

RECRUITER

United States Army Recruiting Command February 2011

Journal



**ARMY ADVOCATES
EXPERIENCE
ALL-AMERICAN BOWL**

PAGE 15

PHOTO CREDITS CLOCKWISE FROM LEFT: JULIA BOBICK; JENNIFER VILLAUME; BATON ROUGE BN; JORGE GOMEZ; MILWAUKEE BN



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RECRUITER Journal

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Farewell USAREC

Stay Focused on Goal Line, Keep Momentum Going

“My friends, no one, not in my situation, can appreciate my feeling of sadness at this parting. To this place, and the kindness of these people, I owe everything.”

These were the words of President-Elect Abraham Lincoln upon leaving Springfield, Ill., for our nation's capitol. Since President Lincoln is Kentucky's most famous son, I believe it's only appropriate I adopt his words as I turn over the reins of the U.S. Army Recruiting Command to Maj. Gen. David Mann.

Ann and I have spent 32 wonderful years in the Army – three of them as a general officer at Fort Knox, Ky. We've cherished every single moment and will sorely miss it.

Ann and I once again leave this command and the Fort Knox community with great memories and even greater friends. This team, as well as our community partners, holds a special place in Ann's and my hearts. We will always be advocates for Army recruiting and the heavy lifting this command does for our Army.

We are extremely fortunate to have Maj. Gen. David Mann and his wife Robin returning to the USAREC team. General Mann returns to the command after commanding White Sands Missile Range in New Mexico and the 32d Army Air and Missile Defense Command at Fort Bliss, Texas. I know he and Robin will continue to ensure USAREC is a place where Soldiers, Civilians and Families want to serve and know they can make a difference.

I am incredibly proud to have served on this team. As I've said often, I firmly believe it is the people of this command – not the economy – who make us successful. It takes a team to recruit, and what a great team we have.

As a team, we've made our Army stronger by accomplishing over 100 percent of the Regular Army and Army Reserve missions in

Fiscal Years 2009 and 2010, increasing high school diploma graduates to 99.9 percent of those recruited (a historic benchmark), and by placing 33,276 Future Soldiers into the Fiscal Year 2011 entry pool (the highest entry pool percentage ever recorded).

Thank you to everyone on the team - NCOs, officers, civilians and families - for your hard work and dedication to the mission, as well as your continued support as we transform this command.

We are heading in the right direction with Pinna- cle, as well as the initiatives we've begun this year – Year of the Station Commander, Master Recruiter Badge and Stations of Excellence.

Congratulations to all the teams who achieved Station of Excellence.

This designation is not about a streamer - it is about being recognized as a team that's setting a high mark! You set the example for the command, and I know many more are following on your heels for the next go- around.

As you've heard me say many times – this business is not about making the numbers. It is about leadership. It's about taking care of Soldiers and Families. It's about maintaining the highest standards and discipline, and living the Army Values 24/7, 365 days a year. It's about effectively working as a team, not only with our USAREC teammates, but with all our partners – Army Reserve, Cadet Command and National Guard, as well as our community partners who want to help make our Army and our nation stronger.

We need everyone to be in the fight to ensure we are ahead of the game when times get tough again. We need to stay focused on the goal line and keep the momentum going – continue to focus on the fundamentals, do the right thing and recruit with integrity.

Once again, my thanks to the entire team for what you do every day for this command, our Army and the nation.

Hooah! Army Strong!

Strength 6 leaving the net. Out.



Maj. Gen. Donald M. Campbell Jr.

Check Out This Month's Excellence in Innovation Idea

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

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

To learn more about the program, submit an idea or view the innovation of the month submitted by Sgt. 1st Class David Woodruff of the Reading, Pa., Recruiting Station, visit <https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=1234962>.

Have a Burning Medical Question? Ask the Command Surgeon

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

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

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

Dr. David Gerkin is a very knowl-

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

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

Address your questions by e-mail to rjournal@usarec.army.mil and look for answers in the next issue.



New Partners

374 - Weber Stone Company - Minneapolis Bn -

Weber Stone Company is one of the nation's leading fabricators of limestone since 1952. One of the fastest growing businesses in the Midwest, they also produce an extensive array of landscape products.

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

375 - Aviall Inc. - Dallas Bn - One of the world's largest providers of new aviation parts and related aftermarket operations, Aviall markets and distributes products for more than 235 manufacturers and offers approximately 2,000,000 catalog items from 40 customer service centers located in North America, Europe and Asia-Pacific.

We Want to Hear from Station Commanders

Recruiter Journal is holding a Year of the Station Commander Essay contest through October 2011. Station commanders are encouraged to submit essays to the Journal to complement the monthly command information theme. The next essay topics and deadlines are below:

April issue - "What is effective school engagement? What comprises a good school plan?" Deadline is March 1.

May issue - "Share your Personal Future Soldier Leadership Philosophy" Deadline April 1.

Submit essays directly to julia.bobick@usarec.army.mil with a copy furnished to RCRO-PP via e-mail to G3RO Awards. Selected essay(s) will be published in the Journal with the station commander's photo. Read this month's top essays on pages 10-11.

Post 9/11 GI Bill Update

To bring the educational benefits of the Post-9/11 GI Bill closer to more veterans and servicemembers, President Obama signed legislation Jan. 4 to streamline the 18-month-old education program administered by the Department of Veterans Affairs. Among the legislation's provisions are:

- * Paying for on-the-job training, some flight training, apprenticeship training and correspondence courses;
- * Providing one half of the national average for the program's housing allowance to students enrolled in distance learning;
- * Pro-rating the housing allowance to exclude payments when students are not in class;
- * Allowing students on active duty to receive the stipend for books and supplies;
- * Permitting reimbursement for more than one license/certification test;
- * Reimbursing fees to take admission tests such as GMAT and LSAT; and
- * Establishing a national cap of \$17,500 annually for tuition and fees in a private or a foreign school, not including contributions by educational institutions under the "Yellow Ribbon" program.

Information is available online at www.gibill.va.gov.

New Army Education RPI

A new booklet designed to help recruiters and ROTC departments explain the Army's many education options is available through the Accessions Distribution Center (ADC).

The recruiting publicity item (RPI) booklet was designed as a hands-on tool for use with prospects, parents, educators and other Army advocates.

Content covers education benefits for enlisted Soldiers and officers along with opportunities available through ROTC and the U.S. Military Academy. In addition, individual chapters follow education opportunities available to college students and Soldiers joining the Army, tuition assistance and benefits under the Montgomery and Post 9/11 GI Bills.

To order the booklet (RPI 936), contact your unit representative with ADC access.

Leadership, Standards & Discipline

Congratulations to the 145 teams who achieved Station of Excellence; you set the standard! I know many of you are hard at it, but I urge all our teams to continue to work toward this goal; it is an achievable standard. It's not going to happen by itself, though. If you're not there yet, what is your plan to get after it? It's got to be a total team effort.

As the CG said, this designation is not just about making the mission and getting a streamer - it is about seeing ourselves better and upholding Army standards.

Our Army Values, standards and discipline are the foundation of our profession — the Profession of Arms. All of us must embrace this mentality.

“Being a Soldier means conducting yourself at all times so as to bring credit upon you and the Nation — this is the core of our Army culture.” (Army Blue Book, 16)

I don't know how I could sum it up better. We are all Soldiers 24/7 – always on duty and, especially in USAREC where we are the Army's Ambassadors to the nation, always in the public eye, held to the highest standards.

The standards are high for a reason. They define us as professional noncommissioned officers, just as they define our Army. Keep striving toward excellence and when you get there, don't stop – raise the bar. It is the only way successful organizations continue to make a difference; they continue to set the bar high and believe they can achieve it.

As Soldiers, we each — as individuals need to challenge ourselves to become better, to improve our skills and knowledge, to be more efficient. I believe this is a weakness in our command; we rarely talk about our individual responsibility for self-development. It is critical for the Army to be an adaptive, learning profession. Nothing makes us stronger — makes the team stronger — than improving ourselves.

I encourage everyone in the command, not just our noncommissioned officers, to perform a self-assessment – look within and discover the areas where you need or want to improve. How did you perform on the CSAT? Where can you improve for the next time? I firmly believe we all should be learning something new every day: read our doctrine, take a college class, learn a language or brush up on a job skill. Whatever it is, make it a priority.

In addition, our leaders — especially at the station/center level — have a responsibility to help their Soldiers not only see their potential, but also to achieve it. Leaders set the conditions for success. As our doctrine states, they create an environment of integrity, inspire trust and confidence, motivate and lead by

*“The role of the **leader** is central to all recruiting operations. The recruiting leader must establish a **climate of integrity, mutual trust, confidence, and respect**. As in combat operations, the leader must move to the critical point and **lead by personal example**. The leader must also grow and **train subordinate leaders** to operate decisively in uncertain environments. Leadership means influencing people by **providing purpose, direction, and motivation** while working to accomplish the mission and improve the organization.”*

paragraph 1-31
USAREC Manual 3-0



Command Sgt. Maj.
Todd Moore



example. They must get out from behind their desks, get out front and lead. As I've said before, our station commanders are absolutely critical in everything we do this year to position this command for future success.

