

# RECRUITER

United States Army Recruiting Command March 2011

# Journal



**USAREC  
WELCOMES  
NEW CG**

PHOTO CREDITS CLOCKWISE FROM LEFT: JORGE GÓMEZ, MILWAUKEE BN; JULIA BOBICK; BOB NOWAKOWSKI, CHICAGO BN



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ON THE COVER: USAREC Commanding General, Maj. Gen. David L. Mann. Photo by Julia Bobick  
BACK COVER: Sgt. Mellissa Ward. Photo by John L. Thompson III, Houston Battalion

# RECRUITER Journal

## U.S. Army Recruiting Command

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# Q & A

WITH MAJ. GEN. DAVID L. MANN

*Maj. Gen. David L. and Robyn Mann come to the U.S. Army Recruiting Command from Fort Bliss, Texas, where he was the commanding general of the 32nd Army Air Missile Defense Command.*

## What does it mean to you to be back in USAREC?

Robyn and I are extremely honored, humbled and excited to be back with the USAREC team. This is a very, very important mission for our Army that I take very seriously. I love the Army, and I love serving with Soldiers.

When I originally came to USAREC as the Deputy Commanding General (from August 2007 to July 2008) I really did not know a lot about recruiting. During the short period of time I was with the command I came to appreciate the commitment of our recruiters and the importance of the mission to keep our Army Strong.

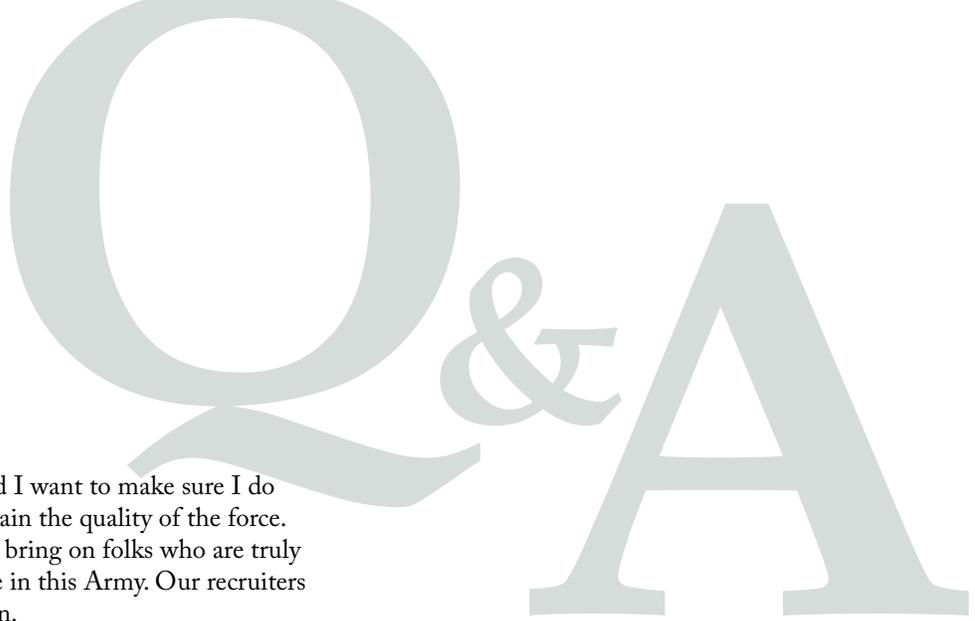
Soldiers acquire remarkable skills as recruiters. The way I look at it, if you are able to motivate young folks who don't have a lot of knowledge about the military to make a very significant decision to join the team ... that's a great skill to possess. That's true leadership.



## What do you consider your primary challenge as the new USAREC CG?

My No. 1 challenge is building upon all the great successes Major General Campbell and this entire USAREC team have achieved during the past couple of years. The way ahead is to make sure we retain the ability to make the mission with an increased level of precision. Things have been going well, but we must ensure we don't become complacent.

It is a challenge to ensure we don't lose any ground and that we keep on looking for young men and women who have the necessary qualifications and, equally important, are genuinely committed to serving in the Army.



As I said, I love this Army and I want to make sure I do everything in my power to maintain the quality of the force. I want to make sure that we only bring on folks who are truly sincere about their desire to serve in this Army. Our recruiters play a very big role in this mission.

At the end of the day, it is not a right to wear this uniform; it is a privilege and an honor.

We must have a holistic perspective when we are looking at applicants and ensure we are bringing the right people to join the team.

#### What is the most significant thing you think has changed since you were last here?

What I've really most noticed is the tremendous synergy we've started to achieve between USAREC, Cadet Command and Accessions Command. We are moving in the right direction. I think we are really working together to ensure that whether we are bringing in officers or junior Soldiers, we are optimizing resources and working collaboratively to achieve the mission. It really is a total Army mission. We need to continue to find more ways to work together to accomplish our common goal of bringing the right people onto the team.

#### What are your priorities for the quality of life of USAREC Soldiers and families?

One of the good things to see is the way we've adjusted our daily battle rhythm. I think we are working smarter and we are really maximizing our recruiters' time more effectively than we possibly had in the past. It's very important that we achieve a good quality of life for our Soldiers in terms of their daily battle rhythm. It's also important that we provide them with the necessary resources to live on the economy.

I think it's extremely important that we ensure our Soldiers are treated with dignity and respect. That starts at the top — all the way down. Leaders at all levels must understand the importance of truly caring about their Soldiers and their families.

#### What interests you outside the Army?

My family — I have a fantastic family (wife Robyn, son Ryan, daughter Lauren, son-in-law Staff Sgt. Uili Allen, an Army recruiter, and grandson Te'o). Spending time with my family is one of the things I like to do most. Over the past few years I've been gone quite a bit; spending a lot of time in theater, so the time I am able to spend with my family is incredibly important.

#### What do you most want the field to know about your leadership philosophy?

This is a team sport. Be proud of who you are and what you represent.

All leaders need to truly care about their Soldiers and Families. If you are not passionate, if you are not an advocate and if you don't care for your folks, who will?

### CC's Imperatives

#### **Mission:**

- **Must Ensure the Quality of the Force**
- **Right Skills and Qualifications**
- **And...a Genuine Desire to Serve**
- **Tough Business ... not Everyone is Suited to Being a Soldier**
- **Bottom Line: It's an Honor and Privilege to Serve ... not a Right**
- **Remember Where You Came From ... Life is Tough There Too!**
- **Anticipation is the Key to Success ... Look Ahead and be Proactive**
- **Don't be Afraid to be Innovative...Change can be Good**
- **It's About Relationships ... Internal/External (Fellow Leaders, AAC, CC)**

#### **Leadership and Professionalism:**

- **Be Positive**
- **Don't get too Emotional ... Passion is Good if Properly Managed**
- **Disciplined ... Both On and Off Duty**
- **The Army is a TEAM Sport**
- **Truly Care about Your Soldiers and their Families (If You Don't ... Who Will?)**
- **Be Professional — We Represent the Army (and Those Serving in Harm's Way)**
- **And Always Remember...You're a Soldier First**

**Soldiers Are Our Credentials!**



SALLY HARDING, FORT KNOX PHOTO LAB

Lieutenant Gen. Benjamin C. Freakley, Commanding General, U.S. Army Accessions Command and Fort Knox, passes the USAREC colors to Maj. Gen. David L. Mann during a Feb. 17 ceremony on Brooks Field at Fort Knox, Ky. He assumed command from Maj. Gen. Donald M. Campbell Jr.

Being a leader is a very important role in our Army. It encompasses not only treating people with respect and dignity, it is also about making sure they are professionally developed and they understand the importance of being a Soldier both on and off duty. That means setting the example in the way they conduct themselves.

At the end of the day, especially as recruiters, we are representing the Army. We are the face of the Army to the American public.

It's important that we conduct ourselves in a professional manner at all times, that we represent all those young men and women serving in harm's way and that we never do anything that would dishonor their service or the service of those who have made the ultimate sacrifice, and their families.

Lastly – Be positive. Adopt and maintain a positive attitude – there's always someone out there who has it a little more difficult than you do.

I feel extremely blessed to be able to serve the Army and in this command again. My thanks to everyone on the team for what you do to get after this very important mission for our Army.



JULIA BOBICK

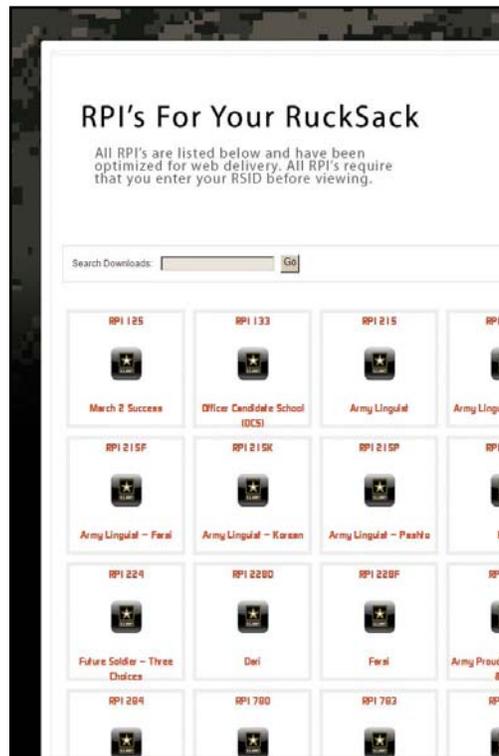
Maj. Gen. David and Robyn Mann

## USAREC Digitizing RPIs

USAREC G7/9 Advertising Division

As a result of the continuing desire to engage prospects in communication channels that are relevant to them and their lifestyles, USAREC is in the process of digitizing Recruiting Publicity Items [RPIs] into digital factsheet formats. This will enable recruiters to instantly either e-mail or 'bump' (mobile to mobile) detailed information about a wide variety of Army options from OCS to educational opportunities. Eventually the intention is to convert these products into mobile applications recruiters could send directly to prospects while engaging them in face-to-face environments.

Find them online at [www.armyvr.com/rpi](http://www.armyvr.com/rpi). Users will have to enter their RSID in order to view the files, so the command can track system use.



## Check Out This Month's Excellence in Innovation Idea

Recruiting Command's new Excellence in Innovation program captures ideas, best practices and innovation from across the command.

Every month a new theme will be the topic for station commanders to submit their thoughts and best practices for review and selection as the winner of the Excellence in Innovation award. The station commander selected each month will have the opportunity to do a video of his or her innovative idea to be broadcast to the entire command.

To learn more about the program, submit an idea or view the innovation of the month submitted by Staff Sgt. Mitchell Hawkinson of the Wake Forest Recruiting Station, visit <https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=1234962>.



**376 - Commonwealth of Puerto Rico - Miami Bn**  
- Puerto Rico is a self-governing commonwealth of the United States. Puerto Rico has 78 municipalities and approximately 100 governmental agencies. Executive power is exercised by the Governor, who is elected by popular vote for a four-year term.

For a complete partner list, visit [www.armypays.com](http://www.armypays.com).

### New Partners

**377 - Matco Tools - Cleveland Bn** - Matco Tools Corporation makes and distributes more than 13,000 professional automotive products across the U.S., Puerto Rico and Canada. Its products include wrenches for working on front axle shafts and scanners that interface between PCs and vehicles. Matco markets its products to mechanics and other professionals via its Web site, industrial representatives, and a network of franchised distributors.

## We Want to Hear from Station Commanders

The Year of the Station Commander Essay contest through October. Station commanders are encouraged to submit essays to the Journal to complement the monthly command information theme. The next essay topics and deadlines are below:

May - "Share your personal Future Soldier leadership philosophy" Deadline April 1.

June - "Why are families important members of the Army Team?" Deadline May 2.

Submit essays directly to [julia.bobick@usarec.army.mil](mailto:julia.bobick@usarec.army.mil) with a copy furnished to RCRO-PP via e-mail to G3ROAwards. Selected essay(s) will be published in the Journal with the station commander's photo. Read this month's top essays on pages 10-11.

## Army PT Test Overhaul

For the first time since 1980, the Army's physical fitness test is being overhauled. It will be replaced by the Physical Readiness Test and Army Combat Readiness Test, which will be conducted at eight installations during the next few months as part of a pilot program. The new tests could go Army-wide in October.

## Buddy System in Place

There must be at least one qualifying person present at all times whenever a recruiter meets with a prospect, applicant or Future Soldier of the opposite gender. USAREC implemented this policy primarily to maintain the integrity of the recruiting process and enhance the credibility of that process with potential recruits, parents/guardians, communities, and school officials. Reference USAREC Msg 11-104.

## New Army Manuals

The Army released the newest version of Field Manual 7-0 with a new title, Training Units and Developing Leaders for Full Spectrum Operations. The shorter, more concise text offers more of an intellectual approach to the doctrine. It is the keystone doctrine for Army training.

The Army also released Change 1 to FM 3-0, which updates the 15th edition of the Army's capstone operations manual. Change 1 reflects an evolved understanding after nine years of persistent conflict and its impact on how the Army operates.

Find both manuals online at <http://usacac.army.mil/cac2/>.

## AR 601-210 Update

The Army Regulation 601-210, Active and Reserve Components Enlistment Program, effective March 8, is available on the Army Publishing Directorate Web site at [www.apd.army.mil/pdffiles/r601\\_210.pdf](http://www.apd.army.mil/pdffiles/r601_210.pdf).

## Exercise Design

Training Circular 7-101 explains in detail the concept of "Design" as outlined in Chapter 3 of FM 5-0. Find it online at <http://www.train.army.mil/>.



## Station of Excellence Selection Criteria

Recruiting Stations of Excellence are selected based on the criteria below, published in the Command FY 11 Annual Awards Program Recognition Criteria memo.

