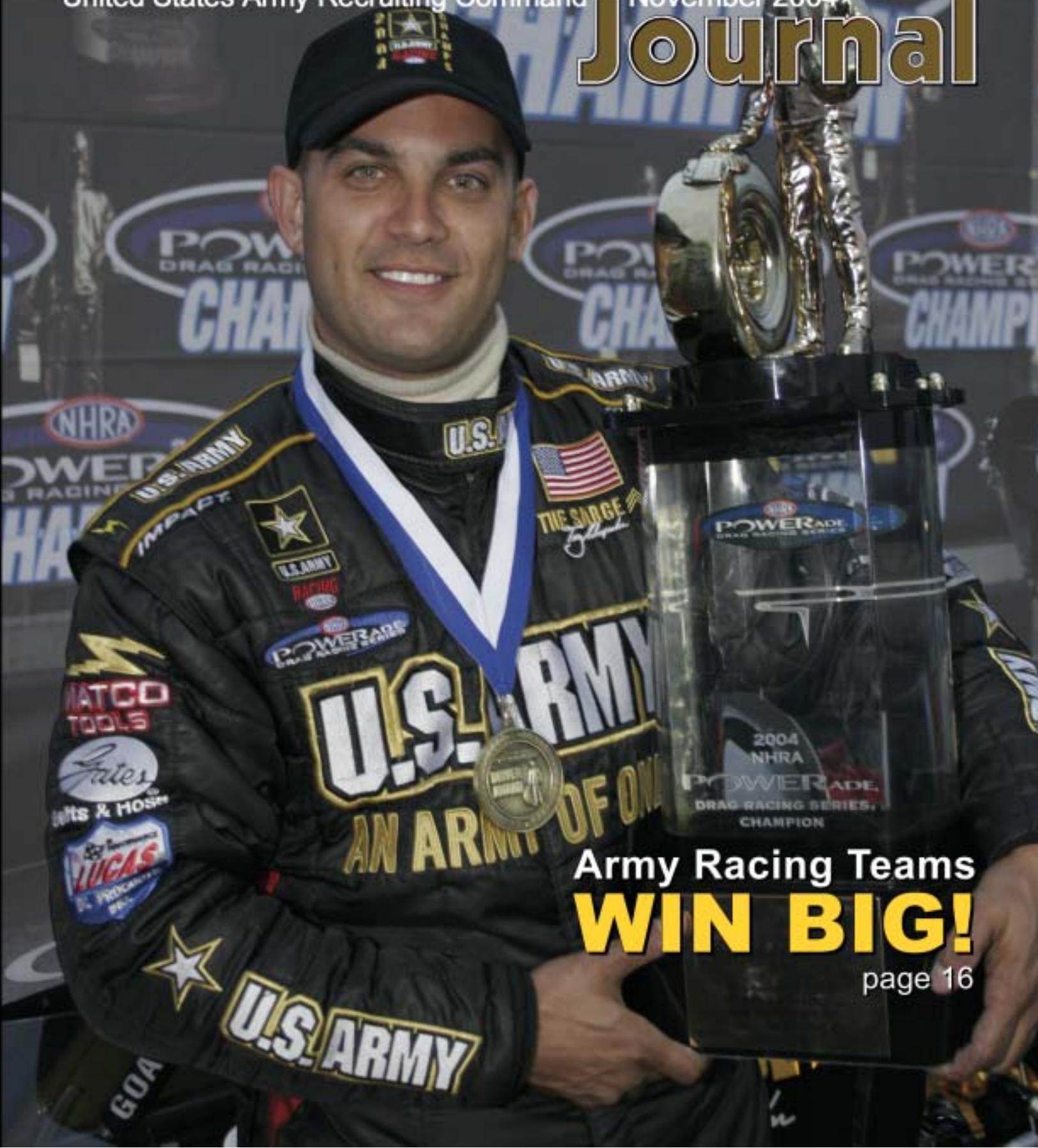


# RECRUITER

United States Army Recruiting Command November 2004

# Journal



Army Racing Teams  
**WIN BIG!**

page 16

# RECRUITER Journal

U.S. Army Recruiting Command  
November 2004, Volume 56, Issue 11

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## Features

### 6 Confidence Building with Parents

Michael Conklin has developed a program in his hometown of San Ramon, Calif., to honor servicemen and women. The San Ramon city council gives each Soldier returning home a signed and framed proclamation. Peggy Conklin started a chapter of Blue Star Mothers of America, an organization of mothers who have or have had sons or daughters serving in the military.



### 7



### The Quiet Hero

It was 1965, my senior year of high school and I was about to discover something that would be a driving force for the 32 years of my military life ... I was about to discover a hero.

### 10 Birth of a New Command 40 Years Ago

Cake-cutting ceremonies were in order at Recruiting Command's five recruiting brigade headquarters, the 41 recruiting battalions, as well as at the Recruiting Command headquarters. A similar ceremony took place Oct. 1, 1964, to celebrate the activation of the new command at Fort Monore, Va.





## 12 Warrior Transition Course

- ◀ The first graduates of the Warrior Transition Course at Fort Knox, Ky., became Soldiers on Sept. 30. This was the first cycle of servicemembers from other branches under the Blue to Green program, as well as prior service members re-entering the Army.

## 14 Run to Win

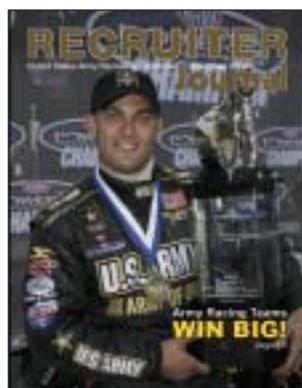
USAREC has an attack plan for winning in FY 05. The operation order for accomplishing a challenging mission is labeled “Run to Win.”

## Departments

- 2 Commanding General
- 3 Command Sergeant Major
- 4 Chaplain
- 5 The Way I See It
- 8 Pro-Talk
- 22 Field File
- 26 News Briefs
- 31 Salutes
- 32 The Test

## 16 Schumacher Wins, Claims World Championship

In fewer than five seconds, four years of frustration and disappointment for the U.S. Army Top Fuel team gave way to the thrill of victory as Tony Schumacher and his teammates captured the 2004 National Hot Rod Association Powerade Championship.



Front Cover: Tony Schumacher and his teammates captured the 2004 National Hot Rod Association POWERade Top Fuel World Championship.

## 17



## Win in Kansas Tops Nemechek's Dream Weekend

A jubilant Joe Nemechek called it a dream weekend after he won the NASCAR Nextel Cup race at Kansas Speedway.

## 18 America's Army

Recruiters have demonstrated that “America’s Army” can serve as an event platform, which young adults and recruiters can begin a dialog about soldiering.

## 20 Enhanced Performance Coaching

The use of TAIS, The Attentional and Interpersonal Style, can be used to enhance performance.

# Hyper-Stimulating the Market for Success



*Maj. Gen. Michael D. Rochelle*

**Using the hyper-stimulation strategy, we are targeting additional resources towards the high producing targeted battalions as a method to increase productivity and exploit market opportunities.**

**O**ur Army is the proud industry leader in marketing to target-age prospects, and as the leader in this field, we should be the very best in allocating limited resources. Therefore, we have made a decision to implement “hyper-stimulation,” a fresh strategy for targeting our market in a different and dynamic fashion.

When we entered the first quarter of the new recruiting year, we were well aware of a smaller Entry DEP than in FY 04. And at the same time, we knew that the mission was larger for FY 05. Combined, these two challenges called for a great deal of critical thinking about how we could stimulate the market for success.

Using the hyper-stimulation strategy, we are targeting additional resources towards the high producing targeted battalions as a method to increase productivity and exploit market opportunities. At the same time, we will ensure that no battalion market is under penetrated and adequate funding to all battalions will continue.

Hyper-stimulation kicked off in first quarter with \$1M going to brigades and targeted battalions for local advertising and promotional events. In addition to providing this local assistance, we are shifting media priorities at the national level in some markets. The intent is to increase quality production for the active Army and Army Reserve through aggressive use of local advertising, ADSW, TAIR, COI, and Future Soldier functions.

The strategy is to protect and refocus our efforts in strong market areas by concentrating on the best locations and investing heavily in the best markets. We can maintain our strong markets and see maximum growth of our investments. In other markets, we will seek targets of opportunity with minimal investment.

In addition to the quick-ship and cash bonuses, the Special Recruiter Assistance Program is firing up to make a real difference for recruiters with centers of influence and educators, bringing Operation Iraqi Freedom and Operation Enduring Freedom veterans back to their hometowns to talk about their real-life experiences in Iraq and Afghanistan. Along with the Special Recruiter Assistance Program, the Blue to Green Program continues to bring in Soldiers as a result of downsizing of the Air Force and Navy.

As I see it today, we have every opportunity to be extra successful in achieving the Army’s missions. We want to be winners and we will be winners in FY 05. During this holiday season, drive safely and make safety a top priority. Happy holidays!

# Remaining Relevant and Ready

According to Charles Darwin, one of the prime motives of all species is to reproduce and survive, passing on the genetic information of the species from generation to generation while ensuring the capacity to thrive in any environment. He postulated the notion of “survival of the fittest,” suggesting that organisms most suited to their environment had more chance of survival if the species fell upon hard times. Without evoking a philosophical debate, I mention this analogy to engender thought about USAREC’s relevancy and readiness to provide the strength for an Army at war.

President Bush declared that the military would remain an all-volunteer force, AVF, during the presidential debates. It goes without saying that USAREC has done a magnificent job and is making history by recruiting an AVF during a protracted war. To continue this success and to remain relevant and ready, we must be creative and think outside the realm of “business as usual.” The practices that allowed us to rise to top of the food chain as little as one year ago no longer apply and we, as the NCO Corps, must adapt to the changing environment.

I will be the first to admit that I see evidence suggesting that we’re making the turn to adjust to the new realities of the marketplace. Systems are in place and being used at all levels to influence success. Notwithstanding the incremental progress, have we really “turned the corner” enough to achieve the desired results to meet the increased mission requirements for FY 05 and FY 06? If not, then, has a capabilities gap analysis been conducted to sort out existing issues that would put mission achievement at risk?

Would the gap analysis reveal training as a contributing cause or would it reveal apathetic leadership/accountability as the real breakdown? In other words, skill or will? While listening to several distinguished speakers at the 2004 AUSA Annual

Meeting and Exposition in Washington, D.C., to include CSA Peter Schoomaker and Sgt. Maj. of the Army Kenneth Preston, I reflected on the challenges before us to prosecute FY 05 and FY 06

accession mission. Sgt. Maj. of the Army Preston posed a question: “How do we change the mindset of how we see ourselves as Soldiers to ensure the Army remains relevant and ready?” The Sgt. Maj. of the Army, as well as the CSA, reminded us that the Soldier’s Creed and Warrior Ethos are not just another set of trite clichés to be memorized for boards/competitions. Their real purpose is to foster personal and professional growth of Soldiers and leaders to meet all mission challenges, as well as life challenges.

Even more poignant was the SMA’s charge to lead by example — “never walk by a deficiency.” Embedded in this charge was a clear call for all leaders and Soldiers to refocus on standards. Simply stated, establish the standard; put someone in charge of enforcing the standard; and hold subordinates and self accountable for achieving the standard. Although this may sound simple, these fundamental principles elude many leaders, especially those who accept mediocrity from self and subordinates. Mediocrity manifests itself in several ways, ranging from poor work ethic to downright unprofessional conduct and behavior, all of which can be significantly influenced by the focus on enforcing standards.

It is time for each member of this Command whether officer, enlisted, recruiter or staff, to stop thinking about survival and start focusing on victory. We have an inherited ability to adapt to our situation or necessity. Mastering transitions, change and ambiguity is expected. As GWOT is a test of our national will, so are these trying times a test of our will. We will not fail and we will not settle for mediocrity, for as Soldiers it is not in our nature. We will adapt, adjust, and overcome. Remember that being a Soldier is not just a job, it is a way of life and an attitude. If we heed SMA Preston’s counsel, no doubt the NCO Corps (detailed and cadre) will secure USAREC’s relevancy and readiness, now and in the future. “Production is Power” and inextricably tied to the notion of “make mission and going fishing” — quality of life.



*Command Sgt. Major Harold Blount*

**Establish the standard; put someone in charge of enforcing the standard; and hold subordinates and self accountable for achieving the standard.**

# Jump! Jump!



*By Chaplain  
Lt. Col. Lyndell E. Stike*

***Others will  
trust you if you  
KEEP your  
word, GIVE  
full disclosure,  
and KNOW  
your job.***

Saturdays were special days around my parents' home when I was growing up. Mom would get up early and prepare a gourmet breakfast of pancakes or waffles. Everyone would gather in the kitchen and share these special moments. Dad would roughhouse with my two brothers and me. He would pick us up one by one and set us on the refrigerator shouting, "Jump! Jump!" For a young boy this was a true challenge. All kinds of questions ran through my mind. Would Dad really catch me? Did I weigh too much? However, it wasn't long before we gathered our courage and jumped into his arms. He never dropped us even though he came close once or twice.

Trust is a fundamental building block in interpersonal relationships. It is essential in our homes, in our jobs, and in our communities. I cannot imagine a world without trust. Children seem to demonstrate trust from a very early age primarily out of necessity. They are dependent on others for everything — food, comfort, and love. The level of trust they have developed determines the bond between a child and a parent.

Trust is that quality enjoyed by individuals or groups that allows them to rely upon others to keep their promises or commitments. A trusting relationship is one in which both parties can be assured that the other member is dependable. In our vocation as recruiters, trust is essential to making mission. If our community, stakeholders, or Future Soldiers cannot depend upon our word or behavior to be trustworthy, we will fail. Therefore, it is imperative that our actions match our words.