Many of our station commanders are accepting the charge and getting involved — participating in station commander chats, sharing their innovative ideas and best practices in the Recruiter Journal and on ProNet, and guiding their stations to excellence. But we need every one of you involved; that is why you were selected to be station commanders — to lead your teams and set the conditions for the future. This is YOUR year — take advantage of it. We are listening.

On a final note, on behalf of all the noncommissioned officers in the command, I'd like to thank Maj. Gen. Campbell for his leadership and guidance. He has made a tremendous impact on this command and the future of recruiting. Cara and I wish him, Ann and their family the best as they move on.

Army Strong!

Strength 7

Dealing with

Life's Curveballs

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

“Life is always throwing us a curveball.” This seems to be an accurate statement when we encounter unpleasant episodes in our lives. Some of these unpleasant episodes are the results of our own mediocre planning or poor judgment. When these results cause us some type of loss, such as a person we love or our cherished status in life, we can set in motion a “self-condemning” thought process — the mental refrain where we find ourselves feeling shame, guilt, fear, failure, hurt and/or anger.

When we continue to recycle these self-condemning thoughts, we can be led astray down a dark and lonely path — even to the point of considering suicide.

Let me share with you part of a sermon I heard a few years ago.

The pastor walked from behind the pulpit, stood in front of a congregation of about 300 people and opened his wallet. He pulled out a \$20 bill. The pastor asked, “Who would like this \$20 bill?”

Hands went up all over the sanctuary. The pastor said, “I am going to give this \$20 to one of you, but first, let me do this.” He then proceeded to crumple up the dollar into a wadded ball, then straightened it out again.

He then turned to the audience and asked, “Does anyone still want this?” Still hands went up all over the room. “Well,” the minister replied, “What if I do this?” He then dropped the bill on the floor and started to grind it into the ground with the sole of his shoe.

He picked it up, all crumpled and dirty. “Does anyone still want it, now?” Still the hands shot into the air.

The pastor handed the bill to a youngster in the front row and said, “My dear friends, you have all learned a valuable lesson. No matter what I did to the money, you still wanted it because it did not decrease in value. It was still worth \$20.

Many times in our lives, we are dropped, stepped on and ground into the muck and dirt of life by the world and sometimes due to poor decisions we, ourselves, make. At times like that, we feel worthless, used, and sometimes like we can never recover our self-worth.

Listen to me, no matter what has happened or what will happen, you will never lose your value in God’s eyes. In God’s eyes, it doesn’t matter, dirty or clean, crumpled or finely creased, to him you are still priceless!”

This simple story illustrates a powerful scriptural truth about God.

The Bible tells the story of David, a man after God’s own heart (1 Samuel 13.13-14). But David made some mistakes, some big mistakes, and he had to live with the consequences of those mistakes that complicated his life and his family relationships. You can read about David in 1 Samuel 16- 2 Samuel 22. Regardless of the consequences, David continually sought God, and God never gave up on David.

We can all agree that life has its unpleasant moments. Don’t let the consequences of bad decisions, poor judgment or negative circumstances cause you to give up on life. Be encouraged; God will never give up on you.

DCG Sharing Observations From the Field

Team USAREC – Strength 8 on the net! This month marks the six-month point of my tenure as your Deputy Commanding General and it's a great ride! I've been in the Army more than 27 years and I must confess that prior to being assigned to USAREC I didn't have a clue where the great Soldiers I've led (often in combat) came from. Now that I know, I'm extremely proud to be on this great team and to be a part of the organization that's building and sustaining the strength of our Nation.

Although I'm new to the recruiting business I've seen a whole lot since I arrived six months ago and want to share my thoughts on three areas that appear to be either good or bad – no in between. For most of you my points will seem like “no brainers,” but for others it'll at least spur some thought about what you can do to get on the good side of the spectrum.

Recruiting Stations

Let's start with recruiting stations. The best jump out at me from the road; they immediately get my attention, much like they would for a potential applicant. I felt invited, welcomed and interested because the windows were plastered with local, cultural, ethnic and gender Army window clings. Branding, branding, branding. Tastefully done, my favorite stations look like they've been decorated by a professional. Inside, these stations represent both the Army and community, making potential applicants feel welcome and comfortable with the world in which they live, as well as the one they are considering. Theme walls with pennants, jerseys, mascot logos, varsity letters, posters and Hooah Army branded stuff serve as a hook and start the transformation or “Soldierization” process.

I've seen some awesome testing and Future Soldier training rooms that help individuals feel like they can achieve and be successful. Good news stories from schools, communities and past/present peers, upcoming events, calendars, yearbooks, newsletters, Future Soldier letters from Basic Training and AIT all play well in these rooms. Recruiter work areas should tell their Army and Family story,

which also helps the connection.

Facebook is also an important aspect of branding and telling who we are, what we're doing and what we know about our audience. Make them an information source; not just a station photo album.

Lastly, efficient and high achieving stations have EAS/Future Soldier/March2Success training computers. We're working this from the headquarters level, but in the interim, battalions need to just make it happen – stop hoarding so many floats in your IMOs! Battalions also need to ensure stations have the right presentation items (RPIs/PPIs) – tailored for precision recruiting.

Future Soldier Training Program

The Future Soldier Training Program (FSTP) is really near and dear to my heart because it's so critical in the successful transition from citizen to Soldier.

The best programs I've observed are run by the book; company commanders/first sergeants have established an over arching program/commander's guidance with its own uniqueness the unit is proud of. They include strict accountability, a recruiter/Future Soldier chain of command with Future Soldiers in leadership positions and the entire station involved, not just the Future Soldier leader.

Company commanders interact with Future Soldiers more than just during Future Soldier Asset Inventories (FSAI). They're in contact with key influencers, attend/inspect training, conduct promotion ceremonies, account for Future Soldiers in their strength report, etc.

Training days are treated like “ Sergeants' Time” – time fenced for training only. The eight-step training model is used and training is tailored for the individual/team. Training aids such as apps, computer games, access to Future Soldier Training System (FSTS), good old-fashioned maps (protractor/compass) and big screen TVs, are used to enhance training.

Programs with these characteristics have Future Soldiers who are actually challenged, interested, engaged, successful and having fun – which translates into Future Soldier loss rates below 10 percent. Station commanders – you are the key to a successful FSTP!

High School Programs

Education is the key to so much of our success in USAREC. It's a valuable part of our precision recruiting effort and critical to our role in strengthening America's youth. Engagements and relationships at all levels of the state education structure exist in

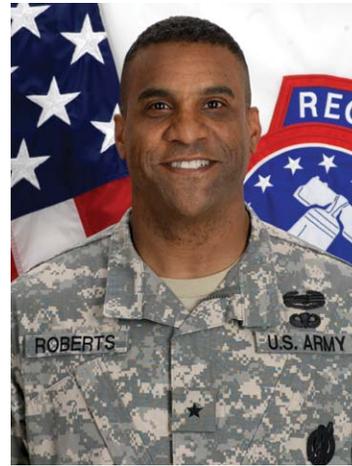
the programs I thought were best.

Battalion/brigade at state and district superintendent level, company commanders at the high school principal level and station commanders/recruiters at guidance counselor, teacher and coach level. They ensured the Army's education assets, programs and opportunities (M2S, ConAP, ASVAB, etc.) were known at all levels and buy-in started at the top.

The best high school programs don't include table set-ups; they are passé. Instead, NCOs are in the classroom teaching, involved in Career Days, JROTC, Military Recognition Programs and sports. Some battalions even give guidance on the number of days recruiters will be in their schools during the week/month and what their task and purpose are and have pre-approved classroom presentations on Sharepoint – all great TTPs. It's important to synchronize with the high school's calendar before the academic year to ensure we maximize opportunities and the administration can see how our partnership can be mutually beneficial. Remember, the goal isn't just offering the Army as a career opportunity; it's also to play our role in Strengthening America's Youth!

I'm looking forward to seeing more great things and sharing them throughout the command as I visit our great units – see you on the high ground.

Strength 8 out.



Brig. Gen. Bryan Roberts

Battalion Successfully Bridging the Gap

By Lt. Col. Patrick V. Powers
Cleveland Battalion

Instead of attempting to create a recruiting operation into/out of an existing community event, Cleveland Battalion has developed a deliberately planned recruiting event to which we bring our target demographic. Called Bridge the Gap (BTG) events, the hybrid high school field trip/recruiting operation masses assets at a time and location of our choosing, and we bring students, teachers and advocates to us.

The battalion has successfully executed nine such operations since November 2008.

The first step in creating a successful BTG event is targeting. Select a location that will achieve the effects you desire. Use a high school, or hold a BTG at a college, field house or arena. Consider

weather, cost, size, availability, security, parking and time/distance from targeted schools.

Second, choose a theme.

Use your imagination to develop a theme to attack several of your challenges. The following four themes were designed to combat Cleveland's major challenges:

- Technology — to combat the Army is “low tech” or not the service of choice
- Diversity — improve P : P (production to population)
- Health and Fitness — fight obesity
- Education and Life Skills — promote the message that the Army is a partner in education

The next step is planning. Decide on the flow of the students. Will it be round robin style or a free-flow job fair type set up?



BTG Event Goals

1. Maximize asset utilization in a targeted market
2. Enhance relationships with schools
3. Create a non-threatening environment for students & recruiters
4. Combat the idea of “service as a last resort”
5. Identify centers of influence
6. Gain leads
7. Expand community markets
8. Engage media in a positive learning environment
9. Achieve synergy



Sergeant 1st Class Connie Ramon, a Warren Company recruiter, donned her drill sergeant hat and helped students at the Canton BTG with PT.