### Screening Criteria

Stations must meet all criteria:

- No substantiated misconduct
- No at fault accidents
- No substantiated RIs
- No negligent loss of laptop
- Must have a Facebook page

### Centralized Evaluation Criteria

Stations must meet 8 of the 10:

- Achieved gross mission
- Submitted an "acceptable" idea through the innovation programs
- Average PT score above 250
- Meets 6 of 8 FMR for MEDPROS
- In compliance with AR 600-9 (Overweight Program)
- All NCOES requirements met, enrolled, or scheduled
- Rolling 12-month FS loss rate < 10%
- Have had at least one FS "Team Building" event during rating period
- Have conducted at least one Joint Partnership event during rating period
- Must write 1 AR Prior Service or OCS contract
- MRB-Rolling 12-month OBLC No shows
- MRB-Have at least one Future Officer "Team Building" event during rating period

### Local Evaluation Criteria

Stations must meet 8 of the 10:

- In compliance with URAC policy
- In compliance with leader development policy
- Professional station appearance
- Conduct one community event per quarter
- Active on Facebook
- Station volunteerism (1 activity per rated period).
- Adhered to training schedule
- Adhered to time off policy
- No late PCS awards
- No late NCOERs

# What Image Are You Presenting?

Last month I spoke a little about our Army Values, standards and discipline being inherent in our profession – the Profession of Arms. We can never compromise our integrity or high standards, especially in USAREC where we are the Army's trusted ambassadors across the nation, always in the public eye.

Standards and discipline start with in a very basic way – the wear and appearance of the Army uniform. Leaders at every level need to take a hard look at their Soldiers – in the office, during physical training, on station visits and at public events – every time they have eyes on their Soldiers.

But more importantly, each one of us has the responsibility to look in the mirror and conduct our own self-assessment. We should all take pride in how we look.

Are you or your Soldiers wearing:

Faded Berets with hole(s) in them?

Boots that are overly worn and/or filthy?

Sloppy, haphazard uniforms?

Uniforms with strings hanging?

Unauthorized jewelry, including rubber band bracelets?

When conducting physical training are we wearing the Army PFU

Do are socks have visible logos?

What image are you and your team presenting to the public? Think about it. Are you to standard?

It is an honor and privilege to wear this uniform – not a right. We must treat it as such and make certain we are respecting ourselves and our profession by wearing the uniform correctly and ensuring our appearance is beyond reproach every time we walk out the door. The trust, confidence and credibility we have established in our schools and communities must be re-earned every day.

Oftentimes we get too much into the weeds discussing so many of the complexities of Army standards and discipline, but what it really comes down to at the baseline is the appearance of our Soldiers, the appearance of their workspace, the appearance of their vehicles. This all ties back to ensuring the health, fitness and wellness of our Soldiers.

As leaders, I don't have to tell you that paying attention to the appearance of our Soldiers can also help us get a clue when things might be going wrong in their lives. A sloppy appearance could be an indicator for more troubling issues. Leaders should ensure they are paying attention, not just when performing risk assessment and counseling, but every day they are with their Soldiers.

How do your Soldiers look? How closely have you looked lately?

We can't build on all the programs we have implemented in recent months to continue to improve the team, transform this command and make it a unit Soldiers are fighting to join, if we never talk about our appearance – are we to standard?

As we focus on our teams as Stations of Excellence, one of the criteria is appearance. That means more than just the appearance of the station – it includes the appearance the team is presenting, from inside and outside the station, to the individual team members themselves.

If you don't already have a Station of Excellence logo cling on your window, what are you doing to ensure your team will earn it during the next evaluation in July? If you are on one of the 145 teams who did achieve the recognition – are you still working to maintain it?

Be sure you are doing your part for your team!

Army Strong!

Strength 7



Command Sgt. Maj. Todd Moore

# To What Are You Devoting Your Best?

## Make a List

*By Chaplain (Lt. Col.) Thomas W. Cox*

The January 1992 Reader's Digest told the story of Joe Theismann who enjoyed an illustrious 12-year career as quarterback of the Washington Redskins. He led the team to two Super Bowl appearances — winning in 1983. When a leg injury (and if you saw that gruesome injury you still remember it) forced him out of football in 1985, Theismann was entrenched in the record books as Washington's all-time leading passer.

Still, the tail end of Theismann's career taught him a bitter lesson: "I got stagnant. I thought the team revolved around me. I should have known it was time to go when I didn't care whether a pass hit Art Monk in the 8 or the 1 on his uniform. When we went back to the Super Bowl, my approach had changed. I was griping about the weather, my shoes, practice times, everything. Today I wear my two rings — the winner's ring from Super Bowl XVII and the loser's ring from Super Bowl XVIII. The difference in those two rings lies in applying oneself and not accepting anything but the best."

To what are you devoting your best? To yourself? The Army? Your spouse? Your family? Your future?

If you're unsure, then let me give you a very easy way for you to know the priorities of your life. Take a sheet of paper and daily record the specific amount of time you dedicate to something, such as 1.5 hours watching TV, or 2 hours working out, or 20 minutes playing with kids. Total them up at the end of the week or month and you will see with distinct clarity the real "no kidding" priorities of your life.

Our personal priorities define what is truly valuable to us. Don't let the busyness of this life consume your life; rather, take control, set your priorities and enjoy life (Proverbs 21:5).

# 1 Principles of Ethical Conduct

By Russ Grove

USAREC Office of the Staff Judge Advocate

In 1990, by Executive Order 12674, President George H. W. Bush issued the Fourteen Principles of Ethical Conduct for Executive Branch Employees. In 1993 the Office of Government Ethics placed these standards of conduct in the Code of Federal Regulations at 5 CFR § 2635.101.

These general principles are the foundation of the more specific ethics rules in 5 CFR Part 2635 on gifts, conflicting financial interests, impartiality in performing official duties, seeking other employment, misuse of position and outside activities. These rules are standards of conduct for all employees of the Executive Branch, including military personnel.

The Joint Ethics Regulation (JER), DoD 5500.7-R supplements the standards in 5 CFR Part 2635 and applies to all military and civilian personnel in the Department of Defense. Some of its provisions are punitive; that is, all DoD employees are presumed to know the regulation and are subject to possible punishment for violating it.

Ignorance is no excuse.

An example of a punitive JER provision is § 3-209, which provides in part that endorsement of a non-Federal entity, event, product, service or enterprise may be neither stated nor implied by DoD or DoD employees in their official capacities. It also provides that DoD employees acting in their official capacities may not suggest official endorsement or preferential treatment of any non-Federal entity, except those listed in § 3-210 (Combined Federal Campaign, Army Emergency Relief, etc.).

1. Public Service is a **public trust**, requiring employees to place loyalty to the Constitution, the laws and ethical principles above private gain.
2. Employees shall not hold financial interests that conflict with the conscientious performance of duty.
3. Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.
4. An employee shall not, except as [provided for by regulation], solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.
5. Employees shall put forth **honest effort** in the performance of their duties.
6. Employees shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the Government.
7. Employees shall not use public office for private gain.
8. Employees shall act impartially and not give preferential treatment to any private organization or individual.
9. Employees shall **protect and conserve** Federal property and shall not use it for other than authorized activities.
10. Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.
11. Employees shall disclose waste, fraud, abuse and corruption to appropriate authorities.
12. Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those--such as Federal, State, or local taxes--that are imposed by law.
13. Employees shall **adhere to all laws and regulations** that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.
14. Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or ethical standards. Whether particular circumstances create an appearance that the law or these standards have been violated shall be determined from the perspective of a reasonable person with knowledge of the relevant facts.

WINNER

# What the Army Values Mean to Me

By Sgt. 1st Class Jacob Lopez  
Dixon, Ill., Recruiting Station

Most people live by their own set of values both inside and outside their homes, but for me it is different circumstances. I am in the Army, and that being said, not only do I live by the values my family and I have set forth in our house, but I also live by a set of values set forth by the profession I chose. They are known as the seven Army Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.

Living the Army Values in my work environment is key to my success as a station commander. I feel that when it comes to Loyalty, I believe not only should I be loyal to my recruiters, my first sergeant or my sergeant major but I have to look at the whole picture. I have to be loyal to the Army. I served over six years in the Infantry so I know what it's like to be short-handed on personnel and have to carry extra equipment and weapon systems. Those are some of the things I think about and that cross my mind when I think about being "loyal to those with whom I serve." This is just one of the various reasons why I give everything I've got to recruiting, because I would like to try to avoid having an infantry squad leader go through what I went through as a squad leader.

When it comes to Duty, I believe it my job as a station commander to make sure the Soldiers in my station and their families are being taken care of and not neglected. It is also my duty to make sure the mission is being carried out and executed to standard.

When it comes to the Army you have to quickly learn that we are the most diverse organization out there hands down. Since we are the most diverse organization out there everybody has to learn to Respect everybody regardless of age, race, gender or religious beliefs. In my home it is only natural for my kids to give my wife and me the respect we deserve, but at work it becomes a little different for me. I give and treat my recruiters with respect and therefore respect is given back. I am a firm believer that respect has to be earned; it's not something that is just given. When it comes to USAREC I believe being professional and polite in one's station is showing that natural respect that everybody deserves when being in the recruiting environment.

Next, I would like to talk about Selfless Service. This is one I think a lot of people lack. If only people would just sit back and think about it for a little while and ask themselves the question, "What I have I done for somebody else lately?" There are so many programs out there that we can raise money or food for but I think sometimes we get too caught up in our work we forget about others and what they're going through. I believe that when given the chance to participate in community food drives and raising money for charity programs you should jump at the chance and not turn it away. I believe that is just one idea of giving back to the community in which you recruit.

Next, I would like to discuss the word Honor, which I have come to believe is the definition of being honest and fair in my beliefs and actions. I believe that if I am honest and fair with everything I do on a daily basis that my Soldiers will in return honor me and treat me with the utmost respect I deserve as their leader. This same thought process goes for my higher echelon.

The most important Army Value to me is Integrity. The reason I believe integrity to be the most important one is without it you have nothing. Integrity is your word; it is

everything people believe you to say and once you violate it, is hard to ever get it back and in some cases you can never get it back. As recruiters we must always stay vigilant and cognitive of our surroundings. We must recruit with the utmost integrity because we don't ever know who is an applicant and who is posing as an applicant. Many recruiters have been caught up in USAREC violating their integrity right on camera and those recruiters will never get it back — plain and simple.

Lastly, I would like to talk a little about Personal Courage. Anyone who knows about soldiering knows the importance of personal courage. Both on and off the battlefield, it takes courage to withstand the rigors of war; it takes courage to assume responsibility for life and death decisions. It often takes courage to "do the right thing." As station commanders in charge we must make sure our recruiters are recruiting with the utmost integrity and that we are all doing the right thing so that way no one get hurt at work or during training.

In conclusion, I believe that living the Army Values both at home and at work can benefit each and every Soldier only if they live by all seven of them. You can't just pick and choose which ones you want to associate yourself with because it just doesn't work that way — it's either all or none. You and only you can to make that choice.

I can say that from personal experience living the Army Values has changed my way of thinking and made me a better person and leader since being in the Army to this very day.



# Our Army Values Set Us Apart

By Sgt. 1st Class Eric Tremblay  
Onalaska, Wis., Recruiting Station

From the very first day in the Army, we are introduced to the seven Army Values. These values were not something we'd never heard of before. We were all taught some sort of personal values from our family members and other influencers; however, they vary from person to person. If the Army did not come up with its "organizational values," then all Soldiers would have to follow their individual value systems. If the Army allowed individuals to rely on their own values, it may or may not promote the working environment and behavior that the Army would find desirable. These seven Army Values are taught to Soldiers in Basic Training and are reinforced throughout a Soldier's military career. Therefore we were expected to memorize the seven Army Values and live by them every day both on and off duty.

Anyone can give you the definition but this is what they mean to me.

Loyalty possesses a high degree of dedication and insuring that he or she is available when called upon and puts the mission first to the best of their ability. Loyalty is a two-way street; you should not expect loyalty without being prepared to give it as well. We display loyalty when we train well, treat each other fairly and live by the values we talk about. Soldiers fight for each other; loyalty is that commitment.

Duty refers to working hard no matter what the situation is, and always giving your all. It is the commitment to excellence in all aspects so that when the job is done, we can look back and say we couldn't have given any more.

Respect is another value that is usually earned based on how you treat others and your experiences. However, it is important that respect be mutually distributed by all ranks. It can sometimes be difficult to uphold respect due to personality conflicts. In this organization, it doesn't matter if you respect them personally; you must respect his or her rank. Without respect for all other individuals there would not be a cohesive and team oriented Army.

Selfless Service is portrayed immediately when we enlist in the Army. We often are required to put aside our feelings and desires to accomplish the mission. It is the ability to endure hardships because of love of our fellow Soldiers and our country.

Honor is something we display every time we decide to live the Army Values. It is the carrying out, acting and living all of the Army Values in everything we do.

Integrity is always tested because we are faced with the easy wrong over the hard right. No one likes to fail; instilling this value keeps Soldiers honest and lets them understand that sometimes it is better to fail at something than to compromise our integrity. It is the one thing that no one can take away. If we violate our integrity, we have to give it away and once it is gone, it can't be replaced.

Personal Courage is facing any obstacle all the way to near certain death. What makes this possible is that we look out for each other so we don't worry about ourselves but others around us and they will return the same on us.

When someone first looks at these values written in a book, on a dog tag or a wallet card, it sounds so easy to live by them. These values are tested every single day in a Soldier's life in some way. Shared values are what engender trust and link all Soldiers together. When someone fails to uphold these values, the entire organization is affected in some way. Violations of the Army Values can severely hinder mission capability and readiness. The Army Values go hand in hand with each other. It is important to respect the Army Values because they define who we are, what we do and what we stand for. Actions counter to the Army Values weaken our team, our morale and our readiness. They discredit our service and can lead the nation we serve to question our values. These values are what set us apart from everyone else.



