

"Strength Starts Here"

Recruiter Journal

STANDING READY TO HELP ARMY FAMILIES
page 14



DECHENNE

U.S. ARMY

U.S. ARM



One Shot, One Kill!

of the South

Jacksonville, FL

Warner Robins, GA

are not a Gator

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Bail"

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ON THE COVER: USAR recruiter Staff Sgt. Daniel Dechenne of the Neptune Beach Station in Florida with his wife Allison, 7-year-old Ayden, 2-month-old Mason, 5-year-old Kendall and 6-year-old Austin. Dechenne joined the Jacksonville Battalion in January. His sons like dressing like their favorite Soldier — their father. Photo by Cynthia Rivers-Womack, Jacksonville, BN.

BACK COVER: Child abuse prevention poster.

**U.S. Army Recruiting Command**

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The Recruiter Journal (ISSN 0747-573X) is authorized by Army Regulation 360-1 for members of the U.S. Army Recruiting Command. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command.

The Recruiter Journal is published monthly by the U.S. Army Recruiting Command Public Affairs Office.

Feedback: We want to hear from you. Send magazine submissions, comments, ideas and story suggestions to the editor. Email: julia.bobick@usarec.army.mil
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Phone: (502) 626-0172, DSN 536.
www.usarec.army.mil/hq/apa/journal.htm

Deadline for submissions is the first week of the month prior to publication.

Printed circulation: 9,500.
Periodicals postage paid at Fort Knox, Ky., and at additional mailing office.
POSTMASTER - Send address changes to:
Cdr, U.S. Army Recruiting Command
ATTN: RCME0-PA (Recruiter Journal)
1307 Third Avenue
Fort Knox, KY 40121-2725

Find Recruiting Command online:
www.facebook.com/usarec
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Remember the Basics

With the Annual Leaders Training Conference behind us, we are now in Annual Training Conference season. In addition to enjoying the camaraderie and sharing information from the Annual Leaders Training Conference and lessons learned, I would also like us to focus on the basics of recruiting operations.

As a command, we are making great strides in converting to Small Unit Recruiting (SUR), but we must also ensure we don't neglect our most fundamental recruiting principles. Remember the old funnel diagram that depicted our recruiting process? We must continue to fill the top of that funnel with the most qualified and eager applicants we can find. I am talking specifically about ensuring the individuals we send to the Military Entrance Processing Station (MEPS) are truly qualified AND have a genuine desire to serve. We must maintain a healthy floor count. I want to emphasize this especially in terms of our Reserve conversions. We must avoid sending applicants for a physical only — no multiple trips to the MEPS. Bottom line: We must ensure packets are complete and that the young person you send to MEPS is fully qualified and has a genuine desire to serve on our team.

Another area of basic recruiting operations where we need to maintain continuous focus is our Future Soldier Training Program (FSTP). When our FSTP is operating effectively, it not only allows us to maximize the number of highly qualified recruits we send to our Army, but it also gives us opportunities to identify early on those Future Soldiers who may lack the motivation and commitment we seek. We need to identify those lacking the necessary desire early on...as you know "hope is not a method" and in our case, could result in a loss of training seats if we wait too long.

Finally, I encourage leaders across USAREC to share information and lessons learned garnered from the recent Annual Leaders Training Conference. I also urge you to pass along your best practices, especially if your battalion is doing well...it's part of our ethos. Leave no Soldier (Recruiting Station) behind.

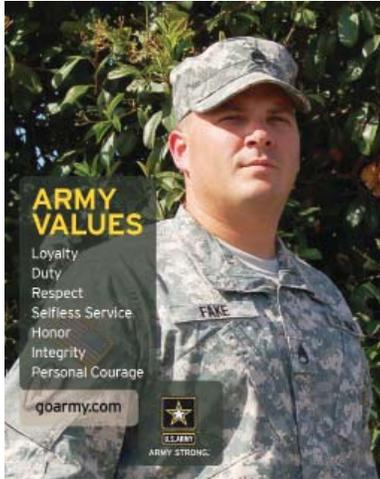
Again, we are doing well as a command, and this fact is recognized at the highest levels of the Army. Let's continue our momentum and focus on the basics of recruiting as we conduct operations as a TEAM!

ARMY STRONG!



Maj. Gen. David L. Mann

Yes, His Name Really is Fake



After receiving a few comments about the back cover of the March issue, we thought RJ readers would like to meet our subject.

Staff Sgt. Jonathan L. Fake is an active duty recruiter in the Houston Battalion.

He enlisted in Feb. 2000 as a heavy equipment operator (MOS 21N) and has served in Korea as well as deploying to Iraq for a year in 2004.

He was selected for recruiting duty in 2005 and converted to 79R in 2009.

Staff Sgt. Fake is originally from Houston but was raised in Brockport, Texas; he is married and has two children and two step-children. Staff Sgt. Fake's name also appeared on the most recent promotion list for Sergeant First Class.



New Partners

425 Samaritan Health Services - Portland Bn - Samaritan Health Services is a non-profit network of hospitals, physician clinics and health services caring for the communities of the mid-Willamette Valley and central Oregon Coast. They provide innovative medicine and world-class quality that care and compassion for everyone, regardless of the ability to pay.

426 Lithia Motors, Inc. - Portland Bn - Lithia Motors, Inc., operates about 85 stores in select markets in about a dozen states. The firm sells and maintains more than 25 brands of domestic and imported new and used cars and trucks through its stores and online. Lithia has great opportunities and growth for veterans.

427 Orlando Police Department - Tampa Bn - City of Orlando Police Department is one of the premier employers in Central Florida. They have a need to hire 150 new police officers to serve the Orlando metro area and prefer candidates with a military background.

428 United Petroleum Transports, Inc. - OKC Bn - United Petroleum Transports, Inc., provides transport services to oil companies, convenience store operators, and petroleum marketers in the U.S. It has locations in Ariz., Kan., N.M., Okla., and Texas. They have a need to hire drivers, dispatchers and some mechanics.

For a complete partner list, visit www.armypays.com

Do You Have an Idea to Share With the Command?

Recruiting Command's Excellence in Innovation program continues to capture ideas, best practices and innovation from across the command. Your ideas will refine and improve specific areas in recruiting and be shared with the entire command as well as possibly effect change in doctrine and policy. Every month a new theme will be the topic for recruiters and station commanders to submit their thoughts and best practices.

March's top idea for "Team Building Process" comes from Staff Sgt. Jack West from the Grand Island Station. To view, visit sites <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1647301&lang=en-US> and <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1667870&lang=en-US>.

To view or submit ideas, visit <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1611543&lang=en-US>.

DUI Waviers

An applicant/Future Soldier seeking a waiver for two or more DUIs (convictions/OAD) will not be considered until two years have elapsed since the date of the applicant's last DUI offense and the applicant is otherwise qualified.

Commanders may only submit a waiver request if there are meritorious reasons to do so. The approval authority is commanding general, USAREC.

Prior service and days of service applicants are not authorized a DUI-waiver at any time. No exceptions will be considered.

Reference USAREC Msg. 12-115.

Cameras Approved for Network Usage

The following cameras and only these cameras have been approved for network usage and can be connected to all government issued computers: Canon PowerShot ELPH 100hs, Nikon D50 and Nikon D300s.

If you continue to have issues with downloading photos from an approved device contact CSC at 502-626-1700 or CSC@usaac.army.mil

Reference USAREC Msg. 12-095.

Changes to HRAP Duty

USAREC will not accept Soldiers requesting HRAP duty on a walk in basis.

HRAP Soldiers must be projected by the installation POC and approved for duty by the recruiting company commander prior to beginning HRAP duty.

Recruiting center commanders and recruiters are restricted to recommending applicants and Future Soldiers that are HSDGs (Tier 1) to perform HRAP duty. HRAP duty is not to exceed 14 days for Future Soldiers, permanent party Soldiers enlisted, warrant officer and commissioned officers, including OCS.

Company commanders are required to approve/reject all HRAP Soldiers in a projected status.

Reference USAREC Msg. 12-114.

Future Soldier Training Program Changes for the Better

Teammates, it is no secret that the Future Soldier Training Program is designed to keep our Future Soldiers motivated to ship and prepare them for Army service.

Having said that, just a little over a month ago, Command Sgt. Maj. John Calpena (TRADOC IMT) and I assembled a working group consisting of station commanders, first sergeants, reception battalion leaders, and IMT drill sergeants to discuss the readiness of Future Soldiers arriving for training and to improve our important relationship.

The goal of the working group was to better prepare Future Soldiers for the rigors of basic combat training while also preparing them for service in our great Army. We had a very open discussion regarding our unique and different environments and the challenges we each face; then it was time to get busy identifying opportunities and developing solutions to these challenges.

We discussed the contents of the USAREC Form 1137 — mainly talking about what the drill sergeants found useful and those items they felt had less value. You can expect to see future modifications to the UF 1137 that will better guide us in preparing Future Soldiers and assist the drill sergeants as they make their initial assessments of the basic trainee. Additionally, we took a hard look at current methods of delivering the form to the drill sergeants and how we could improve the process through automated systems. This will take some time, but I am confident that we will be able to solve problems currently restricting our abilities. Our ultimate goal is to input the Future Soldier's information into the Army Career Tracker prior to departure to IMT.

The drill sergeants stated that, of all the pre-basic training tasks, Future Soldiers would be best served if emphasis was placed on improving fitness and those tasks that are values-based — Army Values, sexual harassment assault prevention and response, resiliency and equal opportunity. We already have modules that cover values-based training. We will continue to review and improve those products and look to create an environment within our knowledge networks (ProNet, etc.) for Future Soldier leaders to share TTPs.