PHOTOS BY MARIE HABERSTROH, CLEVELAND BN

Students participate in team building exercises at a Bridge the Gap event in Mentor, Ohio, Nov. 10. BELOW: Major Gen. Donald M. Campbell Jr. presents a plaque to Mentor High School head football coach Steve Trivisonno.

Submit asset requests, invite synergy partners from the local area, and build a media engagement plan. Involve the superintendent and schools early, consider a radio remote and order signage or banners to promote your event.

Consider Reserve, Total Army Involvement in Recruiting (TAIR), Hometown Recruiter Assistance Program and Future Soldiers for additional resources.

The following are a few key points to consider when planning an event.

- 1) During the execution phase, be sure to employ choke points to capture leads and control the flow of traffic and access.
- 2) Think of ways to extend the event through Facebook and the media.
- 3) Have education services specialists and/or recruiters conduct education briefings and enroll students in March2Success during BTG events.
- 4) Work with schools to bus their students to your BTG event as a field trip.
- 5) Ensure aggressive follow-up with leads, COIs, and schools that attended.

The key is to make this a joint venture with the school and involve multiple local partners, such as local businesses, PaYS partners or community/nonprofit groups. This adds legitimacy and gains local support to promote your messages. This will

also help make the event look more like an exposition that is being held to help the school face some of their challenges rather than a simple overt recruiting operation.

Very important to success are the pre-event shaping operations to promote your BTG to gain attendance and excitement. If this is not a regular community event, no one besides you will plan to promote it. It is up to you to promote your BTG event through advertising, radio spots, print ads, flyers to educators, COIs, Grassroots Board, and media interviews.

If you get buy-ins from your schools, then the schools may promote the BTG event for you. The key is to get them excited about it, and then you may enjoy school announcements, posting on the school Web page, and PTA announcements.

Consider exploiting media interviews, press releases, Future Soldiers and social media such as Facebook to help promote the event. Set conditions for success by promoting your BTG, and you stand a



much better chance of achieving success.

In conclusion, don't conduct recruiting operations, which the infantry doctrinally calls a "movement to contact," by sending recruiters to festivals or fairs hoping for a chance contact with your target demographic.

Bridge the Gap is a "deliberate attack" where you mass assets into an area in order to maximize affects on the target.

This is one of the things Cleveland is doing to achieve precision targeting.

WINNER

Sharing Ideas, Best Practices

By Sgt. 1st Class Joseph M. Casey
Rice Lake, Wis., Recruiting Station

Every job, career, and profession in the world is taught to employees by doctrine, regulation, and policy. In most cases though, this “by the book” teaching is a blanket method of getting employees familiar with the basics and the foundation of what they need to know. Most of the practical knowledge, and what we may consider useful is actually taught on the job. On the job training is where you will actually see and experience the benefits of individual ideas and procedures come to fruition as each employee and position are individual and unique to the workforce by many factors, such as personality, location, demographics, market and many others. On the job training is nothing more than others sharing with you their knowledge, experience, ideas and procedures.

But what benefits does this provide?

Time management is one benefit of sharing innovative ideas. When one takes over a position and begins to think about how to excel, they usually go through a rigorous process of trial and error to find out what works and what doesn't work. This process can be very time consuming and non-productive until they find their way. But if someone happens to pull them aside and share some inside intelligence on what they should be doing, it may help put them on the fast track to doing well without wasting time through trial and error.

One example of this may be mail outs. A new recruiter comes in and says he/she wants to send a mail out to every high school senior in all of their schools. The experienced recruiter who has been there more than a couple years advises that they have never had more than a one percent response rate on mail outs in their area. This may save the new recruiter a couple hours or more of time wasted preparing these mail outs.

Individual and unit readiness is another benefit. The following example is best explained by relating it to Plato's allegory of the cave. Some people just may not be capable of thinking outside of the box. They may need someone else to suggest different techniques to them that they may not have thought of themselves. This may apply to physical training. If an individual has difficulty running and passing the two mile test, it may take a third party to observe and suggest a different breathing technique or posture or the way they swing their arms. It may be something simple that the runner has never thought of, or wouldn't have without third party insight. But just by the sharing of different techniques they may have assisted with that Soldier being able to pass the physical fitness test and improving the readiness of the Soldier, the unit, and the Army.

Motivation and morale of Soldiers/employees may be a couple more benefits. As a leader you always want to keep your personnel motivated to accomplish the mission or task at hand while at the same time keeping the level of morale up. At times though, it seems that we need to switch things up and try new things to make this continue to happen.

Many times you may find yourself turning to peers or others in leadership roles to gather new unique ideas that may have worked for them, some you haven't tried or used.

These are only a few small examples of the benefits gained from sharing ideas and TTPs, but these just happened to be near the top of my list of what is most important to USAREC and the Army.

The Army is already fully aware of this fact, though. The Battle Command Knowledge System (BCKS) was created for just this purpose. Any Soldier in the Army can benefit immensely by logging on to BCKS and finding ideas and TTPs about the Army in general, or more specifically, for their own MOS. One of the knowledge networks within the BCKS is Recruiting ProNet.

USAREC Soldiers may find many innovative ideas specific to recruiting. But aside from my views on the benefits of information sharing, on the larger scale there are many more benefits such as reducing the time needed to resolve problems, significantly shortening the learning curve, decreasing negative outcomes, and reducing the cost of mission accomplishment.



Entire Organization Benefits from Exchanging TTPs

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

In both USAREC and the Army, it is important to constantly look for better ways to do things. When the organizational leadership allows sharing of good ideas and practices it leads to greater efficiency and productivity. Allowing innovation also makes the job Soldiers are doing more interesting because they are thinking about what they are doing and coming up with better ways to accomplish the mission by applying those ideas. When Soldiers feel there is an incentive and are able to share their ideas and best practices, it builds camaraderie amongst fellow peers and raises unit morale.

When organizational leadership demonstrates they have faith in their Soldiers to think outside of the box it allows them to be creative and keep exploring new ways to carry out the same task. This mentality will allow the idea of achieving excellence seem possible. When these ideas are adapted and shared within the organization, it facilitates a strong sense of teamwork. Allowing innovation and adapting best practices focuses on what the Soldiers are doing right and making things better for the organization instead of focusing on the failures and setting standards based on those failures.

Bottom-up approaches encourage more learning within the organization than top-down approaches. The Army is always changing how we conduct missions in combat because the environment is always changing. USAREC is no different. The recruiting markets can be different across the country due to political and economic changes. Some areas are more patriotic than others; therefore it is beneficial to the Army to allow Soldiers to “experiment” and find new approaches to accomplish the mission.

Best practices can vary over time, as new evidence and new possibilities emerge, and from place to place, depending on available resources and infrastructure. What worked for the current leaders years ago may not work today. Identifying an organization’s best practices helps Soldiers learn from each other and reuse proven practices. Effective sharing of best practices can help the organization save time and resources and helps avoid reinventing the wheel.

Sharing TTPs is a huge strength to the Army because we share our successes and failures as a group. After completing tasks, we

spend the time through After Action Reviews discussing what went right and wrong but also most importantly, what can be done better? Units that are successful and don’t share their ideas make the organization above them run less efficiently. It is easy to maximize on our own accomplishments and rewards and keep information to ourselves.

By not sharing good ideas and considering only the needs of your own unit rather than the organization as a whole, can be the determining factor of the success or failure of the mission. Identifying and sharing best practices helps build relationships and common perspectives among people who don’t work side by side. Best practices can also spark innovative ideas and generate suggestions for improving processes, even if a practice can’t be used in its entirety. It is one way for you to share your successes and struggles with others so that we can all partner together to find solutions. Where one unit may be struggling, another one may have it all figured out. By highlighting or showcasing Soldiers’ work, the whole organization gets some recognition for their work.

As leaders, it is imperative to foster a climate that values learning, encourages collaboration and supports knowledge sharing. We should never be satisfied with a “best practice” being the best, but find a way to expand on it to make it even better. What is “best” also depends on how Soldiers feel about it. If the task is made harder or takes longer, the Soldiers will find a way to work around it. Leaders need to encourage their subordinates to identify the problem and provide a solution to share with higher echelons. We must be mindful of the factors that can impede knowledge sharing within an organization. These include: lack of partnership or trust, lack of desire to seek advice from others or uncover new ways of doing things.

Allowing Soldiers time to innovate and work on projects not directly assigned to them by their leaders is an effective way to motivate them to come up with new ideas. It can be difficult to drive them out of their comfort zones. However, we must express the importance of how useful sharing ideas can be for the organization. If everyone just accepts what is being taught and never finds a way to make it better, innovation is dead and no one will benefit from it.



Station Commanders Can MAKE A DIFFERENCE

By Julia Bobick
Editor

During the commanding general's first advisory panel in three years, brigade station commanders of the year shared their recommendations for improving the Stations of Excellence program. All their recommendations were accepted by Maj. Gen. Donald M. Campbell Jr. during the Jan. 18 discussion at the USAREC headquarters, and the staff has begun work on implementing the recommended changes.