# Recruiting Operations in Schools: Deliberate, Thoughtful, Well-Executed

By Lt. Col. Adolphus Weems III  
Nashville Battalion

During the Pre-Command Course in April, the Commanding General spoke with all of us incoming battalion commanders and charged us with “leading by example.” He encouraged us to “get back into your schools.” While I appreciated the wisdom of his counseling, I truly didn’t know what he was asking me to do.

Once I arrived in my new battalion, I had an opportunity to have lengthy discussions with my predecessor, my command sergeant major and the members of the battalion staff. Each of them, in their own way, reinforced the commanding general’s counseling with regard to our schools program.

We needed to re-energize and focus it to ensure we would be able to maintain our ability to achieve our assigned recruiting missions. We had a very high performing battalion, but our primary source of applicants was developed by our professional noncommissioned officers prospecting in the grad market.

After spending some time orienting myself to the battalion area and visiting with the company, station and center commanders, we developed a school program that has resulted in a significant increase in our Soldiers being embedded in their schools while setting the conditions for sustained recruiting success in the future.

Our school program starts with our vision that recruiting operations in the high school market must be deliberate, thoughtful and well-executed. Filling our role as the Army’s Ambassadors to our communities, we must demonstrate to students, parents and faculty members that we are a value-added resource in the schools and the community.

We accomplish this by demonstrating good citizenship, Army Values and leadership by example. We are committed to providing information on Army opportunities, programs and benefits whenever asked, but that is not our primary message during our school engagements. Our primary message centers around encouraging young Americans to stay “qualified for life” by making good choices about things such as getting an education, staying out of trouble and maintaining a healthy lifestyle.

One of the first building blocks we implemented was the concept of priority Centers of Influence (COI). We identified that within a school environment, there are levels of COIs who we could align our chain of command against and create engagements in depth throughout the school system. Recruiters would engage teachers, coaches and counselors. Station commanders would en-

gage senior guidance counselors and principals (and vice/assistant principals). Company commanders would engage principals and school district administrators. Battalion personnel (Commander and education services specialist) would engage state education officials. At each level, the talking points would reflect the Army message, but they would be crafted for that particular level of educator.

*(See chart at right for more examples of priority COIs)*

We then developed two categories of operations to engage our schools. Shaping operations (persistent presence) set the conditions for decisive operations (routine engagements) in our schools.

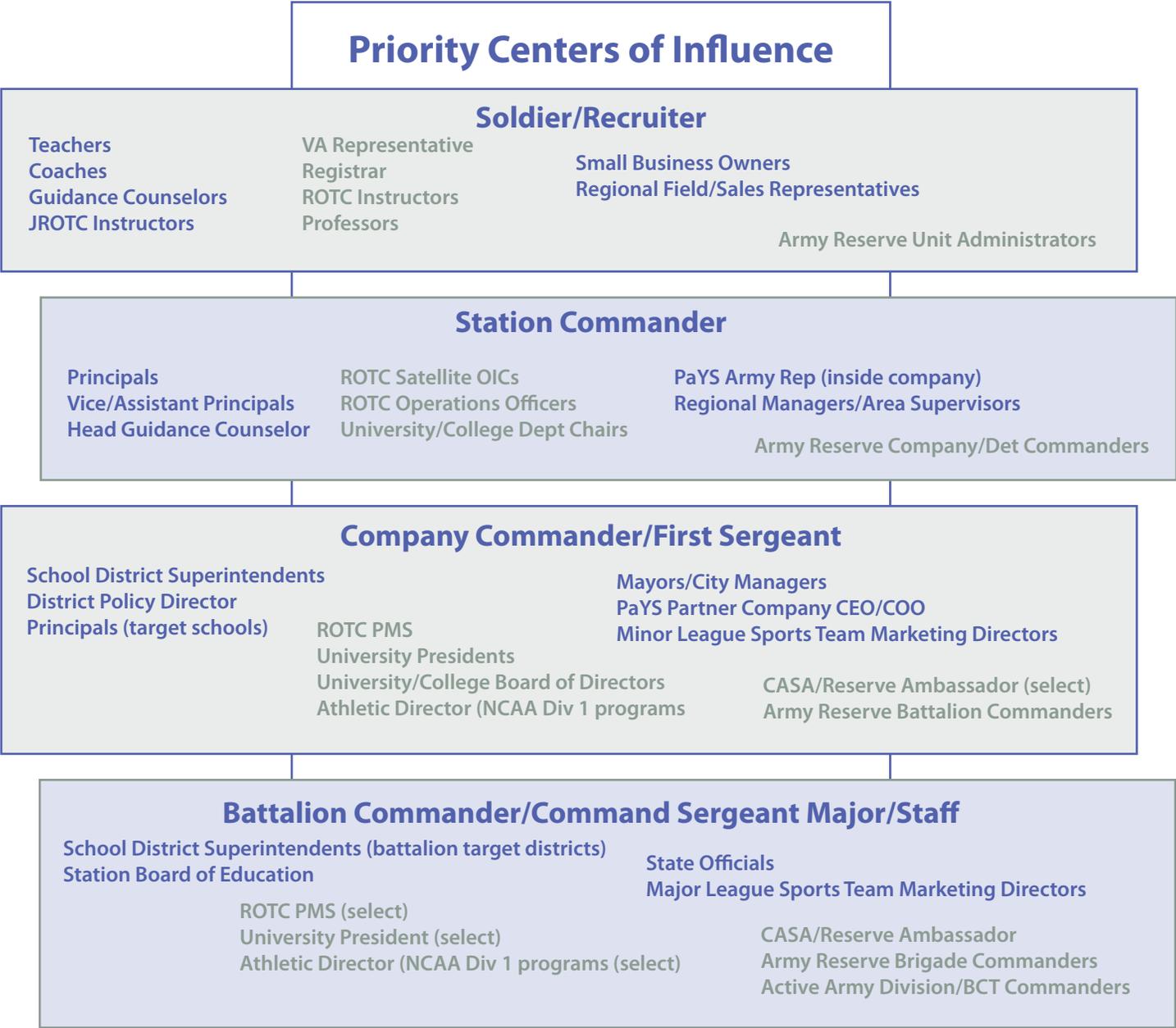
The primary focus for both operations is building a high school program centered on reaching and building relations with all classes (not just seniors), working with school administrators, encouraging students to graduate and developing enduring trusting relationships through ‘Deeds not Words!’ with the school administrations.

Our persistent presence (PP) activities are the shaping operations conducted in person at the school location. Recruiters maintain PP (or “drive-bys”) weekly at targeted schools and monthly at non-targeted schools. These visits generally consist of a COI visit (just a quick hello is sufficient), an RPI check, a banner or static display/advertisement check and/or a coordination meeting with school officials/faculty for upcoming routine engagements.

The key component of the PP visit is that it is conducted in such a repetitive manner that all members of the school (administration, faculty and students) view the recruiter as a part of the fabric of the school instead of an outsider making a random appearance.

Routine engagement activities are the decisive operations conducted in person at the school location. These activities may involve more than one member of the unit and/or additional subject matter experts. The school engagement program requires these to be conducted monthly at targeted schools and quarterly at non-targeted schools. General examples include, but are not limited to, classroom presentations (of approved curriculum topics), faculty interaction (including approved classes to faculty) and special events (such as Accession Support Brigade assets, TAIR presentation/events or Scholar/Athlete recognition).

These engagements are designed to instill the Army brand into the school through topics and events that encourage the holistic development of the students for their benefit and soci-



ety’s benefit. Table set-ups and other non-interactive displays are **never** authorized as a routine engagement activity.

The school engagement plan I outlined requires a deliberate process for identifying which schools are categorized as “targeted” and which are not. Schools designated by the station and company commander and endorsed by the battalion commander as “targeted” have a high propensity for enlistments and meet battalion standardized criteria which consider DoD enlistments, school population, school location, ASVAB testing and other elements of information found in the automated school folders. This process ensures that the number of schools being engaged each week does not overwhelm the resources available (principally the recruiters’ available work hours) to meet the program requirements.

Battalion and company commanders conducted their own shaping operations to set the conditions for this school plan. The battalion sent a letter to each high school principal outlining our desire to be a part of the school’s efforts to educate and expand opportunities for its students. We identified the availability of

Army programs such as March2Success to prepare students to take standardized tests.

Company commanders personally visited every one of their assigned schools to ensure they “led by example” and used their visits to reinforce the battalion’s goals and Army programs and opportunities.

The battalion leadership reinforces the school engagement program by conducting school visits and unit physical training at local schools as part of its station/center command visit program.

As I look forward to my remaining 16 months in USAREC, I have a better understanding and appreciation for the initial counseling the CG gave all of us at the Pre-Command Course. The school engagement program of the Nashville Battalion is a layered program that calls on leaders and Soldiers at all levels to demonstrate a commitment to reaching out to the community through positive leadership and role modeling to our young people in their schools. We take deliberate actions to inform the educator influencers of Army programs so they can better appreciate the opportunities the Army has for their students.



Recruiters in charge of managing Facebook pages implement the latest changes during a training session at the Milwaukee Recruiting Battalion headquarters Feb. 10. Maria Hernandez (left), USAREC social network administrator, provides guidance on USAREC standards for Facebook usage as she reviews individual recruiting station pages.

# From Pond Fishing to Ocean Fishing

## Battalion Nets Wealth of Possibilities

### By Exploring Social Media

*Story and photo by Jorge Gomez  
Milwaukee Recruiting Battalion*

Staff Sgt. Jeremy Lawrey, a recruiter in Rhinelander, attributes at least six enlistments over the course of four months to social media. He uses the technology to learn something about his prospects so he can better address their interests and goals.

Lawrey and the Milwaukee Recruiting Battalion are leveraging social media to reach their target market and centers of influence in new ways. As the rules of social media, such as Facebook, change and the U.S. Army Recruiting Command provides guidance accordingly, the Milwaukee Battalion is exploring these new modes of communication.

“We’ve been shifting gears with every change made by Facebook but that’s just the nature of today’s technology,” said Lt. Col. Robert L. Cody II, battalion commander. “Social media is spreading and evolving rapidly. We have to be part of this fluid and creative process.”

Recruiters are learning how to tap the potential Facebook provides as they are working through the changes and limitations imposed by the platform. Battalion leaders received Facebook training in October 2010 and again in February 2011 reflecting new rules and USAREC’s standards. Shortly after February’s training, the battalion was alerted to another round of changes.

In spite of the volatility, Facebook is becoming the choice method of communication for Future Soldier squad leaders. E-mail and phone calls are still used but the events functionality in Facebook gets more responses about upcoming training events and spreads the news to friends of Future Soldiers.

Staff Sgt. Justin Stuckart, a recruiter in Fond du Lac, takes photos of Future Soldiers working out with recruiters and e-mails them their photos.

“The Future Soldiers post the photos to their Facebook page and comment about how cool it was to work out with Soldiers,” Stuckart said. “And that raises Army awareness among their friends.”

Not all friends join the Army, but becoming friends with Sol-

“ I can't personally speak about every program in the Army, but I can find Soldiers with that specific experience through Facebook and have them link up with prospects. ”

— Staff Sgt. Justin Stuckart  
Milwaukee Battalion

diers helps the decision-making process. Stuckart said it sometimes makes the difference to prospects if they can talk with a Soldier who is doing what he or she wants to do. Social media lends credibility to recruiting efforts by providing a voice to those Soldiers who are not recruiters.

“I can't personally speak about every program in the Army, but I can find Soldiers with that specific experience through Facebook and have them link up with prospects,” Stuckart said. “Most of the people I have enlisted now have made some connection with [non-recruiting] Soldiers of like mind.”

Recruiters such as Staff Sgt. Thomas Miller, a recruiter in Appleton, are seeing the immediate impact of connecting with prospects through Facebook. He handed out a business card with a Facebook address to a student during a recent school visit. The student became a fan of Miller's station page as he walked away, using a smartphone.

“Only 10 minutes later the kid had already posted that school was boring but that he had to finish school in order to join the Army,” Miller said.

The incident illustrates how Army awareness can quickly spread to circles of friends by inviting prospects to fan or “like” their page, he said.

For Staff Sgt. Marc Weier the best part of Facebook is keeping abreast with events and activities of his station's schools. He manages Facebook pages for Green Bay and Shawano Recruiting Stations and has “fanned” all 28 schools in their footprint.

“Instead of having to dig around a school's Web site to find out what they're doing, that information comes to me through Facebook,” Weier said.

Collecting information is not the only function of fanning a school Facebook page. Station pages can also message other organizational fan pages, said Mark Howell, USAREC public information officer.

“If a school has a Facebook fan page then there's probably a student savvy enough to create a separate fan page for a student club or sports team. Recruiters should find those fan pages and make a connection. Then they can message that group such as notify them they are coming to the school,” Howell said.

Sergeant Adam Parsons, a recruiter in West Bend, has been communicating with school sports teams, yearbook committees and several niche groups through Facebook.

“If a school's golf team announces they won a game then I learn about it through their fan page and it becomes a great way to talk to the team when I visit the school,” Parsons said. “It make things more personable when I go to the schools.”

Although knowing something about a team before meeting them in person is practical, messaging that team's fan page has the potential of spreading beyond that network of golfers, Howell said.

These social media features form part of what the battalion envisions for engaging prospects. They represent the initial stage of adapting to a new mode of communication and a new way of recruiting.

“Only by exploring the technology creatively within USAREC boundaries can we further unleash the full potential of social media,” Cody said. “We've yet to see how far this can take us.”

