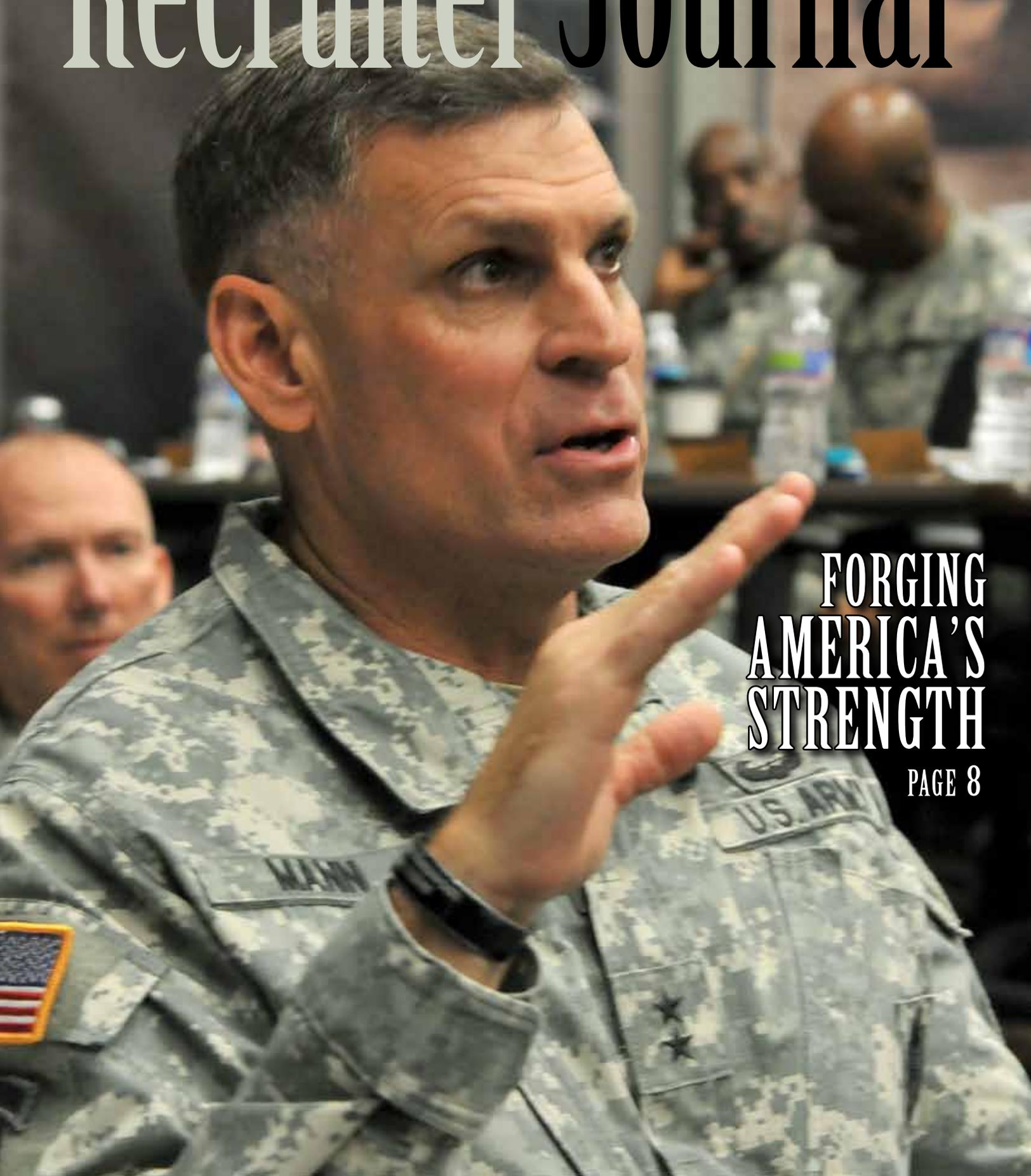


*"Strength
Starts Here"*

U.S. Army Recruiting Command • November-December 2012

Recruiter Journal



**FORGING
AMERICA'S
STRENGTH**

PAGE 8



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ON THE COVER: USAREC Commanding General Maj. Gen. David L. Mann addresses leaders during the Annual Leaders' Training Conference in October at Fort Knox. Photo by Julia Bobick



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Take the Recruiter Journal with you:



Reserve Mission Top Focus

Congratulations to the entire team on another successful year recruiting the strength for the Army. My thanks for a job well done — you have a lot to be proud of! We closed Fiscal Year 2012 with the most qualified recruits in recent history.

We met the Army's skill-set needs by achieving over 99 percent MOS precision for the active Army, and we recruited the highest percentage of high school diploma graduates in the Army Reserve since FY 1992. We closed 68 medical specialty missions and exceeded our Chaplain and Special Operations recruiting goals. We also enlisted the lowest number of individuals with waivers and those scoring in the CAT IV category on the ASVAB. In fact, we've accepted no waivers for drug and alcohol offenses for the past three years and no felony conviction waivers for the past two years. As I've said many times, we will miss the mission before we enlist someone who is not fully qualified with the necessary maturity and attitude.

This fiscal year will be even more challenging as our missions for both components have increased: up to 69,000 for the Active Army and 20,130 for the Army Reserve.

We must ensure we are executing recruiting operations — for both Active Army and Army Reserve — in the most effective manner. As I emphasized at the recent Annual Leaders' Training Conference, the Army Reserve mission is the priority for this command in FY 13. We've been working closely with Army Reserve leaders to tackle this very important mission as a team and ensure we provide the Soldiers our Reserve force requires to meet endstrength objectives. We are coordinating with Reserve Command G-1 to expand the 50-mile radius restriction to 90 miles, stabilize usable vacancies at 8,500 with a possible expansion to 10,000, ensure enlistment incentives correctly target the areas where there are recruiting challenges, and provide greater visibility on recently activated units to enhance predictability on location(s)

and types of vacancies.

In the latter part of FY 12, we saw a significant improvement in achieving both the prior service and non-prior service Army Reserve missions. We must maintain the momentum throughout the entire year in order to achieve the goals that have been established by our Army.

Across the command we have established productive Army Reserve partnership activities and outreach initiatives that are helping to tell the Army Reserve story. For example, Beckley Battalion invites Army Reserve career counselors (79Vs) to company and battalion training events to share information and strengthen working relationships. Indianapolis Battalion has established mandatory Reserve prospecting days. Recruiters in Raleigh Battalion coordinate with veterans' counselors at colleges in order to obtain lists of prior-service students using their education benefits. Minneapolis Battalion partnered with Reserve and ROTC units to host Reserve Expos on college campuses. Syracuse Battalion is emphasizing red-carpet treatment for Future Soldiers attending battle assemblies and inprocessing at TPUs. We have centers aggressively highlighting their Reserve recruits with the local

media, schools and communities. Many of you are including your grassroots advisory board members and Reserve Ambassadors in the fight. These are just a few examples. The G-3 Training Division is compiling a Reserve Recruiting package with training tips and successful TTPs from across the command (see page 16 of this month's Journal). In the meantime, I encourage everyone to share your best practices within and across your units to help our entire command achieve success.

Once again, thanks to everyone for your hard work and dedication to the mission - and thanks to all of our families who stand by us and make it possible for us to achieve this incredibly important mission for our Army and the Nation.

Army Strong!



Maj. Gen. David L. Mann

Weapons Prohibited in Government Facilities, Vehicles

Soldiers, civilian employees, applicants and Future Soldiers are prohibited from carrying weapons while in government facilities, which includes recruiting centers, government operated vehicles and Military Entrance Processing Stations.

USAREC Regulation 600-25 (paragraph 2-6) prohibits the possession of any of the following items in a recruiting facility or the transportation thereof in a GOV:

- Privately-owned weapons, including but not limited to, firearms, compressed air guns, BB guns, stun guns or shotguns.
- Government weapons without battalion commander's prior written permission.
- Handguns, including but not limited to

pistols, revolvers or blank/starter pistols.

- Knives with a switchblade, automatic opener or blade longer than four inches.
 - Blackjacks, sappers, nun-chucks, billy clubs, night sticks, riot batons, homemade clubs, Kung Fu sticks, garrotes or other related items.
 - Brass knuckles, knucklers and any other device fitting over the hand for striking.
 - Slingshots, bows, crossbows or similar devices.
 - Any type of pyrotechnics or explosives, including simulators, ammunition or grenades (not including automotive road flares for temporary hazard warnings)
- Reference USAREC Mmsg 13-008.

Army Reserve Self-Development Programs on LMS

Recruiting Command has a self-development course on Army Reserve programs that can be accessed via AKO. Log into AKO and follow the directions below to enroll.

- Click the Self Service tab, then My Education.
- Click the ALMS logo.
- At the ALMS home page, click on the Catalog Search button.
- Type "AR Program"
- In the search results, click "Register" under the course title.
- Scroll to the bottom of the screen and click "Continue Registration."
- Click "Go to Enrollments."
- Locate AR Program, Click Launch.

Army Launches Updated Advocate Website

In late September an updated Army Advocates website (www.goarmyadvocates.com) was launched with a more simplified design and streamlined information for those interested in learning more about the Army and becoming involved in supporting the Army in their communities.

Divided into four core sections in addition to the homepage (Advocate Updates, Get Involved, Resources and Frequently Asked Questions) the site features unique information about the Army and its programs and initiatives — both nationally and locally — as well as highlight Army advocates making a difference in their communities. It also provides downloadable tools and information to help advocates effectively support and engage with the Army in their communities. The Advocate Spotlight on the home page showcases business and community leaders, educators and other supporters who are doing unique or innovative things to support the Army in their communities.

Advocate Updates

By clicking Updates in the top right corner or clicking "read more" on any of the Advocate Update articles from the homepage, visitors will jump to the Updates page to read the latest posts and be able to easily search past articles.

Get Involved

The Get Involved section provides a clear call-to-action and explains how advocates can help support the Army, as well as community contact information.

Resources

Downloadable resources and links provide background information and tips to help individuals serve as informed Army Advocates in their communities and within their network of influence.

FAQs

The Frequently Asked Questions (FAQ) page contains answers to the most common questions about Army service, how to support the Army's community outreach efforts, and who to contact for more information about getting involved.

Screening for Tattoos, Brands, Ear Gauging, Extremist Affiliation

It is not the responsibility of MEPS personnel to determine qualification of applicants who have tattoos, brands, body mutilation, ornamentation and earlobe gauging.

Recruiters will ask about tattoos, brands, body mutilation, ear gauging, and affiliation to an extremist organization, group or gang while conducting a medical pre-screen.

Recruiters must use USAREC Form (UF) 1241 (Tattoo Screening Form) dated Oct. 1, 2012, during screening.

Reference complete guidance in USAREC Mmsg 13-003.

MAVNI Program Reopens

As of Oct. 1, 2012, the Military Accessions Vital to the National Interest (MAVNI) recruitment pilot program is open to allow enlistment and future appointment in the Army and Army Reserve for certain legal non-immigrant aliens with authorized health care professions qualifications and foreign language abilities.

Reference USAREC Mmsgs 12-245 (linguist) and 12-248 (healthcare).

Applicants Awaiting I-551

Procedures for using the USCIS form G-845 for applicants enlisting while awaiting their I-551 Card have changed.

Reference USAREC Mmsg 12-244.

Future Soldier AKO Email

All Future Soldiers will create an AKO (Army Knowledge Online) account during initial orientation three to 10 days after enlistment in the Future Soldier Training Program (FSTP) with oversight by the Future Soldier leader or center commander. AKO registration instructions are posted on www.futuresoldiers.com under the link: I Am a Future Soldier/Future Officer. The only valid AKO type is a "Future Soldier" account. Future Soldier AKO accounts will not be sponsored accounts.

Reference USAREC Mmsg 12-243.

Every NCO Must Contribute to Mission

I'd like to begin by saying congratulations and extending my appreciation to the entire team — Soldiers, Civilians and Families — for a job well done this past year! We have achieved tremendous successes once again in Fiscal Year 2012 and will need to work hard to continue the momentum we've established, as this year will be even more challenging for the command.

In FY 2013, our missions for both the active Army and Army Reserve are larger and, at the same time, we will also complete our commandwide transformation to small unit recruiting.

Center commanders — our first line leaders — are critical to the success of small unit recruiting, as well as the continued mission success. They are interconnected. Center commanders are responsible for developing their Soldiers — for both identifying knowledge gaps within their centers and conducting the necessary training to make each member and the whole team more effective. As such, center commanders need to be able to actually perform the critical tasks of recruiting, not just talk their Soldiers through them. Good leaders need to be able to walk the walk.

As we've completed about two-thirds of the positioning analysis and evaluation (PA&E) of our battalion areas of operation, and actually begun collapsing physical recruiting station structure and consolidating recruiters at larger centers, I've heard growing concerns from across the command about the decrease in leadership positions for our 79Rs. It is apparent there will be fewer center commander and assistant center commander positions within the small unit recruiting structure than station commander positions in our previous legacy recruiting model. As a result, some of our 79R NCOs who were station commanders will not have an assignment available to either a center commander or assistant center commander position.

I know that may be discouraging to many of our folks, but I expect our NCOs to know and understand how critical they are

to the team and how important it is they step up and perform roles within their center as Future Soldier leaders or members of the engagement or recruiting support teams. I will not support movement of these NCOs — who are so vital to our success — to company, battalion or brigade headquarters positions that are not directly engaged in accomplishing the recruiting mission.

That is why it is imperative that every noncommissioned officer in this command be able to get out there and apply the critical tasks of recruiting, regardless of what duty position or team they are assigned to — we will need everyone aggressively in the fight to achieve the mission.

As we determine the final personnel structure of our recruiting centers in the months ahead we will work to develop career enhancing positions within USAREC; there will still be viable 79R career progression in this command. We must, however, continue to forge ahead and keep focused on the mission.

On a final note, expect to see some new guidance coming out soon for the USAREC Master Recruiter Badge qualification. As with any new program, we hit some speed bumps this year during implementation, so we chose not to conduct the live-fire evaluation portion of the competition in 2012.

We used the initial Master Recruiter Badge competency test (MRBCT) results to completely revise the test, as well as our testing procedures, and will re-administer the test across the command to those who wish to compete for the badge in 2013. We want to ensure we identify our true expert recruiters and award our first Master Recruiter Badges free of any controversy. This is the right thing to do for our recruiters, the command and the Army. Look for a revised testing schedule (MRBCT and LFE) in the new year.

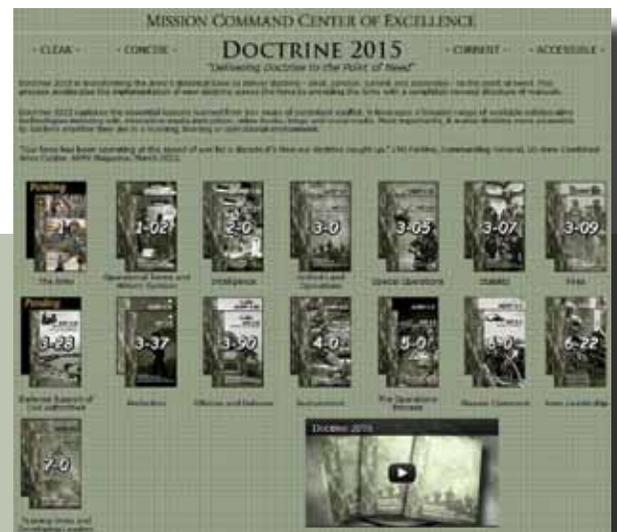


Command Sgt. Maj. Todd Moore

Current Army Doctrine Consolidated on Single Site

All of the Army's newest doctrine is now available on one Web page located at <http://usacac.army.mil/cac2/MCCOE/Doctrine2015Tables.asp>.

The Mission Command Center of Excellence launched the page for Doctrine 2015 featuring all of the new Army Doctrine Publications (ADP) and Army Doctrine Reference Publications (ADRP). Not sure what Doctrine 2015 is all about? Check out the videos and latest information on the new doctrinal changes at the same site.