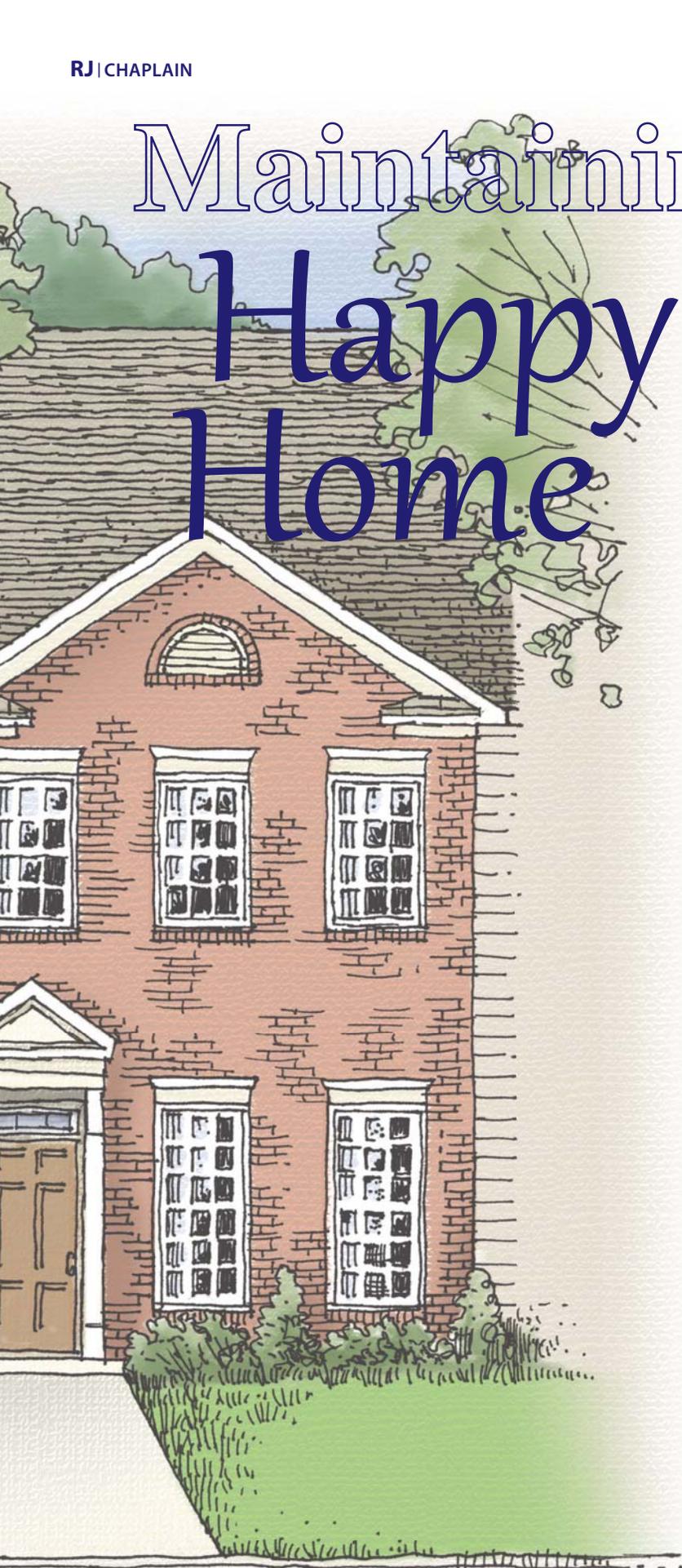
With regards to fitness, it is critical that the Future Soldier report to BCT able to exceed the 1-1-1 assessment. It is estimated that about 30-40 percent report to BCT and do not pass this requirement. In an effort to validate that statistic, all three major training bases are now reporting back to us (by name) those who do not pass the 1-1-1 assessment. Passing the 1-1-1 fitness assessment is a requirement to ship; those who cannot meet this standard may renegotiate their contract, but only once. I would ask that we all take a hard look at our fitness programs at the lowest level to ensure that Army Physical Readiness Training IAW TC 3-22.20 is the only standard when conducting physical fitness with our Future Soldiers, specifically the initial conditioning phase.

Finally, we are going to look at potential methods to administer the Global Assessment Tool (GAT) while in the FSTP rather than during the first two weeks of basic combat training. Concerns were raised on the effectiveness of administering GAT during BCT. The GAT was designed to establish an individual's baseline of comprehensive Soldier fitness and provide the Soldier tools to help enhance his or her resilience skills. The best results are obtained if the GAT is given in a stress-free environment. Basic combat training is anything but a stress-free environment, and, as such, we will look at opportunities to administer this critical assessment during the FSTP and remedy CAC card challenges associated with this. We must keep in mind that Future Soldiers normally experience stress related to change and uncertainty during the two weeks prior to shipping to training. We will mitigate this by looking at ways to administer the GAT approximately four weeks prior to Future Soldier ship dates to obtain the best and most accurate results.

We will continue to make improvements on how we prepare our Future Soldiers for Army service. I encourage and solicit your input as we continue to shape this critical task. I ask that all leaders continue to prepare the future of our Army while we continue to improve the content of their training.



Command Sgt. Maj. Todd Moore



Maintaining a Happy Home

By Chaplain (Maj.) Wayne Keast
1st Brigade

If you've been married for any length of time, you know how important it is to maintain a happy home. A happy home affects all other areas of life — your work, your pastimes and even your health.

When stress comes from the home front, it can wear you and your family down. Keeping the home together and running it smoothly takes time, patience, commitment and dedication.

For those of you who are running a one-parent home, you know how difficult a job that can be. For those of you in a two-parent situation, you might be wondering how to keep your relationship strong and vibrant.

Here are some tips that I think might help:

- » Deal with issues, then let them go. Don't dwell on past problems, faulting someone. Don't bring up the past.
- » Have fun with each other. All business and no pleasure makes for a very rough existence.
- » Your spouse needs to feel like you would rather be with him/her than anyone else. Your spouse must be the most important person in your life — more important than work.
- » Like your spouse; he/she knows you love them.
- » Do things for your spouse, special things and unexpected things.
- » Make your home a haven. The world is a rough place and your spouse needs a place to go that will be a refuge from the challenges of the world.
- » If you are a stay-at-home spouse, try to understand the rat-race your Soldier goes through daily. If you both work, then the home should be a place both of you have collectively made to be an escape from the stressors of "the world out there."
- » Be respectful in conversations.
- » When your spouse wakes up with a bad attitude, consider the possibility that you might be the cause of it. We usually don't see ourselves as the cause, but sometimes it's our fault. Rather than searching for fault with our spouse, it might be wise to look in the mirror first and ask if we might be the culprit.
- » Keep yelling to a minimum. If that is an issue in your home, work toward discussing disagreements in what I'd describe as an exaggerated whisper. This exaggeration will help remind you of the need to keep disagreements civil. Make an agreement with all family members not to yell at each other.
- » Aim to reach mutual agreements 100 percent of the time. You won't always reach that goal, but aim high. Remember, you're going after long-term fulfillment.

The home needs to be a place where both a Soldier and spouse find security and peace. Home should be a haven.

May God bless you.

Put it in Writing **C**orrectly

How to Write an Army Letter or Memorandum

By Lucas Hutton

Doctrine Division, Recruiting and Retention School-Forward

Sooner or later, every Army leader will have to prepare a military letter or memorandum. If you're a recruiting center or station commander, you may need to write a welcome letter to a new Future Soldier. If you're a company commander, you may need to write letters to school and college administrators, as well as welcome letters to Soldiers assigned to your unit.

If you think that surely every commissioned or noncommissioned officer knows how to prepare a letter or memo, take a few moments to browse Recruiting ProNet.

For example, a battalion recently posted a formal memo that displayed a host of formatting errors. The letterhead had the wrong margin, wrong font, a full-color copy of the Army seal and a telephone number. The paragraph numbering scheme and indentation were not even close to Army standard.

The task of preparing a military letter sounds easy until you sit down to write it. The first challenge is deciding what to say. The second is to make the letter look right — that is, a military letter that meets Army standards.

This article will cover some of the basic points of formatting a military letter or memorandum.

Many years ago — in the age of the typewriter — Army letterhead stationery came printed and neatly packaged. When secretaries or clerks needed to prepare a formal memo or a military letter, they pulled a sheet from a pack of printed letterhead stationery and rolled it into their typewriter. Life was easy as far as letterhead was concerned.

Today, leaders don't need a clerk or a typist to prepare letterhead. Instead, we can create our own custom Army letterhead for correspondence. Still, it appears some leaders don't know the Army has strict rules for letterhead and for formatting memos and letters.

Letterhead errors are rather common, but they're easy to avoid. Help for preparing letters and memos properly is just a couple of clicks away.

Army Regulation 25-50, Preparing and Managing Correspondence, shows the right way to prepare correspondence. Chapter 2 deals with memorandums or memos; chapter 3 covers military letters. You can also find help on the USAREC Correspondence Assistant.

How do memos and letters differ beyond the standard Army letterhead? When do we use one or the other?

In very simple terms, we use memos for official correspondence

within the organization. For example, a company commander can send a memo to all their center commanders. The commander sends a military letter to someone outside the organization such as a school superintendent, a personal message to another Soldier, a welcome letter to a new recruiter or a letter congratulating Soldiers on their promotion.

Memos and letters differ in their formatting.

Memos are highly structured. Left and right margins are always one inch — no more, no less. The bottom margin is at least one inch. With a letter, you can tweak the side margins and some spacing features so that the finished product appears centered on the page.

Memos place the writer's office symbol on the third line below that little text box that reads, "Reply to attention of" in the letterhead. A letter does not use an office symbol — your office symbol means nothing to a high school principal.

The date for a memo ends flush with the right margin but is centered in a letter.

Memos have a subject line; letters don't.

Memos use numbered paragraphs. In a letter, main paragraphs are not numbered.

The page number appears at the bottom of the second and later pages of a memo. In a letter, the page number goes at the top.

Signature blocks are quite different. The sender's name goes in all caps in a memo, but in "title case" in a letter. The way rank and titles are rendered also differs.

There are many other differences. AR 25-50 spells out everything with examples and very detailed instructions.

The USAREC Correspondence Assistant offers templates for routine correspondence, including executive summaries or EXSUMs, discussion papers, information papers, letters, memos and more.

Your correspondence says a great deal about you and your organization. Consult the regulation to make sure what you're sending looks professional. Above all, make sure your writing conforms with the Army writing style. AR 25-50, paragraph 1-10, briefly states the Army style:

"Department of the Army writing will be clear, concise, and effective. Army correspondence must aid effective and efficient communication and decision making. Writing that is effective and efficient can be understood in a single rapid reading and is generally free of errors in grammar, mechanics and usage."



Army Recruiting Command Commanding General David L. Mann addresses the joint session at ALTC Feb. 28.

By Kathleen Welker
USAREC PAO

Where We've Been,

The city of Savannah, Ga., is known for its elegant architecture, ornate ironwork, fountains and green squares. America's first "planned city," Savannah's beauty is rivaled only by the city's reputation for hospitality. It was here that USAREC's senior leaders gathered Feb. 27-29 for the command's Annual Leaders Training Conference.

With a tightly packed agenda, Maj. Gen. David L. Mann and Command Sgt. Major Todd Moore opened the conference with a combination of vision and history. The commanding general's opening remarks stressed that maintaining the All-Volunteer Force was a key premise of our nation's military strategy and described changes to the recruiting processes as "evolutionary."

History of Recruiting

In keeping with Mann's remarks about this year's evolution of recruiting processes, Moore presented a detailed and lively history of Army recruiting, stating, "We are the past, the sum of all events and processes, and it is that history that guides our actions in the present."

Moore outlined how recruiting began in 1776, when men from all walks of life in the 13 colonies came together to fight for independence from Great Britain. Later, Maj. Gen. Jacob Jennings Brown (then the equivalent to our Chief of Staff of the Army) initiated the General Recruiting Service, which led to the first establishment of enlistment standards. In the subsequent two centuries, Moore detailed that, even though many Soldiers were drafted in our nation's wars, there were always those volunteers who fought for something larger than themselves.