Building trust in the workplace demands that we do three things: Keep our commitments/word. At one time in our history as a nation, a person's word was their bond. There was little need for lawyers and lengthy contracts. In other words, if you said you would be at work at 0800, you were at work at 0800. It seems like greed, personal ambition, egos, and a fear of failure compels many to act in their best interest and minimize their commitments to others.

Give full disclosure. Communicating all the facts related to a situation/question is essential. How many times can we recall someone omitting an important piece of data knowing that it would affect the outcome of a sale? It reminds me of the car salesman who advertises comprehensive financing and fails to disclose the 22 percent annual percentage rate. If our customers are going to trust us, they must know that we will divulge all the facts.

Know your job. A graduation certificate does not make us a subject matter expert. We must take classroom knowledge, coupled with the hard knocks of experience, and employ this competency to train recruiters at all levels. Future Soldiers are streetwise. They can tell if we know our business. Confidence is evident in our body language, facial expression, and our speech patterns. They read us like an illustrated book.

The next time you ask a Future Soldier to jump into the arms of this great Army, make sure they know we will catch them. We will train them, support them, and honor them as they serve. Others will trust you if you KEEP your word, GIVE full disclosure, and KNOW your job.

## ARMY TATTOO POLICY

I am writing in regards to the Army tattoo policy. Since I am sure there have been numerous letters regarding this matter, I just cannot deny another person's enlistment for this purpose without losing motivation.

It has been identified at all levels of leadership that we need more troops. There are numerous debates about reinstating the draft, and we are at war! How does a tattoo, not visible from the Class A uniform bring prejudice to the good order and discipline of the UCMJ? There are a lot of patriotic citizens who are mentally, physically, and morally qualified being denied the right to serve their country because of their tattoos.

As a recruiter, we are rejected numerous times a day by leads, prospects, parents, teachers, etc. Then when we find a good patriotic citizen who has "questionable" tattoos, the Army rejects us again.

The tattoos in concern are not racist, extremist, sexist, etc. It seems like some leaders are afraid to send tattoos to a higher level so they deny them as questionable.

The way I see it, the policy is too open to interpretation. Is anyone at a higher level looking into this as a means of assisting our efforts to help fill the ranks as we fight this Global War on Terrorism?

*Chief of Staff:*

*Your question pertaining to the Army's Tattoo Policy is a valid one.*

*Army Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia, is very specific as to what tattoos or brands are prohibited for military enlistment based on type and location on the body.*

*The provisions of AR 670-1, Chapter 1, paragraph 1-8e, are reviewed annually by the Department of the Army with input from numerous major commands. We have revised USAREC policy and messages to fall directly in line with the regulation. See USAREC message 05-001.*

*All determinations for eligibility will be directly related to the regulation and reduce the subjectivity during the eligibility review.*

*If you have further questions, refer them through your chain of command. Please continue to let us know how we*

*can better support you and your fellow recruiters. For further information contact Sgt. 1st Class Jerry Parker at 800-223-3735, ext. 6-1566; DSN 536-1566; commercial 502-626-1566; or e-mail at Jerry.Parker2@usarec.army.mil.*

## ENLISTMENT STANDARDS

As a recruiter, I don't normally delve into the "whys" involved in establishing enlistment standards. I believe I've run into an inequity in the way we do business. There is a clear line drawn distinguishing prior service from non-prior service pertaining to weight/body fat. It is my opinion that it was drawn in the wrong place.

When MEPS distinguishes PS from NPS, they merely see whether or not they were accessed into a branch of service. I assume the reason the Army has a non-prior service weight/body fat standard is to allow applicants to benefit from the Army's PT program before they are held accountable for the more stringent standard of a qualified Soldier.

One scenario is an applicant for the Regular Army who has been out a number of years or was PS from another branch who has to attend Army BCT. Facing the exact training cycle that a NPS applicant has to do, should these PS be held to the same weight/body fat standard as a PS Army applicant who goes straight to a duty assignment, or should the Army do away with the NPS weigh/body fat standard altogether?

One unbelievable possibility is that an applicant could join the Army Reserve or National Guard one day, be discharged for any reason the next day, and immediately have to meet a PS weight/body fat standard to enlist again. Theoretically, an applicant's standard can tighten by 4 percent body fat overnight, even though they have not attended so much as one weekend drill!

My proposal is that "any PS applicant with a BCT requirement must meet NPS weight/body fat standards; any PS applicant with no BCT requirement must meet PS weight/body fat standards."

I believe the Army could benefit from making this change adding more Soldiers per year, at less cost to the government in benefit packages. It could also be very



easy to track: The Army Liaison at MEPS determines a BCT requirement as part of the QC process and informs MEPS case-by-case which table applies to a PS applicant.

*Chief of Staff:*

*Your concern regarding prior service and non-prior service weight standards is of great interest and, upon review, I believe you make a valid point. The scenarios you have provided are excellent examples of the problem as it exists right now.*

*Your stance that simply being prior service should not automatically invoke the weight standards of AR 600-9, but rather that AR 40-501 should apply if the prior service applicant had less than six months service seems reasonable. Additionally, the number of days of service an individual has on active duty or in a Reserve component unit might also be relevant to determine which provisions of the medical regulation to use for a respective applicant.*

*Your proposal to simplify the criteria so that any PS applicant with a BCT requirement must meet NPS weight/body fat standards and any PS applicant with no BCT requirement must meet PS weight/body fat standards merits consideration. Consequently, I have decided that this is a matter that deserves a detailed review and a recommendation to the Army G-1 and Surgeon General that could possibly change the medical and processing regulations.*

*For further information, contact Sgt. 1st Class Dirk Vandenbos at 800-223-3735, ext. 6-0428; DSN 536-0428; commercial 502-626-0428; or e-mail at Dirk.Vandenbos@usarec.army.mil.*

# Confidence Building with Parents

*Story by Pearl Ingram, Recruiter Journal Editor*

*Photos by Walt Kloeppe, RJ Associate Editor*

Michael and Peggy Conklin are proud parents. They have three sons who have enlisted with the Army and youngest son, Casey, completed basic training Sep. 22, at Fort Knox, Ky.

“Somebody made me an honorary recruiter a few years ago,” said Michael, “and I took it seriously.”

It’s easy to see he has done just that. He and his wife have assisted nine high school graduates in enlisting.

“These are individuals who came up and talked to Peggy and me. They knew our sons and wanted to talk about the military.”

Of course, that is only the beginning of the work the family does for the Army.

Michael has developed a program in his hometown of San Ramon, Calif., to honor servicemen and women.

“I have been very involved with recruiting since my oldest son joined,” said Michael. “I had two brothers who went to Vietnam and no one said a word about them when they left and when they came back. I decided that I wasn’t going to let this happen.”

Michael recalls his mother’s concern during Vietnam and decided Soldiers should be recognized for their service by their community. He asked the San Ramon city council to give each Soldier returning home a signed and framed proclamation, whether they are returning on leave after completing training or returning home after their term of service is complete. The mayor reads the proclamation at the start of the city council meeting. Family members are there to witness the community’s recognition and veterans’ organization members attend to support the Soldier.

“We want to show them as much recognition as we would show a valedictorian or an all-star on the football team,” said Michael.

He recruited the town next to San Ramon into the Veterans Recognition Group and soon the next town. Eventually, the county passed a resolution to join the program to recognize those Soldiers who live outside the city.

When no city council meeting is scheduled during the Soldier’s leave time, the presentation takes place at the Rotary Club. Twice parents have asked to have the proclamation presented in their home, which made a great party according to Michael, with the veterans attending, family members gathering, and the mayor presenting the proclamation.



**Peggy Conklin (left) and son, Pvt. Casey Conklin, visited Brig. Gen. Leslie L. Fuller at USAREC headquarters following Pvt. Conklin’s basic training graduation. Michael Conklin (right) is Pvt. Conklin’s father.**

“It’s the right thing to do. These kids grow up on our football field, our baseball fields,” said Michael. “It brings it full circle.”

At a recent city council meeting, it was not only a returning Soldier who was recognized but also the incoming recruiting company commander and a new recruiter were welcomed to the community.

Michael believes that parents and community members are important in the decision to enter the military. He feels parents are the Army’s biggest boosters.

“If you are confident about your son’s or daughter’s experience in the military, they are more apt to be confident about one of their kids,” said Michael.

However, it is not just Michael who supports the military in this unique family. His wife, Peggy, started a chapter of Blue Star Mothers of America, an organization of mothers who have or have had sons or daughters serving in the military. Their charter is to support each other, their service members and promote patriotism.

“We’ve built a pretty good case of doing this,” said Michael. “There hasn’t been any downside to it. And we’re happy to do it.”



**Brig. Gen. Leslie L. Fuller talks with Michael Conklin about the Veterans Recognition Group he started in San Ramon, Calif.**



# The Quiet Hero

By Arlen C. Davidson, Kansas City Battalion

As we quietly entered the living room, her father was in his old, worn recliner sleeping. My girlfriend turned the black and white television on, volume low so as not to disturb his slumber. Not that it mattered what was on, because the picture was so fuzzy. It was 1965, my senior year of high school and I was about to discover something that would be a driving force for the 32 years of my military life ... I was about to discover a hero.

He didn't look like a hero to me, lying there, a paunch around his middle, a shock of gray hair, and a hand-knitted afghan reeking of tobacco smoke covering him. He just looked like my girlfriend's old man, the guy who worked for the phone company. He didn't raise his voice in anger or, for that matter, talk much at all. I didn't know much about him (I didn't really care about him ... only his daughter) and hardly ever engaged in any kind of a conversation with him beyond "hi"... but that was about to change.

When he awoke, got up and left the room ... I saw it. In all the times I had been in that room, watching TV or doing homework with my girl, I had never noticed it. But there it was, in a cracked leather case with gold velvet lining, half hidden on the shelf of a small knick-knack rack on the wall ... a discolored gold star with a yellowed red, white, and blue ribbon. I don't know why it happened to catch my eye that day but I got up and walked across the room for a closer look. As I moved the dusty case, something fell out of it and drifted to the floor ... an old black and white picture. I picked the photograph up and saw it was of three soldiers. Their uniforms were old maybe World War II, with helmets covered in mesh fabric, light colored jackets, darker trousers, and shoes with leggings. They held spools of what appeared to be some kind of wire and had "Tommy" guns slung over their shoulders. On the back of the photo was penciled three names ... "Big John, Orville, Mickey" ... and Orville was the man who had just shuffled out of the room.

I carefully turned the medal over and the reverse had an inscription, "FOR GALLANTRY IN ACTION." I turned to my girl and asked who it belonged to. "I guess it's my dad's," she said, never taking her eyes off the TV screen. What did he get it for, I asked? She just shrugged and answered, "I don't know ... something he did in the war." What war and where, I continued. Looking annoyed she turned to me "I don't know ... World War II I think ... somewhere called Normandy, he never talks about it." But, I wanted him to ... actually I needed for him to talk because of that far-away place ... Normandy.

All during my elementary school years I read everything in the "young people's" section of our small, public library. The books were mostly in a series called "Landmark Books" and all were written about war and American history. Getting older I continued to read, about the Civil War, World War I, World War II, and the Korean Conflict (I would soon see Vietnam up close and personal). One of the books that affected me the most was titled "The Story of D-Day: June 6, 1944" and the name "Omaha Beach."

A few weeks later, after I had identified what the medal was in a book, I was at my girl's house (as usual) and because she was paying more attention to the TV than to me ... I went outside on the porch. "Orville" sat out there in a large swing ... smoking and staring up the street, while I sat on the steps. "Sir," I said, "why did you receive the Silver Star?" He stopped smoking for a moment and looked at me like I had uncovered a great secret or something. "I got it by doing my job I guess," he said, taking another drag from his Camel and returning his stare down the street. "What type of unit were you in and what did you do at Normandy?" I continued. "Engineers ... we cleared obstacles in the first waves on Omaha." You must have been real lucky I said, because I read that not many Soldiers survived in the first waves. With that he abruptly put out his smoke, got up and quickly walked into the house ... we never talked about it again.

Orville died in early 2000 ... at his funeral I was in my Army Dress Blue uniform and some of his buddies from the Veterans of Foreign Wars and American Legion posts showed up. Afterwards, at the VFW, we got to talking about him.

His engineer company was among the first on the beach and, despite receiving intense fire from the enemy on the cliffs above, managed to clear a path through concrete and barbed wire for the rest of the Soldiers to come. In doing this task, only a handful of men from his unit survived that day. All the while that he was trying to punch a hole, he was dragging wounded men to cover.

He never spoke of it, even to his family ... most heroes don't ... they just do their job and hopefully come home.

Fifty years ago this year, on Thursday, Nov. 11, 1954, President Dwight D. Eisenhower wrote:

"On that day let us solemnly remember the sacrifices of all those who fought so valiantly, on the seas, in the air, and on foreign shores, to preserve our heritage of freedom, and let us reconsecrate ourselves to the task of promoting an enduring peace so that their efforts shall not have been in vain."

Hopefully, it's not too late to say thank you, so "Orville ...

**iRecruiter is a program with Web-based applicant self-processing capabilities.**

# iRecruiter

*By Sgt. 1st Class Kenneth Simon, G-3*

**W**hat if you received an e-mail that said an applicant's packet was completed or may be partially completed online? What if this e-mail also gave you the applicant's phone number and address? What if this e-mail allowed you to go to the Top of the System and pull the packet and review before you even talked to the applicant? This is not a hoax, this is the very near future of Army recruiting.