Teamwork Lessons From Geese

By Staff Sgt. Adam Ewing
3rd Recruiting Brigade Unit Ministry Team

It is fascinating what lessons people can learn from nature. Plants and animals do amazing things. Let me share with you what Christian evangelist and teacher Chuck Swindoll observed about geese:

“It’s those stately geese I find especially impressive. Winging their way to a warmer climate, they often cover thousands of miles before reaching their destination. Have you ever studied why they fly as they do? It is fascinating to read what has been discovered about their flight pattern as well as their in-flight habits.”

Geese teach us important lessons about teamwork.

First, all geese are leaders. Every goose gets to fly at the point of their formation and all the other geese line up in an organized manner to follow the leader. A goose leads until it gets tired. Then another goose steps in to lead the formation. There is no power struggle or issue. It happens without incident for the flock.

Second, geese fly in a V-formation. When one lead goose gets tired, it changes places with one in the wing of the V-formation and another flies at the point. By flying as they do, the members of the flock create an upward air current for one another. Each flap of every goose’s wings literally creates an-uplift for the bird immediately following. One author states that by flying in a V-formation, the whole flock expands their flight range by 71 percent compared with a goose flying outside of a formation.

Third, when one goose gets sick or wounded, two other geese fall out of formation with it and land with it to support the sick or wounded goose and to protect it. They remain with the feeble goose until it’s able to fly again.

Fourth, the geese in the rear of the formation are the ones honking. I suppose it’s their way of announcing that they’re following and that all is well. For sure, the repeated honks encourage those in front to stay at it.

As I think about all this, one lesson stands out above all others: Geese work together for the benefit of the flock. Whether it’s rotating, flapping, helping or simply honking, the flock is in it together, which enables them to accomplish what they set out to do.

How does this apply to small unit recruiting? The geese teach us that all recruiters can step up and lead a team effort. There will be times when leaders need help to accomplish their mission. This is when the team steps up to share the burden and continue the mission. We as leaders train our subordinates to be leaders so they are ready to step up and ultimately accomplish the mission. Also, we learn to take care of our leader-teammates. If a member of a team is hurt, it is up to that team to share the burden, proving how important everyone is to the team and the mission. The Soldier’s Creed says it best: “I will never leave a fallen comrade.”

The geese teach us to use synergy of effort in small unit recruiting. Synergy allows the team to accomplish more by working together than the team could ever do by working as individuals. I really like the acronym TEAM because, “Together Everyone Accomplishes More” describes a synergistic effort that produces better results.

Lastly, the geese teach us to value communication. Communication remains a very important aspect of teamwork. Communication determines whether or not a mission succeeds or fails. Like the geese, everyone in small unit recruiting has an opportunity to lead and to encourage his or her teammates through positive communication. At times the assistant center commander will have to take over for the center commander while he or she is out of the office. Engagement team members and recruiting support members must communicate and work together to get an applicant through the enlistment process. So, just like a flock of geese, it benefits the entire center to communicate well and support one another.

Making the Case for Investing in **LEADER DEVELOPMENT**

By Ray Kuklinski

Recruiting and Retention School - Forward

Since 2005, the Center for Army Leadership Annual Survey of Army Leadership (CASAL), conducted by the Combined Arms Center's Center for Army Leadership, has been assessing and tracking trends in Army leader attitudes toward leader development, the quality of leadership and the contribution of leadership to mission accomplishment.

The annual survey is the authoritative source for how currently serving Army leaders assess the state of Army leadership and leader development. The 2011 CASAL concluded that of the three leadership topics surveyed, leader development continues to be the lowest rated core leader competency across all levels. In fact, only 55 percent of company grade officers and junior NCOs surveyed gave their immediate supervisor a favorable rating for leader development.

CASAL focus groups conducted in 2010 revealed that most leaders interpret the term "unit leader development" to mean formal or scheduled activities such as classroom-based briefings or meetings (e.g., officer or noncommissioned officer professional development, sergeant's time). Recruiting leaders tend to associate unit leader development with training activities that appear in recruiting operation plans and center and company training schedules. This Armywide misinterpretation could explain why 45 percent of the leaders surveyed rated leader development as ineffective.

Based on the survey's results it is critical for recruiting leaders to understand this Army-wide trend and take the steps necessary to provide a comprehensive leader development program for our detailed and volunteer recruiters. Leader development is certainly important throughout the Army, but it is especially important in Recruiting Command. A properly executed leader development program at the small unit level can positively affect the conversion of recruiters into successful recruiting leaders.

Army Doctrine Reference Publication (ADRP) 6-22 defines leader development as "a deliberate, continuous, sequential, and progressive process grounded in the Army Values. It grows Soldiers and Army Civilians into competent, confident leaders capable of directing teams and organizations." Based on this definition one can conclude that leader development is much more than just training. We all know the first tenet of Warrior Ethos is, "I will always place the mission first," but to successfully accomplish any mission requires competent and confident Soldiers and leaders.

We must keep in mind that leader development represents a balanced commitment to education, training, and experience. It is a leader's responsibility to ensure subordinates receive the appropriate education, training, and experiences at the proper time for promotion, as well as increasing their potential in current and future assignments.

Part of support for leader development involves senior leaders setting the example. They further support their subordinates by creating a climate for development, by allowing for honest mistakes, and not fostering a zero-defect environment.

Finally, an actionable way to show support for leader development is to enable junior leaders by providing opportunities to lead. Specifically, it is beneficial for senior leaders to empower subordinate leaders (including the company commander and other unit leaders) to plan and conduct their unit's training (including leader development training) without overly prescriptive guidance.

ADRP 6-22 devotes a whole chapter to the development of Soldiers and Army Civilians enabling them to assume positions with greater leadership responsibility. Leader development is every leader's responsibility. Senior leaders must support the Army's leader development focus by developing their own subordinates and holding them accountable for doing the same. This is not a new concept, just one that may have been overshadowed by our current wartime mission.

To view the entire 2011 CASAL reports, visit the Center for Army Leadership website: <http://usacac.army.mil/cac2/CAL/>. To read and download Army Doctrine Publication 6-22 and Reference Publication 6-22, visit <http://usacac.army.mil/cac2/cgsc/events/adp622/index.asp>.

Forging America's Strength FY 13 & Beyond

By Julia Bobick
Editor

The Recruiting Command's Fiscal Year 2013 theme, Forging America's Strength, has three tenets: Becoming Strong, Being Strong and Staying Strong. Major Gen. David L. Mann and Command Sgt. Maj. Todd Moore shared their way ahead for the command using these key tenets as an outline during a presentation at the command's Annual Leaders' Training Conference.

Becoming Strong centers on inspiring the most qualified youth to serve and helping ensure young people achieve their full potential, whether they come into the Army or pursue another career path for their lives.

"What I want is for America to look at the Army as the No. 1 service. [To view] the Army as the one that wants to partner with educators to help give kids the best shot at life," Mann said.

"Recruiting operations is about relationships; it's about building relationships, it's about sustaining relationships, it's about expanding relationships. If you think about it, that's what life is — it's about relationships," said Mann. He added that this includes relationships of every facet: educators, community leaders, business leaders, veterans and retirees and the American public.

Moore called it shaping operations — developing community synergy through active partnerships and outreach with schools and communities and emphasized that school activities should revolve around motivating and inspiring students and changing impressions.

Recruiting "is not about just walking into the school and recruiting young people into our service; it's about changing lifestyles and making an impact on society," Moore said.

Mann also stressed the importance of recruiters and leaders ensuring the men and women they are putting into boots truly are the best and the brightest, and have the right attitude and the right maturity.

The Future Soldier Training Program is more than simply creating an entry pool for the Army and ensuring recruits are physically fit; it's also inculcating them with what it means to be a Soldier — what it means to be an aspiring professional, according to Mann.

"We must look very hard and very objectively at our Future Soldier Training Programs. Make sure that Future Soldier training ... truly sets these folks up for success."



Being Strong is a lifelong pursuit to live the Army Values and represent the Army Profession in communities across America. Being Strong

is about knowing and meeting the standard, not taking half-steps and just checking the box, according to Mann.

The impact of one Soldier doing the wrong thing at the tip of the spear in this command degrades the trust of the American public and can be detrimental to the entire institution, Moore added.

"We call ourselves Army ambassadors, but do we truly embrace it?" Mann said. "How can we make sure we are living up to the Army Values, both on duty and off, every day and truly representing those men and women who are in harm's way and have made the ultimate sacrifice?"

Staying Strong communicates that Soldiers are Army Strong for life and emphasizes the importance of leveraging retired and former Soldiers in recruiting and grassroots efforts. Outreach to veterans is essential, not only to the success of programs like Soldier for Life, but to recruiting success. Not only retirees, but also the Army's new generation of veterans — the living, breathing embodiment of what Army and Army Reserve opportunities can do for a young man or woman — are a great asset to help communicate the Army Story to the American public.

Telling the Army Story essentially spans all three tenets: current, former and future Soldiers all sharing their stories, inspiring youth to serve and educating the American public about their Army.

Recruiters help communicate how the Army prepares individuals for a career and an opportunity to serve their country as a Soldier, how Soldiers grow as leaders and maintain the standards while they are serving, how the Army prepares Soldiers for the next chapter in their lives after they leave the service, and finally, how Soldiers are Army Strong for life.

USAREC'S FY 13 FOCUS AREAS

Forging America's Strength — **Becoming Strong, Being Strong, Staying Strong**

Selecting Only Those With the **Highest Qualifications**

- Expanding Army Presence in High Schools & Colleges
- Expanding Our Partnership With America
- Updating the Perceptions of Influencers

Focusing On & Excelling in **Small Unit Recruiting**

Maintaining **Effective Future Soldier Programs**

Creating **Positive Leadership** Environments

Exhibiting the Highest Standards of **Professionalism**
... Both On & Off Duty

Taking Care of Our **People and Families**

1. Forging America's Strength — Becoming Strong, Being Strong, Staying Strong

The command's theme for Fiscal Year 2013.

2. Selecting Only Those with the Highest Qualifications

"We will miss the mission — I say again, we will miss the mission before we allow someone who is not fully qualified to join the team," Mann said. "It is a privilege to serve in our Army."

Recruiters must always ensure every Soldier who volunteers is fully qualified to serve. We recruit in an environment conducive to recruiting only the most qualified to serve on our Army team. It is critical that we not only maintain a highly qualified force, but also ensure every Soldier who joins our ranks possesses a genuine desire to serve.

Expanded Presence in High Schools and Colleges

USAREC must establish a dominant Army presence as "the service" committed to developing lasting relationships with educators. The long-term success of the command, and therefore the Army, depends on those relationships with high schools and colleges, providing maximum opportunity for citizens to serve as Soldiers. Recruiter presence in schools, explaining the importance of staying in school and "qualified" — not just for the Army, but for life — is a critical component for success.

"The way you do that is to develop genuine, sincere relationships with educators that are built on the premise that we are trying to help [them] keep kids in school, regardless if they come into the military," said Mann.

Expanding our Partnership with America

Recruiting Command's partnership with America is not just about what America can do to help accomplish the mission, it's also about Soldiers giving back to the individuals and communities who not only support the Army, but also allow their sons and daughters to serve. The Army needs to assist in combating the education shortfalls, obesity and other critical issues facing the Nation today.

Mann asked every recruiter to really think about, "How can we better connect with America?"

Updating the Perceptions of Influencers

The young men and women we seek are greatly influenced by their friends, families and community leaders. Many of these influencers have outdated notions of what it means to be a part of the Army Profession. They do not understand the high caliber of young men and women who selflessly serve and how the Army provides EVERY American with a great opportunity.

"We have the highest, most qualified force that we've ever had — it's time the American public truly understand that," Mann said.

3. Focusing on and Excelling in Small Unit Recruiting

"Small Unit Recruiting: That's the way we do business, period," Mann said. "Just like the rest of the Army, we operate as a team. What is paramount to our success is the role of the center commander — the first line leader."

In FY 13, the command will fully execute Small Unit Recruiting and focus on working as a team at every level.

4. Maintaining Effective Future Soldier Programs

The command has one of the largest and most qualified Future Soldier pools in the history of the All-Volunteer Force — which celebrates its 40th Anniversary in 2013. Recruiters must continue to adequately prepare Future Soldiers and their families for their training experience, the cultural change and the important responsibility that comes with the Army Profession. USAREC NCOs must care for every Future Soldier as if they were one of our own ... because they are!

5. Creating Positive Leadership Environments

Every leader in this command must focus on establishing an environment in which our Soldiers feel confident in their own abilities, as well as those of their leaders. Diligently planning how to achieve mission success and then coaching and mentoring our Soldiers ensures the long-term success of this command. No organization can be successful for long operating in outmoded means of leadership.

6. Exhibiting the Highest Standards of Professionalism ... Both On and Off Duty

USAREC holds a key honor and sacred responsibility as the U.S. Army's ambassadors across America. Recruiters represent the Army, this command and this Nation in every action they take, or fail to take. At all times, the members of this command must exhibit the highest standards of professionalism — even when off duty or when individuals think they're not being watched. Maintaining the highest standards at all times displays the best the Army Profession has to offer America.

"When the headline reads 'Army Recruiter,' what does it say about our Army if the folks who are selected to represent our Army are doing inappropriate things?" Mann asked.

7. Taking Care of Our People and Families

The Army has always had a simple mantra: If we take care of our people — Soldiers, Civilians and Families — the mission will take care of itself. Every leader in the organization must truly care about his or her entire team: Soldiers, Civilians and Families.

Chief of the Army Reserve:

Refocusing Reserve Recruiting Efforts Mandatory

Story and photo by Julia Bobick
Editor

While expressing his sincere appreciation to the entire Recruiting Command for continued mission success, the 32nd Chief of the Army Reserve Lt. Gen. Jeffrey Talley acknowledged he needs to change Reserve recruiting trends and requirements in order to maintain an effective operational force for the future.

"Recruiting Command has successfully manned our total Army through 11 years of war. [But] we have to refine our focus. Current recruiting numbers just aren't meeting our [Army Reserve] needs; we are way overstrength in our E-1s to E-4s," said Talley, who spoke to USAREC leaders at the Annual Leaders' Training Conference at Fort Knox in October.

Talley said one of the key recruiting areas where the Army Reserve needs help is prior-service Soldiers, especially mid-career officers and noncommissioned officers.

"If we don't refocus and focus on prior service — where I have critical shortages at mid-career officers and NCOs — and we keep recruiting solely E-1s to E-4s, I will basically have an Army Reserve that is not capable of functioning at the operational level."

Talley stressed this is not Recruiting Command's fault, nor is it a challenge USAREC must solve on its own; he said it is an issue for the Army Reserve, Recruiting Command, Human Resources Command (HRC) and Army G-1 to solve together.

"It's got to be a collaborative effort," said Talley, also the commanding general of the U.S. Army Reserve Command. "I think what we have to do is figure out how can we capture those captains and majors and those mid-career NCOs coming



The 32nd Chief of the Army Reserve Lt. Gen. Jeffrey Talley addresses USAREC leaders at the Fiscal Year 2013 Annual Leaders' Training Conference Oct. 16 at Fort Knox, Ky.

out as the Army downsizes the active component. I don't know how to do that, I'll be frank. What I do know is that our current strategy in the Army Reserve isn't going to work."

He believes having meaningful conversations with Soldiers at transition points as they are leaving the active Army should be a key part of the strategy, which his team has already begun working before initiating the collaborative discussion with USAREC, HRC and Army G-1.

In addition, the Army Reserve has to represent the very best of the public and private sectors, according to Talley, who explained that the Reserve force has a growing percentage of Soldiers who are federal and state employees,

law enforcement officers, firefighters and school teachers. He said it can become an issue if the reserve component comprises individuals almost exclusively from that population of society, because what makes the Army Reserve value added is the specialized technical skills that all too often come from the private sector.

"As we look at recruiting and retention in the Army Reserve, I want to make sure I am getting a good balance — not just the right guy or gal for the right vacancy in our Army Reserve, but also the right background from the civilian sector."