## Facebook Update Offers New Functionality

Mark J. Howell  
HQ USAREC, G7/9

Starting officially March 10, Facebook is adding several new features which increase the functionality of fan pages. The USAREC Social Media Division is currently working on an update to the Tactics, Techniques and Procedures (TTP) document originally sent out in January, and will include best practices and step-by-step instructions on how to use the new features advantageously for recruiting purposes.

Among the new features:

- A new photo bar at the top of the page to showcase your best photos.
- The ability for fan pages to post on other fan pages.
- A new profanity filter, which removes questionable language from postings on your page. There are default and customizable settings available.
- Favorite pages turn into “likes,” allowing you to create connections easier.
- The removal of boxes on the left navigation bar. Any boxes you had on your page have been converted to links on the left side of the page, to create a cleaner look.
- Additional options for privacy settings and notifications. You can now be alerted via e-mail any time a post or comment is put on your page, to shorten administration time.

If you are familiar with Facebook, you'll notice that these changes make the pages very similar to friend pages. The only real difference between friend and fan pages now is the ability to directly message someone. All communication and messaging from the fan (business) pages must be done publicly.

The updated TTPs should hit the field in mid-March. They will also be available on the USAREC Social Networking SharePoint page: <http://span.usaac.army.mil/pub/RC-G7G9/SN> (NOTE: The page is only available to those logged onto to a USAREC system.)

See how the Rice Lake Recruiting Station stays connected:  
[www.facebook.com/ArmyRecruiting54868](http://www.facebook.com/ArmyRecruiting54868)

# Valuable to Former Recruiter

## Recruiting Skills

For 12 years he worked to recruit people into the Army. Now 38-year-old Rafael Abreu, a retired sergeant first class, uses those same recruiting skills to assist people in their search for federal jobs.

“These skills come into play on a regular basis as I interact with the public, meet with organizations, business and local leaders,” said Abreu.

As a regional recruitment coordinator for the Department of Labor, Abreu serves as a liaison and community outreach representative for the Philadelphia Region Office of the Assistant Secretary for Administration and Management (OASAM Region III).

His responsibilities include working on the development and implementation of strategies for outreach and recruitment initiatives with the goal of helping to recruit a diversified workforce for the Department of Labor.

Composed of more than 29 different federal agencies, the DOL includes the Mine Safety and Health Administration, the Bureau of Labor Statistics, the Office of Inspector General and the Occupational Safety and Health Administration.

Abreu applied for this job through USAJOBS a few months before he retired in September 2010. He believes the interpersonal, public speaking, time management and leadership skills he developed as a recruiter and a Soldier helped him land this job.

“I’m a confident professional [who’s] able to interact with all types of people in very different settings, whether it’s giving a briefing to a group of 10 or 350, interviewing a recent college graduate or talking to a senior executive. Recruiting is all about time management and today, it’s no different — it’s all about doing the job and using your time wisely.”

Abreu’s job entails working on recruitment strategies, attending recruitment fairs at regional and national levels and doing outreach to organizations and industry. He seeks individuals to fill a wide range of jobs from attorneys, paralegals, human resources specialists, economists, program managers and mathematical statisticians to engineers and safety and health specialists, to name a few.

“I love this job. As a recruiter for the Army, I really loved going out and engaging the public while showing

them everything the Army had to offer. This job gives me a chance to do that for DOL and more.

He says this position has provided him the opportunity to gain valuable insight into the human resources arena for the federal government and putting together policy and recruitment strategies. Currently, his office is working on a strategy that seeks to improve employment opportunities for persons with disabilities.

“Interpersonal skills and the ability to communicate are an essential part of what I do,” said Abreu. “Whereas I used to engage with principals and teachers, now I’m dealing with state officials, national organizations and industry.”

He also looks for ways to get the word out, in this time of high unemployment, that there are federal jobs available and educate people about the federal hiring process.

He encourages USAREC Soldiers getting close to retirement or looking to make a change to market their recruiting skills when looking for positions in the civilian world.

“I feel there are marketable skills and attributes we develop as Soldiers, which may not be as common among people who’ve never worn the uniform. For example, I feel the training I

received at the Recruiting and Retention School to be certified as an instructor does help me quite a bit in my current line of work and helped me develop a lot of techniques I use in preparing and delivering information during presentations and workshops today.

“The key is putting all [the skills and attributes] together to present the best possible package to an employer. I would encourage any member of the Armed Services who is considering stepping out of the uniform to prepare [himself or herself] and take advantage of everything they have at their disposal to prepare for the transition. Educating yourself in order to be as competitive as possible is paramount, and always pay attention to detail.”

Abreu joined the Army in 1990 and was assigned to USAREC in 1998. He worked at the Chicago, Harrisburg and Jacksonville battalions and served as a recruiter, a station commander, an operations NCO, guidance counselor, master trainer and an instructor at the Recruiting and Retention School.



Rafael Abreu

By Fonda Bock  
Medical Brigade

# Improving Peer-to-Peer Learning in USAREC

Story and photo by Julia Bobick  
Editor

Fourteen recruiting battalion commanders at various stages in their commands from across all the brigades shared best practices and engaged in open dialogue with the deputy commanding general for two days in February in an effort to improve peer-to-peer learning across USAREC as a part of the command's Knowledge Management program.

"This is such a large, diverse command, there's so much room for cross fertilization and learning from one another," said Brig. Gen. Bryan T. Roberts, USAREC DCG. He added that with such a steep learning curve for officers coming to the command, it's critical to take advantage of every learning opportunity, as well as the people who have already "been there and done that."

"Events like this hopefully will reduce the learning curve and enable us to learn from each other," Roberts said.

Following a conversation with the USAREC chief of staff and G3 in the fall of 2010, Roberts implemented the battalion commander training — bringing together about a third of the battalion commanders and their operations officers every four to six months — to add to the learning processes established in the command post PCC validation program.

The first training event was conducted during the Annual Leadership Training Conference in October, and Roberts said he was amazed at how much he learned and how much the participating commanders learned from one another.

"My fellow commanders are doing some great work. Learning from each other's experience is extremely valuable. Technology is useful, but absolutely no substitute for face-to-face training," said Lt. Col. Erica Clarkson, 6th Medical Recruiting Battalion.

The informal, cohesive, facilitated, conversational, face-to-face format made the training especially relevant and useful, according to Miami Battalion Commander Lt. Col. Isaac Johnson.

"We have very few opportunities to interact with fellow battalion commanders for a variety of reasons. The training allowed us the opportunity to dialogue with each other on topics that are important to our success as battalion commanders," said Lt. Col. Fran Hardison, Dallas Battalion.

She added that by facilitating the conversation, the DCG set the tone for how important it is to communicate across all levels and unit boundaries across the command.

Because every battalion executes its mission in different ways and with different tools commanders appreciated learning how each other conducts business, according to Lt. Col. Daniel O'Grady, Jacksonville Battalion. "There were several ways of doing business and many good ideas that I hadn't thought of that might work for us in the Jacksonville Battalion."

As the training concluded, Roberts encouraged commanders to take what they learned and develop their own programs or enhance their programs already in place.

*"The training allowed us the opportunity to dialogue with each other on topics that are important to our success as battalion commanders."*

*— Lt. Col. Fran Hardison  
Dallas Battalion*

Because only a third of the battalion commanders were present, the USAREC G3 captured the briefings, discussion highlights and TTPs to share with the rest of the commanders through SharePoint.

"We have to be engaged in a continuous learning process — a process that takes us from good to great. It makes us all better as a team," Roberts said.

More importantly, he asked them to ensure the dialogue does not stop after the training and use the tools like SharePoint and Recruiting ProNet to continue to share best practices.

"We must continue to have these type discussions to expand our lines of communication and, as a team, contribute to the vision of this command," said Lt. Col. Jose Torres, Baton Rouge Battalion.

The next training is scheduled for mid-April with a new group of commanders.



# Soldier Reels in Support

**As any true angler knows, the mirror-like surface of tranquil waters masks the secret life beneath — schools of fish, each fish ready to fight for its life against a savvy fisherman's hook and line. Not unlike the lake's serene surface, beneath Staff Sgt. Michael Garrett's unflappable, calm demeanor is a fierce devotion to those have suffered from wounds inflicted upon them during an ongoing war on terror.**

A professional Soldier first, Garrett is a veteran of three deployments to Iraq. To this day he remembers wounded comrades carried off the battlefield.

To honor those Soldiers, he invests personal time as a bass angler to earn contributions to three charities that support the rehabilitation of wounded warriors and their families. Garrett's abilities have hooked him more than a dozen sponsors, netting him many top finishes in tournaments.

"Our slogan is 'Support. Defend. Fish,'" said Garrett, who is a member of the ArmyBassAnglers Pro Staff. "Our first mission is to support: Support our charities."

Garrett said the non-profit ArmyBassAnglers support the Warrior and Family Support Center at Brooke Army Medical Center in San Antonio, Texas ([www.returningheroeshome.org](http://www.returningheroeshome.org)), Heroes on the Water and Veterans Outdoors.

"Our 'Defend' portion comes in since we defend our nation, we fight for our country," said Garrett, a military policeman whose been in the Army for 13 years. "The third pillar is 'Fish.' What [bass anglers in the program] do is fish all over the country and raise awareness for [their wounded warrior] charities."

On return from one of his deployments, Garrett stopped by the Warrior and Family Support Center to visit a Soldier he served with in Iraq.

"We had a big long talk and he was thankful for everything I was doing," Garrett reflected.

Garrett said he gained a new perspective on how his contributions supported the center. The funds he and other fishermen raised have helped complete three different projects at the center, including an outdoor garden area.

Heroes on the Water provides kayak trips for wounded veterans. The organization also provides



# for Wounded Warriors

Story and photo by John L. Thompson  
Houston Battalion

a platform to enhance the fitness and upper body strength of veterans. In addition to the fitness portion, getting away from doctors and hospitals is as therapeutic, according to Garrett.

Veterans Outdoors takes wounded warriors hunting in Texas and New Mexico.

Thanks to his service in the Army, Garrett has fished all over the world.

“Iraq was the wildest place I fished because the first time was during OIF-1 (initial Iraq operation/invasion),” Garrett explained. On the other end of the scale was Korea, where he was not allowed to have car. “I rode eight to 10 miles on my bike just to go fishing. It was interesting catching three pound bass that had been introduced to the country less than 10 years ago.”

Garrett, assigned to Pearland Recruiting Station in the Houston South Company, said he intends to treat his fellow Soldiers to some serious time on the water and show them the joys of catching fish in the local ponds and lakes. But, only being on the “recruiting trail” for a month, he admitted it will take him a while to establish himself in the battalion before he can take time for that pleasure.

As a Soldier and recruiter, Garrett has just the right bait when it comes to advising young men and women on career opportunities with benefits. As a mentor of junior enlisted Soldiers, he hopes to continue as a positive influence with young Future Soldiers and prospects interested in an Army career.



# SITE REDESIGN

U.S. Army Accessions Command

**H**ave you visited goarmy.com lately? The recruiting site has more than a face lift. The streamlined site has new branding, greater functionality, new navigational features and many exciting enhancements to improve the user experience.

Navigational changes were made to get people to the right information as quickly as possible. The main contact navigation has moved to the top of the page and also to the new mega footer at the bottom of the page. The new mega footer is consistent across the entire site and features quick links to “Talk to Us” functions, as well as our social networking sites.

The site kept the main marquee experience, which features an in-depth look at specific topics important to site visitors such as Basic Combat Training and Officership. There is, however, a new area just below the marquee called “touts.” This section spotlights featured areas of interest, as well as crucial Army missions, allowing users to navigate quickly to the content.

The area just below the touts contains some additional new features that you’ll see throughout the site. Content from live environments such as the Ask a Soldier Discussion Board, Facebook and Army Strong Stories is pulled into this area allowing users to quickly see what everyone is talking about on Army social media pages. Another exciting feature used throughout the site is the video player, which pulls videos from the new video repository, allowing users to search all goarmy.com videos by category, keyword and/or tags.

Look for more enhancements to the site during the next few months as the goarmy.com Web team continues to improve the overall site experience.

## New Features

### At the Ready

“At The Ready” features an inside look at three Army careers: airborne infantry, combat medic and military police.

This new experience includes a short instructional video featuring an instructor from the corresponding Army school. The instructor provides an overview of the career, and then gives a quick lesson on accomplishing a specific task required in that career field. The user is then put to the test as he or she is faced with a real-life scenario and must make decisions based using the training just received. For instance, the airborne infantry Soldier must steer a parachute and drop the rucksack in the correct order to complete the mission.

### I’ve Got Skills

The Army partnered with ESPN to produce “I’ve Got Skills,” a new 10-part video series with a sports twist. This new feature compares military careers to similar professions in the sports world. You will get to see Soldiers on location with their civilian counterpart learning more about what these sports figures do in their day-to-day profession. In turn, the civilian sports figure joins the Soldier on location to watch them perform day-to-day activities.

You will get to see an Army unmanned aerial vehicle operator connect with a Sky Cam team that covers the University of Connecticut football games. In another video, an Army nutritionist works closely with an NBA chef. The series runs through late April.

Coming soon is a completely mobile version of goarmy.com, as well as iPhone and Android apps.

The screenshot displays the goarmy.com website interface. At the top, there is a navigation bar with links for 'TALK TO US', 'REQUEST INFO', 'LOCATE US', 'LEARN HOW TO JOIN', and 'APPLY ONLINE'. A search bar is also present. Below the navigation is a large marquee for 'BASIC TRAINING' featuring a soldier on a phone. Underneath the marquee is a 'touts' section with three featured items: 'ACCOMPLISH THE IMPOSSIBLE', 'EXTREME ENGINEERING', and 'ARMY CAREER EXPLORER'. The main content area is divided into three columns: 'ARMY STRONG VIDEOS', 'COMMUNITY', and 'ARMY STRONG STORIES'. The 'COMMUNITY' section shows a Facebook discussion and a video player. The 'ARMY STRONG STORIES' section features a video of Tracey Lyons. At the bottom, there is a 'HAVE A QUESTION?' section with contact options (Email, Chat, Phone) and a 'REQUEST INFO' button. The footer contains links for 'Call Us', 'Privacy & Legal', 'Technical & Site Feedback', 'Site Map', and 'Para Pages'.