The U.S. Army Recruiting Command has designed a tool to help recruiters "make mission and go fishing." This tool is called iRecruiter. iRecruiter is designed with a recruiter's time management and an applicant's hesitance about coming into the office to talk with a recruiter in mind.

## **Why build iRecruiter?**

iRecruiter is a program with Web-based applicant self-processing capabilities. The Recruiting Command has done a lot of research on the youth of Generation Y. The research shows that today's youth feel more confident when they control their personal decisions and options. The Recruiting Command

# iRecruiter will ultimately be a valuable asset that will allow recruiters to become more successful in their recruiting efforts.

understands how tough recruiting the youth of today can be, so the command came up with a way to help recruiters make their designated missions.

## How does iRecruiter work?

The initial phase will be out in 1st quarter FY 05. This phase will be for the applicants only to become familiar with Army programs, view a Training, Education, Adventure, Money, Service to Country, and Travel video, TEAMST, and take the ASVAB predictor to find possible jobs for which they qualify.

The second iteration is scheduled for 2d quarter FY 05 and will provide leads for recruiters.

This program allows an applicant to go to goarmy.com and view a brief sales pitch on the Army and the many opportunities that are offered. After the brief video the applicant will be prompted to enter their dominant buying motive with a TEAMST video. Once the dominant buying motive has been identified, the applicant will be asked to take an online ASVAB predictor. Once completed, this information will be fed into the REQUEST system to show the applicant what jobs they may be qualified for. Don't worry, this unique program will also tell the applicant that the potential jobs are only available if they are qualified and a vacancy exists. This program will also tell them that their local recruiter will go into greater detail and provide the path to making their dreams become reality.

The applicant will now be prompted to complete his or her application. This application is referred to as an enlistment packet. The information will be input into the documents known as the SF 86, 1966, 369, and so forth. These forms ask for height, weight, medical history, law violations, etc. The applicant will be encouraged to complete as much information as possible with no time constraints. The applicant will have the capability to stop and ask parents or other family members pertinent information, such as what year they were born or use the phone book for past employers' phone numbers and addresses.

They will also have the capability to enter and exit the program as often as desired before submitting information. If at any time during the process the applicant is having problems completing the information, they will be able to call their local

recruiter to get help. Whenever a disqualification is detected, the system will respond with a message to that effect and direct them to contact their local recruiter.

The recruiter's information will be provided at that time. In a later update, the system will also match social security numbers with data already accumulated to see if applicant is a Future Soldier of any branch — Army initially — or if the ASVAB has been taken within the last two years.

When the information is submitted, they will receive a message giving the local Army recruiter's name along with office address and telephone number. They will also be informed that their local recruiter will be contacting them within 48-72 hours.

The recruiter and station commander will get this information as a lead on the Top of the System. The recruiter will pull the lead down and view the packet. The recruiter will be allowed to view the entire packet and make corrections or call the applicant if additional information is needed.

When packet review is complete, the recruiter will call, if no additional information was needed earlier, the potential applicant and set up the initial appointment. Since the recruiter already knows what the applicant wants and what he or she scored on ASVAB predictor, the telephone call and appointment should go smoothly. The commitment to join has been accomplished by iRecruiter, so rapport and maybe a little selling is needed. The initial appointment will be to get height, weight, source documents, and set up MEPS processing.

iRecruiter will give Army recruiters the edge by having to hunt for fewer applicants. This leading edge technology will give recruiters qualified applicants with packets completed and ready to be a Future Soldier. iRecruiter will also allow recruiters to have more time to accomplish the daily requirements dictated by the station commander. Less processing time means more prospecting time. More prospecting time means more applicants to fill the funnel, which means more of a chance to "make mission and go fishing."

It goes without saying that making mission means more quality time. iRecruiter will ultimately be a valuable asset that will allow recruiters to become more successful in their recruiting efforts.



# Birth of a New Command

*By Pearl Ingram, Editor, Recruiter Journal*

Army recruiters across the country shined their brass and pulled on their dress blue uniforms early the morning of Oct. 1. Special ceremonies had been scheduled to celebrate 40 years of U. S. Army Recruiting Command history.

Cake-cutting ceremonies and media events were scheduled around the command.

A similar ceremony had taken place Oct. 1, 1964, to celebrate the activation of the new command at Fort Monroe, Va.



**Army Vice Chief of Staff Gen. Richard A. Cody gives the oath of enlistment to New York City recruits at Times Square, N.Y., Oct. 14, in honor of the U.S. Army Recruiting Command's 40th birthday. Photo by Sgt. Reeba Critser**

"I am told it was a beautiful day, said Maj. Gen. Michael Rochelle, present recruiting commander. "I'm also told that the waves were lapping up on the sea wall at Continental Park. And a special flag was unfurled on that day."

The special flag was presented to Brig. Gen. Leonidas Gavalas, the first commanding general of U.S. Army Recruiting Command.

"I can think of nothing more worthy than rendering honorable service to our country," wrote the first commander in a letter to recruiting personnel. "Army recruiting personnel have served their country honorably and well beginning with The General Recruiting Service in 1822, a year which marked the first organized recruiting activity of the United States Army."

In Times Square, Army Vice Chief of Staff Gen. Richard A. Cody swore in 14 recruits Oct. 14 to celebrate the U.S. Army Recruiting Command's 40th birthday.

While the media frenzied to get their shots, Gen. Cody administered the enlistment oath to the Future Soldier Training Program recruits as 13 recruiters watched.

Before Gen. Cody swore in the recruits, he thanked them for enlisting and thanked the recruiters for their hard work. He told the recruits of his enlistment 36 years ago.

"I thought I was staying in for only two or three years," Gen. Cody said. "But one morning, I woke up and it was 20 years."

The recruiters present said they had the perfect present for USAREC.

"It's even better because we've made our accession mission this year," said Staff Sgt. Michael Valentine, Metro Company, New York City Battalion. "It's the best recruiting birthday present we can do this year for the Army."



Soldiers of Eastwood Recruiting Station, Birmingham, Ala., stand in front of a Humvee during the station's 40th anniversary celebration. Left to right: Sgt. 1st Class Robert McNeal, Staff Sgt. Jason Byrd, Staff Sgt. Adrian Turner, and Sgt. Gary Decker. *Photo by David Lake*

The 2d Recruiting Brigade hosted a ceremony at the Atlanta MEPS on Oct. 1 to commemorate the command's 40th birthday. Brigade Chief of Staff Lt. Col. Hubert E. Bagley Jr., (left) along with Future Soldier Andrew Hawkins (center) of Warner Robins, Ga., and Maj. Gen. John A. Yingling, Deputy Commanding General of First U.S. Army, join in cutting a cake culminating the celebration. *U.S. Army photo*



Sgt. 1st Class Stephen Harvey, Des Moines Battalion, 5th Recruiting Brigade, stands with the Civilian Aide to the Secretary of the Army from Iowa, Sam C. Kalainow, during the 40th Anniversary celebration at 5th Recruiting Brigade. The 35 CASAs who work with 5th and 6th Recruiting Brigades received Honorary Army Recruiter certificates. *Photo by Connie Dickey*



In honor of the 40th anniversary of USAREC, the St. Louis Recruiting Battalion turned out for "Window on St. Louis," a local television program. Battalion commander Lt. Col. Gary R. Nicoson spoke to the St. Louis audience about this landmark and the opportunities available in An Army of One. *Photo by Dave Palmer*



An evaluator (white band on helmet) observes Warrior Transition Candidates preparing to secure a field hospital. *Inset photo opposite page:* Sgt. 1st Class Vance C. Flowers role plays a Muslim mayor of a Mideast village during the exercise.

# Warrior Transition Course

*Story and photos by Walt Kloeppe, Recruiter Journal*

The first graduates of the Warrior Transition Course at Fort Knox, Ky., became Soldiers on Sept. 30. This was the first cycle of many to come for service members from other branches under the Blue to Green program, as well as prior service members wanting to reenlist. The WTC will also be used in the future as a refresher for IRR Soldiers returning to service. Recruiters should know what “Blue to Green,” prior military, and IRR candidates will face once they are sent to WTC. By understanding the training and requirements of WTC, the recruiter will have a better grasp on whether his or her candidate is prepared to ship to WTC and possibly save an individual from becoming a recycle because they were not prepared.

“They [recruiters] need to be up front with them and tell them that the drill sergeants here, at Fort Knox or Fort Jackson or Fort Leonard Wood, need to enforce the standards,” said Sgt. 1st Class Vance C. Flowers, a WTC drill sergeant of the 1/46 Infantry Battalion, Fort Knox, Ky. “It’s our job to make sure that when they leave here, they’re confident in their ability to go into the operational environment and be able to accomplish

their mission. They have to understand that the drill sergeants are serious about their jobs. They have to be in the mindset that they are going to have to go to Iraq or Afghanistan when they leave here.

“The drill sergeants aren’t here to demoralize anybody, they’re not here to humiliate anyone. The drill sergeant is here to be the first taste of the Army that someone experiences. They have to understand up front that we have standards and we’re trying to turn them into Soldiers. Where they might have been diesel mechanics or whatever they did in the Navy or Air Force, now they have to be able to learn how to become a Soldier. Becoming a Soldier first means you have to understand how to shoot, move, and communicate. Everything after that you’ll learn in advance individual training. You have to be a warrior first.”

According to Sgt. 1st Class Flowers, Blue to Green and prior military candidates are easier to train because they understand the military culture better than the initial entry trainee. They already understand the chain of command and drill and ceremony so they’re able to dive right into the material of warrior transition. While the WTC candidates may have an

upper hand in that respect, they're a little older than the typical trainee age of 18. Combined with the fact that they are coming from some branches of service which do not have as stringent physical requirements as the Army, drill sergeants of the 1/46 witnessed some difficulty among the candidates when it came to the physical element of training.



"We didn't have a lot of good results from the PT test," said Sgt. 1st Class Flowers. "That was one of the things we're going to have to really look at and try to change. We're getting someone who's older and comes from another service where physical training wasn't a necessity, but it is here in the Army. So we are going to have to look at it and try to tweak it or come up with a better way to bring up their strength and their endurance over those four weeks. It's a very short amount of time, the Warrior Transition Course versus the nine weeks they'd be here as a basic trainee."

At the end of the four weeks, the WTC candidates conduct actual missions during the Squad External Evaluation phase of their training. Here they learn how to react to snipers, in-direct fire, improvised explosive devices, and ambushes. They also train on evaluating a casualty, establishing a helicopter pickup zone and requesting MEDEVAC. The drill sergeants use role playing to add realism to the missions, whether dressing as a field hospital surgeon or a Muslim mayor of a Mideast village.

The weapons training is in depth, covering various machine guns, mines, grenades, and night vision sights.

"We've also added advanced open marksmanship, firing from the standing position, high ready, low ready. A lot of the stuff that we're doing is coming right out of the theater. You very rarely jump into a foxhole. Now we're running through streets with our weapons, we're shooting while running, we're shooting into buildings while we're running, we're running upstairs shooting, running down stairs shooting, kicking doors in and shooting. Most Soldiers now look more like SWAT teams than they do conventional grunts. It's not that way anymore," said Sgt. 1st Class Flowers.

The WTC is still in its pilot stage and no doubt, there will be changes made as more candidates cycle through. It's essential to the mission that the course is proficient to teach useful warrior skills.

"We're going to have to analyze all the data that's generated by it and see what we need to adjust," said Sgt. 1st Class Flowers.

According to Lt. Col. James Larsen, 1/46 Infantry Battalion Commander, most of the Blue to Green candidates will become leaders within a short time as many are entering the Army with higher rank than the regular basic trainee. On average, 50 percent of the new candidates will be deployed to a combat zone within 30 days after they finish their advanced training.

## Core Warrior Tasks

4 Weeks

### Shoot (16-17 Tasks)

- Qualify w/assigned weapon
- Correct malfunctions w/assigned weapon
- Engage targets with MG (M240B, M60, M249, M2 Cal. 50, MK-19)
- Correct malfunctions of a MG (M2, M240B, M249, MK-19)
- Engage targets with weapons using a night vision sight (AN/PVS-4, AN/PAS-13, AN/TVS-5)
- Engage targets using an aiming light (AN/PE2A, AN/PAQ-4)
- Employ mines and hand grenades

### Communicate (4-5 Tasks)

- Perform voice communications (SITREP, SPOTREP, call for fire, and MEDEVAC)
- Use visual signaling techniques

### Joint Urban Operations (3 Tasks)

- Perform movements techniques during an urban operation
- Engage targets during an urban operation
- Enter a building during an urban operation

### Move (7-8 Tasks)

- Determine location on ground (terrain association, map, and GPS)
- Navigate from one point to another (dismounted and mounted)
- Move over, through, or around obstacles (except minefields)
- Prepare/operate a vehicle in a convoy

### Fight (15 Tasks)

- Move under direct fire
- React to indirect fire (dismounted and mounted)
- React to direct fire (dismounted and mounted)
- React to unexploded ordinance hazard
- React to man-to-man contact (Level 1 Combatives)
- React to chemical or biological attack/hazard
- Decontaminate yourself and individual equipment using chemical decontamination kits
- Maintain equipment
- Evaluate a casualty
- Perform first aid for open wound (abdominal, chest, and head)
- Perform first aid for bleeding of extremity
- Select temporary fighting position

## Core Warrior Drills

- React to contact (visual, IED, direct fire [includes RPG])
- React to ambush (blocked and unblocked)
- Avoid/detect ambush (every Soldier a sensor)
- React to indirect fire
- React to chemical attack (conducting refresher)
- Break contact
- Dismount a vehicle
- Evacuate injured personnel from vehicle
- Secure at a halt

# Run

# to

# Win



## Kicking Off Fiscal Year 05

*By Pearl Ingram, Recruiter Journal Editor*

As the story goes, Green Bay Packer head coach Vince Lombardi once said to quarterback Bart Starr in a third down and goal-to-goal situation from the two foot line, "... Run to win." Lombardi did not call a play, but Starr dove in for a touchdown behind his center and right guard giving Green Bay a win of 21 to 17.