"You represent almost 1,700 stations," Campbell said to the five station commanders who participated. "This is a great opportunity to dialogue with professionals like you, who have a vested interest in making sure we get this right for the future of the command. You know what right looks like and you can help us move forward."

The station commanders first discussed the Stations of Excellence program by VCS (Virtual Classroom Server) Jan. 13 and then face-to-face with G3 staff Jan. 18 before presenting their recommendations to the CG at the end of the day.

"Face-to-face is where it happens — where you get effective, interactive discussions that lead to great solutions," said Rick Ayer, director of the Commander's Initiatives Group.

All the participating station commanders agreed they feel they are making a difference by participating in this and other Year of the Station Commander activities.

"I'm excited and motivated because I really believe this command truly cares, and sometimes when you're at the ground level you don't see that. All you see is what's in front of you; you don't see the bigger picture," said Sgt. 1st Class Jessica La Pointe, USAREC's Station Commander of the Year from the Baltimore Battalion. "Each station commander can make a difference. I'm trying to relay that everywhere I go, but I don't think everybody believes that yet."

The first recommendation proposed by the group is to change the Medical Recruiting Brigade centralized criteria for officer basic course no-shows from one to one or less than 5 percent, to account for the gap between small and large producing medical recruiting stations. The G3 is working with the MRB to determine what the appropriate percentage should be.

The next recommendation is to combine the criteria for the station's physical fitness test score average and height/weight compliance, and giving newly assigned Soldiers who are not in compliance 90 days to meet the standard, so station commanders are given the opportunity to be leaders, said La Pointe, who led the group's discussion with the CG. Also participating were Sgt. 1st Class Johnny Roman, Miami Battalion; Sgt. 1st Class Cedric White, Indianapolis Battalion; Sgt. 1st Class Herman Jurgens, Kansas City Battalion and Sgt. 1st Class Jorge Larez, 5th Medical Recruiting Battalion.

The group also proposed an addition to the centralized criteria for the station's average Critical Skills Assessment Test score, a measurement La Pointe said they all agreed station commanders could directly impact. While the CG approved this recommendation, it will not be implemented until Fiscal Year 2012 because of the CSAT testing timeline.

The final recommendation is to remove the local evaluation criterion for an active family readiness group, which is more of a company-level function, and replace it with one for station volunteerism, which further emphasizes recruiters' roles as Army ambassadors in their communities.

Campbell charged the NCOs to go back to their teams and share what they've learned and continue the dialogue with their fellow station commanders. The next advisory panel will discuss the new Future Soldier Pre-Execution Checklist (USAREC Form 1137) in addition to the second quarter Station Commander Chat subjects.

"We need to hear from the team, because leaders listen," Campbell said.

While only brigade station commanders of the quarter/year are invited to participate in the CG's advisory panel, there are other opportunities for all station commanders to share their opinions, ideas and best practices. The monthly station commander chat solicits interactive discussions from station commanders on a different topic each month through the Virtual Recruiting Center. The Ideas of Excellence program seeks station commanders' innovative ideas in ProNet (see page 13); and the essay contest encourages station commanders to share their thoughts and best practices in the Journal.

Station Commander Chat Dates & Topics

March 8

What living the Army Values means to me/How does living the Army Values benefit the Army/USAREC?

April 26

What is effective school engagement?

May 10

Share your personal Future Soldier Leadership Philosophy

June 7

Why are Army families important members of the Army Team?

July 26

What makes a successful outreach engagement and why?

Aug. 9

Effective local marketing

Sept. 13

Why is resiliency important in Soldiers and families/how to build resilience among Soldiers and families

all chats 1-2:30 p.m. EST/EDT

Have a Great Idea? Share It!

By Fonda Bock
Associate Editor

Plyometrics is a type of exercise involving the use of one's own body weight in a set of explosive movements for a series of repetitions at high speeds and high levels of intensity.

CrossFit combines weight lifting, sprinting and gymnastics.

Yoga is a system of exercises, poses and stretches, intense concentration, deep meditation and controlled breathing to attain bodily and mental well being.

Muncie, Ind., Station Commander Sgt. 1st Class Michael Ellis used all three fitness methods and more to develop a PT routine for his recruiters. He believed that team exercise would help build cohesion and teamwork.

"The healthier you feel the more it helps to put you in a position to push yourself mentally and physically so that if something happens you can handle it," said Ellis. "The stress we have here in recruiting, we can take it out on a piece of equipment in the gym. We found that by doing PT as a team, we could see everyone's strengths and weaknesses, while determining how much discipline we

needed. We developed camaraderie that helped push and motivate each other to the next level."

The exercises also improved the Soldiers' fitness levels — everyone dropped one to two minutes off their running times.

Ellis's idea earned him the Excellence in Innovation award for January, the first award given out in conjunction with the new Excellence in Innovation program. Debuting last month, the program was developed to capture ideas, best practices and innovations from across the command.

Station commanders are encouraged to submit their best practices on a whole range of topics from social media to family readiness describing what their idea entails and how well it worked. Each month will feature a different theme. Physical training was the theme for January.

"We're looking to create a good lessons learned platform where ideas can be shared on a station commander level," said Sgt. 1st Class Hector Milian, knowledge management plans officer for USAREC. The whole intent of this is to capture those ideas that are working and get them out to the rest of the command so they can be [duplicated] in different locations — get

individuals to collaborate and share their ideas, opinions and suggestions and evolve from that."

To submit an idea or view the topic of the month, log into ProNet with your AKO username and password and click on the Excellence in Innovation tab on the left side of the page.

Station commanders are also encouraged to share comments and opinions on other submissions.

"So we're not only getting the ideas," said Milian, "we can actually refine the ideas a little more by allowing station commanders to collaborate among themselves, critique each other and comment on each other's practices. We're looking to follow up every three to four months on who's done what and how it's working there, and possibly even evolve and expand the program in the next fiscal year to include submissions from first sergeants and recruiters."

The selected station commander will have until the end of that month to produce a 5- to 10-minute podcast explaining his/her idea more in detail that will be broadcast to the entire command. All submissions and critiques will remain online for future reference.

Month	Theme	Deadline
March	Community and Industry Engagement	Feb. 25
April	High School/College Outreach	March 18
May	Future Soldier Training and Sustainment	April 15
June	Family Readiness Group	May 20
July	Army Outreach and Engagement	June 17
August	Local Targeting and Marketing	July 15
September	Master Resiliency Trainers	Aug. 19

<https://www.forums.bcks.army.mil/secure/Communitybrowser.aspx?id=123462>

Using Existing Tools to Enhance Organization

Oklahoma City West Company

In an effort to streamline the way Soldiers receive and share information within his unit, Oklahoma City West Company Commander Capt. Travis Coffman developed a system of checks and balances using his Microsoft Outlook calendar.

The Company Action Calendar, or CAC, “provides real-time predictability that increases efficiency and decreases unnecessary stress,” Coffman said.

He and 1st Sgt. Carlos Watson wanted a one-stop shop for all things involving the company. Viewable by every member of the company, the calendar tracks all significant events going on in the company as well as leaves, NCOER due dates, award status, staff call, SATB slides, sync matrix, AARs and the Company Situational Awareness Brief, SOP and policy letters.

Simply put, it is a calendar Coffman created and has shared with everyone in his company. When using Outlook, station commanders or recruiters can click on ‘calendar’ and view not only their own calendar but also the shared company calendar – side-by-side. The due date of a specific individual’s NCOER, or the time, date and location of the next training event is available to users 24/7 within the CAC.

The CAC is also used as a database. The sync matrix, along with AARs and other targeting information, is pulled from last Sunday to the current Sunday allowing everyone to see it to the left of every week, Coffman said. SPAN sites use the same principle, but cannot arrange the data in chronological order. This system also increases continuity; when a new commander takes over all he or she needs to do is open up both calendars and slide everything from one calendar to the other.

Company Administrative Assistant Cicily Spratley said she checks the Administrative Tracker every morning for her daily tasks and to ensure the data is up to date.

“It is my responsibility to keep the Admin Tracker flowing,” said Spratley, who has full read and write access.

She added that the CAC “makes her job easier” because she understands the intent of the commander and first sergeant and knows what she has to stay on top of to accomplish her mission of keeping the company’s administrative data up to date.

The right side of the calendar has private boxes for use by the commander, first sergeant and other authorized users. These allow for the transfer of sensitive information that should not be shared with the entire company, Coffman said.

In addition, each day’s calendar block has unit events/training outlined and tabbed with pertinent data for each, which helps improve predictability in recruiters’ lives, he said.

“The calendar, if used properly, can be an asset for leveraging technology,” said Memorial Recruiting Station Commander Sgt. 1st Class James P. Wilson. “This tool is an outstanding way to allow stations, companies and battalions to coordinate assets and allow for more detailed long range planning. The calendar allows Soldiers of any level to have a grasp on what is going on throughout the entire unit. Station commanders and recruiters are able to set up school or COI events well in advance by having the capability to view the calendar for assets such as a Hummer or rock wall.”

Although use of the calendar can minimize some confusion, Wilson said it is important they don’t get too wrapped up in using it and forget the importance of verbal or face-to-face communication between echelons.

“Verbal communication still must be one of the most used forms of communication to direct and motivate,” he said.

Company Action Calendar

- Targeting is almost automated with administrator updating.
- AARs are online.
- Administrator is appointed as a delegate and has write capabilities.
- If CPU crashes, data is still safe.
- Every team member has access and can see company data.
- Good predictability.
- Ability to share information publicly, but keep sensitive information private.