One of the hurdles in achieving that balance is that people — both the American public as well as those who wear the same uniform — don't fully understand the Army Reserve and what it does for the Army and the nation, according to Talley.

The Army Reserve is unique to the total force, said Talley. It is the second largest command in the entire Army

with unique capabilities that don't exist in the active Army or the National Guard. He said most of the enablers in the Army are in the Army Reserve. Additionally, he said the Army Reserve owns most of the Army's lawyers, doctors, engineers, military police, transporters and medical officers. The reserve component is 6 percent of the Army's total budget and 19 percent of the total force.

"It doesn't mean we are special, it just means we are big," Talley said.

"Our mission now is more important than ever. We have to do a better job explaining what we do. We need to leverage the capabilities we have in the Army Reserve a whole lot more to tell our story."



Minneapolis Battalion's Bloomington Recruiting Center NCOs with Soldiers from Minnesota's 847th Human Resources Company set up an Army Reserve Expo at University of Minnesota to share with students and faculty the variety of jobs and important role of their Army Reserve. The 451st Army Band's rock group, ROTC, Army Mission Support Battalion's aviation semi and the Army Reserve Mobile Military Museum all added to the two-day event. The battalion conducted a series of Reserve expos across its footprint.

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Recruiter-Reserve Unit Relationships Critical

By Phil Tabor
G-3 Training Division

One of the most important basic fundamentals of recruiting for the Army Reserve is developing and sustaining relationships with local Reserve troop program units (TPUs). Soldiers at every level — from the recruiting center on up — must establish an open working relationship where both elements mutually support the mission.

For the recruiter, visiting the TPU during the week and having a relationship with the unit administrator is not enough.

A successful plan requires leadership support; therefore, one of the basic fundamentals includes the company commander and first sergeant (or like echelon) forming an agreement with the TPU leadership requiring each TPU Soldier to provide a lead during the first formation of each battle assembly. The recruiter in attendance at the battle assembly gathers the leads, provides a list to the TPU leadership for enforcement and aggressively contacts the leads with the support of the TPU Soldiers. The agreement must include that the TPU Soldier will assist the recruiter in contacting and engaging the lead. Consider for a moment the number of leads that could be obtained from one TPU, as well as the payoff — especially when the TPU Soldier assists recruiters in their efforts.

A critical aspect of developing great relationships with the TPU is making sure all efforts are synchronized and supportive. The recruiter should not only know the unit vacancies, but also the human dimensions of the unit personnel (such as hobbies, special skills, civilian employment and personalities). This information provides the recruiter with the ability to work with those members that will best support the recruiting mission. In conjunction with the recruiters efforts, it is vital that the company and battalion leadership simultaneously develop supportive relationships with the unit leadership to facilitate synchronized operational support. A mutual agreement at every level is essential to a recruiter's success because it provides situational awareness,

facilitates oversight and validation toward a common objective, and ensures joint responsibility for decisive and shaping missions within the community.

The benefit is that the TPU Soldier is deliberately assisting in filling his/her unit, the recruiter now has options and assets to support school/curriculum targets and events, and it is a joint effort that increases enlistments. Additionally, once the leadership forms an agreement, the Future Soldier leader has a great training and mentorship asset for Future Soldiers that will help sustain the Future Soldier pool. Now that you know the personalities and skill sets of the TPU Soldiers, the Future Soldier leader can assign the Future Soldier a mentor with whom he or she can easily relate.

Additional techniques and best practices consist of developing localized handouts for use at the station, community events and school visits. In order to promote localized marketing of Army Reserve benefits, the advertising and public affairs shop can assist in producing materials featuring a current Future Soldier from a particular school. All new creative, however, must be approved by USAREC G-7/9. This literature facilitates students and educators visualizing themselves with the same opportunities and benefits. In addition, the brochure can be localized with a recruiting center's contact information (email and phone numbers).

From a leadership perspective, sound tactics consist of developing relationships with the TPU or like echelon Reserve units and agencies to discuss input into staffing and supporting the local TPU. Recruiting Command presence is paramount to the process and leaders must be actively involved in building the relationship at battle assemblies, training meetings and Partnership Zone Conferences. Conversely, TPUs that are involved in USAREC recruiting events and provide resources in support of marketing events ultimately assist in filling their own unit's vacancies. The relationship involves genuinely knowing the TPU leadership (commander, command sergeant major/first sergeant, unit administrator and responsible Army Reserve Career Division NCOs) and working a common operating picture to satisfy both agencies.

MARKET SHARE

What is it? Why is it important? How did it change? Where is it?

By Mike Nelson
USAREC G-2

This is the first of a two-part series examining how to understand, analyze and effectively use Recruiting Command market share information.

During recent conversations with recruiters and center commanders from all grades, it became apparent that there is a general lack of knowledge on how to use market share information. One seasoned recruiter mentioned that everything he knows about market share he learned as a center commander from his first sergeant. Looking at our doctrine documents and training materials, we find the basic definition and how to retrieve the information from the Web apps. Aside from saying how important market share is, we do not find any instruction on how to use the market share concepts for assessing recruiting performance.

Another observation came with the recent changes to the market share, which appear to have gone unnoticed. There have been fundamental changes to the calculations that impact how we would use and interpret market share. There have been a few calls for help on how to get the latest market share, and no one asked how to use this new market share.

It seems clear that few at center level, or other levels, are doing much more than pulling reports and are not actually using market share to analyze their market performance. The lack of training on this tool is limiting our ability to benefit from the insight on our performance and identify means to improve our performance.

In this first of two articles, you will find the details on how market share changed, the new location to get reports, and why market share is important for all readers to understand.

In the second installment you will see the nitty-gritty on how to use market share information to improve performance in your recruiting markets.

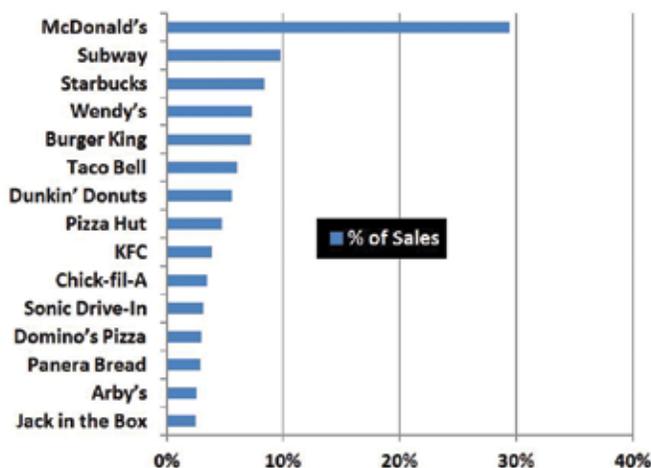
What is market share and why is it important?

Market share comes from the business world where companies offering a similar product or service compete in the market place for customers. A successful business will capture a sufficient portion (or share) of the customer business (or market) to ensure success and profitability of the business. The chart at the bottom left shows the national market share of the top 15 fast food restaurants in the U.S. The table on the right gives some insights into the resources the companies have invested in these restaurants to generate sales.

While McDonald's has the highest market share, Chick-fil-A has the largest sales per restaurant. The objectives of the business clearly drive the model they use to generate profit. In the aftermath of the recent economic recession, we see plenty of failed businesses that didn't maintain a sufficient portion of their market — the now vacant buildings next to a McDonald's were previously a KFC, Burger King, Starbucks, or other fast food competitor. Failure to sustain sufficient market share in the business world can be catastrophic to a business; they will not generate enough money to pay the rent, utilities and employee pay and benefits.

In the world of recruiting we make similar comparisons in the non-prior service recruiting market by measuring the share that each service/component enlists. We can find valuable clues on how we, the Army, are performing on Regular Army and Army Reserve recruiting in comparison to the other services and components. Looking at enlistments by service in a particular ZIP code, center, company, battalion or brigade area can provide

2011 Fast Food Market Share



Rank	Name	Total Sales in Billions	Sales per Restaurant	# of Restaurants	Year Chg #
1	McDonald's	\$34,172	\$2,500	14,098	71
2	Subway	\$11,400	\$469	24,722	872
3	Starbucks	\$9,750	\$1,140	10,821	-310
4	Wendy's	\$8,500	\$1,456	6,594	18
5	Burger King	\$8,400	\$1,248	7,231	-33
6	Taco Bell	\$7,000	\$1,284	5,670	36
7	Dunkin' Donuts	\$6,500	\$850	7,015	115
8	Pizza Hut	\$5,500	\$875	7,600	58
9	KFC	\$4,500	\$940	4,780	-275
10	Chick-fil-A	\$4,051	\$2,894	1,606	69
11	Sonic Drive-In	\$3,693	\$1,037	3,561	-11
12	Domino's Pizza	\$3,438	\$679	4,907	-22
13	Panera Bread	\$3,400	\$2,304	1,541	88
14	Arby's	\$3,022	\$854	3,437	-86
15	Jack in the Box	\$2,946	\$1,331	2,221	15

clues that help us assess how well each service is succeeding with enlistments in that area. We see the same real-time dynamics in recruiting markets just as we would see in the business world. When we break pace in recruiting, we can see it in the market share.

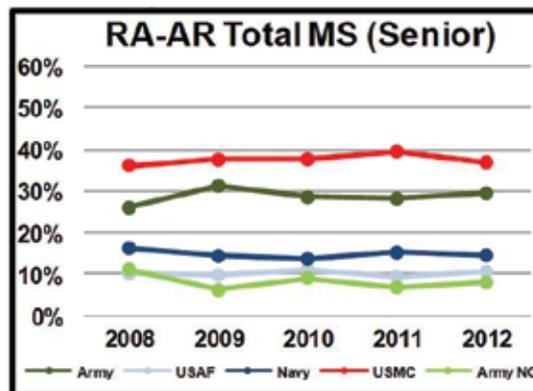
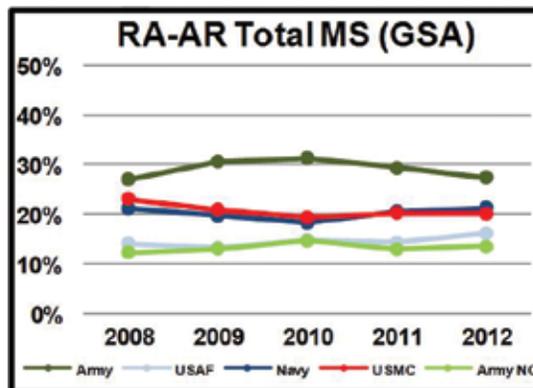
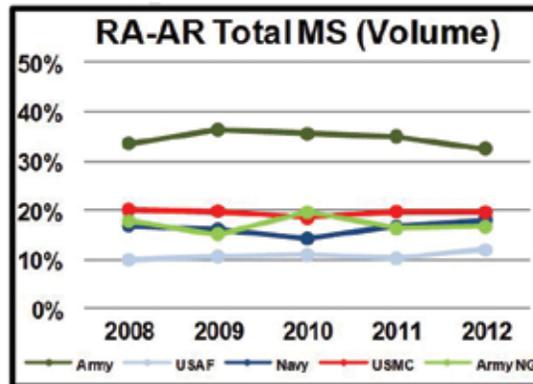
A key difference from the business world is that a failure to maintain sufficient recruiting market share will not lead to a business failure, but it could seriously impact national security. For recruiting, sufficient market share comes down to mission achievement. If we fail to achieve our needed share of the market, we will miss the mission and the Army will not have the right number of Soldiers at the right time, or in the right location for the Army Reserve. Since the recruiting mission is a measure of the number of Soldiers the Army needs to sustain itself through time, the consequences to mission failure impacts the readiness of Army units. If the Army grows or shrinks in size, the mission will fluctuate accordingly. As we have seen in the last few years, we also have limits on how many Soldiers we can enlist. Otherwise, we would bust, or exceed the end-strength size that congress has set for the Army.

As the total recruiting mission for all of DoD fluctuates (which is based on the need for new recruits) the basis for recruiting market share will also rise and fall. Recognizing this relationship helps us understand that a benchmark for the Army's market share is the Army's fraction of the total DoD mission. For example, the Air Force's mission was about 19 percent of the DoD mission in FY 12, so their market share goal should be 19 percent. If the Air Force achieved their mission, then they should have captured 19 percent of the market. Even if the Air Force achieved their mission, there are conditions, or other factors, that could show them declining or increasing in market share.

A good example of how this works was when the Navy shut down recruiting operations for two months to avoid busting their endstrength cap at the end of 2009. Instantly all other services saw an immediate boost in their market share when one of the competitors in the market suddenly disappeared. Many in USAREC were happy that they had finally achieved "hero status" by achieving a high market share goal. Later they learned a key lesson: you cannot assume that you caused the result!

Unfortunately, simply looking at market share in isolation is not

Today's market share looks at the whole market for all services — including the Reserve and the Army National Guard.



enough information to interpret the results. The value of market share comes from asking why it changed — was it something we did, or was it something someone else did that caused our share to change?

From 2010 to 2012, the Army's recruiting missions fell to historic lows and there was an across the board reduction in market share for the Army (see charts at the right). For that to work, the Army's missions had to shrink more than the other services. (Even units that over produced to 120 percent were not able to increase their market share!) This was hard for many to explain since they did not understand that the balance of the service's missions should drive their market share goals.

Along with the decline in market share came the reality that we were also producing fewer enlistment contracts. How can this be since we are making mission!? Smaller enlistment missions also came with recruiter reductions. So as the command was being asked to produce fewer enlistments, the command was down-sized with fewer recruiters (the capability to produce enlistments was being reduced).

Another key lesson is mission trumps market share; the first priority is to achieve the mission. We use market share as a diagnostic to help assess and enhance our performance in the market — not to drive performance.

How have we changed market share?

This is not your sergeant major's market share! In the past, market share only counted active component enlistments. Today's market share looks at the whole market for all services — including the Reserve and the Army National Guard (ARNG). There

are a couple of reasons we made this change. First, counting all enlistments makes this a true assessment of the market's participation in military enlistments. Second, we changed the method for determining the enlistment mission. Prior to FY 12, the enlistment missions for RA and USAR were developed independently as two separate missions. As a result there was a stable balance between RA and AR enlistments that didn't change much. This balance provided a level of continuity that maintained a relevance to market share even though it only looked at active component enlistments.

The previous active component only view of market share would be similar to fast food market share that only considered hamburger restaurants and excluded the chicken, sub, and pizza restaurants.

It isn't wrong, but it is a narrower view that excludes many of the competitors that could be drawing away customers that and reducing profit. McDonald's now offers chicken sandwiches and specialty coffee drinks to hold its market share in the total market.

Mission, today, starts as a simple total of enlistments without any reference to component. That is the mission for an organization. The mission is later divided into the RA and AR component mission categories without changing the total. The number of TPU vacancies in center areas determines the number of USAR enlistments; the rest would be RA. In FY 12 some centers, companies, and even a battalion had phase line missions that were exclusively USAR

categories — no RA mission categories. Imagine how that would show up in the legacy, active component market share! The old measure of market share became meaningless overnight with the change to mission; today the mission and market share are linked and intertwined such that change was necessary.

The move to count all DoD enlistments in the market share provided not only a fix for FY 12, but gave us a taste for a richer more complete view of the market dynamics we are facing. Most surprising was that we now have complete visibility of the ARNG role in our markets. We've seen some units where the legacy market share shows little change when in fact the total market share shows a different picture where we are losing market share to the ARNG. Our ability to understand the changes in market share depends upon our ability to truly understand what is causing the changes.

Today the mission and market share are linked and intertwined such that change was necessary.

To locate the MID:

1. Open IKROME
2. Navigate to the BI Zone (right)
3. Select the Dashboard drop down menu
3. Select the Market Intelligence and Market Share (images below)

You will find a help button that will give you and overview of the module and how you can customize your reports.



How does market share aid Army Reserve recruiting?

This new market share is a tool that is important to our Army Reserve recruiting efforts. Unlike recruiting for an RA enlistment, the USAR enlistment mission is geographically bound to the 50-mile market surrounding a Reserve center.