Similar to the Lombardi plan, USAREC also has an attack plan for winning in '05. The operation order for accomplishing a challenging mission is labeled "Run to Win" and for some of the same reasons as Lombardi had.

"My intent is to spur production by various means — with both traditional and out-of-the-box initiatives," said Maj. Gen. Michael Rochelle in the commander's intent section of Operation Order 4-0070.

Leaders are asked to continue to mentor, train, and develop subordinates to promote future success. They are encouraged to be creative and capitalize on the initiatives to drive production. During FY 05, they should be flexible and adaptive and read the market and adjust.

The attack plan will be carried out in three phases. In first quarter, Phase Ia will use new incentives for recruiters and applicants and will bring new recruiters onboard.

In second quarter, Phase Ib, new recruiters will be fully trained and will employ the mature incentives program.

Phase II, third and fourth quarters, will be used to build the FY 06 Entry DEP and maximize training seat quotas by capitalizing on the momentum from first and second quarters.

The scheme of maneuver is as follows:

### Mobile Recruiting Team

One brigade will pilot a 10-man mobile recruiting team. The brigade picks the recruiters who will deploy to key events, key markets, and provide additional manpower to particular areas.

### Targeting Board Implementation

The Targeting Board process will detect, decide, deliver and assess resources and assets using a top-down planning and bottom-up refinement.

## Company Operations and Training NCO

Creates an operations and training NCO position in each company who will give the company first sergeant more time to train and mentor station commanders and lead his recruiting force.

## Individual Recruiter Missioning

Requires station commanders to formally mission their respective field recruiters. The missioning letter will require an electronic or paper signature. This holds each member of the station accountable for their share of the mission the same as an infantry squad leader assigning sectors of fire.

## Future Soldier Training Program Loss Policy

Known FSTP losses will be taken and not held until ship week. This allows re-selling of the training seats.

## Unit Status Briefings

During each quarter, brigades will select a "hub" location to assemble three to four battalion leadership teams to brief the commanding general and USAREC primary staff. Each battalion will brief a standardized deck of 10 to 12 slides.

## Semi-annual Recruiter Panels

The command will invite top recruiters to desired locations to discuss Tactics, Techniques, and Procedures issues and concerns. This forum will allow USAREC Command Group to interface with successful field recruiters and station commanders and award those who are selected for these panels.

## OPRA/OPAGR Cross-Contribution

Under this policy, unless specifically assigned an AR mission by the station commander, RA cross-contribution production to Army Reserve is not in lieu of producing for the active Army. This will ensure we are receiving maximum production from our recruiting force.

## Recruiter Incentives

Gives recognition to deserving recruiters for production accomplishments. The program is designed to be challenging but achievable, allowing more recruiters to be rewarded.

## Substitution Rules

This program allows the station commander to take advantage of opportunities within the market. It identifies contract types that can be substituted for mission credit.

## Station Team Building Incentive

Intended to reward top production and teamwork at the station level. Under this program, the top Large, Small, and AMEDD stations will select a team building activity to attend.

The recruiting environment is more challenging than in FY 02 through FY 04. After three years of favorable conditions, the environment began to change in the second half of '03. The

impact may become more apparent during '05 with the economy rebounding and prospects exploring additional alternatives in their choice of employment.

The Global War on Terrorism and continuing presence in Iraq and Afghanistan keeps the Army in the forefront of the nation's attention. The reality of war is a factor in making adults less likely to recommend the military; however, the most significant factor for both influencers and prospects is not considering the Army continues to be the desire for a college education.

"Just like Vince Lombardi allowed Bart Starr to win the game on his own initiative, I intend to allow USAREC leaders at all levels to "Run to Win" for the Recruiting Command, for the Army," states Maj. Gen. Rochelle in the OPORD.

Information for this article was taken from Operation Order 4-0070, FY 05 Attack Plan, "Run to Win."

## Year of the Station Commander

Station commanders will receive special attention throughout the year through two categories of initiatives — presentation and productivity items.

- Each station commander will receive a station commander polo shirt.
- A station commander coin will be awarded by the commanding general for service and excellence as a station commander.
- A station commander pennant will be presented at an "assumption of responsibility" ceremony.
- NASCAR jackets and Warrior Ethos sweatshirts have been added to the station commander shirts and caps incentive.
- The top 10 percent of recruiting stations will be published in the Recruiter Journal as a "Top 10 List."
- Recruiters selected as the Best of the Best will attend the command sergeant major's semi-annual advisory council meeting to conduct training and share TTPs.
- Station commanders can compete for a Zero Mission Month. This incentive goes to the top five Large and top five Small stations in each brigade.



# Schumacher Wins 2004 NHRA World Championship

By Tom Tiernan, Strategic Outreach Division, USAAC

In fewer than five seconds, four years of frustration and disappointment for the U.S. Army Top Fuel team gave way to the thrill of victory as Tony Schumacher and his teammates captured the 2004 National Hot Rod Association POWERade Top Fuel World Championship Oct. 10 in Reading, Penn.

Not only did Schumacher's second round victory over Brandon Bernstein help him clinch the title, it also helped propel him to his ninth win of the season, tying a national record, as he defeated Bob Vandergrift Jr. to capture his second consecutive Lucas Oil Fall NHRA Nationals.

Schumacher was not the only Army driver to earn a trip to the Winner's Circle on a historic day for the Army Motorsports program. Angelle Savoie stormed past teammate Antron Brown to pick up her third Pro-Stock Bike win of the season also in Reading. Both Army bike riders remain in the hunt for the NHRA's bike championship with two races remaining.

In the Midwest, Joe Nemechek fought off Ricky Rudd during a 10-lap duel to capture the Army's first NASCAR Nextel Cup victory in the Banquet 400 at the Kansas Speedway. Nemechek's victory featured a side-by-side battle with Rudd down the stretch.

"This is unbelievable," said Col. Thomas Nickerson, Director of Strategic Outreach for the U.S. Army Accessions Command, as the Army 01 Monte Carlo crossed the finish line. Col. Nickerson watched the finish at the Maple Grove Raceway where Schumacher and Savoie had just earned their victories.

"This is a tribute to the hard work, dedication, and never quit attitude of the crews and drivers of all our teams," Col. Nickerson said. "Each one of these teams has been through their fair share of adversity, yet no one has ever given up. Each team has met the challenges head on."

This is Schumacher's second championship, having won the title in 1999 while driving for Excide Battery. It is the Army's fifth NHRA championship having won four with legendary drag racer Don "The Snake" Prudhomme in the 1970s.

"This is an awesome moment for all of us on the Army team, but it is nothing compared to what our Soldiers are doing. This (championship) is for them," Schumacher said as he accepted the championship trophy.

Savoie and Nemechek also thanked the troops and dedicated their wins to Soldiers.

Schumacher's march to the championship began in February 2004 with a victory in the opening race at Pomona, Calif., and led the points standings for all but two weeks. Also along the road, Schumacher achieved a career high nine wins and won his fourth U.S. Nationals championship placing him second to only racing legend Don Garlits in wins in the prestigious battle.

Not every season behind the wheel of the U.S. Army dragster has been as enjoyable for Schumacher and his teammates. When the Army enlisted the 35-year-old in 2000, he was the defending points champion and sitting in second place. After donning the black and gold Army firesuit he immediately went out and won the U.S. Nationals, but in the very next race in Memphis the wing of his 22-foot dragster snapped sending him over the guard wall at over 300 mph.

As the car flew over the wall it came apart sending Schumacher tumbling tucked inside his roll cage.

Schumacher sustained a broken leg, chipped teeth and dislocated fingers. Despite his injuries, Schumacher tried to climb back into the Army dragster just two weeks later. However, his injuries were too severe and he missed three races which cost him the 2000 championship.

Misfortune would hit Schumacher at Memphis again two years later when his dragster snapped in half. He emerged unhurt and went on to win the race in a backup car.

"We've had some tough seasons," said Schumacher. "But we have never given up. And the Army has never given up on us. That is why this victory is so special, so meaningful. Just like our Soldiers, we never quit, we'll never accept defeat and we stick together as team no matter what happens."

# Win in Kansas Tops Nemechek's Dream Weekend

By David Ferroni, Army Racing Team

**A** jubilant Joe Nemechek called it a dream weekend after he won the NASCAR Nextel Cup race at Kansas Speedway on Oct. 10.

The U.S. Army driver not only captured his fourth career Cup win, he also took the pole for the 400-mile event and won Saturday's Busch Series race in his NEMCO Motorsports entry.

Nemechek's Kansas City sweep concluded with a thrilling finish as he edged a hard-charging Ricky Rudd to the checkered flag by 0.081 seconds.

"There at the end (last lap) I was trying to save gas and here comes Ricky Rudd out of nowhere," said Nemechek, who led the final 37 laps of the 267-lap race. "I was like, 'Holy Moley.' I had to get back on it. He got beside me one time, but I wasn't going to let it happen."

And he didn't. Nemechek's tenacity and driving skills prevailed as his No. 01 U.S. Army/MB2 Chevrolet took that joyous ride to Victory Lane.

"Incredible!" shouted Nemechek. "This is something that every racer dreams of — winning both races (Cup and Busch) and getting the Bud Pole. It's a tribute to this entire U.S. Army/USG team. It's like a group of people

working together for a common goal to have success with the same virtues that are part of the Army.

"I am so proud to represent the Army — I have the best sponsor in the garage. I want to thank all of the troops in the states and overseas. I hope we made them proud. I've always said that they (Soldiers) deserve to have their car in Victory Lane. Now we did it. This is really a cool experience for me to represent the Army."

It was a finish that made military personnel proud with the sponsored cars of the Army, Air Force (Rudd) and National Guard (Greg Biffle) finishing 1-2-3.

The pivotal point of the race came when crew chief Ryan Pemberton made a calculated call by not electing to take a splash of fuel on Lap 209. While the leaders pitted to top off their fuel tanks, Nemechek moved from 12th to 4th and put himself in contention — but with the possibility of running out of gas if the remainder of the race stayed green.

"We were right on the edge to make it the rest of the way," said Pemberton.

"We told Joe to do the best he can to save fuel — and he did. But a couple cautions came out later and that helped us. It was a tough decision, but I knew I had a driver who could do it. This was really a team effort. Not only did the over-the-wall guys do a super job on pit stops, but everyone on this team hit their marks. It was truly an Army of One victory."

With the fuel concern and the last lap duel with Rudd, Nemechek was asked in post-race interviews if he felt like he almost let this win get away.

"Well, there are a lot of would have's, could have's and should have's," explained Nemechek. "But I'm sitting here in the media center with the big trophy. Nobody can take that away from me."

And nobody did as the Banquet 400 trophy was safely packed in the team's transporter for the ride home to the MB2 Motorsports shop in Concord, N.C.



Joe Nemechek and U.S. Army Team celebrates in Victory Lane following the win in the NASCAR Nextel Cup Banquet 400 at Kansas Speedway, Oct. 10.

# “America’s Army”

*By Lori Mezoff, PR Director for the America’s Army Game  
Photos courtesy of Ignited Minds*

**“Not only have the tournaments been a great lead generator but we are also finding that the events are great for Future Soldier retention,” said Lt. Col. Gillette, New York City Battalion commander.**



A U.S. Army Humvee parked outside the “America’s Army” game event location in the New York City Battalion area.

The Army developed the “America’s Army” game to put information about soldiering into popular culture so young adults could have an engaging and immersive inside perspective and virtual role in the U.S. Army. From this core mission, recruiters have demonstrated that “America’s Army” can also serve as an event platform upon which young adults and recruiters can begin a dialog about soldiering.

A proponent for using “America’s Army” as an event platform is Lt. Col. John Gillette, who is an avid gamer and the commanding officer at the New York City Battalion. After playing the game and reading stories about “America’s Army” in the Recruiter Journal, Lt. Col. Gillette developed a concept to sponsor “America’s Army” based recruiting events at a popular New York gaming center. To execute his plan, Lt. Col. Gillette mobilized event support available from Ignited Minds, the “America’s Army” marketing support team. Working with Ignited Minds, Lt. Col. Gillette developed a pilot concept that could be exported from the New York City Battalion to recruiting teams across the country.

As a first step, they identified the web2zone game center and Internet cafe as a site for hosting “America’s Army” tournaments under the sponsorship of the New York City Battalion. Given the popularity of “America’s Army,” web2zone immediately seized upon the concept as well, seeing the event as a draw for young adults and a crowd pleaser.

With a concept, location, and date in hand, the New York City Battalion and Ignited Minds publicized the event in local media and through the events calendar at [www.AmericasArmy.com](http://www.AmericasArmy.com) and via web2zone’s e-mail blasts.

“Game tournaments offer recruiters a great one-on-one environment that’s conducive to breaking the ice with prospective recruits,” said Scott Nocas, Marketing Director at Ignited Minds. “The real challenge is partnering with venue staff whoknow how to appeal to young adults and run a seamless tournament, all while providing a way for Army personnel to get involved.”