Public information on the CAC:

Training Plan
Supply Docs
Leave Tracker
Staff Call Slides
SATB
SAB/GAMAT Brief
CO SOPs/TTPs/Policy Letters
COIs
ROTC POCs
Station Inspections (1117s)
CO Sync Matrix
AARs

Private Information CAC:

NCOERS
Counselings
APFT cards
Profiles
Body fat percentage (5500s)
Awards
Personal appointments



A young woman with dark hair, wearing a blue baseball cap, sunglasses, a black t-shirt, and blue jeans, is climbing a grey rock wall. She is holding a metal pole and has her right hand on a rock hold. The background is a clear blue sky. The text is overlaid on the right side of the image.

While the majority of the nation only sees a premier high school football game, national combines and an elite high school marching band performance, it's the lesser known Army advocate activities surrounding the U.S. Army All-American Bowl that have a great impact on recruiting across America.

the
**Army Advocate
Experience**
at the
All-American Bowl

*Story and photos by Julia Bobick
Editor*

Army Advocate Debi Koch, from Carl Wunsche Senior High School in Houston, climbs the rock wall at the Army Strong Zone outside the Alamodome Jan. 7 during All-American Bowl Week in San Antonio, Texas.

Bowl Week Goal: BUILDING ARMY

Throughout the All-American Bowl week, the Army hosts hundreds of potential Army advocates from across the country who tour San Antonio's world-class military medical facilities; meet wounded warriors, Soldier heroes and local Future Soldiers; climb rock walls and try out their combatives skills; learn about Army benefits and opportunities from senior leaders; participate in Army Marksmanship Unit firing clinics; and even jump with the U.S. Army Golden Knights Parachute Team.

Both Recruiting Command and U.S. Army Accessions Command also hosted events for leaders to talk to centers of influence about becoming Army advocates, as well as advocacy forums that encouraged peer-to-peer discussions among the COIs about how they can network and help each other to help the Army.

"To meet our challenges and maintain an all-volunteer Army, we need the support of community leaders like you, who will help tell the Army story, and that we provide

viable careers and futures," said Maj. Gen. Donald M. Campbell Jr., USAREC commanding general.

Many community members really want to help, but say they don't know how, said Lt. Gen. Benjamin C. Freakley, USAAC commanding general. He urged an audience of teachers, coaches, and community and business leaders to think through their talents and determine how they can best use their skills and talents to help the Army and, more importantly, help the youth of the nation.

"Some of you might be good organizers, some of you might be good administrators, some of you might be good public speakers — many of you are mentors already. But you have to think your way through it. ... What are the ways you can help?"

He said that those who feel like they can't talk about the Army because they haven't experienced being a Soldier themselves can still help by talking to America's youth about staying in school, being healthy and physically fit and striving for success. "So whatever they choose to be when they leave high school, they are better prepared," he said. "However you think you can help — sign up ... get after it and make a difference for the kids in America. That's what you can do."



Douglas Garcia, executive director of federal relations and outreach for the Hispanic Association of Colleges and Universities, participates in an Army advocacy session discussion.



OF ADVOCATES

Those who chose to be advocates for the Army received information about the Accessions Command's advocate networking site where they can register to have access to information to help them speak about the Army and collaborate with fellow advocates.

"When you talk about [the Army], as a parent, a teacher, a coach, a mentor, a role model in your hometowns, and are solely focused on their best interests for the future, you make a difference," Freakley said.

Many participants left San Antonio with a better understanding of the Army and a desire to help.

"I'm looking forward to getting back to the city of Detroit ... to try and inspire young people to be a part of Army Strong," said Reverend Dr. Sidney Griffin Sr. "This is what is happening, this is what we need, and this is essential for the betterment of our country."

Curtis Blackwell said he got really energized about what the Army is doing and "all the wonderful aspects of the U.S. Army." He said what he learned about Army opportunities and careers will help him become a more effective advocate for the Army in Detroit, where he is vice

president of The Lifting As We Climb Foundation Inc.

"It's been an awesome week here with the U.S. Army. I learned a lot about the Army and its programs and its commitment to youth and commitment to education ... and the men and women who are choosing to serve," said John Shertzer, Director of Youth Programs at Kiwanis International. "I feel like I'm ready to go and advocate on behalf of the Army, and continue to see how we might partner ... to help the youth of our country become stronger and better leaders."

Bill Brest, Hickory High School Varsity Football Coach in Hermitage, Pa., called it a "wonderful experience."

"I've been truly educated on really what the Army's all about and it's changed some misconceptions I've had. One of the things I've learned about is the March2Success program that I'd like to take back to our school district."

Somerset, Wis., high school football coach Bruce Larson said his bowl week experience reaffirmed his belief in the military and what a great option it is for young people to give back.

Like several other advocates, he summed it up by saying, "This has been awesome."



ABOVE: Miami Recruiting Battalion Commander Lt. Col. Johnson explains the mechanics of shooting to Bob Godsey, head football coach at Hartselle High School in Alabama. LEFT: Carol Mills, from the Fresno Unified School District Board of Education, tries on a helmet in the Aviation Van.



The Buzz Ba



“ I’ve been here a year and have probably made more friends in the barbershop than anywhere else. ”

*— Command Sgt. Maj. Charles Pulliam
Columbus Battalion*

About Barbershops

By Fonda Bock
Associate Editor

In the 2002 film “Barbershop,” generations of African Americans congregate in a South Side Chicago neighborhood barbershop. They come in not just for a haircut and shave but also for conversation.

The small, family owned establishment, passed down from father to son, serves as a cornerstone of the community where generations of folks stop by often to laugh with friends, find out what’s going on in the neighborhood, listen to music, play games and just hang out.

Technically, “Barbershop” is a fictional Hollywood movie. But the kind of camaraderie that takes place in an African American barbershop as depicted in this film is a reality.

“It’s like a safe haven,” said Columbus Battalion Command Sgt. Maj. Charles Pulliam. “Normally no trouble, always a calm environment. We’re going to go there just to fellowship, play cards, dominos and [video games].”

“I go [get my hair cut] once a week. No matter where you’re from they make you feel like part of the community, tell you the best churches to go to and places to eat. I’ve been here a year and have probably made more friends in the barbershop than anywhere else.”

With that thought in mind, Pulliam and Nashville Battalion Command Sgt. Maj. Lindsey Streeter came up with the idea to brand barbershops with Army window clings and barber smocks as a way to reach African American youth through their key influencers. Pulliam said another goal of the initiative is to help dispel the myths that exist about military service in the African American community.

Both agree the smocks will be instrumental in developing Army advocates and enhancing awareness “because it’s in the belly of the community that the smocks are being worn,” said Streeter. “Culturally barbers are respected, especially the older ones. Typically if a kid says he has some interest [in the Army] and this guy says it’s a good thing, and he’s really saying it’s good by the mere fact he’s agreed to wear the smock, I believe there’s going to be a benefit there in reaching the community.”

The smocks, branded with the Army logo, the words “Army Strong” and a source based code phone number for people to call for more information, along with window clings, were distributed throughout 3rd Brigade at the end of November.

A number of barbers in shops and barber colleges in the Nashville and Columbus footprints are wearing the smocks, including a former recruiter turned barber in the Columbus, Ohio, area. One Nashville recruiting company embroiders the names of the barbers on the smocks before presenting them.

Pulliam has developed a great relationship with a Columbus barber college, where they present the smocks in ceremonies.

“The students are all on board,” said Pulliam. “They’re hyped. People like logos and they just feel like, ‘Hey, even if I don’t serve, I’m still part of the team.’”

As an added bonus, the school asked Pulliam to be the guest speaker at its annual graduation in November, where he talked about leadership and the importance of living the Army Values.

Streeter said the smocks have been well-received in his area, where they have been distributed in both barber shops and beauty salons. After finding widespread interest across cultural lines in wearing the smocks, the command sergeant major has broadened his outreach to include any privately owned shop.

Streeter said he’s never been in a barbershop in uniform without someone inquiring about the Army. They ask “what I do in the Army, what’s a day like and allow me to put business cards and recruiting publicity items up in their establishment. When I was a recruiter, I probably wrote one or two contracts every other month of somebody I met while getting a haircut.”

The 3d Brigade Commander, Col. Michael Hauser, said they’re always seeking innovative ways to reach the maximum potential in all markets in order to be representative of the population.

In addition, ethnic officership — specifically African American — is one of the command’s precision targets for Fiscal Year 2011.

Hauser said the brigade so far has one confirmed contract resulting from use of the smocks in Cincinnati, Ohio.

“Up to this point we’ve not been focusing on the numbers,” said Hauser, “but getting the smocks in key locations where we can track and monitor them.”

The brigade continues to track the numbers closely through the source based telephone number on the smock to see if the idea pays off.

“This was a great idea because it’s creative, innovative and completely out-of-the-box thinking,” said Hauser.

Command Sgt. Maj. Charles Pulliam of the Columbus Battalion gets his hair cut by Eric Starks at a barber college in Columbus, Ohio.