Using market share, we have a new tool to diagnose success or failure in those small recruiting markets that surrounding reserve centers. Since the new market share counts all contracts, we can easily see who is making the enlistments in the area. Are most of the enlistments going into the active component? Is the ARNG a significant competitor in this region? What do we need to do

to successfully recruit and man the units at this particular reserve center?

In many areas we have a small number

of recruiting centers responsible for the 50-mile market that must feed the enlistments for the local USAR troop program unit (TPU). If we fail to successfully recruit for that local TPU, that unit will have a low level of personnel readiness that will prevent it from being able to fulfill its wartime roles and missions.

Success for the Army, which includes the Army Reserve, starts at the recruiting center. The recruiting center's AR mission categories are the requirement to fill the local TPU unit with Soldiers so that the unit is ready to deploy and complete its mission. This is a significant responsibility with consequences extending beyond U.S. boundaries and into the theater of operations.

Where do I get Market Share reports?

You can get your market share data from the new Market Intel Dashboard (MID). This is the replacement for G-2 Web Queries,

which have been a faithful mainstay for more than 10 years (getting over 150,000 hits per year). Unfortunately, the platform and technology are aging, and we've been forced to remove some of its functionality due to security concerns. The MID is a great replacement with greater capabilities. Market share is the first set of information currently available on the MID. During the next year you will see more items

migrating from the Web Queries page to the MID: QMA and race/ethnic population, historical production, regional unemployment, recruiter share, etc. We are also synchronizing MID development with a geographical view of the information in the new GAMAT

(Graphical Accessions Mapping and Analysis Tool).

Market share analysis is a key leader function that is based on a complete and holistic understanding of the market, the competitors, and the forces that drive success and failure. You need to be aware of the significant changes made to market share reports. Recruiters who have been around a while need to relook and ensure their assessments and interpretations are accurate.

In the next issue we will further discuss market share analysis and how to use it as a problem-solving tool for improving your market performance and potential.

PII Safeguarding

Personally Identifiable Information

It is the responsibility of everyone in this command to stop the improper handling and disposal of PII.

USAREC G-3

Personally Identifiable Information (PII), defined as any information that can be used to distinguish or trace an individual's identity, is the lifeblood of recruiting. In the wrong hands, however, PII can be damaging. It can lead to identity theft — crippling Soldiers or potential recruits with debt and legal problems. Recruiters must ensure they're taking every precaution with prospects' personal information, as well as their own. It is the responsibility of everyone in this command to stop the improper handling and disposal of materials containing PII.

PII can consist of a single fact, such as name or social security number, or a combination of facts, such as date and place of birth, mother's maiden name and education records. Examples of information people fail to protect include:

- Financial and credit data;
- Security clearance level;
- Home address, phone numbers and personal email addresses;
- Personal websites including login information;
- Mother's maiden name;
- Drug test results;
- Participation in rehabilitation programs;
- Family data; and
- Race, religion and national origin.

Soldiers assigned to USAREC have an annual requirement to complete Information Assurance (IA) Training (<https://ia.signal.army.mil>). Commanders will ensure all assigned personnel are trained on the proper handling, processing and disposal of PII. By following a few simple rules, the Army can prevent unauthorized disclosure and data theft.

All personnel will review all materials/documents prior to discarding. If PII is present, then the material/document must be shredded. At no time will any material/documents containing PII be discarded without shredding. All recruiting station/centers are required to have an operational shredder. Any center that does not currently have the means to destroy/shred materials and documents must immediately notify their chain of command.

Additional precautions when handling PII include the following:

- Never email PII without encrypting the message and all attachments.
- Never store passwords or PINs with your computer.
- Protect your laptop at all times.
- Clearly mark printed material and media containing PII as FOUO (for official use only), and store it in a locked container.
- Never upload PII to personal or civilian websites or file servers.
- Do not download unauthorized software or file sharing utilities.
- Do not allow others to see your laptop screen when computing in public places.

• Delete files containing PII when they are no longer needed.

For additional information, refer to USAREC Message 13-011.

ARMY RESERVE RECRUITING

Getting Back to the Basics

By Phil Tabor
G-3 Training Division

Over the past several years we have seen atrophy in the conduct of the basic fundamentals of recruiting. One of those fundamental methods of recruiting is, and has always been, developing sound relationships and network centric activities. Recruiting for the Army Reserve is no different. In fact, relationship-building and network centric activities are probably more important since the Army Reserve unit is part of those communities. The question is, “What can we do to regain these skills and exploit one of the most critical functions of recruiting?”

We know from firsthand knowledge and statistical data that developing and nurturing the right relationships lead to referrals and enlistments. Is this easy? No, because it takes time, effort, genuine sincerity and continuous follow-up.

However, the dividends will pay off and increase productivity, positive attitudes and long-term stability. So what are some of the time tested methods to successfully establish great and beneficial relationships? Many within the command have provided their best tactics, techniques, and procedures as part of the Army Reserve recruiting campaign. Below are just a couple of them for your use and success. The G-3 Training Division is developing a more in-depth training product on Reserve recruiting best practices and tactics, techniques and procedures from across the command to assist recruiters.

University/College Placement Directors — Develop and nurture relationships with every Placement Director. This can lead to obtaining resumes for the upcoming and recent graduates. What you now have is blueprinted leads you can segment by major/degree (resumes also normally have a stated career objectives). Match the segmented resumes to the vacancies in the Reserve units and develop a pre-call plan.

Consider the mindset of the upcoming or recent graduate. The job market is not favorable, many will have to work in careers that fail to match their degree and many will have student loans. You have a program that can meet their occupational and fiscal needs by offering an opportunity for them to receive training and gain experience in their desired field. Depending on the job, a bonus or the loan repayment program may be available, so do your homework. Finally, it is an opportunity for them to gain employment and hold them together until a full-time opportunity in their field becomes available.

The same applies for developing relationships/partnerships with human resource managers.

Radio Stations — Identify and develop a plan to contact the program manager and disc jockeys for EVERY radio station in your operating environment. Do not simply focus on the top radio stations; every station is important because there is always a potential future Soldier or influencer listening. The plan should be in conjunction with other activities as a multi-tasking function, but with an agenda and suspense date.

Your initial objective is to make contact to therefore understand the genre of each radio station, match recruiter interests with the genre, and develop a message that will create interest. For example, if contacting a contemporary Christian radio station, ask for the courtesy of a few minutes to talk about chaplain assistants, etc. You need to have product knowledge specific to the Army Reserve and the local Reserve units and you need to have something that will benefit them or their listening audience. To accomplish this you must look sharp, speak and act professionally but be personable. Remember, the first impression is a lasting impression, and the meeting is about them. Plan accordingly and obtain the assistance from advertising and public affairs to create messaging that not only meets the local Army Reserve needs but also that of the radio station's listening audience.

Remember, not every radio station is going to open its doors, but many will once you establish a genuine relationship. Do your homework and in the end you will increase the number of radio interviews, free public service announcements, in some cases, a weekly radio segment, and increased walk-in/call-in traffic wanting to discuss the Army Reserve, and it only costs your time and effort.



SSG JONATHAN SPANN

Chicago Company recruiters Sgt. 1st Class Deven Williams, 1st Sgt. Sandra Powell and Sgt. 1st Class Tyray Daniels discuss veterans' topics with the Chicago State 'Vet Connect' program host Savant Willis.

Chicago NCOs Become Radio Stars on University 'Vet Connect' Show

By Mike Scheck
Chicago Battalion

What started out as a simple visit to the Chicago State University veterans representative to promote prior service and Army Reserve opportunities turned into a weekly radio gig for Chicago Company recruiters.

Sergeant 1st Class Tyray Daniels and Staff Sgt. Jonathan Spann, from the Midtown and Southside Chicago Recruiting Centers, are now weekly panel members on a Chicago State radio show geared toward veterans.

The Internet based program called "Vet Connect" features a panel discussion on veterans benefits and issues concerning veterans, according to Sgt. 1st Class Deven Williams, the Midtown center commander.

"The program is designed as an outreach project of the National Association of Black Veterans (NABVETS) and attempts to 'inform, motivate, encourage, educate and network those who've served in the Armed Forces.'"

WCSU, the Chicago State radio station, is an affiliate of an online streaming radio service. The focus of Vet Connect, according to the show's host Savant Willis, is to "utilize radio and other social media networks to share the concerns of veterans' issues with both military and non-military audiences."

Williams said he was excited about the opportunity to get his recruiters involved in the weekly discussions.

"The show's mission is to inform through various media, and as recruiters we should always be looking for new ways to have our message heard," Williams said.

"Recruiters can use the show to interact with the call-in listeners by answering questions and providing the audience with our current recruiting messages."

Most importantly, the show has opened doors for recruiters at Chicago State.

"Prior to our participation in the show, we had little access to the university," Williams said. "The show provides recognition and great access for the recruiters at the school. And through our various advocates at the university, we're able to use the campus for Future Soldier events and we're working on a plan to make the campus a potential ASVAB testing site."

He said the recruiters have been offered guest spots on other university panels as a result of their participation in the show. And the veterans' forum show seems to be catching on, which may create opportunities in other battalions.

"Other regional universities are using the show as a template to create similar shows," Williams said. Vet Connect producers have also been approached by the American Forces Network (AFN) representatives, who are interested in syndicating the show on AFN outlets worldwide.

Vet Connect is aired 6-8 p.m. Fridays. WCSU can be found at <http://wcsu.csu.edu> or on the iHeartRadio app by searching WCSU or Chicago State University.



Cadet Kenneth Aronhalt from Marion Military Institute watches the graduation of the 9th and 10th regiments at the Leader Development and Assessment Course at Joint Base Lewis-McChord, Wash., this summer before being commissioned on the parade field.

Cadet Command Surpasses Goals 2nd Straight Year

By Steve Arel
Cadet Command

Cadet Command commissioned 5,880 second lieutenants in fiscal year 2012, its second straight year for mission success, according to final totals released in October. The Army-mandated goal was 5,350.

In surpassing the mark in 2011 and 2012, Cadet Command has reversed a several-years' drought in which it missed the target.

"We're at the peak of the best quality cadets we've seen," said Maj. Lucas Wilder, senior analyst for Cadet Command's operations analysis division. Those commissionings represent "the upper crust of the officers we look for."

From a raw numbers standpoint, the fiscal year 2012 total was the most commissionees since 1990. Among this year's 5,880 students from across the country who took the oath of office between October 2011 and Sept. 30 were 226 nurses — a field considered critical and one that has historically teetered on shortages.

The overall mission accomplishment also was a boon to the Army National Guard and Army Reserve, which benefited from the over-production as hundreds of cadets were designated for service in those forces.

Cadet Command has emphasized science, technology, engineering and math, or STEM, majors in its recent recruitment efforts to meet the needs of an Army that becomes more high-tech. The class of 2012 included 1,163 graduates with those types of degrees, accounting for 19.8 percent of the commissionees. With a continued push, that number could be higher next year, said Lt. Col. Tim Borgerding, chief of Cadet Command's operations analysis division.

Cadet Command hit the 2012 commissioning mark in early August, almost a full month ahead of its pace in 2011, with a host of end-of-course commissionings this summer at the Leader Development and Assessment Course at Joint Base Lewis-

McChord, Wash., Wilder said.

The Citadel, a senior military college in Charleston, S.C., led all schools in total commissions with 88. In fact, the top five producers of second lieutenants were senior military colleges.

Campbell University in North Carolina commissioned 58 cadets to pace non-military campuses and was sixth overall.

The Reserve Officers Training Corps (ROTC) produces more officers for the Army than any other commissioning source. It commissions more officers annually than the U.S. Military Academy at West Point, Officer Candidate School and direct commissionings combined.

Even as the Army restructures and looks to downsize in the coming years — moves triggered by the end of combat operations in Iraq and the pending withdraw in Afghanistan — Maj. Gen. Jefforey A. Smith, Cadet Command's commanding general, has said he doesn't anticipate a change in the total number of second lieutenants the organization is required to produce.

"Based on what I'm seeing and the direction of the downsizing and potential restructuring of some of our combat formations, there is still going to be a high demand for junior officers, even if there is some reduction in brigade combat teams," he said. "There will be additional units form inside those brigade structures, which will require lieutenants."

Among fiscal year 2012 commissionees, 69 percent received some form of Army ROTC scholarship assistance — a four-, three- or two-year financial award. It's uncertain specifically how downsizing might impact future scholarships awarded by the command.

There are cadets who will pursue a commission without an ROTC scholarship — about 1,500 did so this year — but there is a direct correlation between financial awards and program membership, statistics show. As scholarships increase, so do the number of students committing to serve in the Army.

"Fewer scholarships make recruiters' jobs more difficult," Wilder said. "Scholarships are the biggest incentive."

Skilled Linguist Mission Accomplished for First Time

It is by far one of the hardest special missions to fill — that of a skilled linguist, according to John Sheehy, who's in charge of language programs for Recruiting Command. In fact, until last fiscal year, USAREC had never achieved more than 60 percent of the mission. That's because meeting the qualifications to make the cut is very challenging.

First, applicants must already be proficient in a language, which can be difficult for a native speaker if they've been away from their country for a while, said Sheehy. They also have to be U.S. citizens and able to qualify for a top secret security clearance, which means they can't have any type of law violation or bad credit history. In other words they have to be squeaky clean and they have to meet the minimum score of 31 on the Armed Services Vocational Aptitude Battery. With these strict requirements, only one percent of recruits qualify.

In FY 12, however, the command didn't just make mission, it exceeded it with 110 percent accomplishment, placing 120 applicants. Sheehy said they've already recruited 25 percent of this year's mission of 220.

Two things changed. First, Sgt. 1st Class Jeffrey Henry was assigned to fill a language advocate position newly created in the G-3 to foster more program awareness.

Many recruiters were just not aware of the program, so Henry developed a Facebook page to inform recruiters about the skilled linguist mission, field their questions, let them know what's available and assist them in coming up with a plan to find linguists.

Second, the Army implemented an incentive to entice recruiters to seek and place skilled linguists, a process that Sheehy said is time-consuming and extremely detailed, often requiring three or four trips to the Military Entrance Processing Station. Recruiting centers now get credit for two enlistments if they sign up one skilled linguist.

For his efforts in helping make the skilled linguist mission for the first time ever, Henry was recognized by the Army G-2 and the Assistant Secretary of the Army for Manpower and Reserve Affairs. He was also recognized in the U.S. Office of the Director of National Intelligence's Foreign Language and Cultural Integration Quarterly.

Humbled by the award, Henry credited teamwork for the mission's success. Having been deployed in support of Operation Iraqi Freedom four times, he's passionate about putting the most qualified in the field.

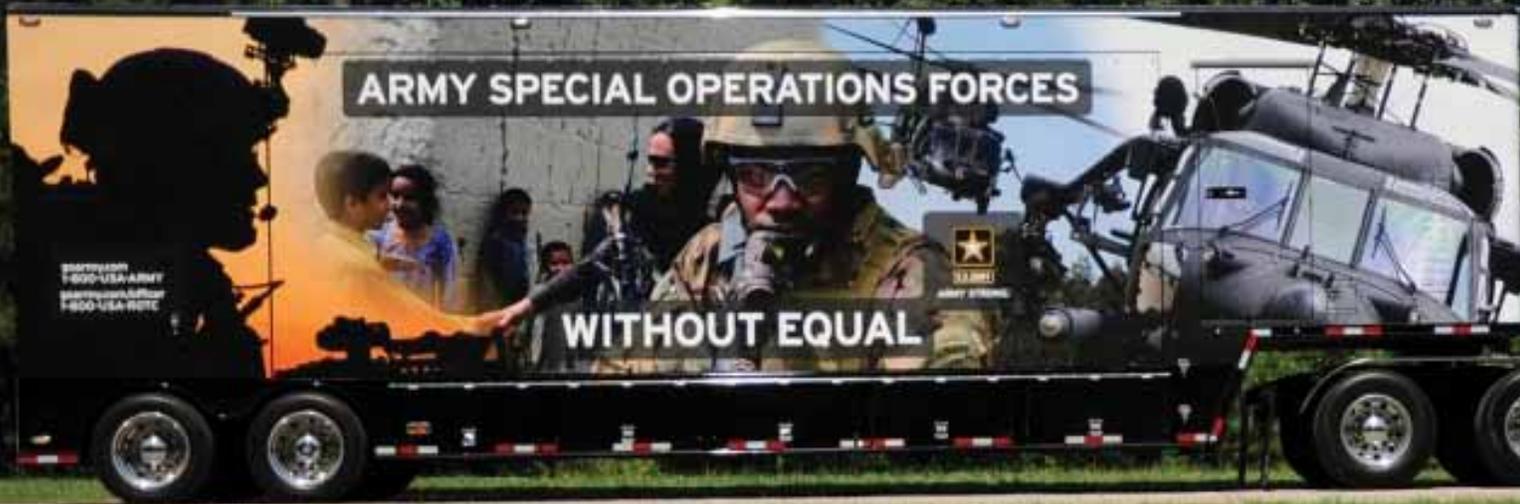
"Being a linguist myself, I would much prefer having a Soldier as a translator rather than a contractor, because contractors can't do everything Soldiers can do, such as carry a weapon. It's also beneficial to have a native speaker who knows the culture, and you don't always know if you can trust a local since they don't have a top secret security clearance and haven't been vetted."