On game day, the New York City Battalion and web2zone



**Gamers compete in the semifinal round of the tournament.**



**Film crews from CBS shoot coverage for CBS Evening News segment "Eye on America" with Dan Rather.**

delivered an event that demonstrated the potential of "America's Army" as an event platform. An Army of One Humvee immediately drew the attention of gamers and passersby at the entrance to the game center. As soon as the doors opened, players were immersed in an Army experience. While queuing up to play "America's Army", event attendees watched "America's Army" videos and checked their standing in tournament result brackets on the 84-inch plasma display. Hosted as a competitive team event, the web2zone venue included an area for competitive team-on-team missions, as well as a boot camp.

Sixteen teams of four from across the continent entered into the free tournament. The tournament started out with a squad leader briefing and an overview of the rules for the tournament. The tournament was conducted in a single elimination form in which each team played a best out of four series in two separate game missions. Throughout the day competitive team-based engagements in "America's Army" provided a

backdrop for discussions about soldiering between recruiters and players.

With "America's Army" serving as a drawing tool and icebreaker, recruiters on site used the game as a conversation starter to generate leads and discuss career opportunities with attendees. By occupying key terrain within the gaming center, recruiters were able to meet and engage a large number of young adults.

Based upon the success of its pilot game event, the New York City Battalion has partnered with web2zone to conduct an ongoing series of "America's Army" tournaments. At each of these events, the battalion has deployed a team of recruiters and six Future Soldiers to establish the Army presence and provide event participants with information about becoming a Soldier. Thus far, more than 80 percent of event attendees have become leads for the New York City Battalion. In three web2zone events, recruiters have generated 320 leads, two centers of influence and two contracts. Much of this success can be attributed to the environment in which the recruiters can communicate with young adults about soldiering.

According to Lt. Col. Gillette, "By playing the game with them and being on site, recruiters have a common frame of reference with the leads. Kids would come up to the recruiters to ask about the technical aspects of weapons and ask about the game's realism."

Building upon the success of its early events, the New York City Battalion will promote upcoming events in local newspapers a few weeks prior to each event. To further communicate the Army's message to potential recruits, the battalion is also going to build teams with Future Soldiers as tournament contestants. Teams will consist of two Future Soldiers and two referrals or a recruiter, a Future Soldier and two referrals. The battalion is also planning to schedule a tournament where teams in separate Internet cafes compete against each other, giving their tournaments broader reach.

"Not only have the tournaments been a great lead generator but we are also finding that the events are great for Future Soldier retention," said Lt. Col. Gillette. "Future Soldiers have really enjoyed these events and have been very enthusiastic about bringing high value referrals to join them."

Lt. Col. Gillette recommends that when recruiters team up with Internet cafes, they to promote the event outside of the venue either through displays, vehicles or by positioning large screen displays so that passersby can see the gaming action.

For more information on hosting an "America's Army" tournament, contact Scott Nocas, [snocas@ignitedminds.com](mailto:snocas@ignitedminds.com), or Kristin Winters, [kwinters@ignitedminds.com](mailto:kwinters@ignitedminds.com) at Ignited Minds (310-754-3200). To create your local event or request support register at <http://support.americasarmy.com> the "America's Army" event support portal. Registered users can get the information and resources they need to leverage "America's Army" to achieve their recruiting objectives.

# Enhanced Perform

## What do you really know about your leadership style?

**The use of TAIS, The Attentional and Interpersonal Style, inventory within USAREC was first introduced in the June 2004 issue of the Recruiter Journal.**

*By LTC Linda C. Ross, Psy. D., and Julian Raymond, USAREC Center One*

*This article is the first in a series that will highlight areas identified by TAIS and how TAIS can be used to enhance everyone's performance.*

Did you know that your mind processes information in three ways? The first is situational awareness. This occurs when you are surveying your surroundings, trying to read people, and gauging a situation. The second is analysis. This occurs after you get a lot of information and you step back to "see the big picture," solve a complex problem, and set goals for the future. The third involves narrowly focusing on a specific task, solving a detailed, complex problem, using previously learned information, and actively engaging in completing a task.

Did you know that your mind can function in only one of the above modes at any point in time? Shifting from one mode to another is possible but doing so can compromise your effectiveness. For instance, you cannot effectively swing a golf club while paying attention to the environment. Tiger Woods

demonstrates his capacity for focused concentration in his style of play. We can all see on a daily basis how talking on a cell phone (paying attention to internal thoughts) compromises our ability to drive (paying attention to environmental information).

Every situation in which we find ourselves requires different modes of information processing. Matching the correct mode to the situation is essential for successful performance. This is especially true as we move up the ranks.

Research data shows that extremely successful recruiters are good at focusing their attention on task execution. They become comfortable with that mode of information processing because it has brought them success. When selected as a station commander, job responsibilities change, and pressures increase. They may tend to rely on what made them successful in the past. However, our research shows that to be a successful station commander, they must be able "to see the big picture," solve complex problems, and set goals. This is one of the key reasons why extremely successful recruiters have problems

# Performance Coaching

transitioning into station commanders. This same principle applies to us as we continue to earn rank and achieve higher levels of leadership. Under stress, 1SGs and command sergeants major may find themselves focusing on details and “getting into the weeds.” If this is done too frequently, their duties as unit leaders are likely to suffer. TAIS can assist you in learning your preferred mode of information processing. With this information, you will become better able to make conscious decisions on where you need to focus your energy.

Another key attribute that impacts performance is the ability to multitask. All leadership positions demand multitasking (your awareness and then analysis on several tasks at once). Studies show a positive relationship between job success and a person’s ability to multitask. TAIS can provide you with information on your effectiveness in this domain.

How are you most comfortable making decisions? Do you need all the information first, or do you need only the minimal amount? TAIS can tell you this. Traditional logic may lead us to assume that waiting to gather all the information is best, but this is not always true. Leaders often don’t have the time or access to all of the information; therefore, they learn to gauge the situation and weigh the amount of precision needed for a particular decision. Research demonstrates that, with practice, leaders will tend to make quicker, relatively accurate decisions.

What about your ability “to think outside the box?” We all know that there are boundaries in every organization. But great leaders understand that looking at problems without the constraint of, “That’s the way we’ve always done it,” can bring great rewards.

What about distractions? If you are easily distracted, what usually draws your attention away from where it needs to be? We’ve all been in a meeting when loud sounds distract us — external distractibility. Another is an internal distraction from within your mind. Let’s

**Coaching involves the identification and discussion about an individual’s attributes and establishing one or two key developmental milestones that will best enhance that individual’s performance and ensure success.**

say that you are in a meeting discussing the goals for the upcoming week and all you can think about is the fight you had with your spouse. You may be replaying it over and over, but you are not listening to the actual goals presented because you are so consumed with internal distractions. When we get distracted, we cannot process information well. Effective leaders must know when to ignore these distractions and focus on the objective. This is a type of mental toughness and discipline.

The above are some of the key attributes that have been shown to have a direct impact on our ability to be successful. The key is to discover how

each of us falls in these dimensions. Armed with this knowledge, we can make more informed choices on how we should respond in various situations. Making the right choices will allow us to become more effective.

Center One is working with Enhanced Performance Systems to develop a program for USAREC that will provide this information to you. Currently, we are focusing on new station commanders by testing every new station commander when they come to Recruiting and Retention School. In addition, we have

two seasoned veterans of the Recruiting Command to help coach the new station commanders. Coaching involves the identification and discussion about an individual’s attributes and establishing one or two key developmental milestones that will

best enhance that individual’s performance and ensure success.

All leaders are taught knowledge-based technical skills. While this contributes to their success, mental focus, discipline and cognitive flexibility can be key attributes that distinguish great leaders from those who simply meet the standards.

*In this article we discussed the mental toughness assessment of TAIS technology. Look for additional attributes that can be identified by TAIS and a discussion on how they have been shown to contribute to enhancing performance in upcoming issues of the Recruiter Journal.*

## Army Truck Hauls in Attention

*Story and photos by Chris Wilson, Oklahoma City Battalion*

Staff Sgt. Terry Booth turns his black truck with gold Army of One decals into a crowded Fort Smith, Ark., street and smiles. This Army recruiter sees other drivers turning to look at the custom design and knows his truck is spreading the Army message.

“I used to avoid traffic and stoplights,” Staff Sgt. Booth said as he turned out of the recruiting station parking lot. “Now I find myself surrounded by cars.”

Staff Sgt. Booth quickly points out a young woman in the next lane looking at his truck during a red light. Later he smiles when he sees a group of young men reading the contact information off his rear window.

“Sometimes I see people drive by and salute,” Staff Sgt. Booth added.

These looks might go unnoticed by other drivers, but it’s the main reason Staff Sgt. Booth customized his truck.

“I’ve had a good response so far and I only expect it to get better,” he said.

Staff Sgt. Booth started planning for the Army of One truck when he first learned he was going into recruiting.

“I knew this would be a good way to grab attention, so I started saving my money and planning what to do,” Staff Sgt. Booth explained.

He bought a black, 2003 3/4 ton truck with leather interior and four-wheel drive. Staff Sgt. Booth then had the truck customized in stages, beginning with the Army logos along the side.

After a few months wait, the truck was finally ready for the road. Staff Sgt. Booth, a NASCAR racing fan, decided to use the star and “01” of the Army-sponsored race car as the main element for his truck’s new look. He also added his contact information on the rear window, GoArmy logos and a U.S. Army logo on a custom cover for the pick-up bed.

“In Greenwood, where I live, all the high school kids hang out at the square,” Staff Sgt. Booth explained. “I’ll drive up and mingle, then before long everyone wants to look at the Army truck.”



**Staff Sgt. Terry Booth stands beside his black 2003 3/4 ton truck with gold Army of One decals. His contact information is displayed on the rear window.**

Staff Sgt. Booth has already planned to take the truck to races and car shows to increase the Army’s visibility. The recruiter is also eager to take the Army of One truck to schools this fall. The real secret to the truck’s success is not just in the logos but in the attitude.

“I didn’t just do this to my truck because it will help my job, I did it because the Army’s something I believe in,” Staff Sgt. Booth said standing next to the custom vehicle. “That stands out more than any custom decals.”



## Army of One Motorcycle Turns Heads

Staff Sgt. Erick Figueroa, West New York Recruiting Station, had his 2001 motorcycle decaled to replicate the Army of One motorcycles. His helmet matches Antron Brown’s and his wife’s helmet matches Angelle Savoie’s. Whenever they ride together around northern New Jersey and the five boroughs of New York City, they get a lot of attention. *Photo by Staff Sgt. Erick Figueroa, New York City Battalion*

## Fisher House Foundation Gives \$500 Grant to USAREC Family Readiness Group

By Alice Lewis, Denver Battalion

Who says Family Readiness Groups can't work in USAREC? Not Chastity Aguilar, an FRG volunteer with the Denver Battalion. In conjunction with the Newman's Own Award Program, Aguilar's Family Readiness Group received a grant of \$500 from the Fisher House Foundation.

David A. Coker, Executive Director of the Fisher House Foundation, stated in a letter to Aguilar announcing the grant, "We continued to be amazed at everything you've accomplished and the vital role you serve in supporting the military community. The Fisher House Foundation wanted to honor all Family



**Chastity Aguila (right) has been an FRG volunteer for four years. She is holding daughter, Chelsea, while husband, Staff Sgt. Sean Aguila, station commander at the Scottsbluff Station, Scottsbluff, Neb., holds son, Coby. (Photo by Alice Lewis)**

Readiness Groups who do so much for their units with a grant."

Aguilar has been an FRG volunteer for four years and an Army Family Team Building instructor for two years.

Chastity and Kim Franklin, Denver Battalion Soldier and Family Assistance Program Manager, submitted a packet to the Fisher House Foundation in March. The Denver Battalion's FRG was the only USAREC unit selected for recognition this year.

Brigade or battalion Soldier and Family Assistance Program Managers can help organize an FRG if there is not one in your unit. Additional information on FRGs may be found in Army Pamphlet 608-47.

The Fisher House Foundation is "dedicated to our greatest national treasures ... our military servicemen and women and their loved ones." Additional information about the Fisher House Foundation may be found at [www.fisherhouse.org](http://www.fisherhouse.org).

## Almost, All In the Family

Story compiled from information provided by Fairview Heights Recruiting Company

Siblings Alex and Sarah Freeman are not only writing their own chapter in their family's history of military service but have inspired Dad to continue his. "I saw the good deals they were getting and I wanted some of that too," said Jim Freeman, who enlisted in the Army Reserve in March.

"It's exciting now that we're all in the Army because we can all share in some of the same experiences like basic training and really relate to one another." Jim, who is still paying his own college loans, was especially relieved that his children took the initiative to let the Army pay for college.

"When you have kids you worry first about raising them, then about sending them to school and after all that's taken care of you worry about your retirement," Jim said. The senior Freeman not only outscored the kids on the ASVAB but



**Siblings Alex and Sarah Freeman enlisted with assistance from their community-based recruiter, Bobby Gramling, of the Cahokia Recruiting Station, St. Louis Recruiting Battalion. Photo provided by the Fairview Heights Recruiting Company.**

because of prior service he doesn't have to go through basic training again. While Sarah is busy making sure friends know

of her departure, Alex is making sure his parents are aware that his room is not to be altered during his hiatus from home.

## Baylor Track Star Joins Army Leadership — Athlete Chosen for Army Officer Candidate School

*Story and photo by Kim Levine, Dallas Battalion*

The most decorated track athlete in the history of the Big 12 Conference joined the ranks of the Army Sept. 13 and will attend Officer Candidate School to become an officer.

Brandon S. Coutts, 25, from Greenville, Texas, will attend basic training at Fort Jackson, S.C., in November, followed by OCS at Fort Benning, Ga., in February. Upon completion of OCS, Coutts will be commissioned as an Army officer.