Если Ты служишь или служил в американских вооруженных силах.. И совсем не важно моряк ты, летчик или солдат, дев ты или танкист, рядовой ты, сержант или офицер. Не важно ты или спецназовец, финансист или медицинский работник старшина в вертолете. Если ты ТОТ, кто по той или иной причине одел американскую военную форму, то попал ты по назначению. Если у тебя есть любопытные вопросы или сомнения, которые могли бы быть интересными, то напиши на мыло Администратору Михаил Кузнецов и Илюха Басюк.. И буд

Targeting Prospects In Russian

By Fonda Bock
Associate Editor

Russian American Recruiter Uses Radio, TV to Engage Large Russian Community



Sergeant 1st Class Ilya Basyuk talks about his Army experience and Army benefits on a Russian language television public affairs show last November.

“Be All You Can Be.” The former Army slogan made a big impression on Sgt. 1st Class Ilya Basyuk in 1999 after reading an Army pamphlet he’d retrieved from his mailbox.

The Russian immigrant knew delivering pizzas and working a series of other low-paying, dead-end jobs wasn’t all he could be, or wanted to be. But that’s what he’d been doing to make ends meet since arriving in Brooklyn, N.Y., in 1996. As the words “Be All You Can Be” glared out at him in bold letters, he said to himself, “Why not?” He enlisted in 2000 and now

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Sergeant 1st Class Ilya Basyuk talks with 18-year-old Elyorkhon Sobirov, a green card holder from Uzbekistan. Sobirov enlisted with his brother last October.



CAPT RAFAŁ STACHOWSKI

claims it's the best decision he ever made.

“Because first of all, I'm an American now,” said Basyuk, “and I'm a totally different person than I was 12 years ago. I'm in good physical health, I run marathons, I'm married, I got purpose, direction and motivation, and the Army provided all of that.”

Because of his language skills, Basyuk was strategically placed at Coney Island to target the 1.6 million Russian immigrants and Russian Americans who live in that footprint, said New York Battalion Commander Lt. Col. Omuso George.

“He's the type of individual who will do well anywhere, but his cultural understanding allows us to leverage him even further. He understands the cultural nuances of how our target audience communicates with their influencers. It's not just enough to speak their language, understanding the people, their customs and traditions is just as important.”

Since many of them don't speak English, he's reaching out to them in their native tongue on radio and TV and in print.

This past October Basyuk and Capt. Rafal Stachowski, North Jersey Company commander, answered calls from listeners on a live one-hour call-in interview with Russian radio host Seva Kaplan, a favorite air personality with the Russian population in the Tri-state area around New York City. In November, the two were guests on a local one-hour Russian television program that airs on Russian Television Network of America during prime time — at 6:30 p.m. on a Friday night.

“This was an excellent opportunity to introduce an idea of military service to a large ethnic group that is normally closed to outside influence,” said Basyuk.

Speaking to them in their native tongue also makes a difference, said Stachowski.

“They trust more someone who can talk to them in their language. The communist regime has taught them to be distrustful.”

On both shows, Basyuk and Stachowski talked about their personal Army stories, the Military Accessions Vital to the National Interest program (MAVNI) and what the Army has to offer.

Basyuk has appeared on other Russian TV talk shows, done interviews with Russian newspapers and has his own Web site

— www.sergeantbasyuk.com — where he counsels and recruits Russian immigrants, and posts their personal stories and pictures.

Basyuk is passionate about reaching out to his fellow countrymen not only because he wants to offer them a better way of life, but believes they make good Soldiers.

“They are dependable, hard working and trustworthy assets,” said Basyuk. “Plus they are usually fluent in at least two other languages other than English and a lot come into the Army already partially trained because they served in the Russian Army. Most of them are legal residents and their propensity to enlist is high due to the level of patriotism already instilled in their minds. This is a huge opportunity giving them a career, income, insurance and their citizenship all in one package.”

Specialist Ilkhom Abzalov, now based with the 82nd Airborne Division at Fort Bragg, N.C., was recruited by Basyuk two years ago. Twenty-two years old at the time, living in Brooklyn working as a limo driver and interested in joining the Army, he was told by a friend there was a Russian recruiter at Coney Island.

“My English wasn't too good at the time, I needed somebody to explain to me in the language I know what all my options were. He told me about the GI Bill and how I could take classes online while in the Army. I didn't know about my options in this country and the Army, and he explained in detail step by step.”

Back home working the Hometown Recruiter Assistance Program (HRAP) last fall, Abzalov was in the studio with Basyuk during one of the recruiter's radio interviews.

“A lot of people were calling him back saying, ‘Oh, we didn't know about this in the Army, cash bonuses, help with education, help with gaining citizenship.’ A lot of Russian-speaking people don't know those options and opportunities. I know a lot of people were getting in touch with him after he did other shows and paper advertisements.”

Basyuk's media efforts have proved fruitful. Just so far this fiscal year, about 30 prospects have walked into the station after hearing Basyuk on the air and reading his Web site, and 40 percent of the Coney Island station Future Soldiers over the past two years were recruited by Basyuk, according to fellow recruiter Staff Sgt. Eric Long.

RECRUITING STATION BRANDING 101

By Steve Lambert
G7/9 Marketing Chief

This is the second of a two-part series discussing recruiting station branding and localization.

The look and feel of a recruiting station are vital to the recruiting process. Gone are the days of cluttered stations, which had more in common with an Army surplus store than a professional recruiting environment. Today's stations should be clean and contemporary and reflect today's modern Army.

Many of the items seen in stations in the past — such as camouflage nets, sandbags and GI Joes — simply reinforce the perception with some of our audience that the Army is a low-tech force. Even the Uncle Sam poster, while an American visual icon rich in heritage, resonates less with this Millennial generation than does one of our professionally-designed posters featuring a determined, confident, capable young Soldier. Uncle Sam is often seen as 'old school' and more representative of our prospects' grandfather's Army than the modern Army. Our prospects can 'see themselves' as that Soldier much more than identifying with Uncle Sam.

Signage

Regarding internal and external graphics, the standard merchandising kit, while still current, is often insufficient to cover the larger stations and soon-to-be Pinnacle Centers. The full-window coverage signage of the Elizabethtown, Ky., Pinnacle station, while impressive,

might not be practical or economical for your station. With limited Managed Unit Project Account (MUPA) credits, extending full window coverage would only accommodate branding several stations per battalion. A better solution is larger graphics than currently provided with the station merchandising kit but much less than full window coverage. Covering every square inch of windows could also create an apprehension for new walk-in prospects (the exact opposite intention of the redesigned Pinnacle centers/stations). Open window space allows prospects to see into the station from the outside, reducing hesitancy to enter.

Another rationale for not covering every inch of a window or wall is to not overwhelm our audiences. Blank space along the internal walls gives the eye a resting point and helps to establish visual continuity. Resist the urge to fill all the walls with stuff.

A large internal graphic with solid imagery and messaging will be much more effective than a wall cluttered with many smaller hard-to-read items. The intent is to not overwhelm the space; appropriate negative space should still be used to direct the eye to the graphics. Less is more. Provide 'visual breathing room' around wall graphics. Window cling graphics, as well as large internal wall graphics (mini-billboards) are available for either production with your unit MUPA credits or to be produced at a local sign shop.

The Accessions Support Brigade Branding Supply Catalog should be used to create all graphics for both walls and



windows. View the FY 11 catalog online at www.usarec.army.mil/asb/mupa.html

The consolidation of smaller stations into larger Pinnacle facilities will allow additional wall space to accommodate larger branded messages. The point to remember is that messaging strategy is generational. Research has shown consistently that Millennials respond to a different messaging strategy (only 14 percent trust advertising messages while over 80 percent trust peer evaluations — hence the significance of Facebook).

Future Soldier Screens

Another good localization example is the Future Soldier screen where photos of Future Soldiers are cycled on a flat screen with information including their name, MOS and high school. Many stations have a static Future Soldier board with photographs, but not only is this a static interaction with prospects but stations are faced with the challenge of quality prints for the board since stations no longer have color printers.

Most stations have a plasma/flat screen but choose to use it for training and briefings rather than in the window as communication tool. Placing it on a rolling surface and rotating it to the window



would enable it to show Future Soldiers in addition to the abundant visual content in the inventory, such as commercials and MOS videos. Recruiters might want to consider using flat/plasma screens as both internal and external communication devices.

Recruiter Personal Spaces

This is really where 'personalization' comes into play. Past guidance has limited photo displays to military subjects only. But current guidance is for recruiters to display any photos and awards that reinforce the opportunities and training the Army has provided them.

Family, travel and graduation pictures,

as well as tasteful photos of the recruiter while deployed, can all be conversation starters with prospects. The intent is to illustrate that recruiters are more than just that; they are multi-faceted individuals whose lives are enhanced and empowered through the Army. They become conversation starters where the recruiter can elaborate on their Army story.

Resist Urge to Clutter

While the Army has a rich tradition of history, historical displays (to include uniforms on mannequins) are not marketing messages. Resist the urge to clutter stations with stuff or create mini military museums. I have seen everything from civil

war uniforms to weaponry and artifacts from current conflicts in recruiting stations. Hopefully you can see how such displays might call attention to the potential for personal injury with Army service.

Likewise, just because something is Army-branded does not make it an appropriate display item. Multiple stations currently display a variety of Army-branded race car models, remote control trucks, hats, jackets and more. Often these come across as clutter to prospects and do little to persuade them to consider Army service.