# Training Before Basic Key to Future Soldier Motivation

Story and photo by John L. Thompson III  
Houston Battalion

**A** La Marque, Texas, Soldier truly knows the meaning of multitasking. During Sgt. Mellissa Ward's first seven years of Army service, she deftly balanced two deployments to the Persian Gulf, leading and mentoring Soldiers while pursuing a college degree.

Sergeant Mellissa Ward today continues to pursue a bachelor's degree in business management, while soldiering full time. This young leader teaches and mentors Future Soldiers, while seeking improvement to make her a better NCO. As an Army recruiter, she embraces the responsibility to develop the next generation of Soldiers before they begin their military training.

"Without direction, you can't bring up-and-coming Soldiers to where they need to be," Ward admitted. "Ultimately these are the same people who are going to take over our Armed Forces when we retire. We want to make sure we are training them to a high standard. It is our job to do that so when I retire I will feel safe going to sleep at night."

Ward recently completed her first year of recruiting duty. She said she explains to each Future Soldier she contracts into Army service what it means to be a Soldier. She does so by discussing the responsibilities Soldiers embrace others in our society do not. She says by doing this she inspires Future Soldiers and sometimes she finds a young man or woman who joins who renews her excitement about being a Soldier.

"She is a Future Soldier who is completely motivated," Ward explained. "She is ready to do what it takes...ready to become a Soldier and serve her country."

"Right now, she is really young, but she knows where she wants to go, she knows what she wants to do; she is setting stepping stones for herself."

As a female Soldier, Ward provides a perspective to female candidates and Future Soldiers, which a male Soldier finds difficult. Through her experiences, she says she address issues women contemplating Army service have. She often addresses issues ranging from difficulty of combat basic training to the military's constraints of wearing makeup.

Two Army Values Ward stresses to all Future Soldiers are loyalty and integrity. For Ward, those two values work in tandem to build effective teams and form the ability for Soldiers to earn each other's trust.

For Sgt. Mellissa Ward and her fellow Army recruiters in the Baybrook Recruiting Station, those values bind them together and make them an effective team when it comes to their ongoing mission to maintain an "Army Strong" Army.



# ASK YOURSELF

# GOT RESPECT

By Rick Welling

Doctrine Division, Recruiting and Retention School—Forward

Sound leadership and the principles of war alone cannot provide a solid foundation for the Army. The Army must be a value-centered institution with a moral justification rooted in the fundamental principles cherished by all free people and manifested in the values stated in our constitution.

In other words, the Army must be composed of professionals who understand and practice the Army's seven core values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

The Army Values are more than something you think about — they are something you do. To keep our values strong, we must exercise them — in every decision, in every conversation, in all that we do, every day.

Many of the universal values and virtues that contribute to the good of the individual and society and affirm our human dignity are derived from the value of respect. Let's focus on the value called respect, then you decide whether you ... got respect!

Respect means being thoughtful of or showing regard for another person or thing. Respect also includes treating everyone and everything, to include oneself, with dignity. When you show yourself respect it is called self-respect. Self-respect is what allows a person to act in positive ways and to stand up to harmful or hurtful actions.

The idea of respect reflects the idea that we often call the Golden Rule. Field Manual 6-22 says, "Respect for the individual is the basis for the rule of law — the very essence of what the Nation stands for. In the Army, respect means treating others as they should be treated. This value reiterates that people are the most precious resource and that one is bound to treat others with dignity and respect."

Most of us were taught from childhood to respect our elders, our teachers, the feelings of others, law and the values and customs of our family and country. We were also taught to respect the values and customs of people from different countries and cultures. This fundamental value is absolutely critical to the overall morale and welfare of Army personnel.

A unit that works under a cloud of disrespect — where respect for others is uncommon, or where the leader or leaders have failed to earn the respect of the team — is destined for failure. No one works well, much less at an optimum level, in an environment where the person does not feel respected or valued. In the short run, a leader might compel performance with threats of punishment or promises of reward. Long term success and the ability to build and adapt for the future demand an environment of respect.

FM 6-22 instructs us to "consistently foster a climate in which everyone is treated with dignity and respect, regardless of race, gender, creed, or religious belief." Successfully building such a "climate of respect" requires strong leadership by example. "How a leader lives the Army Values shows subordinates how they should behave. Teaching values is one of a leader's most important responsibilities. It helps create a common understanding of the Army Values and expected standards."

However, we must understand that fostering a climate of respect is not solely the leader's responsibility. Every member of the team is responsible for their actions towards others and the impact of those actions upon the unit. The old adage that "one bad apple spoils the whole barrel" is absolutely true when it comes to respect. If a member of the unit fails to respect others, it won't be long before resentment builds, divisions occur, and the climate of respect is totally destroyed.

Respect and self-respect are also deeply connected. It's almost impossible for us to respect others if we don't respect ourselves. It's equally hard to respect ourselves if others don't respect us.



Loss of self-respect occurs for many reasons. We lose self-respect by slipping into actions or habits — alcohol or drug abuse, for example — that run counter to our values. We also lose self-respect when we endure abuse or disrespect from someone we love or respect or should respect, such as a supervisor or commander.

People are respected for their actions toward others and toward themselves. This lesson can be driven home every day for a recruiter. When a recruiter walks into a high school in uniform, the respect toward their uniform is felt through the many glances and comments they receive from the students and faculty. These looks and comments speak volumes about the criticality of respect.

Treating Soldiers with respect is the most important display of professionalism a leader can show to subordinates. An on-the-spot correction delivered with loud profanity or coarse language will quickly destroy respect and probably loyalty as well. Even worse is when a senior NCO disrespects a junior NCO with profanity or name calling, such as calling them “stupid” in front of their subordinates. Such conduct debases the junior NCO in the eyes of his Soldiers. There is a tactful way to deal with a deficiency, regardless of the situation. Nobody wants a “hot head” to lead them on any mission.

We are all different. We look different; we come from different cultures. Some of us can do things other people cannot. We must treat each other respectfully despite our differences, as we all have similar needs and feelings.

To know one’s worth and to honor the worth of others is the true way to earn respect. Respect is an acknowledgment of the inherent worth and innate rights of the individual and the collective. These must be recognized as the central focus to draw from people a commitment to a higher purpose in life.

To develop the value of respect within the self and towards the others is a challenge. We all encounter obstacles in everyday life,

## Some thoughts regarding respect

- We mock when we don’t understand.
- Learn about people and cultures.
- Key is understanding.
- Recruiters have a great opportunity to get out into America and its communities.
- Knowledge increases your understanding and helps develop respect for what others do — you now understand the ‘Why?’ behind their actions.

and we need self-confidence to deal with circumstances in a self assured manner.

The way one shows respect varies, but its essence is the display of regard for the worth of people, including oneself. We have no ethical duty to hold all people in high esteem or admire them, but we are morally obligated to treat everyone with respect, regardless of who they are and what they have done. We have a responsibility to be the best we can be in all situations, even when dealing with unpleasant people.

Respect focuses on the moral obligation to honor the essential worth and dignity of the individual. Respect prohibits violence, humiliation, manipulation and exploitation. It reflects notions such as civility, courtesy, dignity, autonomy, tolerance and acceptance.

The Army Values can be mere words on a page or a compass for life. It’s up to each of us to focus on the basic building blocks of military leadership to accomplish our missions. This is illustrated best by looking at the Army Values and using the acronym LDRSHIP. The acronym represents our values: Loyalty, Duty, Respect, Selfless service, Honor, Integrity, and Personal courage. Thinking about the true significance of each word will improve your leadership skills.

So ask yourself: do you got respect?

Motorcycle safety is a

# TEAM EFFORT



## USAREC Safety Office

Recruiting Command has more than 1,400 motorcycle riders and, with warmer temperatures, escalating fuel costs and relatively lower initial cost for purchasing a motorcycle, many more Soldiers and Army civilians may choose this mode of transportation.

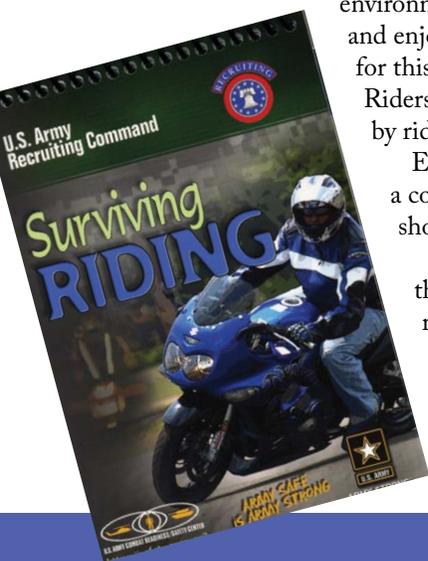
According to a Jan. 29 “Safety Sends” message from the director of Army Safety, the Army has already experienced 11 fatalities to privately owned motorcycle (POM) accidents this fiscal year. In USAREC, three motorcycle accidents were reported in the first quarter — one a fatality. In fact, USAREC has averaged two motorcycle deaths a year, over the last five years.

In Fiscal Year 2010, the Army lost 40 Soldiers to many of the same types of accidents the Army Safety Center is already seeing this year. A review of the preliminary loss reports for each of these motorcycle fatalities indicates the common risk factors of rider inexperience, speed, lack of personal protective equipment and lack of approved motorcycle rider training are contributing factors in each of the accidents.

To help combat these needless motorcycle losses, the U.S. Army Combat Readiness/Safety Center developed the Motorcycle Mentorship Program to establish voluntary motorcycle organizations where less experienced riders and seasoned riders can create a supportive environment of responsible motorcycle riding and enjoyment. Leader engagement is critical for this and other safety programs to succeed. Riders must also want to do the right thing by riding smart and riding safely.

Every rider in USAREC should have a copy of the “Surviving Riding” guide shown at left.

In addition, all riders must complete the USAREC motorcycle and ATV rider agreements to make them aware of the training and personal protective equipment requirements, and ensure one-on-one counseling is taking place between riders and their immediate supervisors.



## Purchasing a Motorcycle? What Leaders Should Ask Their Soldiers

### Why do you want a bike?

#### What will be the primary use for your bike?

- Weekend riding for enjoyment
- Affordable transportation
- Work commuting
- Trips

### Have you determined the overall cost?

- Initial cost of the bike
- Insurance
- Personal Protective Equipment/safety gear

### What level of training have you had?

- Basic Riders Course (BRC)
- Experienced Riders Course (ERC)
- Military Sportbike Riders Course (MSRC)

### What motorcycle is right for you?

#### Did you find the right fit?

- Sport
- Standard
- Cruiser

### What safety gear do you have?

Personal Protective Equipment (PPE) is mandatory for the following personnel while operating or riding as a passenger on a motorcycle, moped, or ATV: all Army military personnel at any time, on or off a DOD installation; all Army civilian personnel in a duty status, on or off a DOD installation; all personnel in or on a DOD-owned motorcycle; and all persons at any time on an Army installation. Refer to AR 385-10.

Army Motorcycle Mentorship Program: <https://safety.army.mil/mmp/>

# Have a Burning Medical Question?

## Ask the Command Surgeon

In an effort to optimize communication between the command surgeon's office and recruiters across the country, we are introducing a new question and answer section to the Journal. The goal is to open a dialogue about issues that might not only concern the specific questioner, but also readers across the command. We encourage your participation and look forward to hearing from you.

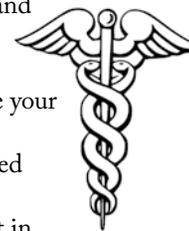
Better known by our names attached to medical waiver requests, three experienced physicians serve as medical waiver authorities within this directorate.

Dr. William Wong initially served as the command surgeon in 1998. A specialist in obstetrics and gynecology, Wong retired from active duty and has continued to serve USAREC as a waiver authority since.

Dr. David Gerkin is a very knowledgeable clinician with a vast breadth of clinical expertise. His specialty as an ophthalmologist has been a tremendous asset, since medical waivers for eye conditions are among the most common daily waivers for accession. Serving twice as a command surgeon, he too has a long, distinguished military career, which adds another dimension to his qualifications.

Lastly, I am Lt. Col. Gail Glushko, the newest physician on the team. An internal medicine specialist with subspecialty training in allergy, asthma and immunology, I've served in various capacities throughout my nearly 18-year career. I just completed a tour as the medical director for the Fort Drum MEDDAC prior to becoming USAREC Command Surgeon.

Address your questions by e-mail to [rjournal@usarec.army.mil](mailto:rjournal@usarec.army.mil) and look for answers in the next issue.



### Q: So what's the big deal about high blood pressure?

**A:** Blood pressure is considered a vital sign for a reason. It is a reflection of how a person is doing, both physically as well as emotionally. Many factors can affect a person's blood pressure and if consistently elevated, it is important to pursue a more in depth evaluation in order to identify the potential cause and address it.

Elevated blood pressure, also known as hypertension, is unfortunately a common condition in adults. A "normal" blood pressure is 120/80. Pre-hypertension is considered to be 121-139/81-89 and hypertension is categorized as anything over 140 for the upper number or greater than 90 for the lower number. The upper number indicates how much pressure the heart muscle encounters when it is contracting to force blood throughout the body and the lower number represents the pressure when the heart muscle is fully relaxed and filling with blood.