As an introduction to Small Unit Recruiting, Moore talked about Success 2000, which was an early station missioning concept attempted in the mid-1990s, but remarked that continued mission success today sets the foundation for the evolution of recruiting processes, to align our formations under Small Unit Recruiting with those of the Army we support.

CG: State of the Command

"I could not be more proud of the men and women in this command," said Mann. "Nothing will have more of an impact on the future of our Army than what you are doing today. You are not only bringing in top talent among our youth, you are also working to expand our network of relationships, through grassroots boards, centers of influence, educators — in fact, my number one priority for COIs is educators."



BRIAN LEPLEY/USAREC G79

Col. Michael Faruqi and Command Sgt. Maj. Donnel Daniels hold up a first-place trophy after the 2nd Brigade was congratulated on winning brigade of the year.

2012 Look at

Where We're Going

Recruiting the Profession of Arms

In this presentation, Mann asked, “Why is the Army really looking at itself? Because we have been involved in conflict for the past 9-10 years, because we’ve been through many cycles of rotation as units and as individuals.

“It is remarkable what our young men and women are doing in harm’s way,” said Mann.

He described a cohort of current junior leaders who have grown up in an environment of multiple deployments. But now, those same leaders and their Soldiers are back at home station, and some have failed to realize their leadership responsibilities back at an installation.

“Unfortunately,” Mann said, “this has led to some tragedies, accidents, risk-taking behaviors, and acting out by some individuals who learned to thrive on the adrenalin of combat.”

What the commanding general asked for was a dialog among professionals at USAREC to look for attributes of a post-deployment Army, to determine what new training or education should be included in contemporary professional development processes, and a commitment to ethical behavior at all times and in all circumstances.

How do we recruit the profession of arms? A video answered the question by outlining the following actions:

- Establish a sense of belonging for all members on our team.
- Provide a sense of belonging and commitment for those we recruit.
- Engage the rest of the Army so that they understand our role of providing the strength of the Army Profession.
- Engage America’s communities; gain their assistance in providing a positive message of service.

“I am not trying to exaggerate what recruiters do,” Mann said. “But our legacy [in this command] is who we brought on the

team. If we do our jobs right, then we set new recruits up for success in the Army, and the Army is better for having them.

“That’s why the Future Soldier Training Program is so critical, and why the position of the Future Soldier leader under Small Unit Recruiting is especially important. That early model of how a good Soldier looks and acts will stay with them as recruits develop and mature into Soldiers and leaders themselves.”

Discussion Points from USAREC Leaders

- We need to relook physical fitness — many current applicants are not ready for basic training. What more can we do to help them without hurting them before they ship?
- I ask every new recruiter: What’s your first thought when you get your recruiting assignment? Many say “good,” which is a change from 4-5 years ago, when Soldiers thought recruiting duty was a career killer. How times have changed as witnessed by the recent sergeant first class promotion list.
- Commanders need to interview captains before accepting them as company commanders. It’s more important to fill the position with the right person. That puts the onus on us — we should make no assumptions about what any captain brings to the assignment. We should look at ourselves to see what programs we have to train and support these young officers, to set them up for success? Once they are in your formation, it is your responsibility to ensure they are prepared.
- Command Sgt. Maj. Todd Moore said self-development is where the gap lies, not in institutional training. And I think there is very little self-development going on out there. Many recruiters cannot tell me what’s in our doctrine.
- We must talk to new recruiters and tell them that, if they are not going to convert [to 79R], they should think about who they are bringing in, because those same Soldiers will be in their foxholes with them.
- Advertising has changed significantly, but we can’t lose focus

on the messaging. Don't go back to the money and jobs — focus on purpose, not incentives. Army Strong is amazing. Make sure we focus on the Profession of Arms, especially as we transition to Small Unit Recruiting.

- In the recruiting force, we must continuously remind ourselves who we are and that we represent those in harm's way. It is important that we create an attitude in every USAREC unit that we are proud of being Soldiers, proud of being part of the Profession of Arms. We must want to be the best and embrace what the Army is all about.

- Are we showing young Soldiers how to develop themselves? The first step is mentorship — showing them what right looks like. Also you've got to have professional dialog, let people vent, but dialog on what it means to be a professional.

Small Unit Recruiting

Mann and Moore then transitioned the discussion to Small Unit Recruiting.

“The way we did business in the past was not wrong,” Mann emphasized. “I know some folks are anxious, thinking we're putting the mission at risk, that somebody will 'get over,' that someone else will have to carry more than their fair share of the load.

“But in our Army, we have squads, platoons — they operate as teams. That's the environment our detailed recruiters have come from, what they're used to.

“For USAREC to succeed, we must maintain the highest standards; we must be standard bearers for the Army, like the Old Guard,” said Mann. “I believe Small Unit Recruiting will help us get there, but there is still a lot of work to do.”

For more on SUR see “Small Unit Recruiting: Best Practices From the Field” on page 22.



Unit Awards

After the discussion of Small Unit Recruiting and the Profession of Arms, the commanding general rallied the troops to present USAREC-level unit awards, the top mission success battalion from each brigade, the top battalion for FY 11, and the top brigade for FY 11. Those awards were presented as follows.

Mission Success Top Battalion

- 1st Bde New England
- 2d Bde Columbia
- 3d Bde Columbus
- 5th Bde San Antonio
- 6th Bde Portland
- MRB Chaplain

Top Battalion for FY 11
Top Brigade for FY 11

Columbia BN
2d Brigade

Commanding General Q&A on Small Unit Recruiting (SUR)

Q BDE CDR: I'd say the most discussion was on the number of times we hand off an applicant from one recruiter to another [under SUR], that's a concern. The hand-offs should be well rehearsed, so the entire station earns the applicant's trust and [he/she] becomes part of a team himself.

A CG: Let me point out that the Future Soldier leader is responsible for leading, training and motivating our Future Soldiers, but he or she is not alone. The engagement team plays a key role in setting up that Future Soldier for success in the Army. The definition of SUR is working together as a team where all recruiters play a key role in keeping Future Soldiers ready to access. A Future Soldier should benefit from all the recruiters in the station.

Q BN CDR: Our teams will embrace SUR, which we believe will streamline and increase our efficiencies. We do have some concerns about senior leaders and “old-time” 79Rs.

A CSM: It is not just 79Rs. Many of our leaders have been here before as company commanders or staff. Don't fall back into legacy behaviors because your battalion commander believes in old legacy systems. SUR must be a team effort with all of our personnel engaged.

A CG: That's right, think about our young officers who must be mentored by our NCOs — their role is not to be the best recruiter, but to lead. Company commanders cannot abrogate their responsibilities as a commander.

Q BN CDR: The transition to SUR places emphasis on putting the center commander back out into the community. The center will then rely on the assistant center commander to be the quality control. This means the center commander will not be as imbued in the processes, not as involved because he's out with the engagement teams.

A CG: Really, that's not so different from

the rest of the Army. We must be about [building] relationships. By looking at the strengths and weaknesses of individual recruiters and mentoring them to success, we strengthen our formations and our communities.

Q BDE CDR: One thing I've been thinking about is battle rhythm and C2 [command and control] — we need holistic leader development from the top down. We need leader development to balance all the functions and requirements. The recruiting station commander has a lot to think about. Can we develop something to help the center commander oversee all functions, while at the same time develop those underneath him or her to take on leadership roles himself?

A CG: I'm glad you brought that up. We are in fact developing a new station commander course to do just that. I also recommend significant cross-talk with peers at every level.

Four Star Performance

TRADOC Commanding General Greets, Informs USAREC Leaders at ALTC

By Brian Lepley, USAREC G7/9
Jennifer Hartwig, 3rd Infantry Division PAO

For nearly a decade U.S. Army Recruiting Command was a subordinate command to U.S. Army Accessions Command, a three-star headquarters.

That changed Jan. 18 when USAAC was discontinued and U.S. Army Training and Doctrine Command became USAREC's higher headquarters.

General Robert Cone, TRADOC commanding general, officially welcomed the approximately 11,900 Soldiers and civilian employees of Recruiting Command to his organization Feb. 28 at the Annual Leaders Training Conference in Savannah, Ga.

"I am delighted to have you in the TRADOC family," Cone said to more than 240 Soldiers, their spouses and civilian employees in attendance. "I know who you are and I know how important you are. You are a strategic asset."

After nearly 10 years of combat in Iraq and Afghanistan, he said, rapid and dynamic change is coming to the Army. According to Cone, the U.S. will likely never again fight a static enemy, or fight the way the Army prefers to — bombing from far range and establishing an overwhelming weapons and manpower advantage.

"What we want to do is capture the experience of the last 10 years and use those experienced people to think through the challenges of the future," he said.

With operations in Iraq complete and operations in Afghanistan ending by 2014, the Army's future is beginning to take shape — reducing the number of active-duty Soldiers from 570,000 to 490,000 and the number of brigades from 45 to somewhere in the 30s, expanding

the remaining brigade combat teams by another maneuver battalion, and reducing the inventory of tactical wheeled vehicles.

"General Cone coming to speak to us here was absolutely outstanding — especially with TRADOC's new role taking the lead over USAREC," said Lt. Col. Dan O'Grady, Jacksonville Battalion commander. "Hearing it from one of the great senior leaders in the Army on the way the Army is going to go was terrific.

"General Cone talks to the chief of staff of the Army on a regular basis, and the fact that General Cone came here to give us a reassuring stance on the way we're going helps out."

Cone shared with the recruiting force how he thinks the Army will adapt to the future and how reduced budgets will help them select the best young people for that future.

"If recruiters have a better idea of what we're trying to accomplish in the Army, I think they can speak more authoritatively and they can help make the selections necessary to bring the talent into the Army," Cone said.

"It's important to the guy who's sort of the architect of most of these important changes to come down and talk to them, so they understand what those changes will be, because they have such an important role in the selection and identification of the people who will play a leading role in our future."

"It's good to know how big his operation is, what his mission is, because he's now our overall commanding general," said Master Sgt. William Rivera, USAREC G-3. "It's beneficial to have him in the chain of command."

"After 10 years of war we are frayed at the edges," Cone said. "This generation of



General Robert Cone

leaders coming out of combat has told us that we have standards in the Army and we are not meeting them.

"Our doctrine is not important to these new leaders. These leaders have encountered situations and problems, solved them, and posted their results on websites that do not belong to the Army. Their fellow Soldiers read the results later."

Those leaders who served in Iraq and Afghanistan will have a heavy hand in the new Army teachings, Cone said, and the lessons learned there will be a large part of new Army doctrine.

After his address, Cone fielded questions from the USAREC leaders in the room, further detailing TRADOC's plans for the future and how Cone believes the Army will look in 2020.

Not only are the young combat veteran leaders in the Army changing the way forward, Cone said, so are the digital generation of recruits that USAREC sends to initial military training.

"There is a revolution going on in TRADOC at Fort Benning and Fort Lee," Cone said. "These young people you send us learn things in a different way.