Brand Standards

To ensure the brand consistency mentioned earlier, we have developed a Brand Guideline. This extensive online brand guideline includes information on developing promotional products within the brand style guidelines. Everything from acceptable color palettes to font treatments are covered in clear detail.

Recruiters are requested to read through the guide before developing any promotional products. Access the brand guidelines at www.usarmybrandportal.com.

Battalion Develops Team Initiatives for Achieving Stations of Excellence

By Jennifer Villaume & Roger Harmon
Baton Rouge Battalion

Before the USAREC Annual Leaders Training Conference had ended, the Baton Rouge Battalion commander was alerting his fusion cell to prepare for action on ideas and initiatives he had brainstormed during the training, specifically targeting one initiative in particular: Stations of Excellence.

Witnessing the “Charge of the Station Commander” signing ceremony by USAREC Command Sgt. Major Todd Moore drove the point home.

“This is a great opportunity to re-energize ownership in station commanders and to establish a vision where they can use their leadership skills and lead their team together toward excellence,” said Lt. Col. Jose Torres.

Torres explained that station commanders hold a leadership position, not only for leading the stations to success and recruiting the best for the Army, but also as ambassadors and role models in the community. To the community, recruiters are the face of the Army.

“The station commander is the commander on the ground who has the most up to date situational awareness of our communities. [He or she] has the capability to influence the way our community perceives the Army and in turn how our community supports our recruiting efforts,” said Torres.

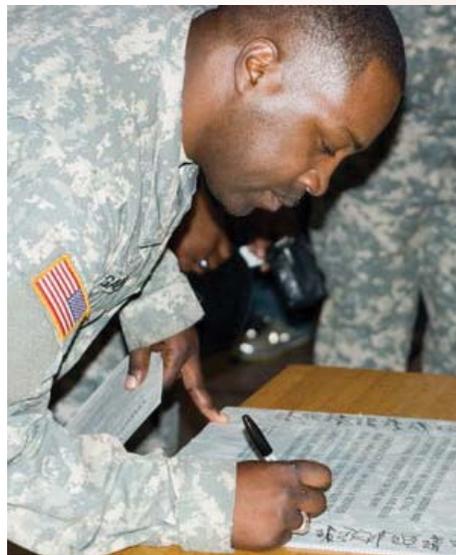
On their return flight, Torres and Baton Rouge Battalion Command Sgt. Maj. Michael Mathis designed a poster listing the criteria and standards required to become a Station of Excellence.

“We wanted something visual the Soldiers could see every day to track their progress,” Torres said. The posters are part of the station inspection plan and, at the end of each month, stations must report their progress toward achieving the designation.

The next step was to develop a station commander leadership course designed to get leaders back to the basics of recruiting and taking care of Soldiers.



MAJ JAMES HILL



Sergeant 1st Class Sonianica Osborne, Cortana station commander, reinforces her commitment by signing the Station Commander Creed alongside Command Sgt. Maj. Michael Mathis. LEFT: Sergeant 1st Class Terry Garrett, Laurel Station Commander, signs the Charge to the station commander poster amid 53 other station commander signatures. The poster hangs in the battalion headquarters as a reminder to all station commanders of their commitment to the mission and the Soldiers they lead every day.

them to see the Army as a career not a job. It confirms their commitment to hear about why that Soldier loves his chosen specialty.”

The discussion moved toward preventing Future Soldier losses, and Staff Sgt. Jeremy Gordon, Corinth, Miss., station commander, commented on his best practice: “It helps Future Soldiers reinforce their decision if they give their recruiters a commitment each time they meet, whether on the phone or face to face.”

On day two, station commanders tackled the Leadership Reaction Course to stimulate skills learned in basic training, to train on leadership abilities and critical thinking and remind them how it’s sometimes necessary to take the back seat and let someone else lead.

New Orleans Company Commander Maj. Mitchell Mabardy thought the course was excellent.

In early December the battalion held a “Back to Basic” training camp at Camp Shelby, Miss.

“We ate in the dining facility, slept in the barracks and trained in the field,” said Torres. “This placed the focus back on what the Future Soldiers will experience once they ship.”

The training camp began with a SWOT briefing from the top and bottom 10 stations. The open discussion afterward opened the floor to share best practices.

Lafayette Main Station Commander Staff Sgt. Christopher Willmouth said one of his best practices is “to have the Future Soldier talk to an active duty Soldier in the MOS that they are choosing. It helps

Baton Rouge Recruiting Battalion

Station of Excellence

Station Commander: _____

Recruiter: _____

Screening Criteria: (Must Meet All)

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

Local Evaluation Criteria: (Must meet 8 of 10)

- In compliance with URAC policy
- In compliance with leader development policy
- Station appearance
- Conduct community event (1 per quarter)
- Active on facebook
- Active FRG
- Adhered to training schedule
- Adhered to time off policy
- No late PCS awards
- No late NCOERS

Centralized Evaluation Criteria: (Must meet 8 of 10)

- Achieved Gross Mission
- Submitted an "acceptable" idea through the innovation programs
- Has an average PT score greater than 240
- Meets 6 of 8 FMR for MEDPROS
- In compliance with AR 600-9 (Overweight Program)
- All NCOES requirements met, enrolled, or scheduled
- Rolling 12 month FS loss rate < 10%
- Had at least one FS "Team Building" event
- Conducted at least one Joint Partnership event

Recruiting the Strength of the Nation Army Strong!

MENTOR COACH TEACHER COUNSELOR TEAM BUILDER

"The comments I heard was that it was one of the best team building events that they have participated in," he said. "From my perspective, it allowed the unit to do a team building event that was challenging and exciting at the same time. I have noticed more positivity among our leaders since the course, less of a competition between stations and more of a team concept."

Mississippi Civilian Aide to the Secretary of the Army Dwight Dyess spoke to the station commanders on what it means to be a leader and the promise of duty, country and honor among leaders.

"The one word in leadership that always means failure is the word 'I,'" Dyess said. "Those that use the word 'I' are not thinking of the team."

During the awards ceremony, each station commander read the "Charge to the Station Commander" out loud and then

signed the Station Commanders Creed alongside Mathis, reaffirming their commitment to the mission and the Soldiers they lead every day. A large poster of the charge was signed by everyone and is on display in the battalion headquarters.

During the Annual Training Conference in December, breakout sessions were held for company commanders, first sergeants and station commanders to target their training needs for the upcoming year.

"Our trainers designed tailored classes for the station commanders teaching them new doctrine, focusing on resiliency training and mission essential communication skills. This was important for them to learn first, so that they can train their recruiters at station level," said Sgt. 1st Class Michael Zachary, battalion master trainer.

Station commanders and recruiters brought back lessons learned on what it takes to achieve a Station of Excellence

Station of Excellence Selection Criteria

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

Screening Criteria

- Stations must meet all criteria:
- No substantiated misconduct
 - No at fault accidents
 - No substantiated RI's
 - No negligent loss of laptop
 - Must have a Facebook page

Centralized Evaluation Criteria

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

Local Evaluation Criteria

- Stations must meet 8 of the 10:
- In compliance with URAC policy
 - In compliance with leader development policy
 - Professional station appearance
 - Conduct one community event per quarter
 - Active on Facebook
 - Active FRG — changed to: station volunteerism (one activity per rated period).
 - Adhered to training schedule
 - Adhered to time off policy
 - No late PCS awards
 - No late NCOERS

and know what right looks like.

"Right looks like a Soldier who lives the Army Values, communicates and enforces standards, uses teamwork as key to success, takes care of his [or her] family and team members and strives to reach the unit's vision," Torres said.

Sergeant 1st Class Kenneth Lanaux, Covington Station Commander, said his vision for the upcoming year is "to become a station known for honest, hardworking Soldiers that have fun recruiting new Soldiers."

COLD STEEL BATTALION

'CAN & WILL' ACHIEVE FY11 MISSION

Story and photo by Christine June
Harrisburg Battalion

Beginning with “Glad to be with the strongest metal in Pennsylvania,” USAREC Deputy Commanding General Brig. Gen. Bryan Roberts gave the Harrisburg “Cold Steel” Battalion an early Christmas present during his Dec. 18 Annual Training Conference awards banquet speech.

With a wrapping of “Stand up ‘Cold Steel,’” the battalion got its first-ever motto – “Can and Will.”

Introducing this as a challenge, Roberts said, “You ‘Can and Will’ live up to your expectations and potential in 2011.”

Roberts explained that it will be going to be a big year for “Cold Steel” as it transforms six recruiting companies to Pinnacle (Soldier) and one company from Pinnacle (Soldier) to Pinnacle (Civilian).

Even with this Pinnacle transformation, which takes the entire recruiting process that has traditionally been handled by each recruiter and divides it into three teams at each Pinnacle center, the battalion expects to make mission in Fiscal Year 2011.

“No small task, but definitely achievable,” said Harrisburg Battalion Commander Lt. Col. Stephen Lockridge. “And that’s why I think the DCG gave us this motto of ‘Can and Will’ because ‘Cold Steel – Can and Will’ intends to successfully complete Pinnacle transformation and, at the same time, achieve mission success by September 30, 2011.”

Well on its way, the battalion achieved first quarter FY 11 mission success, exceeding quarterly enlistment goals for both active Army and Army Reserve.