When reviewing medical waiver requests, each Future Soldier's packet is evaluated thoroughly. If a blood pressure is elevated, it is repeated. If the blood pressure is consistently elevated, it really needs to be evaluated further and not ignored.

In the predominantly younger population who desire to be applicants, the most likely factors are relatively easy to address.

First of all, diet is very important. Caffeinated products such as carbonated beverages/sodas, coffee and any of the numerous "energy" drinks can significantly elevate blood pressure. Foods high in sodium/salt such as chips, fries, canned foods and "fast food" increase fluid retention by the body, which increases the blood pressure.

A sedentary lifestyle, especially when combined with a few extra pounds, can increase blood pressure. Likewise, better aerobic fitness will lower blood pressure as well as the heart rate. A third factor, but by no means any less important, is stress reduction. Undergoing a physical exam especially for a younger person can create situational anxiety which can elevate a person's blood pressure. In this setting, waiting several minutes and then repeating the person's blood pressure usually results in a lowered blood pressure.

Highlighting these recommendations to your applicants before they go to the MEPS for their physical may provide a more streamlined accession process by not creating the need for additional blood pressure assessment.

Waiver requests for individuals with consistently elevated blood pressures that can be categorized as hypertension will most likely be disapproved because they need to follow up with their primary care provider/clinic for further evaluation and treatment.

Once a cause can be identified and addressed and the blood pressure has normalized, the waiver request can be submitted for reconsideration.

# Chicago Auto Show Engages Crowds

## Both Event, Army Exhibit See Increase in Visitors

Story and photos by Mike Scheck  
Chicago Battalion

The 2011 Chicago Auto Show 10-day run at the McCormick Place Convention Center in February far exceeded the local organizers' expectations and the Army Accessions Command's goals in visitors, leads generated and on-site interviews conducted at the Army exhibit. Projections showed that the auto show drew 10 percent more guests than last year.

The success of the Army Exhibit is a direct result of the great relationship the Army has with the city of Chicago, according to Lt. Col. Brian Bassett, Chicago Battalion commander. "Chicago is an extremely military friendly city and the citizens are truly appreciative of those in uniform. The Army's display at the Auto Show provides us the opportunity to communicate to a large number of citizens from the Chicagoland area the opportunities and benefits of service in the United States Army and Army Reserve."

The Chicago Auto Show is the major event on the National Conventions Division's schedule, according to Charles Bradshaw, one of the key facilitators of the Army exhibit.

"This event is our largest event of the year and, as a result, our lead exhibitor is dedicated solely to the planning and coordination of the show," Bradshaw said. "This is a prime opportunity to come face to face with our target market and tell our individual Army stories."

The diversity of the recruiting force in the Army exhibit provided a much broader recruiting message, according to Bassett.

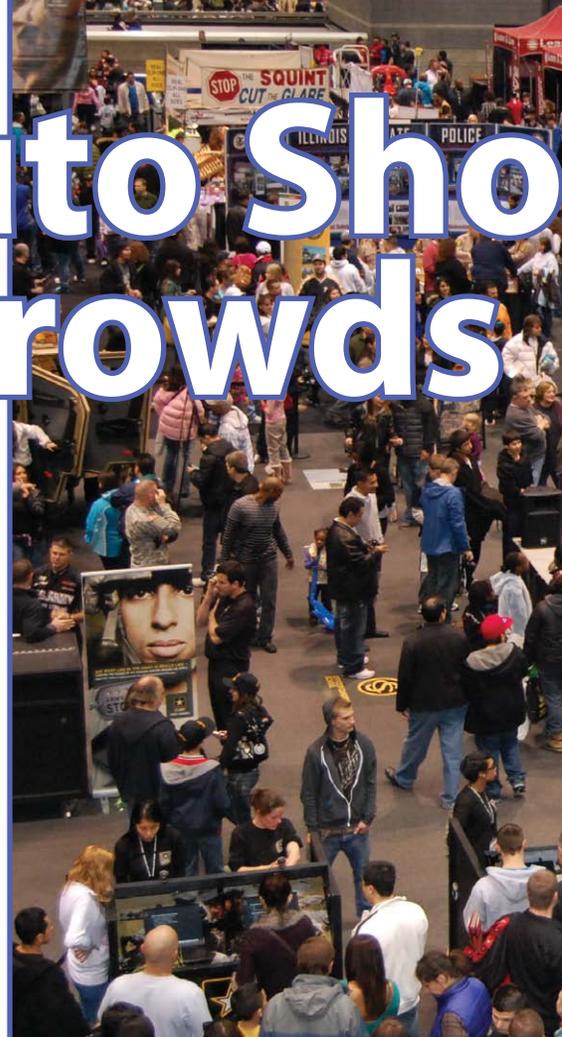
"The partnership with AMEDD,

ROTC and the Chicago Recruiting Battalion provided a tremendous opportunity to present to the public a much wider explanation of opportunities for service," Bassett said.

"Whether it is enlisting in the Army or Army Reserve, attending ROTC to earn a commission or enter the Army in the medical field, there were recruiting personnel on site throughout the show to discuss and explain the various opportunities to serve their country. The show also provides us a great opportunity to meet civic, business and educational leaders in the Chicagoland area and solicit their support as advocates of the Army," Bassett said.

The Army's 12,000 square foot booth was a joint effort involving a number of Army units including the Accessions Command G-7/9 National Conventions Division, the Chicago Battalion, the Chicago Army Medical Recruiting Department and local ROTC units. Vehicle support was provided by the U.S. Army Tank Automotive Research Development and Engineering Center (TARDEC) that brought in two diesel hybrid trucks. The Tank Automotive and Armament Command (TACOM), headquartered in Warren, Mich., provided a Stryker and subject matter experts. Army Sgt. 1st Class Don O'Neil, a local medical recruiter, brought his own personal vehicle to the show — a 1,300-plus horsepower nitro-methane burning, 200-plus mile-per-hour dragster.

The Army vehicles on display fit in nicely with the Auto Show's emphasis on "green" technology. The Quantum Technologies Clandestine Extended Range Vehicle (CERV) and the Future Tactical Truck System (FTTS) represent the Army initiative to provide next generation Joint



This photo of the Army exhibit at the 2011 Chicago Auto Show gives a bird's eye view of the 12,000 square-foot booth. In the foreground is the Army Strong stage as guests compete in the push-up competition under the watchful eye of Army drill instructors. RIGHT: Prospective applicants take the Enlistment Screening Test in the interview booth at the Army exhibit. Recruiters conducted more than 250 interviews over the show's 10 days.

Light Tactical Vehicles and high performance light duty off-road hybrid trucks.

The CERV's target mission, according to Quantum, "would be related to special operations-type missions involving reconnaissance, surveillance, targeting, search and rescue and assist with field rescue operations."

The FTTS was designed, according to engineers, to replace the existing wheeled vehicle fleet that proved unable to keep up with current combat operational tempo due to its cumbersome logistical footprint, poor C-130 deployability and poor fuel economy.

The major draw for the Army exhibit



was its emphasis on being interactive. The booth offered guests high tech in the form of the Defender Element full-scale gaming system and the Strong Futures exhibit touch screen computers that display Army Strong stories.

Although technology kept the booth active, what kept it jumping was the low tech Army Strong Challenge presented by the Army drill sergeants from the Acces-

sions Support Brigade. Throughout the day, participants lined up 10-deep to take the push-up and pull-up challenge to earn an Army branded T-shirt and a chance to win an iPod.

This year's booth also featured the 113th Army Band "Dragoons," who performed jazz sets at the First Look for Charity Gala and during opening day. Miss Illinois 2010, Whitney Thorpe-Klin-

sky, a strong supporter of the Chicago Battalion, made three guest appearances at the Army exhibit, signed over 600 autographs, posed for pictures and presented iPods to the Army Strong Challenge winners.

Local sports team members from the Chicago Fire Major League Soccer franchise and the Chicago Sky of the WNBA also made guest appearances and signed autographs in the Army Exhibit.

Behind all the unique vehicles, games, giveaways and special guests, the central focus of the Army's Auto Show exhibit is to prospect for Future Soldiers. The six Chicago Recruiting Companies provided recruiters to work the crowd, answers questions on Army programs and benefits and conduct on-site interviews. And since all the show's logistics and day-to-day operations were carried out by the Conventions Division and the advertising agency staff, recruiters were able to just recruit at the show.

To further penetrate the local high school market, the battalion targeted the more than 180 local high schools that visited the show by serving as one of the elements of the Auto Show's annual scavenger hunt. All students were required to visit the Army exhibit and gather information on one of the vehicles on display.

The recruiting companies also hosted Future Soldier events each day and held daily ceremonial swear-ins.

So what's the return on investment for Army recruiting at the Auto Show? Only time and a good follow-up plan will tell. The total count of people registered to enter the exhibit was just over 20,000, with over 12,600 in the ideal demographic ages of 17 to 41. That's a 30 percent increase over the 2010 Auto Show.

Chicago Battalion recruiters also conducted over 256 on-site interviews at the show. Multi-colored wrist bands distinguished visitors between those within the target demographic with a propensity to join and those less qualified. This allowed recruiters to focus their efforts while working within the exhibit space.

"Any time you can tell the Army story and as a result someone decides to become part of our team, it's worth every penny," Bradshaw said.

"Our expectation is that these individuals, approximately 30 to 40, will join the Army in the near future," according to Bassett.

## Honorary Title Given to Recruiter for Going Beyond Call of Duty for Mentoring, Volunteer Work

By Fonda Bock  
Medical Brigade

“Staff Sgt. Rawls is a ‘Man With a Mission.’ It won’t earn him any medals or gain him a place in the history books, but it will change countless lives of students at Orange Park High.”

That sentence begins the second paragraph of an article published in a 2009 e-newsletter for the Orange Park, Fla., high school. Written by marine science teacher Vicky Loehr, the article is about Staff Sgt. Rodney Rawls, an Orange Park Station recruiter who was named an honorary faculty member in 2009 and given an office for all his volunteer efforts at the school.

Since spring 2008, Rawls has spent countless hours mentoring students, organizing recruiting events, chaperoning dances, attending sporting events, volunteering to help at football games, helping with security, donating school supplies and organizing clothing drives for students. In 2009 he organized a coat drive after he saw students walking around with no coats.

“I asked the students where their coats were,” said Rawls, “and they said they didn’t have one. I contacted Ms. Loehr and we decided something had to be done. Even though it only gets in the low 50s [here] that is a big difference when the temps are [normally] in the upper 90s all year long. I got with my local community and was able to get over 100 coats donated.”

Loehr said one of the most potent things Rawls does is serve as a role model.

“He stops by my room to say hello, introduce new recruiters, wave and smile at the kids and walk through the cafeteria. He will stop, chat, hand out cards and visit with the students and be a very powerful and visible presence.”

Rawls said two of the students he mentored wanted to join the Army but weren’t going to be able to because they were not on track to graduate. Rawls said he set up a tutoring program for the students with one of their teachers.

“I hold them accountable and said, ‘If you want to join the Army this is what you have to do. You have to attend school every day and I’m going to monitor your attendance on a daily basis and your grades on a weekly basis.’ It was hard work because some of their grades were way



Staff Sgt. Rodney Rawls manned the Army table during a military career day at Orange Park High School in Orange Park, Fla., Nov. 5. Rawls also brought the rock climbing wall (confidence course) and Army Hummer to the event.

below an F. But I can truly say they got their grades up to a B.”

Shortly after graduating in 2009 both students joined the Army. Three other seniors Rawls is currently mentoring plan to enlist after getting their diplomas.

“Many of these students will enlist and become Army Strong because Staff Sgt. Rawls cared enough to talk to them about career goals, urged them to take the ASVAB test and mentored them throughout the year,” said Loehr. “For some, he may be the only positive role model they will know as young adults.”

Rawls’ former station commander Sgt. 1st Class Jose Delgado, who left in spring 2010, encourages all his NCOs to volunteer in their schools.

“It’s invaluable; it’s a win-win situation for the recruiting station, USAREC and the student body. Staff Sgt. Rawls has built such a strong partnership with his school that he has unlimited access to the principal. Parents are also familiar with [him] not only from house visits but from student orientation meetings and back-to-school events. This has created an excellent Army recruiting image at Orange Park High School in addition to the community because it’s allowed faculty, students and parents to fully appreciate that Staff Sgt. Rawls cares about the students whether they join the Army or not.”

Rawls’ assignment in USAREC will end this summer. He said he will get to walk with the graduating class this year, and he admits it will be a bitter sweet moment.

“I’m sad I have to leave that school, I have gave over 100 percent. I didn’t do it for the fame or recognition; I did it because I realize that I was in a position to give young men and women opportunities [beyond] their expectations. Also, the staff at Orange Park High now fully understands the benefits and the opportunities students have with the Army programs. I will be leaving good people behind, but I will be leaving the school in a better position for the next recruiter. The school was always open to recruiters, but now it’s wide open.”

Rawls is returning to his logistics MOS and expects to PCS sometime in July.

# Great Lakes Soldier Invited to Oprah's 'Bravest Families in America'

By Gabriel Morse  
Great Lakes Battalion

Excited chatter from the crowd creates a low hum of expectation in the studio. Audience members shift in their seats impatiently, trying occasionally to peer back stage as they hope for a glimpse of the show's host or other celebrity. Camera crews pan the crowd as various show staff talk into microphones, adjust furniture on the stage, change lighting, and energize the audience. Cue cards printed with large words like "applause" and "quiet" lean against the stage.

Uniformed members of the U.S. military sit as honored guests in the front rows, swapping stories. The wait feels interminable despite the adrenaline and excitement building. Suddenly, the lights dim over the audience and light the stage. Applause breaks out as Oprah Winfrey, one of America's favorite daytime show hosts enters to greet her audience.