"We used to read thick manuals and go out and do what we read about. These young people want to look at the device in their hand instantly for an answer. It's working for them so far."

USAREC Audie Murphy Awardees

Recognized at this year's Annual Leader Training Conference Feb. 28

Staff Sgt. Donald Mack, Syracuse BN



1st Brigade

Sgt. 1st Class John Kortz, Harrisburg BN
 Sgt. 1st Class Adrienne Campuzano, Baltimore BN
 Staff Sgt. Mark Lucero, 1st Brigade
 Staff Sgt. David Cyr, New York City BN
 (since moved to Raleigh BN)
 Staff Sgt. Donald Mack, Syracuse BN

2nd Brigade

Staff Sgt. Timothy Ferraro, Columbia BN
 Staff Sgt. Kevin Miller, Jacksonville BN
 Staff Sgt. Thomas Misner, Tampa BN

3d Brigade

Sgt. 1st Class Thomas Dow, Minneapolis BN
 Sgt. 1st Class Stephen Roberts, Nashville BN
 (since moved to SORB)
 Sgt. 1st Class Donald Graves, Columbus BN
 Staff Sgt. Scott Valentic, Indianapolis BN

5th Brigade

Staff Sgt. Paul Everhart, Houston BN

6th Brigade

Sgt. 1st Class Sherri Roundtree, Sacramento BN
 Staff Sgt. Brett Anderson, Sacramento BN

MRB

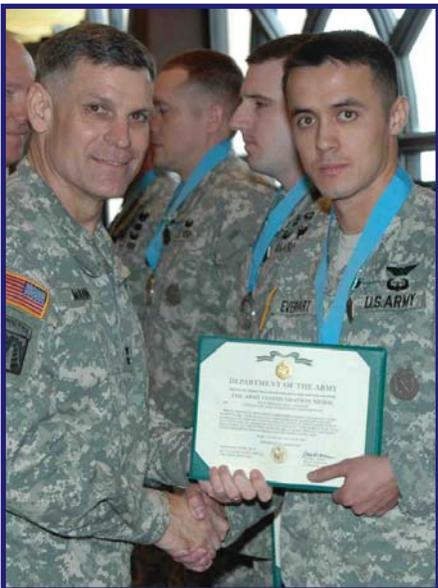
Sgt. 1st Class Jorge Larez, 5th MRBn
 Sgt. 1st Class Dennis Rabe, SORB



Sgt. 1st Class Thomas Dow
 Minneapolis BN



Sgt. 1st Class Stephen Roberts
 SORB



Staff Sgt. Paul Everhart
 Houston BN

Staff Sgt. Brett Anderson
 Sacramento BN



Staff Sgt. Timothy Ferraro
 Columbia BN



Sgt. Joshua Labbe, Azusa Station, Calif., shakes hands with President Barack Obama Feb. 29 at the White House.



Staff Sgt. Anthony Ranfos, Columbus Battalion, shakes hands with President Barack Obama and the First Lady Feb. 29 at the White House.

Recruiters

Guests of the President at White House Dinner

By Fonda Bock
Assistant Editor

It was an opportunity few will ever experience — very few. But two recruiters were among less than 80 combat veterans to be invited to have dinner with President Barack Obama, the first lady and other heads of state at the White House Feb. 29.

The dinner was organized to mark the end of the Iraq War and honor and thank the 1.5 million service members who fought in the nine-year conflict during which almost 4,500 were killed and more than 32,000 injured.

Seventy-eight troops from diverse backgrounds, ranks and services were selected to represent all the states and territories.

“I was shocked, I couldn’t believe it, I thought my first sergeant was pulling my chain,” said 23-year-old Sgt. Joshua Labbe of the Azusa Station, Los Angeles Battalion, upon learning he was one of the select few. “While I was honored to represent my comrades, I almost felt like I didn’t deserve to go, like there were others who deserved to be there in my place. I know people who served more time in Iraq, who lost limbs and were permanently changed after their tours. And then there are the family members of those who died who I thought should be there. But I was honored to represent them.”

Senior enlisted advisors were charged with selecting the invitees who had to be Valor and Purple Heart recipients of Operation Iraqi Freedom/Operation New Dawn (OIF/OND) and who had served multiple tours.

Labbe received the silver star for saving a Soldier’s life and protecting numerous others during a complex seven and a half hour firefight in Baghlan Province, Afghanistan, in 2010.

Twenty-six year old Staff Sgt. Anthony Ranfos of the Chillicothe, Ohio, station served two tours in Iraq in 2006 and 2008, earning the Army Commendation Medal for Valor, the Bronze Star and the Combat Infantry Badge.

“It was an honor to be able to represent all of the men and women that I have served with in the ranks,” said Ranfos. “I would like to say thank you to all the Soldiers I had on the ground with me every day and all the NCOs who taught me how to be an NCO. Although our job was hard at times, we did a great job.”

The recruiters got to meet the president, the first lady, Vice President Joe Biden, Secretary of Defense Leon Panetta, Chairman of the Joint Chiefs of Staff Gen. Martin Demsey and former Army Chief of Staff Gen. George Casey, Jr.

“Meeting the president was powerful,” said Labbe. “It’s something you don’t do everyday and when you do it, you can’t believe it. I thanked him for having us at the White House and for everything he’s done for us so far. He responded very humbly, “This is for you guys and I am honored to have you here as our guests.”

“The entire event was very humbling,” said Ranfos. “I thanked the president for giving us the opportunity to come to the White House to mark the end of Operation Iraqi Freedom and for giving back to the Soldiers. Mrs. Obama asked where I was from and thanked me for what I do for our country and gave my date a hug. They and the vice president were all so receptive to everyone and took time to talk to them on a personal level, asking where they were from.”

About 200 people including Iraq veterans and their guests attended the black tie event in the East Room.



Surrounded by Army spouses, USAREC commanding general Maj. Gen. David L. Mann (left) and Command Sgt. Maj. Todd Moore cap their pens after signing the Army Family Covenant at this year's Annual Leaders Training Conference.

Leadership Commits Support to Families

Unveiled in 2007, the Army Family Covenant expresses the Army's commitment to caring for Soldiers and Families by providing a strong, supportive environment where they can thrive, one that enhances their strength and resilience. The covenant commits to providing programs, services and initiatives essential to preserving an All-Volunteer Force.

Every year at the Annual Leaders Training Conference, Recruiting Command leadership emphasizes their commitment to the covenant by re-signing the document, which states:

We recognize:

- The commitment and increasing sacrifices that our Families are making every day.
- The strength of our Soldiers comes from the strength of their Families.

We are committed to:

- Providing Soldiers and Families a quality of life that is commensurate with their service.
- Providing our Families a strong, supportive environment where they can thrive.
- Building a partnership with Army Families that enhances their strength and resilience.

We are committed to improving Family readiness by:

- Standardizing and funding existing Family programs and services.
- Increasing accessibility and quality of health care.
- Improving Soldier and Family housing.
- Ensuring excellence in schools, youth services and child care.
- Expanding education and employment opportunities for Family members.

USAREC Army Family Covenant
What It Means To You

- ★ Military Family Life Consultants/Personal Financial Counselors at each Brigade and HQ USAREC
- ★ Partnership with Installation Management Command to provide Community Support Coordinators in USAREC
- ★ 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:

- ★ Emplace Master Resiliency Trainers at each Battalion
- ★ Increase special program resourcing to meet Soldier and Family member needs
- ★ Employ Exceptional Family Member Program (EFMP) System Navigator to provide direct support to our Exceptional Family Members in remote locations

Todd A. Moore
Command Sergeant Major,
United States Army
Recruiting Command

David L. Mann
Major General,
United States Army
Recruiting Command

SOLDIERS • FAMILIES • ARMY CIVILIANS
ARMY STRONG.



Pump Down

the Volume

Guidelines to a Scream-Free Marriage

Brian Lepley
USAREC G7/9

In the last four years before more than 30 Army audiences, Hal Runkel brought his message to Army couples: More volume does not mean better marriage.

“What we are trying to do is calm the world one relationship at a time,” the founder of the ScreamFree Institute told more than 240 Army Recruiting Command Soldiers, their spouses and civilian employees at the Annual Leaders Training Conference Feb. 27.

Screaming, in Runkel’s definition, is not just loud vocalization. It is a metaphor for losing it with anyone close to you.

“We don’t define screaming as volume — screaming means anytime you get emotionally reactive,” he said. “Sometimes that is screaming out loud. Sometimes we shut ourselves down and shut our mouth. That’s just another form of screaming.

“You’re letting the anxieties of the moment override your best thinking and you’re just reacting.”

Chaplain (Lt. Col.) Brian Harki, chief, chaplain recruiting branch, has experience in counseling and noticed Runkel connecting with the ALTC attendees.

“I was impressed with how the speaker captured the audience, watching the expressions and the heads nodding from the spouses,” he said. “The body language was great and it really touched my heart to see the interaction.”

Runkel’s message simplifies another aspect of blowing your cool by defining ‘it.’

“I lost it with my spouse, I lost it with my kids, I lost it with my troops — what is ‘it?’” he asked the room. “It’s our adulthood. The very thing we want to demonstrate to our kids, the very thing we want to celebrate with our spouse, the very thing we want to model for our troops, is the very thing we sacrifice when we snap.”

Digital technology has revolutionized communications and connectivity, Runkel explained, but has also resulted in worsening coping skills.

“What we crave so much as human beings is some form of connection. Because of technology, we are more connected to more people in more ways than ever before,” he said. “This technology has the ability to so easily connect people but does not have the effect of lessening or improving our anxiety. It actually decreases our ability to deal with anxieties. Instant communication has increased that anxiety.”

Runkel brought his ScreamFree method to the Army for the first time at Fort Richardson, Alaska, in 2008. He paid homage to the military’s selfless service and duty when he began his talk at the ALTC.

“Because of what you guys do, I got to coach my son’s 12-year-old baseball team to three consecutive losses this past weekend,” Runkel said, prompting laughter from the room. “What breaks my heart is, because of what we ask you to do, because of what the enemy does to you, the peace that I enjoy, you don’t have easy access to.”

Harki thinks that any military audience would benefit from Runkel’s seminar.

“This technique is so simple that any married couple, with or without children, at any rank, would get something out of it,” Harki said. “The key about this program is learning active listening and how to communicate.”

Six Principles for ScreamFree Marriage

1. Calming down, growing up, and getting closer.
2. It’s not what you have in common; it’s what you have inside.
3. If you’re not willing to be part of the solution, you’re still part of the problem.
4. If you want a warm marriage, you have to walk through fire.
5. Intimacy always begins with an ‘I.’
6. Above all, love is a standard of behavior and attitude.

For more information visit, www.screamfree.com.



Tony Garcia

Exceptional family member 29-year-old Tony Garcia works four days a week at the Fort Knox, Ky, PX as a maintenance and custodial employee. His supervisor says Garcia is one of his best employees.