Coutts, who graduated from Baylor University in 2002 with a Bachelor's Degree in Management Information Systems, ran track at the school for four years. He holds 15 conference championships, 11 All-American titles, the collegiate record in the 400-meter, and five national championship titles.

Since his graduation, he has been running track professionally, including a trip to the Olympic trials for the 2004 Olympic Games in Athens, Greece.

"I started thinking about the Army last year," said Coutts, who did not perform well at the trials after coming off an injury and growing pains. "The Army would give me a fresh start. It's a great opportunity to work and get back on-track."

Coutts visited his local recruiting station in Arlington, Texas, in July, with the intentions of becoming an Army officer. After OCS, he plans on applying to the Army's World Class Athlete Program and running for the Army.

The Army's WCAP provides outstanding active-duty Soldier-athletes the support and training to compete in national and international competitions, such as the Olympic games, while maintaining a professional military career.

"He had a lot of questions and was unsure of his



**Brandon S. Coutts** shakes hands with Lt. Col. David A. Lambert, Dallas Military Entrance Processing Station commander, after taking the oath of enlistment, Sept. 13, at the Dallas MEPS.

possibilities, but he knew he wanted to join," said Staff Sgt. Karen Alexander, Coutt's recruiter at the Arlington Recruiting Station. "We started on his paperwork immediately."

Both Alexander and Coutts said they are confident that he will be a qualified candidate for WCAP, but Coutts said he is just happy to be selected for OCS.

"The Army will be interesting. This is another great experience for me," said Coutts.



**Staff Sgt. Jeff Hoffer**, Hillsboro station commander (left), **Sgt. 1st Class Ernest Hill**, station commander for Vancouver East (center); and **Staff Sgt. John Funneman** (right), future Astoria station commander, work together to build a bridge at the recent Strategic Planning Conference in Portland, Ore.

## Station Commanders Build Bridges, Improve Communication

*By SFC Kenneath Carter, Portland Battalion*

During the recent Portland Battalion Strategic Planning Conference, the station commanders got together for a special training exercise designed to improve communication and efficiency within a geographically dispersed command. The task was to build bridges, both literally and figuratively.

At the beginning, teams

gathered in the same room to review the engineering specifications, draft a blueprint, create a materials list and assign specific projects. The teams were then split in half and isolated from one another — only able to communicate with a limited number of simulated e-mails, phone calls and faxes, while they worked on their half of the project.

The end result — how well the structure functioned as a bridge — was used to examine ways station commanders can communicate and organize more effectively with one another and their respective subordinates in the field.

## Future Soldiers Receive 'Inside Information' Before Enlisting

*By Kevin Downey, Sacramento Battalion*

Like many teen-agers in America, 17-year-old Micaela Kelsey swore she never listened to her dad.

The Yuba City native insisted she never paid attention to the 19-year Army veteran's stories about the service while she grew up, nor, she says, did she listen when her father's Army buddies often repeated most of those same stories with varying degrees of similarity.

"... Um, not really," Micaela answered indifferently when asked if she can even remember any part of her dad's military tales of adventure or lessons learned. In fact, Micaela said, she knew little about her dad's Army career or why he decided to go into the service and found nothing particularly interesting about it anyway.

Faced with making her own decisions about the direction of her life after graduating high school last June, Micaela was adamant that she let few outside opinions sway her. She said she recognizes opportunity herself and is the only one who knows what's best for her.

Micaela joined the Army Aug. 6, enlisting as a food service specialist and shipped to basic training Aug. 22. Her dad, Sgt. 1st Class Paul Kelsey, stationed at the MEPS here as a guidance counselor, was standing behind her the entire time.

"I am unbelievably proud of her," Sgt. 1st Class Kelsey beamed. "I know what

the Army has done for me, and as her father I know that this is best for her. I have six kids, and I want everyone of them to join."

Whether or not she follows her father's lead and decides to make the Army a career, one thing is for certain, her father said. "I know firsthand the opportunities available in the Army, and enlisting in the Army is the best thing she could have done for herself," Sgt. 1st Class Kelsey said. "I have no reservations."

"Some people my age don't understand the opportunity in the Army," Micaela chimed in. "I'm joining for the opportunity to be independent but at the same time taken care of."

Micaela also said she joined to support herself through college and to meet new people as well. "I feel like I've opened up so many doors for myself [by enlisting]," she said. "I think more people my age should take advantage of this opportunity."

On the same day in the same MEPS, American Samoa-native Sgt. 1st Class Poutoa Fuega recruited his niece Tumua Iosefa, 22, into the Army. The extended Fuega family has strong ties to the military, with many uncles serving in the Army on her father's side.

"Samoan tradition has always been deeply family oriented, even as we move far away from the island," Sgt. 1st Class Fuega said. "I would not have steered her

into the Army if it hadn't given me so much in my life. She's a strong person in life, she'll succeed anywhere."

Sgt. 1st Class Fuega said he feels many young adults in the local Samoan community as well as elsewhere in the area can benefit from Tumua's example and listen to what the Army can offer them.

"I've been here three years and I've seen many kids who can't afford college, who can't afford to support themselves; my niece is no different than them," Sgt. 1st Class Fuega said. "The military can offer you that. Give me a chance to explain what the Army can offer."

Tumua said she had a strong respect for the military growing up due to the military-like regimen she followed under her father's example.

"He implemented an Army lifestyle in our household since I was small, like workouts, cleaning, showing respect," Tumua said. "I can definitely tell the difference it made in me in terms of the respect and discipline I show. I've always had an idea of Army life growing up, but now I will experience it firsthand. I think I'm prepared for the challenges."

Tumua chose to be a mental health specialist with help from her uncle and shipped to basic training Nov. 2. Both women will receive Army job skill training as well as \$35,460 each for college, and Micaela received a \$19,000 enlistment bonus.



Micaela Kelsey stands with her father, Sgt. 1st Class Paul Kelsey, after her enlistment ceremony at the San Jose MEPS Aug. 6.



Tumua Iosefa stands with cousin, Sgt. 1st Class Poutoa Fuega, after her enlistment ceremony at the San Jose MEPS Aug. 6.



## Women's Memorial Honors Native American Women

By Rudi Williams  
American Forces Press Service

Ernest Wahtomy, a Shoshone-Bannock Indian, performed drumbeats and vocables while champion Indian dancers twirled during a special program Sept. 20 at the Women in Military Service for America Memorial.

The program, titled "Voices: Native American Women in the U.S. Army Forces," highlighted the opening of a special exhibit Native American Women in the Armed Forces. The Women's Memorial opened the exhibit to celebrate the dedication of the Smithsonian's National Museum of the American Indian.

Thousands of Native

Americans from across the country flocked to the nation's capital to celebrate the opening of the long-awaited museum on Washington's National Mall.

Wahtomy's drumbeats and vocables, a word regarded as a unit of sounds, not meaning, echoed through the memorial theater as champion dancers of Shoshone-Bannock and Dakota-Maricopa heritage performed a variety of tribal dances, including powwow dancing and the men and women fancy dance, jingle dress dance, and grass dance.

Attendees were also treated to a sneak preview of the film, "Navajo Women Warriors: Sani Dez-Bah," a documentary about American Indian women's service in the Armed Forces. The film was co-produced by the Women's Memorial and ArtReach International.

One of the women in the film, Navajo Indian Angela Barney-Nez, said the most important thing about the film was "that we were able to tell that story ourselves. It wasn't an interpretation by somebody from the outside.

"The women that spoke in the film really spoke from the heart," said Barney-Nez, a former Army specialist who was a transportation specialist at the end of the Vietnam War. "I think all of us that were in the film were first Navajo speakers before we learned English."

This marks the second phase of a two-part exhibit, which initially opened on Memorial Day 2003 with a special tribute to Operation Iraqi Freedom hero Army Spc. Lori Piestewa. Piestewa was a Hopi woman and the first known Native American

military woman killed in battle.

Besides Piestewa, five other Native American women were featured, as well as a host of artifacts and memorabilia related to Native servicewomen. Phase II enhances the original exhibit with more women's stories, rare artifacts — like a Creek servicewoman's World War II scrapbook — and other unique items. The exhibit will be on display until the end of the year, according to memorial officials.

Nancy Nacki, of the Shoshone tribe from Fort Hall, Idaho, served as the mistress of ceremonies. "As this country is based on prayers and visions, the outfits we're wearing were visions of the people who prepared them for us,"

Nacki said. "The people who prepared them for us had visions of us and prayers to continue on the ways of our ancestors and our people.

"The creator created people different all over the world," she continued. "He gave each group of people a glory that sets us apart and makes us different from the next tribe or people."

Her daughter, Hovia Edwards, played the flute during the program. Edwards is the youngest recording flute player in the country, according to her mother.

"She played during the opening ceremonies of the Olympics at Salt Lake City, Utah, in 2001," said Nacki.

## Archives Not Destroying Military Personnel Files

By Jim Garamone  
American Forces Press Service

The National Archives and Records Administration is not



Men's fancy dancer Hunter Osborne performs during the "Voices: Native American Women in the U.S. Armed Forces" program. Photo by Rudi Williams

destroying any military records, officials here said.

The agency is trying to counter an Internet rumor that advised veterans to apply for their Official Military Personnel Files to save them from destruction.

There is no truth to this "urban legend" being perpetuated on the Web. "We heard it about a month ago," said Susan Cooper, the archive's public affairs officer.

The records are stored at the National Personnel Records Center in St. Louis. Officials there said that there has been an uptick in the number of veterans requesting their records. This takes time away from other legitimate requests — such as veterans requesting separation documents or medical records.

"We have a limited number of people to do the work and anything that ramps the requests up this quickly is a big production issue with us," said John Constance, NARA's director of congressional and public affairs.

Archivists are digitizing some records, Cooper said. "We are going to digitize some of them for reference and preservation," she said. "When



Flautist Hovia Edwards of the Shoshone tribe from Fort Hall, Idaho, performs during the "Voices: Native American Women in the U.S. Armed Forces" program at the Women in Military Service for America Memorial. Photo by Rudi Williams

records are handled frequently, it causes some wear and tear. The idea is to preserve (the records), not destroy them." Officials emphasize that the paper records remain intact.

NARA preserves and protects the files because they are permanently valuable records that document the essential evidence of military service for veterans.

Bottom line: If you receive this sort of e-mail, ignore it. Your military records are safe.

Related Sites:

National Archives and Records Administration [<http://www.archives.gov>]

National Personnel Records Center [[http://www.archives.gov/facilities/mo/st\\_louis/military\\_personnel\\_records.html](http://www.archives.gov/facilities/mo/st_louis/military_personnel_records.html)]

## Veteran's Day Nov. 11



## The New Military Spouse Resource Center

*From the USAREC Civilian Personnel Newsletter*

The Department of Labor has designed a Web site, [www.milspouse.org](http://www.milspouse.org), to assist spouses of active duty military personnel. The Web site provides easy and quick access to information, resources, and opportunities related to edu-

cation, training and employment within the U.S. In addition to helpful information on this Web site, DOL's one-stop career centers will be partnering with other organizations to provide additional services to the spouses.

## Army Reserve Offers Quick-Ship Enlistment Bonuses Up to \$3,000

The U.S. Army Recruiting Command announced increased enlistment bonuses for individuals who enlist in the Army Reserve and agree to ship to Basic Combat Training within 60 days.

Applicants who enlist in the Army Reserve and ship within 30 days of their contract date may be eligible for a \$3,000 bonus. Those who enlist in the Army Reserve and ship between 31 and 60 days from the date of contract may be eligible for a \$2,000 bonus.

These bonuses may be combined with other existing Army Reserve bonuses for a total of up to \$8,000.

The Army Reserve plays an integral and valuable part in America's military defense because of the experience, competence and readiness of its Soldiers. Army Reserve Soldiers combine civilian skills with military training to provide specialized support for military missions around the world. Service in the Army Reserve offers individuals the chance to make a difference in their communities and throughout the world, and to gain valuable, rewarding experiences like no other job can provide.

## DOD Announces Completion of Tricare West Region

The Department of Defense announced that eligible TRICARE beneficiaries in the remaining portion of the new West Region will transition to their new regional contractor, TriWest Healthcare Alliance, Corp. This transition completes the West Region and includes beneficiaries in Arizona, Colorado, southern Idaho, Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, South Dakota, far west Texas, Utah and Wyoming. Beneficiaries in the Yuma, Arizona, area, Alaska, California, Hawaii, northern Idaho, Oregon and Washington transitioned to the West Region in June and July.

"Our transition activities have gone fairly well thus far and I am confident that our new contracts, new regional alignments and our contractual partners will continue to serve well the health needs of our beneficiaries," said Dr. William Winkenwerder Jr., assistant secretary of defense for health affairs.

"Enhancements under the new contracts increase portability and improve access to care in all regions, while making military medical facilities responsible for managing patient care and acquiring necessary resources based on local needs. We expect these changes will result in more responsive and cost-effective patient care that meets national quality standards."

TriWest, based in Phoenix, Ariz., will provide healthcare services and

support to approximately 2.7 million beneficiaries in the West Region.

Beneficiaries may access healthcare information by contacting TRIWEST, 888-874-9378, or online at [www.triwest.com](http://www.triwest.com). West Region eligible beneficiaries who are not in TRICARE Prime will have the opportunity to enroll. TriWest also provides beneficiaries with information on enrollment and network providers; procedures for filing claims; contacts for TRICARE assistance; and the ability to view claim processing status and claims history online. Other Web services include locating a TRICARE service center (TSC) and Web-based programs allowing beneficiaries to better manage their health care.