Among the specially invited guests for the January 21 taping of the Oprah Winfrey Show's "The Bravest Families in America with First Lady Michelle Obama, Tom Brokaw and Bob Woodward," sat Staff Sgt. Shelby Bixler, Great Lakes Battalion's Port Huron Recruiting Station team leader and her mother, Julie Bixler.

Bixler, a 10-year veteran of the Army said when she filled out the audience request form she thought, "Yeah, right!" about her chances of attending. Driving from her recruiting station in Port Huron, Mich., to Harpo Studios in Chicago took seven long hours due to a "pretty intense" winter storm. Despite the long drive, she believes it was well worth it.

Honored to be invited to attend in uniform, Bixler was quick to point out that at least seven other uniformed military personnel and their families sat with her, and that most of the audience either knew someone or had someone serving or who had served in the military. Special guests on stage or viewed onscreen included the family of military members injured or killed during the war.

One highlighted story was of an Army sergeant whose combat injuries included blindness and brain damage, and how his wife was now responsible to care for him as well as their young children. Another story told of a mother whose son had been killed in combat. One audience member described how her son had been killed by an improvised explosive device in Afghanistan; and that she honors his memory by staying in contact with one of his buddies who survived the attack.

"It really hit home," said Bixler. "Their stories continue to validate the importance of my job as a recruiter. We are leaders and

role models in our community, and we must continue to keep in contact with these families after their loved one joins the military. Our responsibility as recruiters and as Soldiers doesn't end after the recruit ships out for training. We have to take care of our own and their families," she said.

Special guest First Lady Michelle Obama stressed the importance of helping military families with more than just kind words. Former news anchor Tom Brokaw stated that despite the Iraq and Afghanistan wars being the longest in U.S. history, Americans are not as involved as they were in previous wars.

Oprah admitted that she could not name one person she knew currently serving in the war, but would take action by adopting a military family.

Oprah, Obama, Brokaw and Woodward all called for Americans to assist military families. The First Lady personally urged Americans throughout the country to use their various skills and abilities to help however they could. "There are things as a nation we can do, big and small. It's not a difficult thing to do," she said.

During taping of the program, which aired January 27, Bixler also found herself fascinated with the amount of work and complexity of effort it took to put the show together.

"It was pretty interesting because it wasn't as fluid as it appears on television", she said. Directors and makeup artists visited the stage frequently to adjust wardrobe and makeup, and Oprah took time between segments to shake hands with as many audience members as she could.

According to Bixler, Obama and Brokaw were both "well versed, sincere and active with military families and Soldiers across the world," and Oprah was "very down to Earth and appreciative of all military personnel."

"I would absolutely do this again," Bixler said. "What made the biggest impression was that each guest agreed just saying 'thank you' is not the only thing America can do for our veterans and their families. Having my mother by my side at this taping was very fitting, since she has been so supportive of my efforts in the Army."



Staff Sgt. Shelby Bixler and her mother, Julie Bixler, pose at Harpo Studios in Chicago, where they attended a January taping of the Oprah Winfrey Show.

COURTESY PHOTO

# Gamers Decode Army Values in America's Army

Story and photos by Jorge Gomez  
Milwaukee Battalion

After a grueling eight hours of virtual close-quarters combat on America's Army it came down to an undefeated team of four pitted against a team from the consolation bracket in a double elimination tournament. Yet for all the experience the "A-Team" picked up getting to the finals, the gamers failed to communicate when it counted the most — committing fratricide twice.

The A-Team lost bragging rights and settled for second place among 26 teams who competed in an America's Army gaming tournament Jan. 29. The Milwaukee Recruiting Company hosted the event at the Army Strong Zone, an Army recruiting mall storefront in Greenfield, Wis.

"We tried to stick together and talk to each other but at some point we just miscommunicated," said Benjamin Martinez, a Hamilton High School senior. "The other team couldn't have been much better. They were in the [consolation] bracket."

Adam Morton-Gunderson, a Union Grove High School senior, from the winning team disagrees. His team lost a match halfway through the tournament and was dropped down to the consolation bracket. But they learned from their mistakes and overconfidence and regained momentum to face off Martinez and his squad in the final round.

"We worked together and made a plan of who would go where and what weapon we would each have," said Morton-Gunderson.

It's no surprise that the strategy implemented by Morton-Gunderson's team resulted in victory. The game is designed to reward those who follow the Army Values and work as a team. Morton-Gunderson's team made a mistake early enough to learn from it, said Rob Lee, a technical integrator for U.S. Army Recruiting Command. Lee provided recruiters training in the setup and operation of a local area network game tournament.



Felix De Los Santos from Carmen High School beats the competition during an America's Army gaming tournament Jan. 29 at the Southridge Mall Army Strong Zone in Greenfield, Wis. De Los Santos and his buddies placed second out of 26 teams in the event.

"I can watch at a team play and tell whether it has a chance of reaching the finals," Lee said. "The best teams are the ones that are communicating with each other and work as a group. When you have teams that operate as individuals, they eventually get eliminated from the competition."

Good teams know where their buddies are and quickly heal each other when they're injured instead of suffering a loss. That keeps a team surviving longer than those who don't, he said.

The game features are intended to relate the Army Values into a winning strategy. Those who understand this are the ones who typically make it to the winner's circle, Lee said.

At the tournament, more than half of all players noted they had previously played the game online. Yet for Morton-Gunderson, playing against an opponent across a table made the experience intense.

"This was more realistic than online playing. And we got to win something in the end," said Morton-Gunderson.

Recruiters towered over game play to enforce rules, keep the pace moving and maintain the integrity of the game, said Staff Sgt. Nicholas Dimiceli, Milwaukee Company recruiter.

The winners took home iPods. The second place team received hats and T-shirts. All gamers won the privilege of meeting real-life Soldiers and being one virtually.



Teams of four players go through six rounds of tactical missions against opposing teams on America's Army at the Army Strong Zone. Recruiters enforce rules and etiquette to maintain game integrity.

## Hands-On West Point Trip Motivates New Jersey Future Soldiers, Recruiters

By Chief Warrant Officer 2 Adam Sternglass  
Elizabeth, N.J., Recruiting Station

Outdoors was a snowy February; inside a darkened room, Future Soldiers started firing their weapons at video-generated silhouettes. Next, they fired at little enemy combatants, who were scurrying and taking cover at an abandoned manufacturing site. The scene looked like somewhere in the Northeast.

“That screen reminds me of some old places back home,” said Tayla Lassiter, 17, from Union, who will become an Army aviation operations specialist, 15P.

Lassiter was one of 65 Future Soldiers from the Northern New Jersey Recruiting Company who spent a Saturday at West Point, N.Y., for a day of weapons handling, combat simulations and military formations, as well as a tour of the historic academy.

Lassiter said it was a great opportunity. “I will not go to basic training oblivious.”

Another participant - who asked to remain unnamed - admitted to thinking about backing out of his enlistment. “Now that I got a taste of all this, I really want to become a truck driver for the Army.” He will become an 88M.

“This type of day motivates them,” said Staff Sgt. David Sperry. “It motivates me.”

The 12 recruiters from eight stations said they liked their re-familiarization as teachers.

Staff Sgt. Robert Lanier showed the Future Soldiers the uses of an M-4. “I definitely get into this.”

Most participants were high school seniors. Some were unemployed or disenchanted professionals. Michael Echan, 29, from New Providence was a laid-off baseball sports writer.

“Basically, I joined the Army because I needed to do something useful with my life,” said Echan, who knows Yogi Berra and David Aardsma. “I wasn’t about to let my skills and intelligence as a reporter go to waste.”

Echan, who enlisted to become a 19D, Cavalry Scout, said he plans to write about his experiences.

After the cadet-led tour through noted buildings, dorms, classes and past statues of the institution’s famous students, Echan, who has his bachelor’s degree, said he “definitely won’t rule out Officer Candidate School now.”

Event organizer Chief Warrant Officer 2 Robert Renny said, “People can soak up the military history here.”

## Massachusetts’ Springfield Company Grassroots Program Off to Successful Start

Story and photo by Jane Spass  
Albany Battalion

Springfield Recruiting Company conducted its first grass roots advisory board meeting in Western Massachusetts in February.

The event was attended by local mayors, a Congressional Aide to Senator Knapik, the President of Junior Achievement for Western Massachusetts, a school district curriculum director, several veterans representatives, a commander of the area VFW, a former President of the Western Massachusetts MOAA Chapter, local community and family advocates and their local USAR and ROTC partners. Also in attendance, was Civilian Aide to the Secretary of the Army Robert Soeldner.

Major Thomas Fournier, Springfield Recruiting Company Commander and host, welcomed his guests and began by providing an overview brief of the mission and vision of the local advisory board.

Albany Battalion Commander Lt. Col. Thomas Finch focused his brief on the importance of developing partnerships in the community and how these outreach opportunities increase the effectiveness and efficiency of recruit-

ing operations. Finch highlighted the continued importance of developing civilian run community partnerships with local based military units to promote and demystify the nation’s military services.

As Finch began to conclude his brief with a question and answer session, one influencer, Mayor Richard Cohen of Agawam, Mass., stood and gave a testimonial on how he has been involved with Army recruiting and the Community Covenant signing that took place in his town last summer, and his commitment to all members of the armed forces in his community. He also spoke about the importance of assisting the spouses during deployments and his concern for the families left behind.

Next, Mayor Michael Bissonnette of Chicopee, Mass., shared that during this year’s high school commencement exercise, his town would be conducting a “New Soldier” salute. Another guest expressed interest in scheduling physical fitness and nutrition classes in the local high school. Several members provided additional discussion topics for the next meeting. The day proved to be a winner for both the Army and the Western Massachusetts community area.



Chicopee, Mass., Mayor Richard Cohen signs his commitment to become involved.

Malaki Mills checks out the display inside the Fort Bliss career center named after his father, Staff Sgt. Joshua Mills, who was killed in Afghanistan.



## Recruiting Center Named for Soldier Killed in Afghanistan

By Mark Brown

Special Operations Recruiting Battalion

For the first time in its history, the Special Operations Recruiting Battalion has dedicated a recruiting station to a Special Forces Soldier who was killed in action in Afghanistan. The historic Fort Bliss Special Forces Recruiting Station was renamed the Staff Sergeant Joshua M. Mills Special Forces Career Center in a Jan. 20 dedication ceremony.

Mills entered the Army in March 2005 through the 18X program, which allows civilians to go directly to Special Forces Training. After completion of his training, he was assigned to 3rd Battalion, 7th Special Forces Group at Fort Bragg, N.C. Mills was killed when his vehicle hit an improvised explosive device. He is survived by his wife, Magan Mills, and his son, Malaki, his brothers Travis and Kevin, and his parents Tommy and Celeste Mills.

During the ceremony, Col. Joe DeAntona, the Director of Transformation at Fort Bliss, spoke about the man to whom the Career Center is dedicated.

"Today, we celebrate the life and honor the service of an American hero, Staff Sergeant Joshua M. Mills. Staff Sgt. Mills, an El Paso native and a proud member of the coveted Green Berets, paid the ultimate sacrifice on the 16th of September 2009 in Afghanistan. With the support of a very generous installation, the strong Special Forces Brotherhood, and a dedicated and loving family, we formally acknowledge the life and service of this hometown boy and American hero."

Outside the Career Center is an inscribed plaque that provides the details of Mills' commitment and sacrifice to the nation. His father spoke to ceremony attendees and reminded them his son was not the only Soldier killed that night in Afghanistan.

"Thank you for honoring Josh by placing his name on this facility. As much as it's an honor to Josh, it's an honor to this family. I also want to ask that we don't forget that there were other men that were lost that night. There are three other men that lost their lives. We need to show the same honor to those men, the men who have lost their lives in the past, and those who will lose their lives in the future."

Since it was established in 2007, the recruiting station at Fort Bliss has become an integral part of the Special Operations Recruiting Battalion. In addition to recruiting Soldiers at Fort Bliss, the recruiters there are also responsible for Fort Huachuca, Ariz.

Career Center Station Commander Sgt. 1st Class John Ranger, who's been in the Army for over 20 years and a recruiter since 2003, worked closely with post officials and the Mills family while preparing the dedication ceremony. Together they created a memorial inside the recruiting station with Mills' photos and belongings.

"Although I didn't know Staff Sgt. Mills personally, I feel as if I know him now through all of the memorabilia and personal items that we have on display. Soldiers and other visitors who come here to the Career Center can see who Staff Sgt. Mills was and through his loss, the cost of freedom."

## Battalion Implements Level I AFTB Training for Future Soldiers, Families

By Wendy Wilmore

Salt Lake City Battalion

In an effort to reduce Future Soldier loss, Salt Lake City Battalion has begun teaching Army Family Team Building (AFTB) Level 1 Classes to Future Soldiers and their families at each recruiting station.

The AFTB Level I modules - designed for those brand new to the Army - are being taught once a month on a rotating basis to Future Soldiers and their families, as well as Army spouses. Although AFTB classes have long been taught to spouses, the focus of our program is Future Soldier retention, as well as increased parental confidence on Army Values and learning the lingo necessary for their child's success in the Army.

The battalion implemented a topic of the month so all stations offer the same module each month. This simple, yet effective practice has dual benefits. First is the ease of tracking - no more guessing which station had which module when. Second, instructor substitution is much easier in case of vacation, sick leave or an emergency. Replacement instructors have already prepared the module for their own stations and are not excessively overburdened when last minute replacements occur.

Because the classes are taught at the stations, the station commander's and first sergeant's cooperation is essential. Very little time commitment but much support is essential from command. Most classes are given on pre-assigned Future Soldier days, so there is little burden placed on the recruiter. If Future Soldier Day in a station is set for Thursday, then Future Soldiers and their families know AFTB training is the third Thursday of every month.