Systems Navigator Assists with Exceptional Family Members

Story and Photos
by Fonda Bock
Assistant Editor

Twenty-nine year-old Tony Garcia — who has mild retardation, epilepsy and a speech impediment — gets up at 6 a.m. four days a week to get to his job at the Fort Knox, Ky, PX by 7:30 a.m. As a maintenance and custodial employee, he's responsible for cleaning and maintaining the restrooms, washing windows and mirrors, sweeping and vacuuming the carpets and floors, retrieving shopping carts from the parking lot and assisting customers with carrying their packages.

His job not only provides him with a decent paycheck — he makes more than \$10 an hour working 20 hours a week — but more importantly, it provides him with social interaction, a sense of self worth and a chance to earn and spend his own money.

“Nice people, nice faces — meet all the people and I like my job and like working,” said Garcia. “I take my mom out to dinner some days and I buy her lunch because I like her. I go to the mall some days.”



Anika Cooke, USAREC EFMP System Navigator

Working with speech and physical therapists most of his life and being involved in social activities like the Special Olympics has enabled Garcia to develop the skills necessary for him to lead a rewarding and productive life.

But finding those programs and services necessary for Garcia's growth and development wasn't easy for his mother and stepfather Gloria and Todd Sherman.

As a retired command sergeant major who spent 27 years in the

Army, 18 years in recruiting, Todd Sherman, now the deputy director for Recruiting Command's recruiting operations, was often stationed with his family in remote locations, sometimes more than an hour away from an Army post.

"There was really nothing out there unless you were on a post," said Gloria. "And even then, the help was minimal. Getting Tony into a program where he could learn to live and survive in society, get a job, that kind of stuff, was not available, I had to go outside of the Army to get that, and then transportation was a big issue."

Getting her son speech and physical therapy was critical, so Gloria spent countless hours every day trying to find doctors, therapists and services in the civilian world who could help her son progress.

"He wasn't speaking, he wasn't able to put together a full sentence until about age nine. There was a time when they wanted him to carry around a chalkboard with pictures, so he could point at what he wanted, but we knew he could do better. He needed physical therapy [to develop] his motor skills. When he was younger, he wasn't able to manage things with his hands, like trying to drink water, zip up his pants, brush his teeth, button his shirt or tie his shoelaces."

The constant moves prevented the Shermans from getting their son consistent and continuous help. Every time they relocated to a new assignment, they'd have to begin the process all over again with finding new doctors, therapist and agencies covered by Tricare who could help their son.

"Every move, he'd have to get diagnosed by doctors, 'again,'" said Gloria. "Every move, he'd have to be diagnosed by speech therapists, 'again.' I'd have to find agencies and they'd have to go through his medical records and see if he qualified for their pro-

grams. Going to his school, talking to his teachers, PE coach, counselors, principal to get them to understand his needs and see what they had to offer — it was a full-time job."

"It would take about six months to have him set up in a lifestyle," said Todd. "Then if you move every two years, you'd have about one full year of him being in one spot being taught a certain way, then we'd move and get him started all over again. The frustration for the family is starting back at square one, assessing his needs rather than picking up where somebody left off; that process was never there."

Finally help has arrived for the more than 1,160 recruiting families with an exceptional family member (EFM).

Installation Management Command has hired a "systems navigator" to work for Recruiting Command, someone who can help families identify and find healthcare providers, agencies and programs to provide care, education and whatever assistance is necessary to care for exceptional family members, wherever they live, both on and off installations.

Anika Cooke, who has a master's degree in social work, worked with the Cabinet for Health and Family Services Child Protective Services in Louisville, Ky., before joining USAREC.

Working in conjunction with the Battalion Soldier and Family Assistance Program Managers, Cooke will assist families with a number of services including: identifying support groups and social activities for their EFM, providing information about disabilities or medical conditions of concern, making referrals for required services, finding transportation to appointments, helping families identify their EFM's needs and strengths, and strengthening the family's ability to advocate for their EFM.

"We wish we could have had this," said Todd. "To have had a person like this start working on our needs as soon as we got our orders instead [of us having to do it] when we got on the ground would have been great. Then at least we could have had somebody to identify doctors and programs under Tricare and maybe get referrals put into the system by the time we arrived."

"We hated some of our assignments because of some of the frustrations we felt in trying to meet Tony's needs. I think this might eliminate some of the issues we have in this command with geographic bachelors — families will feel good about moving because they'll know there's somebody to contact for help."

This service is available at no cost to all active duty Army, Reserve and Guard families regardless of their exceptional family member's medical and/or special education condition and needs.

"I'm really looking forward to this job," said Cooke. "I've been working with children at risk and families that didn't want to receive help. This gives me chance to work with people who want my help. And this is a way for me to give back to people who are doing something for our country."

"The Soldiers might not be in the same place with their families, but at least they can have the comfort of knowing that someone is helping their spouse or child get the things they need while they're away," said Cooke.

She can be reached at 502-626-2015 or anika.cooke@usarec.army.mil.

Preventing Sexual Violence

DoD Implements Changes to Sexual Assault Response

By Army Sgt. 1st Class Tyrone C. Marshall Jr.
American Forces Press Service

The Defense Department has refined new methods to aid sexual assault victims whether reporting a crime or seeking assistance as they transition from service, according to the director of the Sexual Assault Prevention and Response Office.

"We have several new options for victims of sexual assault," said Air Force Maj. Gen. Mary Kay Hertog. "First, if you've been a victim of sexual assault in the military you now have the option of requesting an expedited transfer. We signed that into effect in December."

"If you find it untenable or unbearable in the organization that you're at ... you can request to be transferred," she added.

Hertog said a service member's local commander has 72 hours to respond to the request for transfer, and if denied there is an option to take it to the first flag or general officer in the chain of command who also has 72 hours to respond.

The director also discussed other innovations such as expanding legal assistance to encourage victims to participate in the military justice system "in order to hold that perpetrator accountable."

And as of January, DoD civilians and contractors deployed abroad, and military dependents over 18 years old are now eligible to access sexual assault response services, Hertog said.

Hertog noted other changes implemented include new training for investigators of sexual assault crimes within the services.

"Some of our new training initiatives concern our investigators such as our [Naval Criminal Investigative Service] agents, Air Force [Office of Special Investigations], and Army [Criminal Investigation Division]," she said. "We think we have found the gold standard course ... to send many of the agents to, to build a sexual assault subject expertise cadre of our agents to get them very familiar with these cases."

Hertog said training frequency will increase, more seats will be offered and the training has expanded to include Judge Advocate Generals "because these are some of the toughest cases to investigate as well as prosecute."

Perhaps the most useful option has been established for about a year, Hertog noted.

"You have the option of contacting our DoD Safe helpline," she said. "We stood up a 24/7 crisis hotline -- it's operated by RAINN, the Rape Abuse and Incest National Network -- who have been trained by us so they're very familiar with military terminology."

"If you don't want to go through your chain of command you can contact them and they will tell you where your nearest rape crisis center is in your community outside your installation gates," Hertog said.

Hertog said the hotline (877-995-5247) has been "extremely successful" with about 30,000 unique visits to the site and about 2,500 referrals for counseling services.

She emphasized the Defense Department's commitment to "eradicating" sexual assault in the military "from the Secretary [of Defense] on down.

"We have to eliminate this problem from our ranks," Hertog added. "The American public gives us what's most dear to them and that's their sons and daughters. And they trust us that we're going to take care of them [which] is a commander's job."

"We face a serious threat today — one we share with all society: sexual assault. It's a problem we all have an obligation to prevent. According to the Department of Defense, last year there were 3,191 reports of sexual assault throughout the U.S. military. They estimate that the number of sexual assaults may be realistically closer to 19,000. This is a violation and assault on our core values!"

April is Sexual Assault Awareness Month in the United States. The Army not only takes a special interest in putting a stop to sexual assault but in also making it everyone's responsibility to prevent it. I have made it a top priority in USAREC. ...

Don't be a bystander — Intervene, Act, and Motivate! It's everyone's duty to help prevent sexual assault... no excuses! Army Strong!"

*— Maj. Gen. David Mann,
Commanding General, USAREC*

April
Sexual Assault
Awareness Month

Child Abuse

It's No Secret



By Jack Nix
USAREC Family Advocacy Program

Child abuse is no secret. We've all heard about it. We need to motivate everyone to take positive action to reduce child abuse and neglect. The safety and health of USAREC's

children rest in all of our hands. Recognize the signs; report abuse and neglect.

The Army and USAREC are committed to the prevention of child abuse in all its forms. Prevention of child abuse and neglect requires being alert to the warning signs. Troubled relationships, breakdowns in family communication and functioning, signs of mental health problems, behavior problems in our children — all of these are serious warning signs.

April is Child Abuse Prevention Month in the Army and throughout the U.S. In USAREC we are dedicating this month to an increased emphasis on the prevention of all forms of child maltreatment with a special focus on child neglect.

No matter what your role in our community, be aware of the warning signs, be prepared to help in the prevention efforts and be prepared to act. Take responsibility and overcome the challenges that may get in the way of your duty to protect and care for your children. Family and friends step up and lend a hand to parents in need of support.

We know that our Soldiers and our Families are resilient — truly Army Strong — and that our USAREC community stands behind them. That resilience is important in the campaign against child abuse and neglect. Be ready to seek out and accept the support and help you need.

The USAREC Family Advocacy Program leads the way in providing full support for the prevention education agenda. The Brigade Family Advocacy Program managers offer information on the prevention of child abuse and neglect and assistance to Soldiers and families.

Family Advocacy Program's successful prevention campaign asks that everyone:

- “Recognize” signs of distress that can lead to abuse and take action,
- “Rethink” wellness and ways to stay healthy,
- “Reach Out” for professional help, and
- “Report” child abuse and neglect.

Everyone must help prevent child abuse and neglect! Keep our Families are Army Strong!

“Recognize” signs, take action;
“Rethink” ways to stay healthy;
“Reach Out” for help;
“Report” child abuse, neglect.

Every One Can Help

Military Kids

Recognizing our children for their support and sacrifices



COURTESY PHOTO

Collin Green - age 6 in the photo - demonstrates his combatives proficiency on his dad, then-Sgt. Gary Green, Onalaska Recruiting Center, June 2008. Green is now a sergeant first class and the Future Soldier leader for the center.

By William Bradner
Installation Management Command,
San Antonio, Texas

The Month of the Military Child began April 1, 2012. This year's theme, developed by the Army Teen Panel, is "Military Kids: Heroes for the Future."

More than 1.7 million children have at least one parent serving in the military. An estimated 900,000 children have had one or both parents deployed multiple times over the last 10 years.

"Now that troop strength in combat is being drawn down, there's a tendency to just breathe a sigh of relief and think things will all go back to normal," said Lisa Hamlin, Child, Youth and School Services Director at the Installation Management Command.

However, many child development and mental health experts believe military children may need support now more than ever. Many are now dealing with a new reality; often added to their burden is adjustment to a

parent who's returned home with severe wounds, post-traumatic stress or other medical issues.

