Ky., is the executive agency for USMEPCOM, but this will change next year.

Prior to 2002, the U.S. Army Training and Doctrine Command was USMEPCOM's executive agency. In that year, the Army activated USAAC as a subordinate command of TRADOC to better align accessioning and initial-entry training by

Army-directed executive agency authority

The Secretary of the Army is the executive agent for the U.S. Military Processing Command. As such, the secretary of the Army is responsible for programming, budgeting and financing all operations of USMEPCOM, and obtaining approval from the under secretary of defense, personnel and readiness, before reducing USMEPCOM's resources. The Army provides resources, staffing and administrative management support for the DOD Enlistment, Student and Overseas Testing Programs, consistent with policies established by the USD (P&R).

—Office of the Administrative Assistant to the Secretary of the Army

The Under Secretary for Personnel and Readiness is the principal staff assistant and advisor to the secretary and deputy secretary of defense for Total Force Management as it relates to readiness; National Guard and Reserve component affairs; health affairs; training; and personnel requirements and management, including equal opportunity, morale, welfare, recreation, and quality of life matters.

subordinating U.S. Army Recruiting command, U.S. Army Cadet Command and initial-entry training organizations under a single headquarters.

The Accessions Command then began providing integrated command, control and coordination of numerous commands, including USMEPCOM and USAREC. The Army removed the initial-entry training organizations from USAAC a few years ago.

Gen. Robert W. Cone assumed duties as the commander of TRADOC, located at Fort Monroe, Va., in April. This followed his service as commander, III Corps and Fort Hood, Texas, and deputy commanding general, operations for U.S. Forces - Iraq.



The U.S. Army Training and Doctrine Command's Unit Crest, Freedom's Fortress.

The Army will inactivate USAAC Nov. 15. Defense leaders made this decision based on efficiency reviews and a comprehensive study to develop plans to align Army commands to fulfill human resources functions.

Army planners have stated that the inactivation of USAAC will lead to the streamlining of the Army accessioning process and will produce economic savings by removing layers of the command structure.

The Senate confirmed John McHugh as the secretary of the Army. In his memo regarding these changes to Secretary of Defense, Robert Gates, McHugh outlined five decisions:

- Inactivate Army Accessions Command.
- Realign Army Recruiting Command and Cadet Command under the Army Training and Doctrine Command.
- Continue to align Human Resources Command under the Deputy Chief of Staff, G-1 [Human Resources].
- Establish an Army Marketing and Research Group in Washington, D.C.
- Retain the Accessions Support Brigade at Fort Knox.

Lt. Gen. Benjamin Freakley took command of USAAC in 2007. In April he announced plans to retire this year.

The Senate confirmed Thomas R. Lamont as the Assistant Secretary of the Army, Manpower and Reserve Affairs, in 2009. In April, the Army tasked Lamont with writing a phased implementation plan addressing issues associated with the inactivation of Accession Command.

The USAAC inactivation will take place Nov. 15. On Nov. 16, USAAC will be designated the Directorate, U.S. Army Accessions Command Inactivation Task Force and will report to TRADOC. The U.S. Army Recruiting Command and U.S. Army Cadet Command will report to TRADOC beginning Nov. 16. The task force will coordinate with USMEPCOM and Accessions Support Brigade until more decisions are made.

To see where USMEPCOM fits into USAAC, view USAAC's organizational chart on the Web at: www.usaac.army.mil/org.html

The Army Civilian Corps Creed

Civilians who work for USMEPCOM are Department of the Army civilians. Additionally, the U.S. Army is the executive agent for USMEPCOM.

Currently, the USMEPCOM workforce is comprised of approximately 80 percent civilians and 20 percent military personnel. There was a time when the mix was 50/50.

The secretary of the Army and the chief of staff of the Army announced the establishment the Army Civilian Corps in June 2006.

Army civilians have a 230-year record of service and are a critical component of the total Army force structure. The name unifies the Army civilian service

and embodies the commitment of these dedicated individuals who serve as an integral part of the Army team.

Army civilians serve in all theaters and are deployed worldwide supporting the Army mission and overseas contingency operations. As the Army's missions have evolved and become more complex, so have the roles of Army civilians.

Keeping in mind USMEPCOM is part of "one team, one fight," and just as the military services have creeds, the Army Civilian Corps Creed defines the purpose and role of the Army civilian.

I am an Army Civilian — a member of the Army Team

I am dedicated to our Army, our Soldiers and Civilians

I will always support the mission

I provide stability and continuity during war and peace

I support and defend the Constitution of the United States and consider it an honor to serve our Nation and our Army

I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage

I am an Army Civilian





NATIONAL
NATIVE AMERICAN
HERITAGE MONTH

SERVICE,

HONOR,

RESPECT:

STRENGTHENING

OUR

CULTURES

AND

COMMUNITIES