Military medical facilities in all regions remain at the core of the Military Health System. For specific information on the TRICARE benefit, what's covered and how it works, beneficiaries may visit the TRICARE Web site [www.tricare.osd.mil](http://www.tricare.osd.mil) or consult their service or local military medical facility.

Beneficiaries may also visit "TRICARE Online" at [www.tricareonline.com](http://www.tricareonline.com) for interactive tools and up-to-date, accurate information on general health matters. TRICARE Online includes a medical dictionary, the new "Rx Checker," to find drug-and-drug or drug-and-food interactions, an online health journal and more.



## Get New Skills By Training With Civilian Industry

By Sgt. 1st Class Allison D. Johnson, USAREC G-3

What is Training With Industry (TWI)?

Have you ever wanted to work for a Fortune 500 Company? I was the station commander for the Hackensack Recruiting Station, New York City Battalion for approximately 31 months. I was contemplating my next move – “do I want to be a Recruiting and Retention School instructor, do I want to be a guidance counselor, do I want to be a trainer, or do I want the challenge of commanding another recruiting station?”

While contemplating my decision, my battalion command sergeant major called and asked if I was interested in TWI. I was clueless; my natural reaction was to say, “TW WHO?” And he said, “Training With Industry.”

Training With Industry is

covered in AR 621-1. It is a program where officers, warrant officers, and senior enlisted Soldiers are afforded the opportunity to train with a civilian industry in a related field in their military specialty.

USAREC partnered with State Farm Insurance Company, in Bloomington, Ill., and sends one successful station commander to share information on how each organization conducts business.

The program works like this: for every day that you participate with TWI, you must agree to serve three days on active duty. The assignment is a PCS move with a duty assignment for 365 days, which begins around mid-August and ends mid-August the following year. After your TWI assignment, you will be assigned to HQ USAREC, Training Division.

### What type of experience can you expect with State Farm?

I was afforded a unique opportunity to work, grow, and learn in an environment of a Fortune 500 company through the TWI Program. I had an opportunity

to be part of a team that designed and developed a residential training package from concept stage through development and implementation.

In the course of the year, I attended training conferences and was able to go TDY to visit with some State Farm agents to review their business practices. It was here that I learned that although the Army and State Farm are different, they are very much alike. The agents, much like station commanders, are in charge of their office and are responsible for all the production or lack of production.

### What are the requirements to get to State Farm?

Each year one 79R will be selected for this program. In the 2d Qtr FY 05, a station commander will be selected to train with State Farm in FY 06. This year the selection process takes place during the Annual Leaders Training Conference in February 2005.

To be considered for an assignment with TWI, you must be a successful station commander, be recommended by your battalion command ser-

geant major, receive letters of recommendations from your chain of command, submit DA photo, college transcripts, NCOERs, and your 2A/2-1.

Once selected as USAREC’s TWI representative, you will be assigned to the Student Detachment Center at Fort Jackson, S.C. They will handle all of your administrative support (leave, TDY, pay, APFT, etc). All Special Duty Pay (SDP) will be stopped while you are participating in the TWI Program. While assigned to Fort Jackson Student Detachment Center with duty at State Farm Insurance Company, Bloomington, Ill., your uniform of the day will be civilian attire (business casual). You can expect a normal workday to begin at 0800 and end around 1600 hours Monday thru Friday. You will not be required to work weekends. This is a welcome break for any station commander.

For more information about the Training With Industry Program contact Capt. Gabriel Marriott at 502-626-0701 or e-mail Gabriel.Marriott@usarec.army.mil.

## Soldier Athletes Join U.S. Olympic Team at White House

By Joe Burlas, Army News Service

More than a dozen Army athletes joined their U.S. Olympic teammates at the White House Oct. 18 for a thank you from their commander in chief.

President George W. and Laura Bush greeted the 293 athletes who brought home 103 Olympic medals from Athens this past summer, as well as the 176 paralympians who recently

returned with 88 medals in international competition.

In his public remarks to the athletes, Bush called them true ambassadors — “humble in defeat and gracious in victory” and that they “showed the world the great tolerance and diversity of our country.”

“To qualify for Team USA, you had to set high goals, devote long hours to training, and outperform talented athletes from all across our country,” Bush said. “In Athens, you faced the toughest competition and the highest pressure in all of sports. And when the games were over, America had earned more than 100 medals — the most in the world.”

Other Soldier Olympians include:

- Maj. Michael Anti took silver in men’s 50-meter three-position rifle shooting and finished 24th in 50-meter free-rifle prone.
- Two-time Olympian Sgt. 1st Class Jason Parker took an eighth-place finish in men’s 10-meter air rifle.
- Sgt. 1st Class Bret Erickson, 43, of Bennington, Neb., finished 13th in both men’s trap and double trap.



- Spc. Hattie Johnson, 22, of Athol, Idaho, finished 14th in women’s 10-meter air rifle.
- Sgt. 1st Class Daryl Szarenski, 36, of Saginaw, Mich., finished in a four-way tie for 13th in men’s 10-meter air pistol and a three-way tie for 15th in 50-

meter pistol.

- Capt. Matt Smith's crew finished third in the B final to place ninth in men's lightweight four rowing competition.
- Capt. Anita Allen finished 18th in women's modern pentathlon.
- Sgt. John Nunn finished 26th in the 20-kilometer race walk.
- Capt. Dan Browne finished 12th in the 10-K race and 65th in the marathon.
- Sgt. Oscar Wood competed in the 66-kilogram Greco-Roman wrestling tournament.
- Staff Sgt. Shon Lewis was one of three coaches for the Greco-Roman Team USA.
- Army Staff Sgt. Basheer Abdullah served as the head Team USA boxing coach.
- Army Reserve Staff Sgt. Elizabeth "Libby" Callahan, 52, of Upper Marlboro, Md., finished 19th in women's 25-meter pistol and tied for 30th in 10-meter air pistol.
- 2000 Olympic Bronze Medalist Sgt. 1st Class Todd Graves of the USAMU took ninth place in Men's Skeet.
- Sgt. 1st Class Charles Gartland of the USAMU was the U.S. Olympic Shooting Team Gunsmith.
- 1st Lt. Chad Senior of Fort Myers, Fla., finished 13th in Pentathlon.
- Army Reserve Maj. Dave Johnson was the U.S. Olympic Rifle Coach.

## Hometown News Holiday Greeting Program

By Julia Bobick, USAREC G-5  
Hometown News is offering its

print holiday greeting program to servicemembers of all branches worldwide again this year. The program, now in its fifth year, is taking submissions through Dec. 5. The print Holiday Greetings program is Internet-based to allow any servicemember to send a formatted Holiday Greeting to newspapers in communities where their family members live. The program is free to both the servicemember and community newspapers.

While the program is intended for servicemembers, it is open to anyone with a military affiliation. This includes active duty, reserve, guard, and DOD civilians. The newspaper editors are primarily looking for greetings from servicemen and women.

Servicemembers can access the fully electronic print greeting program by visiting HometownLink at <http://hn.afnews.af.mil/index.htm> and clicking the print greeting image. Access to the program is restricted to government computer systems (.mil or .gov domains). People will not be able to access the program from a home computer system.

## Commentary: New Dangers With Post-Dated Checks

By Sandy Goss, Army News Service

Have YOU ever written a post-dated check?

Unless you are Donald Trump or Bill Gates you probably have.

Most of us have mortgages or rent payments due on the first of the month. Just last month you might have written your check on the 25th and

dated it for the 1st before slipping it in the mail to the bank. You wanted to ensure your check arrived on time and since your Army paycheck hits the bank on the 30th, there's no problem, right? Wrong.

### New policy to eliminate leeway

A young Soldier's spouse tries to make it to payday but all the milk for the baby is gone so the parent goes to the commissary and does what generations of folks have frequently done, writes a check based upon their "pay coming in tomorrow." Used to be they could get away with this, but after Oct. 28, they're going to get whacked — because the money will be electronically removed from the bank account as soon as the check is presented for payment. If the funds are not there, the check will be 'returned' NSF — with the associated fees.



### Checks to be like debit cards

A new law goes into effect on Oct. 28, called "Check 21." In essence, the law effectively changes our paper checks into debit cards. While the banks don't have to they can cash the check as soon as it is presented for payment (don't tell me that the payable date precludes this, checks are cashed early all the time.) If the money isn't in your account, when you actually write the check, the instant the check is presented for payment, it may bounce. Won't matter if it's for the mortgage or baby formula, your NSF check is returned — \$30 bounced check fee from the bank and another \$30 from the mortgage company or commissary. "Late Mortgage Payment" goes into your financial history.

Bottom Line Up Front: You can't "float" or "post-date" checks anymore. If you do, it may cost you hundreds of dollars.

### Failure to adjust means paying

The advent of the technical ability to instantaneously cash a check, coupled with the ever increasing pressure facing banks to maximize profits (which come from all those nickel and dime fees everyone complains about, including bounced check charges) will provide a potential windfall of additional "profits" because a lot of people will continue to try and postdate checks or write them based upon what used to be the mechanical, time-consuming check processing practices of years gone by.

It will take these people some time to adjust — which must be viewed as a potential revenue stream for the banks and a potential financial disaster for the unwary. (While the mechanics of processing checks will change — the actual paper checks will never be returned to your bank — the electronic copies of the 'cancelled' checks will be kept for proof of payment.)

As leaders we must ensure that our Soldiers and civilians know that the Army is not the only institution undergoing massive transformation and restructuring. The entire financial industry is changing as well, and we need to exhaust all available efforts to ensure that the hard-earned wages of our Soldiers are not squandered on bounced check charges.

We must ensure our Soldiers know this: your check is now a debit card.

*Editor's note: Sandy Goss is the public affairs officer for the Installation Management Agency — Northeast Region.*



## 30,000 Ways to Connect to a Soldier

By Mark Heeter, Army News Service

Every day in cities, towns and rural outposts throughout America and around the world, hundreds of people sit down at their computers to carry out one mission: they head to the “To Our Soldiers” Web site.

“This site represents a viable communication tool for the general public to reach Soldiers while deployed or at their home station assignment,” said Lt. Col. Todd Livick, community relations team chief with the Office, Chief of Public Affairs, Community Relations and Outreach Division.

### Passing well wishes securely

The Army.mil Web team first envisioned “To Our Soldiers” a week after the ground war started in Iraq, said Donnie Steele, Army.mil technical director.

“Department of Defense and all the services were getting calls from the public about how individuals could show support for our troops — a Web-based letter writing capability immediately accessible from link on the Army Homepage just made sense,” Steele said.

Less than month after the idea started being discussed, it was a reality.

### 35,000 visit site each month

The site, which has been accepting well wishes for 18

months, receives about 35,000 visitors per month. On Oct. 1, the 30,000th message was posted to the Web site, addressed to a Soldier with the 4th Infantry Division.

“Perhaps the best part about the site is that it provides the opportunity to thank today’s Soldiers in real-time measurements. It enables the general public to reach out to Soldiers and provides them the capability to voice their opinion,” Livick said.

The Army community relations team posts several dozen messages per day, from supporters in countries from Iceland to Australia, and from Iraq to Afghanistan. In many cases, the screening staff has attempted to connect friends and family members with deployed loved ones, considering the restriction on posting senders’ e-mail and mailing addresses.

Initially, there was some concern about the site being used as a means to lash out at Soldiers or the administration, Steele said. However, there were only about 30 negative messages out of thousands sent the first year, he said, and those were mainly wives venting their frustration at their Soldiers being deployed.

### Site online for 18 months

The site went live in April 2003 to meet a demand for ways to support Soldiers, according to an officer who was involved in the inception.

“There were several reasons we wanted to have this site, but primarily we were overwhelmed with the requests from the hundreds and thousands of calls we received just prior to and after the start of the ground war in Iraq,” said Lt. Col. Dan Williams, who was the community relations chief at the time.

Several months after overseeing the site’s implementation, Williams was able to see and use the site himself, as a deployed Soldier on the receiving end of these messages. He was “pleasantly surprised” at the amount of Internet access when he reached Iraq in December 2003.

### Patriotic messages reach beyond cyberspace

“Overall, the tone of the messages being posted have been overwhelmingly supportive of the Soldiers’ role in the Global War on Terrorism,” Livick said.

Some messages have even touched off their own campaigns of patriotism.

Earlier this year, Tammi Kettman of Ohio, whose son was deployed, wrote a tribute and submitted “A Letter from Mom” to the site. The community relations staff turned the composition over to the U.S. Army Field Band and Soldiers Chorus, whose arrangers set the letter to music and performed a dramatic reading at a concert near Kettman’s hometown.

Another letter writer has also been invited to a concert on the Field Band’s upcoming concert tour through the southern United States.

“The Soldiers appreciate the notes and words of encouragement. They read them. I will also add that this is not just for Americans. Many times I have read the entry and am delighted to see the sender is from Germany, France, Belgium, Italy, and other parts of the world. Overwhelmingly these notes are messages of support, appreciation, and encouragement,” Williams wrote.

Those wishing to express their support for Soldiers deployed around the world are

encouraged to log on to [www.army.mil/tooursoldiers/](http://www.army.mil/tooursoldiers/) and submit a message.

## Army Makes Progress on IRR Mobilization

By Sgt. Reeba Critser, Army News Service

More than 1,100 Soldiers in the Individual Ready Reserve have reported to duty since the Army received its mobilization authority four months ago.

“The plan discussed in June is working,” said Brig. Gen. Sean J. Byrne, director of military personnel policy, G-1, at a Pentagon press conference.