"In many cases, the simple fact that mom or dad is now home, and the family dynamic has changed, can have a big impact in a child's life," Hamlin said.

Taking a moment to thank military children for their service and the sacrifices they've made during 10 years of conflict, Hamlin said, is a simple way to remind everyone that as resilient as they've proven to be, our military children still need our support.

Garrisons around the world are developing events and celebrations designed to recognize the sacrifices military children make and the support they provide to their Soldier-parent(s) and families.

The celebrations vary on each installation based on resources, deployment status of installation units and other factors. They can be as simple as child development center events where parents are invited at assemblies to share why their children are their heroes, or as complex as a day of parades, carnivals and youth activities. In many cases, garrisons combine spring festivals or other planned events to coincide with Month of the Military Child activities.

The Month of the Military Child creates awareness of the service and sacrifices of our military's children. It is an opportunity to recognize the important role military children play in the strength of our nation by contributing to the strength of the Army Family.

The Army recognizes and appreciates the sacrifices our children make daily and is committed to maintaining excellence in schools, youth services and childcare to support our children and their families.

Have Questions About Family Services?

Answers may be a mouse click or phone call away

A Voice for Soldiers and Families

The USAREC FRG Executive Steering Committee meetings are a venue for Soldiers and Family members to address issues and concerns they face and to hopefully find solutions.

Chaired by Robyn Mann, USAREC commanding general spouse, and co-chaired by Cara Moore, USAREC command sergeant major spouse, the meetings are held quarterly via VTC. Members can also call in if they can't get to a VTC site.

This venue opens the communication for members to address issues and concerns, finding a resolution to those issues, providing up-to-date information on new Family programs and policy changes; and any information necessary to improve the quality of life of Soldiers and their Families.

Recent issues discussed include childcare options at battalion annual training conferences, changes to the travel for USAREC-assigned military family life consultants and personal financial counselors (MFLC/PFC), how to maximize their services to the recruiters and their Families, and suggestions on training topics for the senior spouse ALTC spouse training.

"Because of budget constraints, we may not be able to solve all of the problems," said Robyn Mann, "but this is a voice for them, and we want to hear their voice and see what can be done to help them assist their Soldiers and Families. Sometimes [spouses] just want to know somebody at headquarters is listening and cares about them. Even if we help just one spouse resolve one issue, it's worth it."

Cara Moore points out, that since spouses are geo-dispersed and don't live on the same street with each other, "If nothing else this venue provides a quarterly getting together to see each other's faces and say, 'Okay, we can do this for another three months and be strong for our families.' I think that's also important."

If you have a concern you'd like addressed at the quarterly meetings, please contact your senior spouse representative (i.e., brigade commander spouse, deputy commander spouse, chief of staff spouse, or sergeant major spouse). You can also contact your Soldier Family Assistance Program Manager, or Frankie Stull, USAREC Chief for Soldier and Family Assistance, 502-626-0735 with an issue anytime.

Mann and Moore also encourage Family members to engage the virtual FRG and the electronic Army Family Messaging System.

Military Family Life Consultant (MFLC) Phone Numbers

- Medical Bde: 270-319-2591 or 877-241-0361/502-378-2773 or 866-629-9698
- 1st Brigade: 301-974-5703 or 877-382-7668
- 2nd Brigade: 256-267-6777 or 877-629-9653/256-425-8727 or 877-382-7680
- 3rd Brigade: 502-378-2771 or 866-629-6411/270-319-2590 or 866-947-6194
- 5th Brigade: 210-426-9985 or 877-629-9649/210-845-6125 or 866-949-7523
- 6th Brigade: 702-556-7890 or 866-947-6176/702-232-9724 or 877-629-9650

EFMP Systems Navigator

Anika Cooke, 502-626-2015, anika.cooke@usarec.army.mil

Child Care

The National Association of Child Care and Resource Referral Agencies (NACCRRRA), www.naccrra.org, 800-424-2246

Battalion Soldier Family Assistance Program Manager:

1-800-790-0963

Select your brigade and battalion from the prompts to ask for assistance during regular duty hours.

MILITARY ONE SOURCE

(800) 342-9647, www.militaryonesource.com

USAREC CHAPLAIN / UMT

- HQs: (888) 204-7660
- 1st Bde (888) 235-5953
- 2nd Bde (888) 253-7923
- 3rd Bde (888) 390-5749
- 5th Bde (888) 301-1761
- 6th Bde (888) 476-4341
- MRB (888) 204-7660

Small Unit Recruiting

By Sgt. 1st Class Hector Milian
USAREC G5

BEST

Since October, leaders across the command have been planning — and in some cases executing — their transformation to Small Unit Recruiting (SUR) operations, a concept that emphasizes teamwork and leadership.

This article will highlight SUR “best practices” in four focus areas: keys to successful transformation, engagement team operations, recruiting support team operations and Future Soldier leader operations.

Successful transformation from legacy to SUR operations begins at the station level by empowering center commanders with the authority and flexibility to shift Soldiers between recruiting functions as the mission dictates.

Although Small Unit Recruiting operations is a new term, its tenets — outlined in the February Recruiter Journal article entitled “Operationalizing Small Unit Recruiting” — have a proven track record.

Keys to Successful Transformation

“Leadership and teamwork are critical to successful transformation,” said Sgt. 1st Class Devon Perrymon, former center commander at the Los Angeles Battalion after the battalion’s transformation last year. He notes the importance of every Soldier possessing a sense of shared responsibility for mission success, as well as the need to conduct additional training to ensure cross-communication among all Soldiers in a center.

Perrymon’s team improved their overall production and confidence as they embraced a shared vision combined with increased awareness of each other’s strengths.

Sgt. 1st Class Morrease Leftwich, station commander for the Bloomfield Center, said successful transformation requires energy and patience; the results, however, are well worth the investment. He, too, credits great teamwork as the reason for his center’s 100 percent combined mission accomplishment.

“It [Small Unit Recruiting] involves a lot of teamwork because each noncommissioned officer knows his actions will have a direct effect on the success of the team.”

Leftwich likes having the authority to allow Soldiers to focus on assigned key tasks, rather than forcing every Soldier to master all recruiting functions immediately upon arrival. He conducts cross-training within his station to continue development of his team members to set conditions for long-term success.

“All members of the team must remain adaptive, flexible, proficient and resilient while performing their assigned tasks and supporting the efforts of the team,” said Leftwich.

He emphasizes cross-training by rotating Soldier roles within the center to ensure everyone on his team remains current in all recruiting tasks.

“Every action is a training opportunity,” said Leftwich.

Engagement Team

Engagement teams, the face and voice of the Army within the community, are responsible for directly engaging the public and executing the station’s school program. As the primary personnel for conducting Army interviews with prospects, engagement team members must be good communicators, planners, public relations representatives, market analysts and counselors.

Sergeant 1st Class Alfredo Garcia, Denton Center commander, knows the importance of identifying the Soldiers best suited for this role. By taking the time to assess his team members’ strengths and weaknesses, Garcia has been able to place his best communicators on the engagement team. These Soldiers have improved school outreach efforts, supporting the commanding general’s emphasis in partnering with educators.

Leftwich placed himself on the engagement team to serve as a role model for his Soldiers as they execute daily operations.

“I love it because it puts me back in the streets and in the schools, while ensuring that in a few months I will have a team of NCOs who do it the way I know will benefit the entire station.”

Close communication in SUR ensures that critical information regarding prospects and applicants is shared among all team members. Garcia notes the importance of crosstalk.

“Having a handle on the applicant is the biggest thing, and information sharing among the team is key. AARs at the end of the day as a team is vital.”

By assigning Soldiers who possess strong communication skills to engagement teams, leaders project to further enhance the walk-in market within the respective recruiting area. Communication skills are also critical for planning events, conducting community outreach programs and executing directed prospecting in specific zip codes or schools. In time, engagement team members will become subject matter experts, increasing both the efficiency and effectiveness of recruiting operations within their areas of operation.

PRACTICES FROM THE FIELD

Recruiting Support Team

Recruiting support team members provide qualified prospects to the engagement team, conducting prospecting operations and setting up appointments for Army interviews. They are the prospectors, processors and administrators of the center or station, who conduct their duties individually or as a team at the direction of the station commander or, in larger stations, the assistant center commander.

Team members must be detail oriented, possess an excellent understanding of current USAREC processing procedures, demonstrate the ability to research regulations and excel at conducting Internet and telephone prospecting with the purpose of engendering a commitment.

When Leftwich assigned a seasoned recruiter to his recruiting support team to ensure his center produced high quality enlistment packets, other team members benefited from having a seasoned recruiter on the team to provide guidance and training. Over time, the overall quality of enlistment packets improved.

Communication remains a vital factor during the processing cycle between team members at the Denton Center to maintain rapport throughout the process, said Garcia. Planning also enhances productivity: stations commanders must synchronize the prospecting efforts between the engagement teams and the recruiting support teams.

Sergeant 1st Class Buck Zeller, center commander for the University Station, said working as a team improves morale.

“By minimizing mental frustration and enhancing focus on fewer tasks, the morale and quality of life of the NCO would improve, requiring less attention on the mental faculties and possibly reduced imperfections because of the accountability element.”

Future Soldier Leader

The Future Soldier leader plans, leads, trains and prepares Future Soldiers for initial entry training and assumes responsibility for the Future Soldier Training Program. The Future Soldier leader provides mentoring, guidance and care for the Future Soldiers while developing and deploying them as engagement team assets. He/she must be a self-starter who will thrive under conditions of limited supervision.

While the Future Soldier leader is responsible for the program, other members of the team serve as combat multipliers. The most effective teams leverage all Soldiers in support of the Future Soldier Training Program.

Staff Sgt. William Gazdagh, station commander from the Eulless Station, believes the Future Soldier leader is one of the most difficult positions within the center.

“I do think you need to have one of your best and committed noncommissioned officers to make sure that you don’t suffer from DEP losses. [That leader] will not only make sure your Future Soldiers are trained, but that they meet the requirements to ship and stay committed to the team,” said Gazdagh.

By developing a strong program that promotes commitment and participation by all team members, a center can greatly increase its referral program. Sgt. Maj. Luther Legg, USAREC G3 operations sergeants major, recalls a Future Soldier leader in the Sioux Falls Center who tripled his previous year’s achievement of six enlistments under legacy operations.

“This Soldier excelled due to his new-found ability to exploit his strengths as a former drill sergeant. The team benefited from both a 100 percent Future Soldier retention rate and 18 additional Future Soldiers gained through referrals.”

Longevity represents another factor in selecting Future Soldier leaders. Leftwich deliberately selected a recruiter with 18 months stability within the center to lead the Future Soldier program.

What This Means to You

Best practices are happening throughout the command as we transform to Small Unit Recruiting operations. During the recent ALTC, Maj. Gen. David Mann noted we will continue to refine our doctrine, policies and procedures as we move forward in order to capture best practices and lessons learned.