Recruiting skilled linguists also saves the Army time and money as they don't need to attend the Defense Language Institute — training that can take six months to a year and a half to complete, depending on the language and costs about \$100,000 per person.

Story and photo by Fonda Bock
Associate Editor



Sergeant 1st Class Jeffrey Henry displays the star note and coin he received from Lt. Gen. Richard P. Zahner, the Army G-2.



Taking Special Operations Experience

By Jerry Merideth
U.S. Army Accessions Support Brigade

It's a semitrailer like no other. The Army's newest rolling exhibit is designed to bring a taste of what it means to be a Special Operations Soldier to America and troops in uniform.

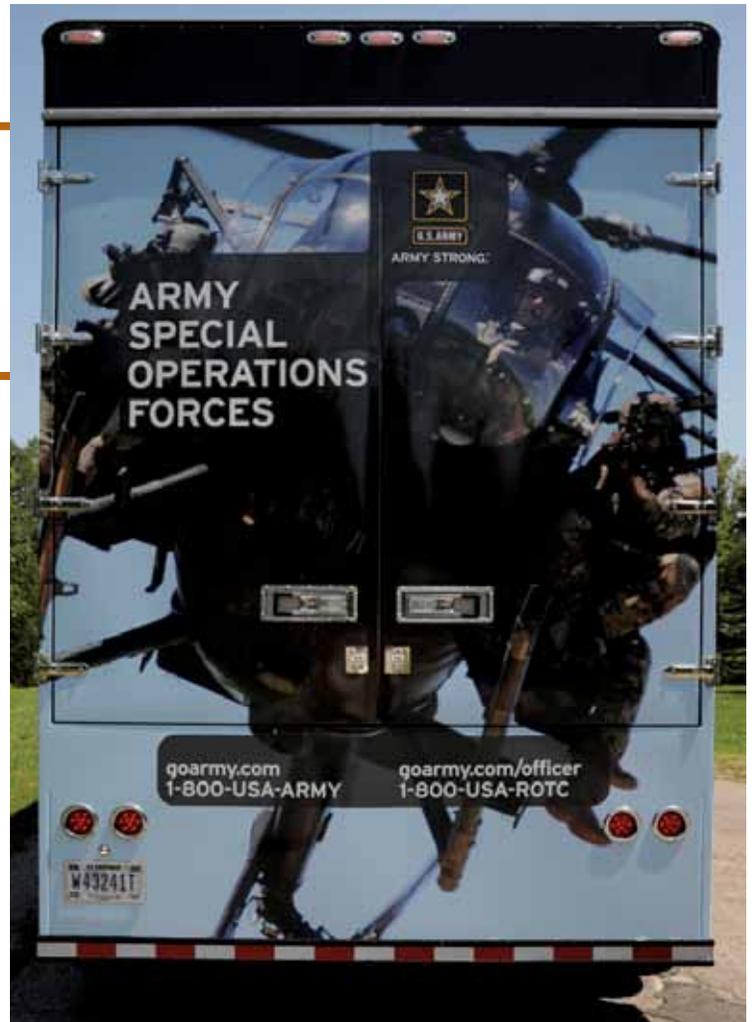
The 60-foot tractor-trailer is wrapped in imagery of Special Operations Soldiers in action. Inside are eight exhibits designed to allow visitors to hear, see and even smell what it's like to be part of the Army's elite forces, including Army Special Operations forces, Rangers and Green Berets.

"It is a tough business, recruiting people to do what we do," said Lt. Gen. Charles T. Cleveland, commander of U.S. Army Special Operations Command, during the trailer's ribbon-cutting ceremony at Fort Bragg, N.C., in August. "Selecting the right individual is critical because Special Warfare is an unconventional warfare. We need individuals with unique skills. This trailer will give them an opportunity to experience the singular skills required for Special Operations."

With its Army Special Operations décor and exhibits, the semitrailer portrays a "Strength Like No Other." There's nothing static about this tractor trailer as visitors can become part of the Special Operations experience on the ground and in the air.

A parachute simulator allows participants to strap into a harness and hang from the display van ceiling as part of a virtual reality skydiving experience. Participants wear headgear that provides a view of the action as they descend on a drop zone.

In a ground mobility vehicle, a driver and gunner tandem tackles terrain and enemy targets. The driver uses monitors to



maneuver through a city while the gunner wears a helmet with a display screen to identify and engage the enemy.

An "immersadome" allows participants to hear, see and feel



Across America

the action of Army Special Forces operations. As you sit in a chair, domes lower, immersing you in the sights, sounds, and even smells, of Army Special Forces operations. Videos include Special Operations Soldiers conducting various types of training.

Observing the action are life-like mannequins dressed as a diver with amphibious gear and as a combat ready Special Operations operator posed with some of the latest equipment and weapons used today.

Kiosk displays include touch screen monitors where visitors can navigate a myriad of Army career possibilities. Interactive monitors also provide information on Army benefits, installations and educational opportunities. The semitrailer weighs 30 tons and is destined for colleges, fairs, military installations and community events across America.

The tractor-trailer is the latest in a series of high tech rolling exhibits designed to support Army marketing efforts, according to Mission Support Battalion Operations Officer Maj. William Davis. The battalion's rolling displays have been consistently lauded by Army leadership for their effectiveness in bringing the Army message to communities across America.

The launch of the new Special Operations semitrailer symbolizes the partnership between USAASOC and U.S. Army Accessions Support Brigade (USAASB), headquartered at Fort Knox, Ky. The USAASB supports Recruiting Command and Cadet Command with their enlisted and officer accessions missions across the United States. A fleet of the rolling displays are part of the brigade's Mission Support Battalion (USAMSB). The brigade structure also includes the Army Parachute Team and the Army Marksmanship Unit.

"We connect America with America's Army," said Col. Mark A. Rado, USAASB Commander. "That mission extends to our troops in uniform as we support the U.S. Army Special Operations Command in recruiting the qualified Soldiers needed to fill the Special Forces ranks. The semi is also designed to attract

How to Request a Traveling Exhibit:

Accessions Support Brigade exhibits support a range of Army accessions missions at events such as high school visits, festivals, car shows and any big events with large numbers of target-age prospects, influencers, and market-expanding opportunities.

Requests for assets must be routed through battalion advertising and public affairs (A&PA) offices.

- Event support requests are submitted in the fourth month prior to the start of the quarter in which the event falls. For example, for an event in February, the event support request must be submitted in September. This ensures the Accessions Targeting Board has time to develop an approved support schedule and the field gets notified with adequate time remaining to plan the event.
- The USAMSB pays for the exhibitors' travel costs and required vehicle expenses.
- Events must be properly coordinated with all parties involved so that everyone is aware of the specifics that are needed to accommodate the asset when it arrives for the event. Some assets are very large and heavy so set-up space and location are very important. This is a safety concern and exhibitors have the final say when it comes to placing the asset in certain locations. They are responsible for the asset and nobody else.
- The driving route to the location is very important, as well, so requestors should identify the best route for exhibitors to take, factoring in narrow streets, low trees, power lines, over passes (bridges), heavy traffic, and bridge weight limits.
- For approved events, the recruiting station/center submits a USAAC Form 111 through the battalion A&PA no later than 30 days prior to the start date. This process provides the details needed for coordination with the supported unit.

America's best to enlist directly for Army Special Forces."

This tractor-trailer is important to the Army Special Operations community, according to USAASB Operations Officer Lt. Col. Scott Walker, who served as a Special Operations Soldier before being assigned to support Army accessions efforts.

"This new asset allows us to reach Soldiers in uniform who aren't wearing a green or red beret," Walker said. "That in-service mission is vital to filling the Army Special Operations ranks."

The van is also a showcase of the pride and passion that Army Special Operations Soldiers have for their mission. Just past the high tech screens and simulators is a kiosk dedicated to Special Operations Soldiers who earned the Medal of Honor. Most honorees earned the award posthumously, often choosing the welfare of their fellow Soldiers over their own.

"We will never forget their sacrifice," Walker said.

Families

By Fonda Bock
Associate Editor

“Because we’re so geographically dispersed and we only get [a chance to do this] once a year, I think it’s key and very beneficial for us to get together with people from other parts of the country and have this time to share information and talk about how [the system] is working for military families,” said Kathy Box, wife of 3rd Brigade Commander Col. Ed Box. She was talking about the briefings and breakout sessions attended by spouse representatives at the Annual Leaders’ Training Conference Oct. 15-16 at Fort Knox, Ky.

A panel of experts and representatives gave briefings and answered questions on a number of topics including, the leased housing program and a briefing by Command Psychologist Lt. Col. Ingrid Lim on wellness, making families Army Strong, and providing resources for maintaining resilience.

Michelle Sanchez, the 6th Brigade command sergeant major’s spouse, said she is eager to share helpful information she learned about the leased housing program.

“I found the explanation about how much of a recruiter’s basic allowance for housing is allocated toward rent vs. utilities very informative. I will take that information back to recruiters because I think that’s important for them to know so they can budget properly.”

Michael Gravens, communications director for the Military Child Education Coalition (MCEC), the only organization nationwide that focuses exclusively on the needs of military connected children, provided information on student and parent professional development programs. Examples of MCEC programs and services include Student 2 Student, which establishes peer-based programs in schools to support mobile children in their transition from one school to another, early literacy programs and a special needs symposia.

“I was aware of the military child education but I wasn’t aware of how deep it went,” said Medical Recruiting Brigade representative Diane Hall.

Representatives from the Department of Defense Military Community and Family Policy gave an update on resources available for family support, family life counseling, spouse education and career opportunities, career counseling, military family readiness, moving and relocation assistance programs,

USAREC Army Family Covenant What It Means To You

- ★ Master Resiliency Trainers at each Battalion
- ★ Military Family Life Consultants/Personal Financial Counselors at each Brigade
- ★ Subsidized Child Care
- ★ eArmy Family Messaging System Command wide
- ★ Government Leased Housing Option
- ★ Gym Membership for Soldiers residing in remote locations
- ★ 8 hours of Respite Child Care per month per Recruiter

Future Goals:

- ★ Increase special program resourcing to meet Soldier and Family member needs
- ★ Expand Exceptional Family Member Program (EFMP) System Navigator to provide additional direct support to our Exceptional Family Members in remote locations
- ★ Enhance Relocation Services for each Brigade
- ★ USAREC Specific Exceptional Family Member Respite Care

childcare, support for special needs children, obesity prevention, youth programs and family advocacy.

Frankie Stull, USAREC’s chief of Soldier and Family Assistance, gave a briefing on RAFTS:

- Resources;
- Awareness — staying engaged by getting to know other Soldiers and their families;
- Followup — initiated on action taken;
- Teamwork — communicating with other families and spouses and asking for help; and
- Strategic Approach — being proactive and placing an emphasis on prevention.

Two exceptional family member program (EFMP) systems navigators have being hired to help families with an exceptional family member find the resources necessary for the growth and development of their child, both on and off installations. The systems navigators are scheduled to begin in November.

The USAREC Family Strong Resource Guide is on the Soldier and Family Assistance Branch website, www.usarec.army.mil/hq/HRD/SFA/index.shtml. It was recently updated and, when finalized, hard copies of the updated resource guide will be disseminated to the companies and stations.

The website also contains information on financial readiness, child care, government leased housing, military family life counseling points of contact and information for contacting USAREC team well-being members.

Also during the ALTC, Commanding General Maj. Gen. David L. Mann and Command Sgt. Maj. Todd Moore resigned the USAREC Army Family Covenant (pictured above) continuing command emphasis on supporting families.

Odierno: Building Trust With Media Important

Story and photo by David Vergun
Army News Service

“A large majority of people I’ve associated with over my 36 years in the Army have been very professional,” said Army Chief of Staff Gen. Ray Odierno, referring to his interactions with the media.

“I don’t ever remember a time when that trust was broken and I think that’s important. And, I really, really do appreciate that and that’s the kind of relationship we want to continue as we move forward,” Odierno told about 60 reporters attending the 10th Annual Military Reporters and Editors Conference in October.

In referring to “trust,” Odierno said it worked both ways: The Army providing reporters with all the correct facts they need for their stories in a timely manner, and relying on them in turn to maintain operational security.

“Off-the-record sessions were some of the best sessions I’ve had with reporters,” he said. “It gave me the opportunity to discuss what’s on my mind and they discovered and discussed things with me that I didn’t know that enabled me to do my job better.”

He said the Army must continue “to reach out to the press. We’re going to engage and outreach with you and have a relationship with you here, overseas, during training events, no matter where it is, during tough problems and good problems. We’re going to build a relationship and work together to get you the right facts so your stories are reported accurate, important and cutting edge.”

The relationship with the press has evolved in positive ways, Odierno said. He said the Army is now working more closely with reporters and evolving away from embedded media, where “I think sometimes the media feels trapped because the military says when and where they go and don’t go.”

He said the media is moving around more and building networks but that there will be times when they must still embed for safety and security.

Odierno said he has genuine positive feelings for the media.

“As corps commander in Iraq and then Multi-National Force-Iraq commander, I was impressed with the heroism (of the media) as I watched many people operate, putting their own personal safety at risk to deliver news to people back in the United States,” he recalled. “I learned to respect that.”

The big challenge facing the media and the Army in the future is working in an uncertain environment where the speed of communications is ever increasing, he said.

“As we move forward, and as I look at what’s going on around the world, the ability to communicate instantaneously is only going to get faster and faster and faster and the ability to report is going to get faster and faster and faster,” he said. “And, the pressure requirements on you and as well as me to understand the environment on what’s going on is going to become more important as well. You have to get the story in quickly to be able to publish what you think you’re seeing.”

In this fast-paced environment, Odierno said it is inevitable that first reports out will usually be wrong about 50 percent of the time due to a variety of circumstances. He said it is up to the Army to follow up on those first reports by getting the most accurate information back out to the reporters as the facts become known and available.

“This requires a good interchange, strong relationships and trust to do that,” he added.

The chief of staff admitted that his own efforts to report the news have been less than successful. He said he’s had a Facebook page ever since serving in Iraq, but that his audience is mostly internal. He said he’s had more success reaching an external or non-Army audience with the recent launch of his Twitter account.

Odierno followed up on his remarks with a question and answer period with the media, speaking on a variety of topics including putting greater emphasis on the Asia-Pacific Theater, but not taking his eyes off other regions. He said the Army is establishing programs of multilateral

engagements throughout that region, including training exercises and humanitarian missions. He said it is crucial to build more transparency with China and held out the possibility that “some of these multinational exercises could include China.”

He also touched on the Army’s professionalism.

“We have a battle-hardened, battle-tested leader capability that will give us an advantage as we look and adjust to the future,” he said, adding that the Army will need these leaders as it adjusts to a more complex world environment.