According to that plan, IRR Soldiers were to receive notice by Western Union mailgrams and have at least 30 days from the time they receive the orders to report. The earliest report date was Aug. 31. Brig. Gen. Byrne said they would serve in Operations Noble Eagle, Enduring Freedom or Iraqi Freedom.

The Army’s goal is to have 4,402 mobilized by March.

The 1,143 IRR Soldiers who have reported so far are currently at one of five posts. While there, they will receive training in common tasks and MOS-specific refreshers, and get their clothing issue and military equipment, officials said, before they’re assigned to their active-duty, Reserve or National Guard unit. IRR Soldiers are to replace and fill positions in the three Army components.

The Army is still accepting volunteer IRR Soldiers. Since Sept. 11, 2001, the Army had 10,000 people volunteer to return to active duty, “but only 1,100 fit the bill.”

As of Sept. 29, 114,000 Soldiers are in the IRR.

# Gold Badges

RSM SEPTEMBER 2004

## ALBANY

SSG William Blizzard II

## ATLANTA

SSG Tracy Turner

## CLEVELAND

SSG Christopher Caston

SSG Gregory McQuaide

SSG Jody Molder

## COLUMBIA

SSG Leroy Mosely

SSG Clinton Henderson

SSG Christopher Wolf

SGT Scott Oppermann

## COLUMBUS

SSG Stephen Marifote

SGT John Hardesty

## DES MOINES

SSG Thomas Glaser

## GREAT LAKES

SSG Prescott Woodard

SSG James Brandt

SGT Jayson Molina

SGT Matthew Ordiway

## INDIANAPOLIS

SGT Matthew Stoddard



SSG Shellie Mudd

SSG Matthew Webb

## JACKSONVILLE

SFC Robert Viramontes

SSG Johnathon Kantor

## MIAMI

SSG Jaime Phillips

SSG Carlos Quinones

SSG Placido Garcia

## MINNEAPOLIS

SSG Johnney Cain

## NASHVILLE

SSG John Troxell

## NEW ENGLAND

SSG Bobby Pelletier

## NEW YORK CITY

SFC Luis Aviles

SSG Antowan Underdue

## PITTSBURGH

SSG Thomas Mcewen

SSG Doyle Ritchie

SSG Spencer Dahl

## RALEIGH

SSG Tammie Wright

SGT Erika Grant

## SACRAMENTO

SSG Colleen Handle

## SAN ANTONIO

SGT Carlos Contreras

## TAMPA

SFC Jesse Bryson

# Recruiter Rings

RSM SEPTEMBER 2004

## SPECIAL FORCES RECRUITING COMPANY

SFC Michael Tracy

## BALTIMORE

SFC David Young

SSG Charles Carroll

## CHICAGO

SFC Shayne Fisher

## COLUMBIA

SSG Bryan Brown

SSG Raymond Bentley

SSG David Sloan

## CLEVELAND

SSG Bernard Pinckney

## DALLAS

SSG Michael Bennett

SSG Mark Biggins

SSG Jeremy Heuman

SSG Donald Crapper

SSG Edward Hogge

SSG Monty Morgan

SSG John Morrison

SSG Mario Russo

SSG Jesse Salceda

SSG Gary Triplett

SGT Alfred Salazar

## DES MOINES

SSG Robert Leborgne

SSG Deana Huck

## GREAT LAKES

MSG Paul Weber

SFC David Young

SSG Larry Bovee

SGT James Springstube

## HOUSTON

SFC Jimmy Bowie

SSG Jorge Larez

SSG Frederick Henderson

SSG Raymond Edwards

SGT Joshua Minor

## JACKSONVILLE

SSG Jesus Rodriguez

## KANSAS CITY

SFC Paul Nwoga

## LOS ANGELES

SFC John Rozmarynowski

SSG Matthew Hicks



## MIAMI

SSG Jonathan Nazario

SSG Adam Martinez

## MONTGOMERY

SFC Eddie Legston

## NEW ORLEANS

SFC James Smith

SSG Robert Stoneburner

## PITTSBURGH

SSG Tyrus Wheeler

SSG Charles Hinson

## PORTLAND

SFC Herbert Laranang

SSG Godfrey Mansapit

SSG Coby Heath

## RALEIGH

SFC Jimmy Keen

SFC Howard Foard

SSG Christopher Johnson

SGT William Brewster

## SACRAMENTO

SFC Yaro Lola

SFC Brad Normandeu

SSG Erwin Manio

SSG Kenneth Reines

SSG Darrell Cabaluna Jr.

SSG Luis Sanchez

## SAN ANTONIO

SSG Terry Ceasor Sr.

## SEATTLE

SFC Gordon Walsh

SSG Steven Ratcliff

SSG Tulsa Scales

## SOUTHERN CALIFORNIA

SSG George Ohan

SGT Laurina Banks

## ST. LOUIS

SFC Jeffery Miller

SFC Raymond Bugg

SFC Robert Powell

SFC Kurt Rasmussen

SFC Myron Bogan

SFC Todd Churchill

SFC Eric Perkins

SFC Arthur Tyree

SSG Reggie Gentry

SSG Scott Kopperud

SSG Julius Lindsey

## SYRACUSE

SFC Randolph Tiikkala

## TAMPA

SSG Steven Crowley

SGT Orlando Garay-Cruz

# Morrell Awards

RSM SEPTEMBER 2004

## 5TH AMEDD

SFC Paul Mays

## ATLANTA

SFC Ronald Finlaw

SFC William Clemons

## BECKLEY

SSG Jathan Day

## DALLAS

SSG James Penick

## KANSAS CITY

SFC Russell White

SFC Gary Wright

SFC Willie Banks

## MIAMI

SFC Miguel Rolon

## MONTGOMERY

SFC Kevin Griffis



1. \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ are the three elements used to determine the recruiting brigade mission for the six AMEDD Corps on the RA side.
  - a. Location, market, and schools
  - b. Vacancies, market data, and command
  - c. Market, school, and residency data
  - d. Mission module, market, and number of vacancies
2. What is the focus of USAR AMEDD recruiting?
  - a. Support USAREC mission
  - b. Support the RA mission
  - c. Support USAR TPU requirements
3. What are the three distinct touring seasons for the Mission Support Battalion?
  - a. Fall, Spring, and Winter
  - b. Fall, Spring, and Summer
  - c. Summer, Spring, Fall
  - d. Winter, Spring, Summer
4. Center of Influence event funds may be used for the purchase of tickets or admission to sporting, recreational, or other public tickets.
  - a. True
  - b. False
5. Who provides military defense counsel for Soldiers pending military justice and administration separation actions?
  - a. Trial Defense Services
  - b. Brigade Judge Advocate
  - c. Staff Judge Advocate
  - d. Judge Advocate General
6. In accordance with AR 27-40, paragraph 10-3, who is authorized to determine whether a Soldier qualifies for an exemption from jury duty under section 982, Title 10, United States Code?
  - a. Company commander
  - b. Commanding general
  - c. Brigade commander
  - d. Battalion commander
7. IAW UR 350-7, how long are electronic applicant processing lists maintained on the ARISS Top of the System before being archived?
  - a. Four years
  - b. Three years
  - c. Two years
  - d. Forever
8. The dollar threshold for fleet credit card purchases of GOV maintenance and repair services is \_\_\_\_\_ without prior GSA maintenance control center approval.
  - a. \$25
  - b. \$50
  - c. \$100
  - d. \$250
9. The validity period of the DD Form 369 is indefinite unless an applicant has new or alleged offenses or charges after the law enforcement agency checks have been obtained.
  - a. False
  - b. True
10. What are the two types of Daily Performance Review performed by a station commander?
  - a. Face-to-face and remote
  - b. Remote and telephonic
  - c. Face-to-face and telephonic
11. What are the three types of controls developed to either eliminate or reduce a hazard during risk management?
  - a. Mental, physical, and emotional
  - b. Educational, mental, and avoidance
  - c. Educational, physical, and avoidance
  - d. Physical, emotional, and avoidance
12. Risk management applies to all situations and environments across the wide range of Army operations, activities, and processes.
  - a. True
  - b. False
13. Every Soldier, noncommissioned officer, warrant officer, and officer has one primary mission — to be trained and ready to fight and win our nation's wars.
  - a. False
  - b. True
14. What are the three letters used by commanders to assess current METL task proficiency?
  - a. T, N, A (trained, not-trained, almost)
  - b. G, R, A (green, red, amber)
  - c. G, T, U (green, trained, untrained)
  - d. T, P, U (trained, needs practice, untrained)
15. There are \_\_\_\_\_ Principles of Training.
  - a. five
  - b. three
  - c. eight
  - d. 10

Answers to this month's test can be found on the opposite page.

# Mission Box

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



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

## RSM September 2004

### Top Regular Army Recruiter

**SSG Malik Carlos**  
Baltimore

**SFC Edward Daniel**  
Raleigh

**SSG Bruce McCowan**  
Columbus

**SSG David Berchtold**  
St. Louis

**SGT Richard McFadden**  
Phoenix

### Top Army Reserve Recruiter

**SFC Steven Cragger**  
Albany

**SFC Mary Pillsbury**  
Raleigh

**SGT Nathan Goldsmith**  
Indianapolis

**SSG Kevin Todd**  
St. Louis

**SSG Jeffrey Bettencourt**  
Sacramento

### Top Limited-Production Station Commander

**SFC Kevin Bidwell**  
Waldorf  
Baltimore

**SFC John Watkins**  
Lumberton  
Raleigh

**SFC James Deckard**  
Terre Haute  
Indianapolis

**SFC Floyd Louis**  
Denton  
Dallas

**SFC Paul Sandoval**  
Arden  
Sacramento

### Top On-Production Station Commander

**SSG Jathan Day**  
Staunton  
Beckley

**SFC Steven Cruz**  
Rockingham  
Raleigh

**SFC John Holbrook**  
Beford  
Indianapolis

**SFC Aubrey Bode**  
Kirksville  
Kansas City

**SFC Ricky Reynolds**  
Susanville  
Salt Lake City

### Top Company

Albany

Fayetteville

Tucson

### Top Army Medical Department Detachment

Southwest

Florida

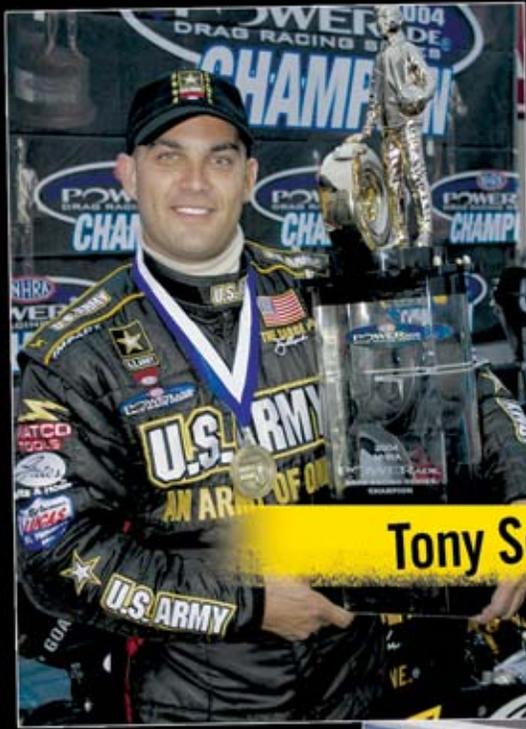
Minneapolis

Oklahoma City

Northwest

## Answers to the Test

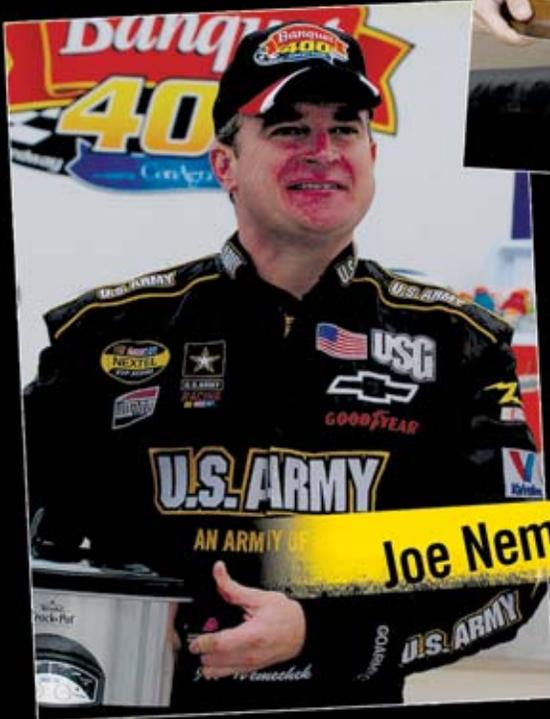
1. c. USAREC Reg. 601-73, Appendix B-2c(1)
2. c. USAREC Reg. 601-73, Appendix B-2b(1)
3. b. USAREC Reg. 601-93, para 2-2a
4. b. USAREC Reg. 1-18, page 2, para 4j(9)
5. a. USAREC Reg. 27-2, page 3, para 10
6. c. USAREC Reg. 27-2, page 4, para 14
7. b. USAREC Reg. 350-7, page 27, Appendix H-3
8. c. USAREC Reg. 56-1, page 4, para 3-7b
9. b. USAREC Reg. 601-94, page 2, para 5g
10. a. USAREC Reg. 350-7, page 34, Appendix M-1
11. c. FM 100-14, page 2-14
12. a. FM 100-14, page 1-4
13. b. FM 7-0, page 1-1
14. d. FM 7-0, page 4-2, para 4-4
15. d. FM 7-0, page 2-1



**Tony Schumacher**



**Angelle Savoie**



**Joe Nemechek**