He charged leaders at all levels to continue communicating lessons learned and best practices across the command noting the importance of adapting to change.

“Commanders and senior NCOs must lead our transformation to Small Unit Recruiting operations,” said Mann.

The best units will not only implement the best practices of others but also share the ones they develop on their own for the benefit of units across USAREC.

As leaders, we must make the time to continuously improve our operations. It is our responsibility as professionals to employ the knowledge management tenet, “Empowered to learn, responsible to share.”

As you identify best practices, please take the time to post your observations to the “Pinnacle/Small Unit Recruiting” ProNet site so others may benefit from your knowledge: <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=796191&lang=en-US>.

Army Recruiting Entertainment Team ENTERS SOCIAL MEDIA WORLD

Story by Maria Hernandez

USAREC G7/9

Photo Credit: courtesy photos

Sgt. Corrin Campbell

The U.S. Army Recruiting Entertainment Team has been touring the country since 2007, supporting USAREC's recruiting mission through music. Sgt. 1st Class Jamie Buckley built the program using country music, but Buckley has moved on to recruiting duty in Nashville Battalion.

A new style has been set in place with the recent addition of Sgt. Corrin Campbell as she passionately communicates her Army story while performing at venues across the nation.

Now the entertainment team is reaching out to and connecting with their target audience through the social media world.

In a recent interview, Campbell answered questions about the team's newest adventure.

Q What made the Army Recruiting Entertainment Team decide to enter social media?
A We need to be present where our prospects are present. Our target age group of 15-25 year olds are online and very involved with various social media platforms.

Q Why do you consider social media valuable?
A Because it encourages relationships. It allows the communication lines to go both in and out. Everyone joins social media to speak out, not so much to listen, so by also joining social media we are allowing our target audience the opportunity to provide their ideas and suggestions. It's another avenue to help us adapt to them.

Q In which social media avenues will you partake?
A YouTube, Tumblr, Facebook and Twitter. At a few recent concerts, we inquired about various social media platforms our attendees were involved in. We plan on submersing ourselves in those social media sites to reveal that we want to equally invest in them as they invest in us. Many of our social media sites will feed into each other. For example our YouTube videos will feed to Tumblr, Facebook, and Twitter. Tumblr posts will feed to Facebook and Twitter, and Facebook posts will feed to Twitter. This keeps all sites easier to manage and constantly fresh.



PHOTO BY BRIAN LEPEY

Q What do you hope to accomplish by using social media?

A Not only reach out to the existing USAREC audience, but to branch out and be accessible so other audiences can draw parallels. This allows a larger target group to relate to the Army. People will understand that though Soldiers are uniform as a whole, they are also human beings they can relate to and they don't have to feel intimidated by them.

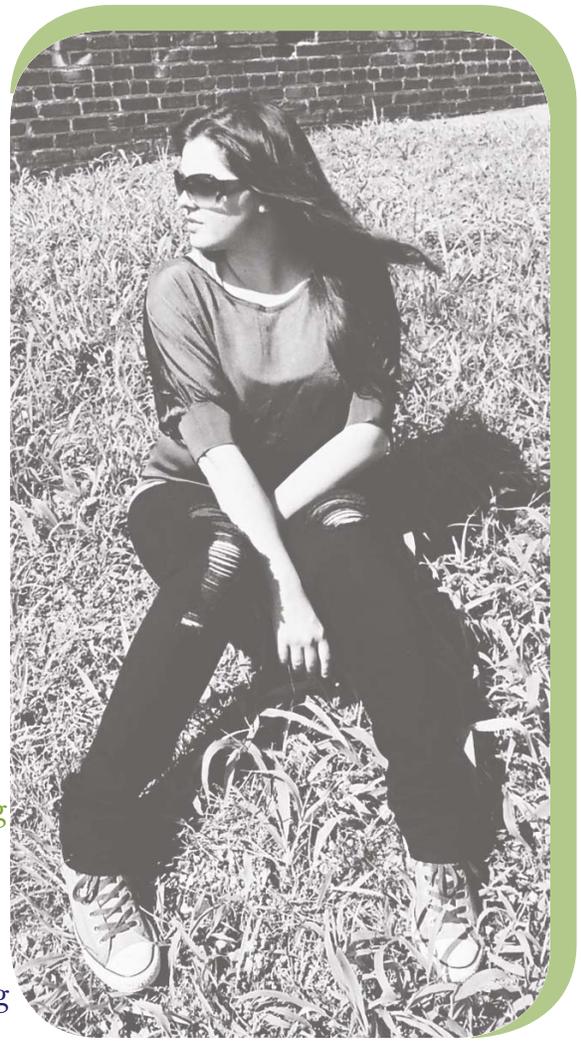


Q How much fan interaction do you plan to allow?

A Our goal is for the public to have accessibility and not feel intimidated. We want them to be involved and engaged in the Army Recruiting Entertainment Team, and we hope they will submit photos and videos from various performances.

Q What's the upcoming schedule of events?

A Currently we have several dates set to attend high schools around the nation. There is a possibility of a huge event turning up, but you'll have to become a fan of our social media pages in order to stay tuned. For the entire schedule, visit Facebook.com/USArmyET.



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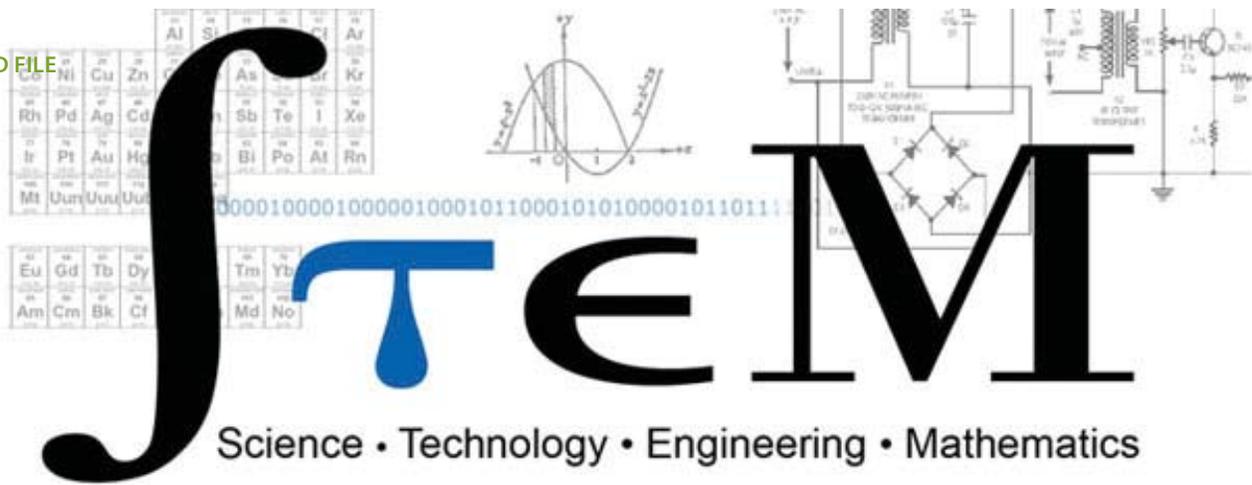
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BRIAN LEPLLEY



Gifted Mississippi High School Targeted With STEM

Jennifer Villaume
Baton Rouge BN

After months of testing, engineering and production work, on January 30, the Army's STEM vehicle rolled onto the campus of the Mississippi School for Mathematics and Science, a high school located in Columbus, Miss.

Officially known as the Science, Technology, Engineering, and Mathematics vehicle, the USAREC asset is designed to publicize STEM careers in the Army.

Sgt. 1st Class Jerome Davis, Columbus station commander, brought the asset to Mississippi to target gifted students.

"These students and high schools are focused on mathematics, science and technology studies. I thought this would give us an opportunity to cultivate a partnership with school administrators and students in a school we have not been able to penetrate."

Recruiters generated five appointments out of the sixty-five students who visited the van.

"This asset opened the student's natural curiosity to more advanced and technological career fields in the United States Army," said Davis. "The hands-on aspect of the asset enabled our Soldiers to explain which military occupational specialties were aligned with science and math within the Army."

The STEM vehicle was chosen specifically for the Mississippi School for Mathematics and Science because it is the state's only public, residential, co-educational high school for academically talented juniors and seniors.

"The Columbus Station made sure they entertained each student in the most professional manner as all these students are college bound and have promising futures," said Capt. Grace Richards, Booneville company commander. "Through the STEM vehicle, we were able

to break ground with this high school and were able to offer our partnership efforts with the principal and the school staff."

The STEM vehicle is a modified tractor trailer designed to demonstrate how civilian scientists and engineers ensure America's national security, said Louie Lopez, STEM outreach coordinator for the Army Research, Development and Engineering Command.

The recruiters who drive the truck wear futuristic-looking mock body armor designed, tested and built by the Army Edgewood Chemical Biological Center's Advanced Design and Manufacturing unit at Aberdeen Proving Ground.

The vehicle is split into three rooms that transport students to the year 2045. In the first room, video screens display fictional news clips of civil unrest, in which prospects are informed of an attack on a power plant in Eastern Europe.

The students then enter room two where they're given a three-minute briefing. They then join a virtual team of Army officers, noncommissioned officers and civilian scientists to develop a new technology to defeat the threat. It requires students to use Army technology to complete the task and showcases teamwork critical to Soldier success.

In room three, students break into four-person teams to design a unique futuristic response to the crisis using touch-screen computers. The teams are then scored on how effectively their solution alleviates the conflict.

Students can immediately upload their responses to the STEM experience Facebook page through a quick response (QR) code on the brochures and branded graphics.

Regardless of their MOS, every recruiter has STEM experience through exposure to the Army's state of the art technology. From reading blueprints as a combat engineer to utilizing 3D imaging equipment as a combat medic, every Soldier has a personal story to tell that enhances the STEM experience for each student.

"The faculty and staff were truly impressed by the representation of technology in the truck," said Davis. "We had a great outcome. Principal Germaine McConnell requested to schedule a SASVAB for the school. He also invited us to conduct high school presentations based on what he experienced with the STEM vehicle."



CAPT. GRACE RICHARDS

ARMY

Right: A student from the Mississippi School for Math and Science stands with the STEM Army driver in January in Columbus, Miss..

Medical Recruiters Join Diversity Tour

Army physician COL Jennifer Thompson of Brooke Army Medical Center, Army Healthcare Recruiter MAJ Kevin Miller of the Columbia, S.C., Medical Station and Tour of Diversity Co-director Dr. Alden Landry pose by the tour bus outside South Carolina State University.



TOUR STOPS:

Hampton University, Hampton, Va.
 Johnson C. Smith University, Charlotte, N.C.
 South Carolina State University, Orangeburg, S.C.
 Tuskegee University, Tuskegee, Ala.
 Jackson State University, Jackson, Miss.

Story and photo by Lisa C. Simunaci
 2nd Medical Recruiting Battalion

Army healthcare recruiters joined a national effort in February to encourage minority college students to pursue careers in medicine.