“What we ask our captains and our lieutenant colonels today is a lot harder than what I had to do when I was a captain or lieutenant colonel, because the world is more complex and difficult and the challenges they’re going to face are more difficult,” he said. “They’re adaptive leaders who mix the science and art of war together to come up with the right solutions at right time.”



Army Chief of Staff Gen. Raymond T. Odierno speaks to about 60 journalists at the Military Reporters and Editors Conference Oct. 19.

Musical Outreach

A CONTRACT MULTIPLIER

By Staff Sgt. John Folco
USAREC G-7/9

Sgt. Corrin Campbell of
USAREC's Army Recruiting
Entertainment Team



Do you have a school that's been a challenge to access? Do you have difficulty reaching your juniors and seniors? Do you have a community in which you are trying to foster a better relationship? Recruiting Command has a national asset to assist in these efforts: the Army Recruiting Entertainment Team.

A high energy, high level musical performance team, the Army Recruiting Entertainment Team (ARET) has the ability to travel throughout the United States with the sole mission of supporting USAREC recruiters for the USAREC mission. The team assists at all levels in lead generation, community awareness and telling the Army Story through high school performances, community events, national anthem performances and large music festivals.

Part of the USAREC G-7/9, ARET began as a country music group but has now branched out into a non-specific music genre group. This change was made to enhance its ability and effectiveness in reaching more targeted demographics.

"Performances by Sergeant [Corrin] Campbell and the USAREC entertainment team have been a great benefit to us in our recruiting efforts," said Lee Elder, Nashville Battalion advertising and public affairs chief. "She's a dynamic singer, a talented musician and has a great presence on and off the stage."

Whether at a school-based concert or a festival performance, Elder said the team is equally effective. He said organizers of an annual Kentucky festival where the ARET recently performed were asking him how they could bring her back next year before her performance was even over.

When ARET is employed at a performance in support of recruiters, it offers an opportunity to engage students and community members. The team encourages the audience to interact with recruiters to receive a free CD in exchange for a completed lead card. Recruiters are also encouraged to engage the local media and coordinate interviews for the ARET, as long as those engagements are within a reasonable distance from the performance location (if not at the performance location) and do not hinder performance requirements. These events are value added; recruiters should work with their advertising and public affairs staff to schedule such events if necessary.

Requesting the Army Recruiting Entertainment Team

- **Identify a potential performance venue, including location and estimated dates and times to leverage the team.**

This is a music concert, so auditoriums are the best locations at schools; gyms will work but are not optimal. The location of the performance must have close access to multiple electrical outlets on separate breakers as the team employs music equipment, lights and audio equipment that all require power and can trip breakers if not separated. The team will call the venue/school POC to verify it can meet all logistical needs.

The team can perform at up to three schools per week — one performance per day with only two being back to back (such as Monday, Tuesday and Thursday). If schools are more 60 miles apart, the team requires a day between those locations.

For high school performances or smaller events without a sound system, the ARET team requires access to the performance area between 7 and 8 a.m. on the performance day for sound system setup, which takes approximately 4.5 hours. Tear down takes two to three hours. Performance times need to be scheduled after 12:30 p.m. for full school assemblies (junior and senior class at a minimum). Performances will be at least 50 minutes or approximately one school period.

- **Contact ARET to make sure the team is available for the requested performance(s).**

Requests must be made at least 45 days out from the event for high school or smaller performances or up to six to nine months out from the performance for larger events or music festivals, depending on the needs of the festival.

Be sure to start a dialogue with the event planners to ensure the festival/venue is agreeable to having the ARET. If so, contact the ARET as soon as possible to make sure the spot is available on the ARET's calendar and approved. With some larger festivals and events added value booth space can be negotiated for meet and greet with ARET and to allow recruiters to prospect for lead generating PPI (ARET CD) distribution.

- **If the team is available, the request must be submitted through the Enterprise Marketing Management System (EMM) by the brigade or battalion advertising and public affairs staff.**

The ARET will provide the requestor a USAAC Form 111 (strategic asset support request form) to aid in capturing all required information for the performance. ARET requires all contact information for the event venue and points of contact, as well as the recruiting POCs on the ground for the event at least 45 days before the event.

- **While ARET is a self sufficient asset, requesting units will be required to assist in the logistical support of ARET.**

Support for high school or smaller events requires a minimum of two recruiters to set up a PPI/RPI table (recruiter supplied) and assist with distribution and collection of lead cards (Army Recruiting Entertainment provided). The recruiters do not need to be at the location for setup but should arrive no later than 30 minutes before the performance for a pre-performance brief. Upon Recruiters are not required for tear down following the performance.

Larger events or music festivals require at least six recruiters to man the PPI/RPI table and to work the crowd. The team will direct traffic to the booth from the stage for the free lead-generating PPI and schedule time for a meet and greet with the community.

With the proper number of recruiters there are fewer issues handling the traffic directed to the booth. Recruiters should maintain a high level of enthusiasm while ARET is performing to capture the maximum lead generation. No CDs will be given out without receiving a completed lead card, no exceptions. After the performance, ARET will collect the lead cards and mail them into the data collection point where the leads will filter down to the appropriate Recruiter Zone based on locations of the leads.

For more information or to initially request the team, contact Staff Sgt. John Folco at (502) 626-0249 or Sgt. Corrin Campbell at (502) 626-3205.

Community Outreach Equals Mission Success

By Fonda Bock
Associate Editor

Until last fiscal year, the Rose City Station in Portland Ore., had not enlisted a single senior from a Portland Public School into the Army in three years. In 2012 they signed up 10, an increase of 400 percent.

What changed? Attitude — according to Station Commander Sgt. 1st Class Brandon Mattern.

“It’s our mission, it’s what we’re supposed to do, you just can’t take it lying down. Part of leadership is to always leave a unit better than what you found it.”

In a city known as one of the most liberal in the country where the military has been allowed only extremely limited access to schools, recruiters are sometimes greeted in a manner reminiscent of the Vietnam era.

Mattern once witnessed a teacher telling seven students, “If you want to go nowhere in life and do nothing, go join the Army, be like those guys.’ And the teachers have a direct influence on these students,” said Mattern.

When Mattern took over as station commander a year ago along with five recruiters new to the area, he decided to counter the negative reception military recruiters in Portland have experienced in a positive manner. If recruiters couldn’t get into the schools, they’d get into the community.

“We need to be more of a part of the community to show that we don’t just kick in doors and jump out of airplanes,” he said.

Mattern requires recruiters to participate in 30 to 40 community events a year, and volunteer in at least one event a month, though each generally opts to donate much more of their time. They participate in runs, walks, parades, breast cancer events, career and diversity fairs, and work with coaches at schools.

Sergeants 1st Class Jamaal Jackson and

Chris Molina and Staff Sgt. Benjamin Agre volunteered weekly this summer as strength and conditioning coaches for Central Catholic High School, helping to inspire the team to victory over their main rival for the first time in six games.

In addition, Jackson put in more than 175 hours as an assistant basketball coach for Roosevelt High School — which was selected to compete in the state championship — and mentored many inner-city and at-risk youth on making positive choices.

As an assistant coach for Cleveland High School’s debate team, Agre logged more than 200 hours helping coach a type of debate called public forum, handling all the administrative affairs and coordinating parents’ involvement. The team ended up taking first place in their division at the state championship. Debate coach Patrick Gonzales described Agre as a godsend.

“Amazing, he’s a man of his word. If he says he’s going to do something, he gets it done. He learned quickly how to judge and then began mentoring students.”

Agre also mentors youth at a local foster home on the importance of staying in school, staying out of trouble and making positive choices.

“Ultimately what I like about my job is helping people grow and improve,” said Agre. “In recruiting I don’t get to do that with Soldiers, so being able to do that with anyone in the community makes me feel more personally fulfilled and like I’m adding value to the community.”

The result — teachers are getting to know the recruiters on a first-name basis, coaches are referring them to other coaches and some parents are at least willing to entertain the thought of their child possibly considering the Army.

“Sometimes the recruiters come back completely deflated from trying to engage students on the sidewalks outside the schools, but these guys don’t let it get them down,” Mattern said. “My hat’s off

to them.”

As of September, Mattern said the station had risen to No. 1 of the battalion’s 39 stations after having been in the bottom five for a number of years.

“These guys are definitely the definition of proactive, out of the box, non-stop hard working recruiters,” said Vancouver Company Commander Capt. Richard Ingleby.

“Portland is obviously a fairly rough recruiting environment compared with a lot of other places and these guys just find a way to make it happen. Linking up with coaches and now to have football players running up giving recruiters hugs after the game, you can’t ask for anything better and it’s exactly why they’re meeting their mission. I couldn’t be more pleased with their efforts.”

Both Agre and Jackson, as well as Longview, Wash., Station Commander Staff Sgt. Donald Anderson, were recognized for their community service Sept. 26 when USAREC Deputy Commanding General Brig. Gen. Henry Huntley presented each with the Military Outstanding Volunteer Service Medal.

“As Soldiers, we are part of the very fabric of our communities. Sergeant 1st Class Jackson, Staff Sgt. Agre and Staff Sgt. Anderson volunteered their time and talents to improve their community. It is my distinct honor to present these awards to recognize their superb efforts.”

Jackson, who’d already received a volunteer medal once before, said he feels honored to be recognized again.

“When I was presented with the award for the second time, I began to think about the Central Catholic football team and all of the other teams I’ve worked with while on recruiting. Those young men and women made volunteering fun, made recruiting fun. I was being recognized for doing something I was passionate about! That alone made the award special, memorable.”

Handling Negative Feedback in Social Networking Channels

By Maria Hernandez
G-7/9 Public Affairs Division

While social media is completing a revolutionary takeover of traditional communication models, it is not a perfect process.

One of the main benefits of broadcast or print media is its one-way path: the message is sent with feedback being minimal and usually irrelevant. Social media is a two-way channel. Recipients of the message are many and their return messages are numerous. While many of these replies can be caustic and immature, many more contain well wishes, thoughtfulness, or constructive criticism.

Social media's two-way communications model can be a wonderful thing. It allows the messenger to form personal relationships with the community. This can get complicated, however, when responders go negative. How organizations deal with negative feedback in social media sets them apart. Among the wrong ways to deal with it is to be defensive, taking it personally, or lashing back.

There seems to be four basic types of negative feedback in USAREC's social media universe: issues an individual has with a battalion, company or center; constructive criticism that offers a suggestion for improvement; attacks motivated by perceived grievances against a recruiting unit or recruiter; and trolling/spamming on USAREC pages for no apparent reason.

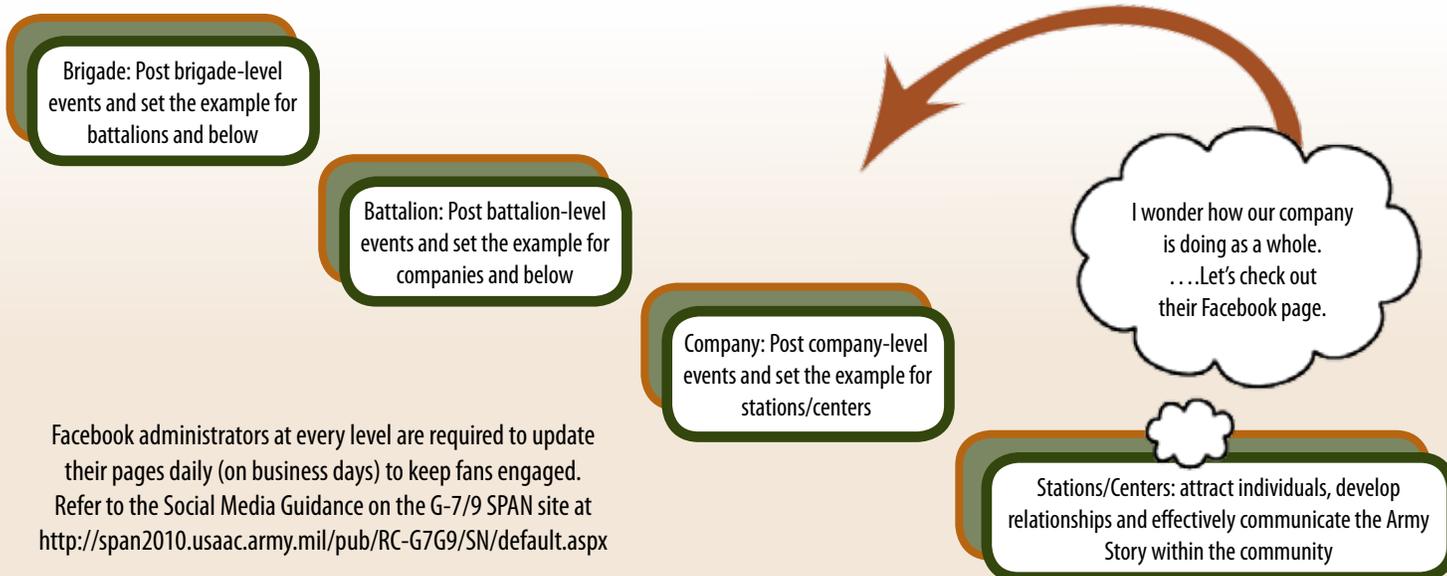
USAREC's social media pages represent a public face, they are not meant as a public forum for individuals to air grievances. Many individuals who post negative comments are trying to get attention

and want their replies to be deleted so they have more ammunition to incite a more vigorous attack to the center or battalion site.

Comments that aren't true should be corrected/addressed immediately. This will quash a great majority of negative postings. If the user repeatedly posts negative and inaccurate comments, ban the user. If user's comments aren't relevant to the purpose of the social media page, or if they are incendiary, vulgar, obscene, racist or otherwise offensive, delete the comments immediately. If the user comes back with more useless comments, ban the user.

That being said, don't delete comments just because they are negative. Social media is a democratic medium. If American civilians want to post strange or unexplainable comments on USAREC pages, so be it. If the language is not offensive (incendiary, vulgar, obscene, racist), these posts don't hurt anybody and there's no point in trying to decipher the poster's motivation. Just remember: always stay positive. USAREC Facebook administrators cannot regulate what others say, but they can control response to negative or odd comments.

It is important in social media to show Facebook fans that USAREC can handle criticism maturely and swiftly. Facebook admins should try to understand if the user has a problem, try their best to correct the issue, and put a positive spin on responses. In the great majority of cases, our fans will respond positively.



Facebook administrators at every level are required to update their pages daily (on business days) to keep fans engaged. Refer to the Social Media Guidance on the G-7/9 SPAN site at <http://span2010.usaac.army.mil/pub/RC-G7G9/SN/default.aspx>

USAREC Facebook page administrators are encouraged to share their unique situations via the USAREC Facebook Admins Group. Facebook page administrators who aren't members of this group can request a friend relationship by sending an email to maria.hernandez@usarec.army.mil on the Facebook search feature. To remain in compliance with Facebook's policy of having no friends, the relationship will be deleted after being added to the admin group.



Future Soldier Greg Carter sprints to the finish line as Parkersburg recruiters and Marine recruits look on. Carter tied for second in the run with a 5:40 finish time.

Future Soldiers Compete in Army/Marine Challenge

Story and photos by D. Charone Monday
Columbus Battalion

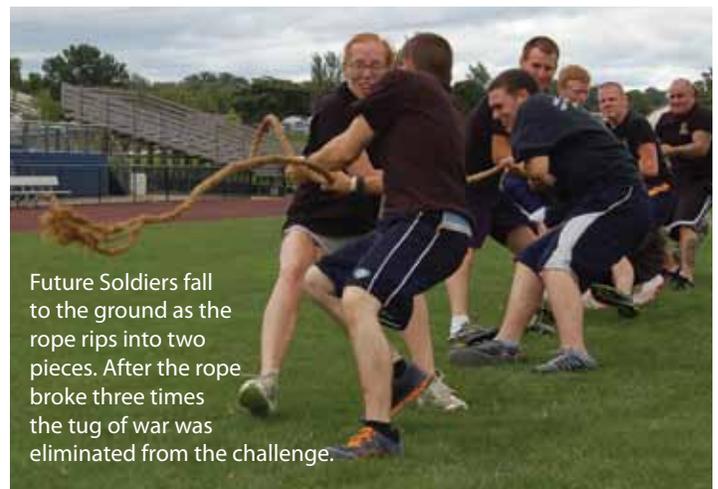
Parkersburg, W.V., recruiters created the Army/Marine Challenge to promote esprit de corps and build camaraderie among area Army and Marine recruits, bring a “fun factor” to getting into shape, and prepare Future Soldiers and Marines for the rigors of basic combat training. The competition between Army and Marine Corps recruits is the brain child of Army Sgt. Cory Souder and Marine Gunnery Sgt. Marshall Williams.