Attendance ranges from two to 40 per class, and we teach classes no matter what the turn-out.

AFTB classes are offered at three levels. Level II classes are for those people identified as impending leaders, and Level III classes are for life skills and professional development.

The Army feels strongly enough about this program that it gives promotion points to Soldiers who complete all three levels, which are also available online at Army One Source.

# House, Freakley Reaffirm Army's Motorsport Sponsorships

By Tim Hipps  
Family Morale Welfare & Recreation

On the day the House voted 281-148 to allow the U.S. Army to continue its NASCAR sponsorship, Lt. Gen. Benjamin Freakley explained the importance of the relationship to the media at Daytona International Speedway, Fla.

Representative Betty McCollum of Minnesota introduced a measure to ban Department of Defense spending on NASCAR sponsorship as an amendment to the House's spending bill. On Feb. 18 the House rejected the proposed sponsorship ban.

Freakley, commanding general of U.S. Army Accessions Command, said the Army spends \$7.4 million per year on NASCAR and \$3.9 million on NHRA sponsorships. Another \$8 million goes toward activation of the motorsports sponsorships — all the moving parts that complete the Army experience for fans attending race tracks across America.

"We have brought those dollars down over the years," said Freakley, whose command sponsors driver Ryan Newman in the NASCAR Sprint Cup Series and Top Fuel dragster driver Tony "The Sarge" Schumacher on the National Hot Rod Association circuit. "In the three and a half years I've been engaged, we have shaped the races that we're in and we have shaped our sponsorship because it's the American peoples' money.

Freakley said studies indicate that NASCAR provides the best return for the Army's investment in the marketing of military recruiters' desired audience.

During the past three years, the Army got out of the business of sponsoring arena football, motorcycle racing and rodeo bull riding, but stuck with NASCAR, the NHRA and the All-American Bowl, an all-star football game for high school seniors.

"We run the Army's marketing and advertising programs to make Americans aware of the American Army opportunities, options, education and what young people can find if they come to serve us in the Army," Freakley said. "In September 2000, we were directed by the Congress to direct a pilot through NASCAR from all services to connect with the American people through this venue, this great motorsport called NASCAR. We did the pilot and we liked it so much in the Army that we kept it going.

"In my mind, after three and a half years of working with NASCAR, we have a treasured relationship with NASCAR because it gives us a great venue to tell our story as Soldiers where people are receptive — as we call it, a passion point."

In 2010, the Army generated more than 150,000 recruiting leads from its sports-marketing program. One third of those — 46,000 — came from NASCAR and the motorsports programs, Freakley said.

"It's not a day at the track," he explained. "Many people think, 'Why are we spending this amount of money for a day at the track?' This is a yearlong engagement by the Army where we go into high schools, go onto the tracks and use this venue to talk about this discourse about serving in the Army.

"We do know that young people and their parents have this

passion point about NASCAR. We do know that they come to the races. We do know, as you will observe this weekend, they come to the Strength in Action Zone. They talk to our Soldiers. They talk to our sergeants. We have a common dialogue on no threatening ground.

"You're not standing in a recruiting station on the brink of a decision. You're at a NASCAR event to have a discussion and a deep dialogue," Freakley added. "We get a much richer dialogue on this common ground than if we were not here."

Another 25,000 students and teachers attended the Army's education outreach programs that stress the importance of graduating from high school, Freakley said.

"It's not about Army recruiting, it's about awareness and staying on track so you can qualify into the Army," Freakley said. "Only one of four of our youth, 17- to 24-year-olds, can qualify to join the military because of education, obesity or other health issues and conduct. And those same young people probably can't work on a race car because they're not physically fit to work on a race car."

The outreach programs provide youngsters with different perspectives of Army life beyond the battlefields. In some instances, the Army's affiliation with NASCAR actually helps give recruiters access to students.

"Off and on in the American experience, we've had recruiters and ROTC and West Point outreach fully allowed into high schools, and other times we've seen the doors closed," Freakley said. "And sometimes NASCAR opens those doors."

Freakley said the relationship also helps the Army connect with mainstream America, an issue that recent media reports indicate needs addressing.

"Long ago, a philosopher said that to have a great nation, you have to have a Congress, the people and the Army interconnected, and if you break any of those connections, that's where things fail," Freakley said. "This keeps us connected to the American public in this triad partnership."

"We also know that once someone has come to a race and witnessed and visited the Army Strength in Action Zone, visited with our Soldiers, and seen the Army car, they have a 37 percent higher positive feeling about the Army from this experience of the Army in NASCAR.

"Year by year, we review these programs to try to look at the best return on investment that's possible and make the best investment for America to build an all-volunteer Army."

The U.S. Army will sponsor Newman for 15 races this season. Dale Earnhardt Jr., NASCAR's most popular driver, has a half-season sponsorship from the National Guard, and the Air Force will sponsor several races for A.J. Allmendinger. The Navy, Marine Corps and Coast Guard dropped their NASCAR sponsorships in recent years.



Lt. Gen. Benjamin Freakley, the commanding general of U.S. Army Accessions Command, discusses the Army's motorsports sponsorships with the media at the Daytona 500.

**1. What is the acronym used as a memory aid for the Army Values?**

- a. PISHRLD
- b. LDRSHIP
- c. DIPSHLR
- d. HIPRISD

**2. To do what is right both legally and morally describes which Army Value?**

- a. Honor
- b. Duty
- c. Integrity
- d. Personal Courage

**3. Facing fear, danger, or adversity describes the Army Value \_\_\_\_\_?**

- a. Selfless Service
- b. Loyalty
- c. Respect
- d. Personal Courage

**4. True or false? Army Values are consistent and support one another; you can however, follow one value and ignore the others.**

- a. True
- b. False

**5. To live up to all the Army Values is to follow which Army Value?**

- a. Loyalty
- b. Honor
- c. Duty
- d. Integrity

**6. Bearing true faith and allegiance to the Constitution, the Army, USAREC and other Soldiers is an indication you are following which Army Value?**

- a. Honor
- b. Integrity
- c. Personal Courage (Physical or Moral)
- d. Loyalty

**7. True or False? Our Army Values remind us and display to the rest of the world – the civilian governments we serve, the nation we protect, other nations, and even our enemies – who we are and what we stand for.**

- a. True
- b. False

**8. What is the purpose of the oath of enlistment Soldiers solemnly swear?**

- a. To support and defend the Constitution.
- b. To affirm military subordination to civilian authority.
- c. To defend the Constitution against all enemies foreign and domestic.
- d. To affirm they will conform to the Army's Values.

**9. Every Soldier must balance the functions of being a dedicated warrior with the obedience to \_\_\_\_\_?**

- a. the oath of enlistment.
- b. the oath of office taken by commissioned officers and Army civilians.
- c. the Army Values.
- d. the laws of the nation.

**10. Treating people as they should be treated is following which Army Value?**

- a. Duty
- b. Honor
- c. Respect
- d. Loyalty

**11. All Soldiers and leaders will address all command sergeants major as what?**

- a. CSM
- b. Command Sergeants Major
- c. Sergeant Major
- d. Sergeant

The answer key is on Recruiting ProNet. Look for the Recruiter Journal Test Answer link in the left column.

If you want to see the answer key, you must be a member of Recruiting ProNet. If you're not already a member, you're missing out on a great way to learn from other recruiting professionals. To apply for membership, click "Become a member" on the Recruiting ProNet home page: <https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=51486>.

## RECRUITER RINGS

### 2ND MRB

CPT Monifa Reed-Lawrence

### 3RD MRB

SFC Jerald Briggs

### ALBANY

SFC Juan Santana  
SSG Johnny Caldwell  
SSG Candance Clinton  
SSG Brandon Spence

### ATLANTA

SSG Donny Edwards  
SGT Trava Ragas

### BALTIMORE

SFC Germaine Saunders  
SSG Carl Nelson  
SSG Robert Guerra  
SSG Devon Mears  
SSG Tyrone Upshaw

### CHICAGO

SFC Ricky Jones  
SFC Steven Murray  
SSG Brandon Burmeister  
SSG Andrew Dyson  
SSG Charles Rushing  
SGT Alfonso Jones

### COLUMBUS

SFC Jesse Holt  
SFC Jon Stasko  
SFC James Whiley  
SSG Antonio Clayton  
SSG Byron Coffee  
SSG Joseph Dupree  
SSG Justin Harrity  
SSG Leticia Kirk  
SSG James Thweatt  
SGT Andrew Anderson  
SGT Dontress Chinn  
SGT Joseph Hall

### DALLAS

SFC David Briggs  
SSG Michael Aaron  
CPL Jeremy Diaz

### DENVER

SSG Gregory Heil  
SGT William Chesson  
SGT Richard Marte

### HOUSTON

SFC Jason Roseburgh

### INDIANAPOLIS

SFC Tracy Wilson  
SSG Brian Loop  
SSG Phillip Mcfarland  
SSG Scott Valentic  
SGT Calvin Sanders

### JACKSONVILLE

SSG James Horace  
SSG William Knizek  
SSG Willie McClary  
SSG Jason Riney

### LOS ANGELES

SSG Victor Alarcon

### MIAMI

SSG Kevin Liburd

### MID-ATLANTIC

SFC Tiffani Wallace  
SFC Edison Zuniga  
SSG Michael Kandewen  
SSG Shanika Madden

### MILWAUKEE

SSG Kolen Guillien  
SSG Anthony Owens  
SSG James Price  
SSG Michael Tock  
SSG Justin Korff  
SSG Ryan Kostick  
SSG Melissa Murphy  
SSG Michael Northup  
SSG Anthony Oakley  
SSG Sarah Uphoff  
SGT Nathaniel Burckhard  
SGT Jerry Petty  
SGT Gabriel Rother  
SGT Eric Hagar  
SGT Nicholas Snyder

### MINNEAPOLIS

SFC Jeffrey Elmer  
SSG Juan Reyesmoreno  
SSG John Roc  
SGT Aldo Gonzalezpinoza

### MONTGOMERY

SSG Ervin Davis  
SGT Shawn Landeen

### NASHVILLE

SSG Michael Wilkinson

### NEW ENGLAND

SFC Freddy Matos-Toro  
SSG Cary Gordon

### NEW YORK

SFC Cesar Larrainza  
SSG Latoya Cherry  
SSG Khori Grant

### OKLAHOMA CITY

SGT William Hare  
SGT Todd Krebsbach

### PHOENIX

SFC David Rademacher  
SSG Daemon Douglas  
SSG Jose Garciapena  
SSG Christopher Reaser  
SGT Daniel Mabe

### PORTLAND

SGT Kenneth Hudgins

### SACRAMENTO

SSG Jonas Enriquez  
SSG Steven Fernandez  
SSG Clayton Lemon  
SGT John Clough  
SGT Nathan Skaer

### SALT LAKE CITY

SFC Chad Momerak  
SSG Joshua Frazer  
SFC Jeremy Lines

### SEATTLE

SSG Bennett Garvin  
SSG James Keene  
SGT Johnathan Vigil

### SOUTHERN CALIFORNIA

SSG Jason Deleon  
SSG Carlos Mendoza  
SGT Adrian Lopez

### SYRACUSE

SFC William Benson  
SFC Robert Steadman

### TAMPA

SSG Kai Teetz

## MORRELL AWARDS

### 2ND MRB

SFC Nelson Colon  
SFC Tykeivius Curry  
SFC Terrence Dumas Sr  
SFC James Keene

### ATLANTA

SFC Evan Waller  
SSG Eddie Grissett  
SSG Mitchell Richard  
SGT Andrew Richards

### BALTIMORE

SFC Kenneth Green  
SFC Deon Nalley-Stoddard  
SFC Lizeth Roman  
SFC Robert Wright  
SSG Joel Millerman  
SSG Clifton Moore

### COLUMBUS

SFC Adam Cook  
SFC Donald Graves  
SFC Roger Hudkins  
SFC Richard Hust  
SFC Joel Obradovic  
SFC William Steward  
SFC Steven Walsh  
SFC Chad Wasileski  
SFC Michael Wriston  
SSG Brandon Ross  
SSG Timothy Winter

### DALLAS

SSG Stephen Gross  
SSG Eric Spruce

### DENVER

SSG Rey Guzman

### JACKSONVILLE

SFC Brian Baucom  
SFC Michael Hewell  
SFC Timothy Phelps  
SSG Brad Balthrop  
SSG William Curry  
SSG Deanna David  
SSG Antonio Guerrero  
SSG Harold Hernandez  
SSG Julius Lewis

### MID-ATLANTIC

SSG Alejandro Campos

### MILWAUKEE

SFC Anthony Scionti  
SFC Jeremy Hetrick  
SSG Richard Bernard  
SSG David Castaneda

### NASHVILLE

SFC Deon Tabron  
SFC Timothy Bell  
SSG Isom Mullins  
SSG Dana Rothstein

### NEW YORK CITY

SFC Victor Chen  
SSG Eric Ramos

### OKLAHOMA CITY

SFC Chad Parmele

### PHOENIX

SSG Raymond Cedillos  
SSG Ryan Hidde  
SSG Javier Najera

### SALT LAKE CITY

SFC Jason Sodenkamp  
SSG Christoffer Brodsky  
SSG Bryon Holmes  
SSG Daniel Reinhardt  
SSG Timothy Roberts  
SSG Joshua Rollins

### SEATTLE

SFC Waverly Burnley  
SSG Davy Chick  
SSG Edric Hernandezmedina  
SSG Cedric Presley

### SYRACUSE

SFC Wesley Hastings

### TAMPA

SSG Michael Morrissey  
SSG Jeffrey Schlemmer  
SSG Scott Sowards

# ARMY VALUES

Loyalty

Duty

Respect

Selfless Service

Honor

Integrity

Personal Courage

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