The Army was a corporate sponsor for the inaugural Tour for Diversity in Medicine. This bus tour, loaded with about a dozen volunteer healthcare professionals, made its way to five historically black universities in the southeast.

"This was a great opportunity for minority students to learn about the Army Medical Department's programs and benefits," said Atlanta Healthcare Company Commander Capt. Eric Moorman.

"This was a positive event for the schools and the Army."

The project was the brain-child of two physicians who once served as board members for the Students

National Medical Association. Tour directors Drs. Alden Landry and Kameron Matthews said the association's annual conference for pre-med students sparked the tour idea.

"Students face a lot of deterrents when it comes to attending a very large conference," Landry said. "It's complicated. It's hectic. So we reversed it and decided to bring the information to them."

Medical professionals, medical school students and physicians traveling with the tour served as mentors and held workshops at each stop. Topics focused on the pre-med student audience and included test-taking strategies, beefing up a medical school application and, most importantly, how to pay for medical school.

At each stop on the tour, Landry said tour organizers were surprised by the number and type of questions they received.

"What we've found is a thirst for knowledge," Landry said. "We're trying to quench that thirst. This is one more thing to help them get over that ledge and into medical school."

Physicians and Army recruiters from the 1st and 2nd Medical Battalions supported each stop on the tour, providing information on the Army's medical careers and the healthcare professional scholarship program.

Landry said the Army was an important contributor to the tour. End of tour evaluations gave the Army high marks.

"The Army's subject matter experts brought a different perspective," Landry said. "The evaluations showed that for many students, the Army physician was their favorite person to talk to."

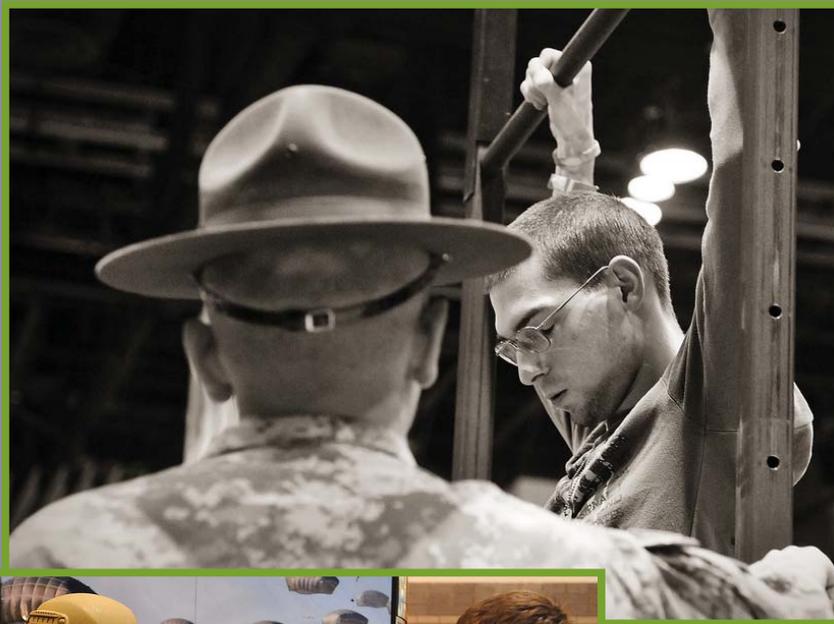
Maj. Yolanda Gray-Davis was a product of the Army scholarship program and is now a family medicine physician at Martin Army Community Hospital at Fort Benning, Ga.

Gray-Davis served as a subject matter expert at two tour stops, including one at her Tuskegee University alma-mater.

"It was very energizing to interact with the students and to return to 'Mother Tuskegee,'" Gray-Davis said. "To look into the audience and see the bright eyes and the eagerness of those students to obtain as much information as they could from the panel participants was rejuvenating. It truly reminded me of myself at that time in my education."

Plans are in the works for future tours that will reach out to Native American and Latino populations.

Prospects Experience Army at Chicago Auto Show



*Story and photos by Sgt. 1st Class Abel Garza
Mission Support Battalion*

This year's Chicago Auto Show drew tens of thousands of people who came to see the latest and greatest in the auto industry. The event was also an opportunity for the Army to flex its muscle.

One car enthusiast kept coming by to see the Gen. Patton 1938 Cadillac, which hasn't been out of the Patton Museum since 1946. Also on display were the STEM (science, technology, engineering and mathematics) vehicle, the HET (Heavy Equipment Transporter), a Stryker Combat Vehicle, an MEV-Hummer with video screens, and two CERV (clandestine extended range vehicles) electric hybrid prototypes that can be used for recons, targeting and rescue missions.

Members from the Chicago Battalion, Chicago Medical Recruiting Company, the Stryker Unit, Hybrid Vehicle Team, and the 113th Army Band were on hand to talk to prospects about Army opportunities, and drill sergeants tested prospects' physical fitness levels with push-ups and pull-ups.

Interviews were constantly being aired on the Soldiers, Family, TV and Radio website.

This year marked the first time recruiters used the Electronic Leads Mobile Option (ELMO) with iPads at the Chicago Auto Show. More than 40 recruiters working the 10-day event gathered information on people interested in knowing more about the Army. More than 3,000 qualified leads were collected.



Top to bottom:

Drill Sgt. Robert Olson, Accessions Support Brigade, provides encouragement to a prospect doing pull-ups.

Wearing a combat uniform of the future projected for the year 2032, Sgt. 1st Class Matthew Oliver, Mission Support Battalion, talks to prospects about the latest Army Technology. The tubes on his body provide a system to cool the body in a warm environment and heat the body in a cold environment.

Drill Sgt. Robert Olson coaches a prospect doing push-ups.



Staying Safe **T** During a **Tornado**

Tornadoes, the most violent natural hazard, are rotating, funnel-shaped clouds formed from thunderstorms. Strong winds are the most destructive aspect, with gusts reaching as high as 300 mph.

The damage path can be a mile wide. Tornado season is generally March through August, but tornadoes can occur at any time of the year. Tornadoes most often occur at the tail end of a thunderstorm. Eighty percent of tornadoes occur between noon and midnight.

While some areas are more prone to tornadoes than others, they can occur anywhere, so it is best to be prepared.

How to prepare for a tornado

- Stay informed and know tornado terminology:
 - Tornado watch — Weather conditions are favorable for the development of a tornado. Stay tuned to the radio or TV for more information and further instructions.
 - Tornado warning — A tornado has been spotted. Take shelter immediately.
- Identify a place in your home to take shelter in case of a tornado:
 - A storm shelter or basement provides the best protection.
 - Otherwise, choose an interior room or hallway on the lowest floor possible.
 - Have frequent tornado drills.
 - If planning a trip outdoors, listen to the latest forecasts and take necessary action if threatening weather is possible.
- Get an emergency supply kit, and make a family emergency plan.

Who's most at risk

- People in automobiles
- The elderly, very young and the physically or mentally impaired
- People in mobile homes
- People who may not understand the warning due to a language barrier

What to do if there's a tornado

- Take shelter immediately in the designated shelter room/area.
- If you are outside, find shelter immediately or, if shelter is unavailable, lie flat in a ditch or low-lying area.
 - If you are in a car, stop immediately and find shelter. Do NOT try to drive through a tornado.
 - Stay tuned to radio or TV for information and instructions as they become available.
 - Stay in shelter until the tornado has passed.
 - Once you are in a safe place, report to your command if you are a military or government civilian personnel or a member of the selective reserves.



1. Which of the following is a grassroots process that identifies issues of concern for America's Army families?

- a. Family Readiness Group (FRG)
- b. Relocation Assistance Program
- c. Standard Installation Topic Exchange Service
- d. Army Family Action Plan (AFAP)

2. Who has a responsibility to support, encourage, and implement programs that improve the living and working environments of USAREC Soldiers and their families?

- a. All leaders
- b. Soldier and family assistance (SFA) coordinator
- c. Battalion commander
- d. Family Readiness Groups (FRG)

3. The FRG provides training, feedback, support and insight for spouses and addresses family issues before they become a crisis. Who forms the company's FRG?

- a. Center commander
- b. Company commander
- c. First sergeant
- d. Battalion SFA

4. Army families, accustomed to living on Army installations with unlimited access to Soldier and family services, are often overwhelmed when placed in an unfamiliar civilian community. What two programs assist those families with their transition and helps minimize the confusion and uncertainty that accompanies such a move?

- a. Army Sponsorship Program and Family Service Program
- b. Headstart Program and FRG
- c. FRG and Army Sponsorship Program
- d. Family Advocacy Program and Headstart Program

5. Who of the following is normally chosen as an FRG leader?

- a. Company commander's spouse
- b. Senior recruiter's spouse
- c. Senior station commander's spouse
- d. First sergeant's spouse

6. Which of the following is not a function of the FRG?

- a. Welcome new families
- b. Voice issues and concerns
- c. Hold meetings to discuss upcoming activities
- d. Raise money for charitable organizations

7. Which recruiting function affords the opportunity for FRG members to be an integral part of the recruiting team?

- a. Future Soldier Training Program
- b. Prospecting
- c. Intelligence
- d. Sustainment

8. Who in the battalion staff is responsible for managing the sponsorship program and coordinating family support group activities?

- a. Sergeant major
- b. S3
- c. S1
- d. S7/9

9. Soldier and Family Assistance Program (SFAP) information and intelligence is an essential component of the planning process and aides commanders when making decisions. What kind of recruiting operation is the SFAP?

- a. Supporting
- b. Decisive
- c. Shaping
- d. Sustaining

10. Many times, it is not marketing or prospecting efforts that stand in the way of victory, it lies in how the Soldiers perceive they are supported and cared for. Who is the commander's direct feed regarding command climate?

- a. Sergeant major
- b. S1
- c. Battalion SFA
- d. XO

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>.

Are you confused about how to post in Recruiting ProNet? Check out the tutorial, "Recruiting ProNet How-to Guide." It's available in the Recruiting and Retention School Forward SharePoint Site. To get there, type "SPAN" (without the quotation marks) in your browser's address bar and hit Enter. Look in the lower right corner under USAREC Staff and click on "RRS-Forward." On the RRS-FWD home page, click "Document Center" and look for the title in the "Relevant Documents" pane.



• COUNSELOR • FRIEND • PARENT • COMMANDER • DOCTOR • NEIGHBOR • FAMILY • SCHOOL • FATHER • MOTHER • COACH •

Child Abuse ... It's No Secret

EVERYONE CAN HELP

Child abuse is no secret. We've all heard about it.
We need to motivate everyone to take positive action to reduce child abuse and neglect.

The safety and health of the Army's children rest in all of our hands.

Recognize the signs ... report abuse and neglect.



CHILD ABUSE PREVENTION MONTH
APRIL 2012

HURTS ONE. AFFECTS ALL.



PREVENTING SEXUAL ASSAULT IS EVERYONE'S DUTY.



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