The first challenge, held in March, didn't have a very big turnout and the Army lost the competition by a wide margin. But the second time, Future Soldiers throughout Charleston Company were out in force, determined to not only compete but to beat their military counterparts.

The challenge includes individual and team events. The two individual events are pull-ups and a one-mile run. The team events include a litter carry, tug of war, tire flip, ammo can run and, if needed, a tie breaker called the dizzy izzy.

Since pull-ups are a staple item in the Marines' physical fitness program, it's no surprise they won this event. And though the Army doesn't train for pull-ups, the Future Soldiers showed a remarkable improvement over the first competition and impressed many of the recruiters in this event.

When the Army beat the Marines in the ammo can run it looked as if the challenge might end in a tie. A fall by the Future Soldiers during the litter carry, however, gave the trophy to the



Future Soldiers fall to the ground as the rope rips into two pieces. After the rope broke three times the tug of war was eliminated from the challenge.

Marines for a second time.

In the end, the day was not really about winning or losing, but about helping the two branches to get to know and respect each other and see that service is ultimately about one thing: teamwork.

The recruiters had another challenge scheduled for the beginning of November. To ensure the competition is fair to all the branches, pull-ups were replaced with pushups and not everyone was required to compete in each event.

Parkersburg station commander Sgt. 1st Class Gregory Zook would ultimately like to gather all the branches together and rename the competition the Armed Forces Challenge.

Indiana Recruiters Implement Shipper Ceremony

By Michael Scheck
Chicago Battalion

The Army recruiting process is a series of commitments. The prospect commits to the Army interview; the applicant commits to process and enlist; the Future Soldier commits to shipping off to basic combat training (BCT). Although parents and family members have shared in the enlistment process with their Future Soldiers, shipping to BCT causes them the most anxiety.

Recruiters at the Merrillville, Ind., Center have initiated a special ceremony for Future Soldiers prior to shipping out to basic combat training, according to Center Commander Sgt. 1st Class Roberto Castro.

Castro and the Merrillville Future Soldier Leader Staff Sgt. Clem Carter introduced the shipper recognition program as a way for families to properly say goodbye to loved ones and to allay some of the separation anxiety.

“We wanted the family members to have the feeling that their sons and daughters are in the best hands and to let the Future Soldiers know that we are committed to their families that have supported them throughout the process,” Castro said. “We also want the family and friends of Future Soldiers to know that they are now part of the Army family.”

The ceremony has some mixed emotions Castro said, so it’s important to keep the atmosphere relaxed.

“The parents know that the Army is an important step in their son or daughter’s life, but it’s also a sad time because of the separation. The ceremony is also another opportunity for the recruiter to interact with the Future Soldier’s influencers and reassure them that they’ve helped them make the right choice.”

As part of the ceremony, recruiters also offer information on what Future Soldiers can expect during BCT.

“The biggest concern for parents is [having] contact information for their Soldier and [knowing] how long before they’re able to talk to their son or daughter,” Castro said. “We also reassure the families that they can reach out to us at the Merrillville Center at any time with questions and concerns.”

Castro said the Merrillville Center has programs in place to ensure a seamless transition from Future Soldier to basic combat training Soldier.

“We treat Future Soldiers like Soldiers by holding them to the same standards and discipline of an Army Soldier,” Castro said. “We stress the importance of the family, building strength through unit cohesiveness and developing a strong sense of community.”

The station, according to Castro, follows the Army principle of good stewardship.

“We want to be remembered as someone who leaves this area in better shape than they found it,” Castro said. “Our mission is to help our Future Soldiers achieve their dreams in the Army and when they do return to the area, contribute to the community.”



Future Soldier Pvt. Tyran Crawford poses with his extended family in the Merrillville, Ind., Center. Crawford and his family participated in the station’s shipper recognition ceremony.

SSG CLEM CARTER

NCO Shares Passion For Cooking With Students

By Capt. Mary Beth Griffin
Joplin Company, Kansas City Battalion

Every day I challenge my noncommissioned officers to think outside the box and use the innovative and adaptive skill sets they've honed throughout their military careers to connect with their audiences. They have responded with creative new ways of reaching out to the high school market, including giving self defense classes, substitute teaching, assisting as athletic coaches, conducting team building exercises and, most recently, decorating cakes.



Sergeant 1st Class Matthew Monroe teaches cake decorating basics.

At age 18, Sgt. 1st Class Matthew Monroe never imagined he would one day use his dream and passion of being a chef to connect with high school students and discuss the benefits of serving their country.

"I have always enjoyed being a chef, and I never saw it turning out this way," said Monroe, who enjoys interacting with students and sharing his passion for cooking.

Monroe originally enlisted in the U.S. Navy in 1991 because he wanted to become a chef. After spending seven years forward deployed, he served as a personal chef at the Naval War College in Newport, R.I.

In 2000 he left active duty to pursue a position as an executive chef at Sycamore Hills Country Club in Fort Wayne, Ind. However, the very same sweet deals that he shares with 17- to 24-year-olds now

drew him back into service in 2001 as an Active Guard Reserve recruiter.

Recruiters get to share their Army story every day, and let's face it, who doesn't enjoy reminiscing over some of their fondest or funniest memories. As recruiters try to educate the populace on the benefits and job training available in the military, they find that there's nothing magical about being a good recruiter; it's about finding their audience's passion and relating to it.

When Monroe met Jenny Cummings at Central High School in Springfield, Mo., he knew he'd found an opportunity to share his passion of cooking while also

sharing his Army Story. Cummings said by bringing a recruiter into her culinary arts classes, she allows the students to interact with a professional with a different perspective than what she brings to the classroom.

As well as a new perspective, recruiters throughout the Joplin Company are constantly finding ways to give back to their communities

and schools, and augmenting teaching staff is just one of those ways. Having a recruiter serve as an additional instructor reduces the student-teacher ratio from 30:1 to 15:1, providing students a higher quality classroom experience.

The quality of education within the schools helps ensure recruiters have a quality market to recruit from. As recruiters seek out the individuals who will be most successful in military service they also encounter those whom Dr. Lisa Anderson, Central High School's assistant principal, identifies as not college bound.

Anderson said these students could capitalize on the "huge advantage" of the discipline provided through military training. Anderson said the most important aspect of recruiters in the schools is that it provides students with a "real world connection, to see what they

want to do career wise and have someone who can share their story," a focus area for the Central High School staff and faculty.

Monroe taught cake decorating to over 300 students in the Culinary Arts Classes at Central High School over a two-week period. Donning his white chef coat, Monroe made the transition from intimidating Army recruiter to fellow food lover, and the students found it much easier to connect and converse with him.

Nathan Hewett, a senior and teaching assistant for the Culinary Arts class, said Monroe provides not only new techniques but a different style.

"I think it's great [recruiters] are in the classroom working with students because it shows them a more personal side of the military."

Students' responses were all very positive. Freshman saxophonist Connie Atkins, who plans on auditioning for the Army Band, said she enjoyed that Monroe didn't talk about just recruiting, but connected on a personal level through their shared interest in culinary arts.

Sam Stuckey, who plans on going to college to be an architectural engineer, still enjoyed his time learning from Monroe because it was "nice to see people who serve our country" and interesting to interact with the recruiters.

Monroe said it's important the "students and faculty see that the Army has more to offer than just what they see on CNN."

When he's able to spend time in the classroom with the same students, he said a rapport is developed that permits the students to feel comfortable around an Army recruiter.

The level of trust is heightened since the students now view the recruiter as a person, not just someone trying to sweet-talk them into enlisting.

Leading classes like culinary arts paves the way to gaining access to more classroom presentations with the other teachers and even other schools due to the credibility that is built with the educators.

The faculty and staff realize recruiters have a vested interest in the students' futures and aren't only interested in trying to get the students to join the Army, but genuinely care about each student's success.

6th Bde Soldiers Support Veterans Event

Story and photo by Nelson E. Ballew Jr.
6th Brigade

On Oct. 4, the 6th Brigade Retention Team waited their turn to sign-in and receive an assignment for the day. Master Sgt. Ernie Lopez and Sgts. 1st Class Wesley Cook and German Marrero came to the 3rd Annual Winter Veterans Stand-Down to volunteer their time and energy at the Cambridge Community Center in Las Vegas where they provided services and goods to those veterans down on their luck. Of the 800 homeless veterans who showed up for assistance that day, there was one unifying theme: The military fraternity is a family, and it was time to take care of those in need.

“I have always liked to volunteer whenever possible,” Lopez said. “This event felt special because it was about supporting those who are part of our Army/military family. We were able to find the time in our work schedule to participate in this event. What made it more rewarding is that we were able to participate in this event as a team.”

Lopez’ team was initially assigned to help set up the donated clothing tent. Bob Garlow, Nevada State Veterans of Foreign Wars junior vice-commander, tasked the group with moving the clothing from a storage location to the tent. After accessing the situation,

Cook quickly determined using his truck would expedite the process. Three trips later, a majority of the clothing had been moved, and the team assisted Garlow and other volunteers setting up racks of clothing. Once the tent was prepared for the arrival of the veterans, the 6th Brigade team started looking for new tasks.

While moving through the Cambridge Center parking lot, Lopez noticed the check-in line was not moving very fast. He became concerned that the 90-plus-degree temperatures might cause a heat related injury. The Soldiers coordinated with Salvation Army personnel who provided an ice chest they filled with water and ice from the community center. Realizing there was not enough water on hand; Marrero took up a cash collection from his fellow team members and purchased cases of water to distribute to the people waiting in line.

Command Sgt. Maj. Ernest Sanchez Jr., 6th Brigade command sergeant major, was very positive about his Soldiers participating in community service and appreciated the Soldiers’ efforts at the event.

“It’s important for our Soldiers to perform outreach and community service within the communities they work and live. We need to be involved in more events like this,” Sanchez said. He also indicated he wants the brigade to be more involved in community service events and personally intends to participate.



Master Sgt. Ernie Lopez moves boxes during the 3rd Annual Winter Veterans Stand-Down.

Nashville NCOs Help School With Library Book Donation

By Lee Elder
Nashville Battalion

Morristown East High School’s library was the beneficiary in the first of a planned series of book donations by local U.S. Army recruiters.

Recruiters presented 52 books to the school’s Principal Gary Johnson and Librarian Amy Wheatley Aug. 16 in front of Wheatley’s homeroom class. The books cover a wide range of subjects, but focused mostly on military topics.

“We’re tickled to get any type of book students might enjoy,” Johnson said. “It’s a great help to us.”

Operation Book Drop was the brainchild of Sgt. 1st Class Christopher Wolf, the Morristown Station commander, and Sgt. 1st Class Aaron Ingmire, the Army recruiter assigned to the school. Both collected books from Soldiers throughout the Johnson City Company and wherever they could find well-conditioned books.

“This is something we wanted to do to help the school,” Wolf said. “We’re hoping to do more of these in the future and expand the programs to other surrounding schools.”

The donation was welcomed by Wheatley, who has been one of the school’s librarians for three years.

The donation “means that I have more to offer my students here,” she said standing in front of an Army display at the library. “When students come here and ask for new books, I can have something to give them.”

Like most local schools, Wheatley has had to deal with declining budgets in recent years. Decreased funding has limited the library’s abilities to acquire new titles while keeping pace with expanding information technology.

About a dozen students crowded around the table in the library that showcased the new books. While most of the books had a military theme, many dealt with a variety of subjects. Each of the books was targeted to be of interest to high school readers.

Wolf said he started trying to find books from a variety of sources once he learned the school had a need for new books. “This has been a great effort,” Wolf said. “We’re glad to get to do this to help the school and the students here enjoy reading and learning.”



Ethan, who wants to be a news reporter when he grows up, interviews Staff Sgt. Desmond Upchurch of the Woodland Recruiting Station at the “When I Grow Up” event Aug. 4 for children with heart conditions. BELOW: Sgt. Carlos Serra gives Annabelle Lee an Army teddy bear, as Staff Sgt. Andres Valencia offers a high-five.

Sacramento Recruiters Inspire Children Living With Serious Heart Conditions

Story and photos by Cathy Pauley
Sacramento Battalion

It's not always about recruiting for four Sacramento recruiters who usually spend their time looking for future Soldiers. In early August the recruiters volunteered at the annual “When I Grow Up” event for children with heart conditions at UC Davis Medical Center’s MIND (Medical Investigation of Neurodevelopmental Disorders) Institute.

The event is devoted to helping children with heart conditions maintain normal lives despite frequently being hospitalized for their illnesses. Through the event, the children are encouraged to dream about the jobs and careers they’d like to hold when they grow up.

“The excitement on the kids’ faces when they see you was definitely a highlight,” said Sgt. Carlos Serra of Arden Station. “I realize they are normal kids despite all the adversity they have gone through.”

Staff Sgt. Andres Valencia, Arden Station, had a personal reason for volunteering.

“This past year, I took my daughter to Shriners’ Hospital for Children to get X-rays for her toes. Luckily, she had something which should not physically impair her from developing normally,” Valencia

said. But “because of her condition, I was inspired to volunteer more often. I hope to bring a smile to more children.”

Valencia said it’s important for Soldiers to volunteer at community events, especially those that touch children with medical conditions.

“Children can become inspired to look past their medical conditions and hope to do something extraordinary with their lives.”

The children showed that even though they have medical issues with their heart doesn’t mean they can’t have big ones.

“We were giving out the Army teddy bears and toward the end of the day we ran out,” Serra said. “This little boy pouted and put his head down when he realized he would not get a bear. Then a little girl who had one from earlier in the day came up to him and gave him her bear. It was a real heart-warming moment.”

Sacramento medical recruiter Sgt. 1st Class Juvenal Villalobos, who volunteered and donated Army teddy bears to the cause said, “events like these are self-gratifying and bring you closer to the community.”

Local TV news anchor Edie Lambert, one of the personalities who took part in the event, invited Ethan, who wants to be a news reporter when he grows up, to walk



around with her cameraman to interview grown-ups, including Staff Sgt. Desmond Upchurch of Woodland Station.

“Watching Ethan interview Desmond about his military career was a special moment for me,” Villalobos said.

The young participants, who ranged in age from toddlers to teens, visited booths and spoke with firefighters, police officers, doctors, nurses, teachers, chefs, television personalities, beauty queens and Soldiers about their careers.

DCG Credits Alma Mater for Success, Inspires KSU Students, Faculty, Alumni

Story and photo by Lee Elder
Nashville Battalion

A Kentucky State University alumnus credits his “little, but bold” alma mater with helping him climb into the military’s elite ranks.

Brigadier Gen. Henry H. Huntley was the keynote speaker for KSU’s Founder’s Day ceremony Oct. 12. His appearance was part of a weeklong commemoration of the historically black university’s 126th anniversary and homecoming activities.

In his remarks the 1983 KSU graduate now USAREC deputy commanding general, stressed service.

“You see, from the very first moment I stepped foot on the campus of this wonderful and highly respected university, all dreams were encouraged, and all challenges were accepted,” Huntley said. “No one here, not once ever, allowed me to think that cultural and societal problems should be a reason for any of my own failures.”

The Atlanta native came to KSU to play baseball and perform in the band. However, he said he graduated from the school with a profound sense of duty and obligation.

“What I’ve always thought, and hopefully lived, is that serving those who worked for me, creating teams of people with a common goal, and genuinely caring for those around me, makes the difference,” Huntley said. “Every successful person — and I’m not merely speaking of monetary success — engages with other

people, demonstrates value, gains power as part of a team, and ultimately, it is [their] service that makes a difference.”

Huntley’s appearance marked the second straight year the general has visited the KSU campus during homecoming activities. In addition to partaking in the celebration, he has also worked closely with local recruiters to share Army opportunities with KSU students and graduates.

Last year Huntley was honored with the John Henry Jackson Service Award. Named after KSU’s first president, the award “honors recipients who exemplify the dedication to the ideals of service to their communities,” according to KSU officials.

After receiving awards this year from both the university and its national alumni association, Huntley responded with a very candid challenge to the nearly 300 students, alumni and faculty members who crowded into the auditorium to hear him speak.

“Don’t perpetuate the myth that universities such as Kentucky State University aren’t producing ‘model, highly-educated, morally and spiritually fit leaders, capable of filling the critical roles in our society.’ I’m not suggesting any of this is easy — it’s not.

“Commitment and dedication is yet another thing that will set you apart from those seeking the easy path.”

In introducing his longtime friend, former roommate and Kappa Alpha Psi fraternity brother, Gary Ray described how each of the seven Army Values — courage, integrity, duty, loyalty, honor, selfless service and respect — fit Huntley’s character.

“We are all proud of you,” Ray said. “He’s the first general from KSU, but he won’t be the last.”

Huntley was also the grand marshal of KSU’s homecoming parade this year, which rode through downtown Frankfort.

KSU President Dr. Mary Evans Sias said the Kentucky State family takes great pride in Huntley’s achievements and his presence is always welcome on campus.

“General Huntley is highly respected in his career and in the community. He serves as a role model and inspiration to all of us. The knowledge of his achievements particularly helps our students to know that they too can achieve success.”

USAREC Deputy Commanding General Brig. Gen. Henry Huntley encourages an audience of faculty, staff and students at Kentucky State University to strive for success and make a difference. Huntley, a 1983 KSU graduate, was the keynote speaker for the university’s Founder’s Day ceremony Oct. 12.



Recruiters Run Boot Camp for Teachers

Story and photos by Lee Elder
Nashville Battalion

As schools opened throughout east Tennessee in August, teachers were busy gearing up for the arrival of the new school year by getting in better physical shape thanks to an effort by local Army recruiters.

Johnson City Center recruiters conducted a three-week boot camp for teachers, staff and administrators at David Crockett High School (DCHS) during the summer months. The program was so popular it is being continued on a twice-a-week basis throughout the school year.

The boot camp involves pushups, sit ups, various stretching techniques and quite a bit of running. Recruiters conduct the boot camps in a manner similar to that used in basic combat training and Army Physical Fitness Tests.

Sergeant 1st Class Jesse R. Firster and Staff Sgt. Corey Moore originally configured the program toward the school's students. Firster said he's become increasingly concerned about obesity among young people and had hoped to do something to help them not only be eligible for military enlistment, but also be healthier throughout their lives.

The student program didn't quite pan out. It was then that second-year

DCHS Principal Andrew Hare said he had the idea to do something to help the teachers.

"There are not too many programs out there for faculty members. It's a good way to help them relieve a lot of stress."

Hare said the boot camps came along at just the right time for his faculty. During the past year, state-mandated education reform required major changes to the school's curriculum and touched many other areas.

"It was very stressful," said Hare, who participates in many of the sessions. "They felt like they needed an outlet."

Kelly Sams, the school's chorus teacher, is taking advantage of the program.

"I thought it would be a great way to motivate myself to start a healthier lifestyle," said Sams a third-year teacher who is also a graduate of DCHS. "It was the perfect opportunity, so I came and put some time in."

It wasn't easy at first, but Sams said Firster and Moore encouraged her to keep going.

"The first couple of days, I didn't know if I could make it through," Sams said. "Then, I took 40 seconds off my half mile, and I really felt good about it."

The training has also helped School Librarian Annette Boreing take up running. She's done circuit training for a while, but the boot camp helped her start a running program.

"I have enjoyed it," Boreing said. "It has inspired me

to do a lot more running."

A 12-year DCHS veteran, Boreing said she sees the importance of good physical conditioning now more than ever.

"At my age, I want to make sure I can maintain," Boreing said. "This program has really helped me feel better."

For his part, Moore, an infantryman by trade, said he sees similarities between the teachers and the Soldiers he usually trains. The formula



David Crockett High School Chorus Teacher Kelly Sams does pushups under the watchful eye of Sgt. 1st Class Jesse R. Firster. Recruiters are working with teachers at the east Tennessee high school to get them into shape and live healthier lives.

for success is the same with either group.

"They both have a lot of heart and determination," Moore said. "I admire [the teachers] for getting up every day and doing what a lot of younger people don't want to do."

Firster, who recently moved to another battalion, said it's hard to leave the program behind, but it's definitely something he will take with him to his new center.

"We want to keep it going during the school year," he said. "It's a really good program. Hopefully, it will spill over to the students."



Bulldawg Challenge teams Staff Sgts. Nicholas Bennett and Kinion Smart; Sgts. 1st Class Donald Graves and Christopher Smith; Sgts. Fred Sherrick and Justin Kaiser; Sgt. Charles Berry and Sgt. 1st Class Neal Sanders; and winners Staff Sgts. Charles Bertram and John Cousins. BELOW: Staff Sgt. John Cousins performs pullups.



Raleigh NCOs Compete in 3-Day Fitness Challenge

Story and photos by Ron Toland
Raleigh Battalion

Five two-man teams of Raleigh Battalion Soldiers competed in the Fourth Quarter 2012 Bulldawg Challenge Sept. 4–6 at Camp Mackall, N.C. The Soldiers sweated, struggled and experienced muscle failure during the quarterly physical fitness challenge. The events included an obstacle course, pushup and situp competitions, sandbag carry, tug of war and a five-mile run/cross-fit competition.

The participants were selected from each company based on their Army Physical Fitness Test scores and results in other fitness courses like the Tough Mudder and 5K Warrior Dash that recruiters have participated in during the year, said Capt. Neil Alcaria, Fayetteville Company commander.

“The Bulldawg of the Quarter Challenge is a true ‘gut-check,’” said Sgt. 1st Class Kenneth Mayes of Fayetteville Company, who helped plan the challenge. “It requires everything they have; it’s mentally and physically challenging.”

Not only is it challenging, but it strengthens cohesion within the teams.

“It builds teamwork and motivation, promotes camaraderie among the companies, as well as esprit de corps,” said Sgt. 1st Class Bryan Rowland, who assisted Mayes.

“The Soldiers were out there to represent their company, as well as themselves as individuals who want to prove they are the best in physically demanding events,” he said.

The 10 participants were Staff Sgt. Nicholas Bennett and Staff Sgt. Kinion Smart; Sgt. 1st Class Donald Graves and Sgt. 1st Class Christopher Smith; Sgt. Fred Sherrick and Sgt. Justin Kaiser; Staff Sgt. John Cousins and Staff Sgt. Charles Bertram; and Sgt. Charles Berry and Sgt. 1st Class Neal Sanders.

The winning team of Cousins and Bertram defended the title for the Winston Salem Company Junk Yard Dogs.

“My teammate did great and it felt good to be the best in the battalion once again,” said Cousins. “The events remind me that it is important to remain proficient in other aspects of soldiering, not just recruiting.

“These events build morale and spirit de corps within the organization, whether you win or lose,” he said. “It’s more than just a trophy. It represents the importance of maintaining high levels of physical fitness and instills a sense of pride in knowing that you have been selected by your leadership to represent your organization.”

RSID Station Name

1st Bde

- 1A5W Waterbury
- 1A8H Weisbaden
- 1B2E Easton
- 1D7B Plymouth
- 1E3D Harrisburg
- 1G1A South Shore
- 1G1P Brownsville
- 1G2F Elmhurst
- 1G3K Times Square
- 1G4Q Hauppauge
- 1G5W Westchester Square
- 1K3B West Chester
- 1K4E Freehold
- 1K4K Tinton Falls
- 1K4O Willingboro
- 1N2J Mattydale
- 1N2V Syracuse
- 1N3P Rome
- 1N3S New Hartford
- 1N4A Buffalo
- 1N4S West Seneca
- 1N5E Vestal
- 1N6B Batavia
- 1O1I Christiansburg
- 1O4A Lynchburg
- 1O4J South Hill
- 1O4K Charlottesville
- 1O5B Richmond West
- 1O5D Colonial Heights
- 1O5E Chesterfield
- 1O5H Mechanicsville
- 1O6D Clarksburg
- 1O6G Elkins
- 1O8D Denbigh
- 1O8J Yorktown
- 1O8L Gloucester
- 1O9A Lynnhaven
- 1O9C Chesapeake
- 1O9N Little Creek

2nd Bde

- 3A2A College Park
- 3A5G Smyrna
- 3D1E Evans
- 3D2K Dentsville
- 3D2L St. Andrews
- 3D4S Clemson
- 3D4V Spartanburg
- 3D6A Hendersonville
- 3D6E Hickory
- 3D6W Shelby
- 3E1M Mandrin
- 3G1O Doral
- 3G6C Caguas
- 3G6M Rio Piedras
- 3G7A Arecibo
- 3G7G Aguadilla
- 3G7M Mayaguez

- 3G7P Ponce
- 3H2F Dothan
- 3H2W Fort Walton
- 3J1C Spring Lake
- 3J1G Fayetteville
- 3J1M Sanford
- 3J1R Rockingham
- 3J2J Greenville
- 3J3F Durham
- 3J3G Cary
- 3J6N Raleigh Main
- 3N1E Deland
- 3N6E Seminole
- 3T7B Laurel

3rd Bde

- 5A2K Bourbonnais
- 5A6C Crystal Lake
- 5A8A Aurora
- 5C4U New Philadelphia
- 5C4W Wooster
- 5C6B Bowling Green
- 5D2R Columbus West
- 5D3D Huntington
- 5D3E Logan
- 5D6F Daytona South
- 5D8M Hillsboro
- 5H2V Muncie
- 5H3A Collinsville
- 5H3B Belleville
- 5H5F Lafayette South
- 5H5M Noblesville
- 5H8S Shelbyville
- 5H8T Indy South
- 5H9C Pekin
- 5H9D Normal
- 5H9G Galesburg
- 5I1K Kalamazoo
- 5I2E West Branch
- 5I7B Flint
- 5J4D Escanaba
- 5J5H Madison East
- 5K8D Ames
- 5K8S South Des Moines
- 5N3P Knoxville West
- 5N3S Maryville
- 5N5C Clarksville

5TH Bde

- 4E1R Orange
- 4E3K Spring
- 4E4J Cypress
- 4G3B Bolivar
- 4G3V Seminole
- 4J6D Harrison
- 4K4D Sa Central
- 4P4Q Queen Creek
- 4P4Z Arizona State University
- 4P6Z University of Texas
- 4P7T Metro Center



6th Bde

- 6H1B Bend
- 6H2P Longview
- 6H2Q Rose City
- 6I0K Sparks
- 6I0Z University of Nevada Reno
- 6I1C Crescent City
- 6I1S Medford
- 6I4S Sonora
- 6I5S Folsom
- 6K1B Barstow
- 6K1H Hesperia
- 6K1V Victorville
- 6K2C Corona
- 6K2D Cypress
- 6K2F Brea
- 6K2G Garden Grove
- 6K4K El Centro
- 6K4N National City
- 6K6A Hemet
- 6K7G Jurupa Valley
- 6K7N Riverside
- 6L4P Puyallup
- 6N2D Palmdale
- 6N9D Gilroy

MRB

- 9A1C Cherry Hill
- 9A1E Elkridge
- 9A3I Long Island
- 9A3L Landstuhl
- 9A3N Newburgh
- 9A4C State College

PHOTOS BY JULIA BOBICK



Recruiting Command 2012 Unit Awards

Top Battalions by Brigade

Syracuse Battalion

Columbia Battalion

Columbus Battalion

San Antonio Battalion

Fresno Battalion

5th Medical Recruiting Battalion

Overall Top Battalion in USAREC

5th Medical Recruiting Battalion (*right*)

Top Brigade

Medical Recruiting Brigade (*above*)



9A4S Syracuse
9A4W Wilkes-Barre
9B1A Morrow
9B1B Birmingham
9B1C Columbia
9B1M Mobile
9B1N Charleston
9B1S Columbus
9B2J Jackson
9B2L Lexington
9B2M Memphis
9B2N Nashville
9B3G Gainesville
9B3M Miami
9B3S San Juan
9B3T Tampa
9B1Z Special Corps
9C1B Bloomington
9C1M Milwaukee
9C2I Indianapolis
9C2S South Bend
9C2W Westchester
9C3A Akron

9C3D Dearborn
9C2Z Special Corps
9D1D Dallas
9D1L Lubbock
9D1S San Antonio
9D2K Kansas City
9D2W Wichita
9D1Z Special Corps
9E1A Aurora
9E1S Salt Lake City
9E1Z Special Corps
9E3J San Mateo
9E3S Seattle

Chaplain

9X1A Northeast Chaplain Team
9X1B Southeast Chaplain Team
9X1E West Chaplain Team

Special Operations Recruiting Bn

9S1C Special Forces Recruiting Team
Alpha (Fort Benning)
9S2B Special Forces Recruiting Team
Bravo (Fort Campbell)
9S2D Special Forces Recruiting Team
Fort Riley
9S3A Special Forces Recruiting Team
Charlie (Fort Carson)
9S3B Special Forces Recruiting Team
Charlie (Fort Lewis)
9S3C Special Forces Recruiting Team
Charlie (Fort Bliss)
9S3D Special Forces Recruiting Team
Charlie (Hawaii)
9S4A Special Forces Recruiting Team
Delta (Fort Bragg)
9S4D Special Forces Recruiting Team
Delta (Fort Drum)
9S4F Special Forces Airborne North
(Fort Bragg)

1. What is the primary tool a station commander uses for directing recruiting center operations?

- a. SWOT
- b. APL
- c. ROP
- d. MAP

2. Which of the following is the best business practice for center commanders when conducting an operational review with their AAC?

- a. During and at the end of the duty day
- b. Beginning and end of the duty day
- c. Hourly throughout the duty day
- d. End of the duty day

3. What is the longest period of time a center commander can assign a team member duties and responsibilities other than their assigned duty positions?

- a. 120 days
- b. 30 days
- c. 90 days
- d. 60 days

4. How often does the center commander conduct an AAR with the Future Soldier leader regarding Future Soldier events, attendance, training progress and documentation of referrals?

- a. Daily
- b. Monthly
- c. Quarterly
- d. Weekly

5. Intelligence analysis is the first step in the development of a center's ROP. How many steps are there in intelligence analysis?

- a. 8
- b. 4
- c. 6
- d. 3

6. Processing activities are typically unscheduled events that occur during and after the Army interview. According to recruiting doctrine when does processing begin?

- a. When handed off to the RST
- b. When the prospect produces the required documents
- c. When the prospect agrees to enlist
- d. Right after the interview

7. What is considered the cornerstone of successful recruiting operations?

- a. COI/VIP development
- b. Prospecting
- c. Lead generation
- d. School Recruiting Program

8. Which of the following lead sources has the greatest enlistment potential?

- a. COI referral
- b. 1-111A ASVAB participant who plans military
- c. www.goarmy.com lead
- d. High school directory lead

9. Which recruiting operation is perpetual and a vital part of all recruiting operations?

- a. Decisive operation
- b. Shaping operation
- c. Sustaining operation
- d. Combined operation

10. Which recruiting function is considered the main event of recruiting?

- a. Prospecting
- b. Processing
- c. Future Soldier Training Program
- d. Interviewing

Want the Answers? The answer key is on Recruiting ProNet (you must be a member). Look for the Recruiter Journal Test Answer link in the left column. Start from the Recruiting ProNet home page: <https://forums.army.mil/secure/communitybrowser.aspx?id=51486>.

Have you read this Month's Idea of Excellence? The top idea for October (leadership) is from Sgt. 1st Class Jonus Ware of the Battlefield Recruiting Station. Read more at <https://forums.army.mil/SECURE/communitybrowser.aspx?id=1234962&lang=en-US>.

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