“If you think about it, we have proven this first quarter that we ‘Can’ do it and with the good team we have in place, we ‘Will’ continue do it and close out the fiscal year with 100-plus percent,” said State College Recruiting Station Commander Sgt. 1st Class Jason Stouffer, who is this year’s Harrisburg Battalion Station Commander of the Year.

“There’s no doubt in my military mind that you are on the right glide-path to transform the entire battalion to pinnacle and accomplish the mission in all categories,” said Roberts, who took a pause before ending his speech with, **“Cold Steel – Can and Will.”**



USAREC Deputy Commanding General Brig. Gen. Bryan Roberts gives the “Cold Steel” Battalion the motto of “Can and Will” at the battalion’s annual training conference awards banquet held Dec. 18.

Adapting to Transformation, Change

By Todd Breen

Recruiting and Retention School - Forward

The more demanding the market and our environment the more we have to evolve as an organization of transformation change. USAREC depends on every Soldier and civilian to understand their role as a change agent. It is imperative we understand how innovation and the organizational processes support change. Leaders and change agents all have a stake and a responsibility in transformation.

When discussing transformation, we must begin with two imperatives of the process.

First: change starts at the top, meaning those who are in leader and supervisor roles. Leadership at all levels communicates the vision and motivates the reason for change.

Second: transformation flows down through the organization. Soldiers and civilians — from recruiters to staff members — act as agents of change. These agents work together across the domains of DOTMLPF (doctrine, organization, training, material, leadership and education, personnel and facilities). In these domains, they develop, communicate and implement change at all levels of the organization.

Successful transformation of an organization occurs when we align a strong business strategy with flexibility.

Organizational transformation requires skill, discipline and a culture ready to accept change. Transformation is difficult if the culture does not believe it is important for organizational success.

A few years ago, then “Secretary of Defense, Donald Rumsfeld, and then Army Chief of Staff, General Schoomaker, challenged us to think differently, change our organizational cultures and develop the force and our capabilities to adapt quickly.

USAREC continues to lead by example as the command continues to evolve. However, to evolve, we must be knowledgeable about innovation.

What is innovation?

Innovation is introducing something new — like an idea, a method, device or process — that can change performance. Innovation is an asset with a crucial role in the transformation of business.

There are many forms of innovation, which include product, process, service and business models. These primarily affect technology, business tools and doctrine in USAREC.

We find that innovation is ongoing in the best organizations. They combine free flow of information with a solid structure and streamlined processes. The process begins with an idea or requirement, and ends with implementation.

Because the market shifts, and technology and processes evolve daily, so must USAREC.

There is a business life cycle, which captures the change, growth and structure in every organization. Success is in the

strength and flexibility of this structure, so we must constantly evaluate our processes and performance. Within this structure and business practice there is an innovation process, which also occurs in every organization. The process is active in our day-to-day operations at all levels.

Sometimes, the innovation process is very clear, such as submitting a bright idea or recommending a change of instruction. Other times, the process is very subtle, such as recommending a piece of new equipment or a new system or procedure. In all situations, there are measures to evaluate the performance of the innovation process.

How well we perform as change agents directly affects the success of transforming organizations, units or sections. In order to process change there must be a plan of action. Key elements in any plan of action include research, knowledge, training and detailed procedures. Sometimes change is not easy to accept.

One common reason for non-acceptance is that personnel within the organization become uncomfortable when new and unfamiliar processes replace tried and true methods.

Another common reason is that organizational processes are bypassed or the plan of action does not support DOTMLPF. When this occurs, innovation is stifled and the transformation process weakens.

Successful organizations are accepting of change and encourage innovation. They also have three very distinct and similar characteristics.

One: they encourage and cultivate climates promoting creativity and risk taking.

Two: they view the innovative process as one of increasing efficiency and performance.

Three: they do not focus on solution processes, waiting until a need arises, then providing the solution. Instead, they maintain focus on requirements such as market shifts, and product and process demands.

Regardless of concepts, capabilities and technologies, it is important to remember that at the center of every system are people. However, the tools of recruiting change, the dynamics of the human dimension remain the driving force in all operations.

Successful organizations seek to embed a culture of innovation to ensure innovative practices, processes and activities emerge to produce better capabilities.

The key to the success of USAREC’s transformation is how we accept and process innovation and change requirements. Each of us is responsible for either leading or serving as a change agent in the process.

We are in the business of recruiting our Army’s future Soldiers and leaders. Therefore, we must remain committed to innovation and transformation, understanding each of our roles — always developing and building on the foundation of this great organization.

Targeting the Mall Market

During Holidays



Sports radio hosts former Green Bay Packer Gary Ellerson and Steve Fifer interview Milwaukee Company Staff Sgt. Jason Dietrich Dec. 27 at the Army Strong Zone about his reasons for joining the Army.

Story and photo by Jorge Gomez
Milwaukee Battalion

During the hustle and bustle of the holiday season, the Milwaukee Battalion ensured the Army remained a career choice in the minds of shoppers at a local mall. Located in Milwaukee's southwest suburbs, Wisconsin's largest shopping center was host to a storefront Army Strong Zone.

The intent was to reach the senior alpha market during the highest shopping period of the year at one of the most visited retail sites in the area, said Lt. Col. Robert L. Cody II, battalion commander.

"We looked at the holiday season and realized that a significant portion of our target market is either shopping or just strolling through the mall," Cody said. "The logical conclusion was for us to engage our target market there. We wanted to build irreversible momentum by getting the public used to seeing our Soldiers."

The Army Strong Zone increased contact with the local community, especially with people who might shy away from recruiting stations. It made interacting with uniformed Soldiers a normal activity, said Cody.

The battalion partnered with a local radio station to coordinate a site at the mall and draw traffic through radio remotes and live broadcasts. Radio personalities and former Green Bay Packers LeRoy Butler and Gary Ellerson, who now hosts a sports radio show, promoted the zone with appearances and recruiter interviews.

The site was also host to Milwaukee Bucks forward Drew Gooden, who signed autographs and took photos with fans. City of Greenfield Mayor Michael J. Neitzke supported the grand opening by participating in the ribbon cutting ceremony. That was followed by an assumption of command ceremony for the new

Milwaukee Company commander.

When the zone was not hosting special events or celebrity appearances, recruiters and Reserve Soldiers greeted passers-by encouraging them to visit the site, said 1st Sgt. Gregory Cowper, Milwaukee Company.

"The Soldiers made it an open and inviting atmosphere," he said. "They also walked throughout the mall and made themselves friendly to everyone."

Mall management prohibits Soldiers from soliciting, but that didn't mean Soldiers couldn't talk to people who approached them, Cowper said.

Inside the Army Strong Zone, visitors tried their marksmanship skills on the Future Soldier Training System, a laser shot simulation of pop-up targets or tactical missions. Prospects could view video descriptions of the various military occupational specialties and talk with Soldiers.

The marked presence of Soldiers, Future Soldiers, and even locally-based Reserve unit Soldiers, also had a secondary effect in the community. During school hours, when the mall draws older patrons, Soldiers developed relationships with potential centers of influence.

"As a matter of raising Army awareness in the area, the zone has made significant inroads," said Sgt. 1st Class Gary McDowell, Waukesha station commander.

"We are making contact with people whom we wouldn't have got on the phone. It's good in that aspect."

Even when the crowds dwindled down after the shopping spree ended, the bitter Milwaukee weather kept the mall a choice location for leisure. The Soldiers wasted no time in offering GI Johnnie as a photo prop, the America's Army game as a free recreational activity or a handshake with a Soldier who had a story to tell, said McDowell.

Defying the Odds to Enlist

By Brittany Scott
Columbia Battalion

Physical fitness is critical in the Army and Capt. Dean Howard Alexander, who's struggled physically his entire life, has overcome challenges that others have viewed impossible.

Alexander, Columbia Battalion's S1 officer, was born with Meniere's disease, a disorder in the inner ear that affects hearing and balance. He then suffered another physical setback at age 15. After a severe motorcycle accident left him wheelchair bound, doctors told him he'd never walk again.

Defying the odds, Alexander began walking after several months, but the damage he'd sustained to his knees during the accident caused him to struggle on a daily basis.

"People told me I wouldn't be able to do anything active again," said Alexander, who'd played high school football at the time of the accident. But he continued to remain active.

Alexander earned a degree in music education in 1991 from Troy State University after falling in love with music after his injury prevented him from playing sports, and not long after that, began teaching. But teaching was not where his heart was. He was set on becoming a Soldier after being inspired by his brother who served in the Armed Forces.

In 2000, Alexander set a goal to enlist as a chaplain assistant.

"Immediately my family and friends told me I wouldn't make it because of my injury," he said.

Not only were his knee injuries an issue, but Alexander suffered weight problems, weighing in at 300 pounds. However, with dedication and endless support from his wife, he took on two of the greatest challenges of his life: shedding excess pounds and overcoming an injury that had impacted him physically.

In preparation for enlisting, Alexander tested his abilities by developing a workout plan. He started off walking and running around a track for short periods of time. Not long after, he found himself walking into his local recruiting station in Hoover, Ala.

"I was very pleased with how neat the recruiter's uniforms



Captain Dean and Beth Howard Alexander at Columbia Battalion's Annual Training Conference awards banquet in November.

VERNETA GARCIA

were," said Alexander, after asking questions about joining. "They were very polite and motivated and informed me that I could in fact do it."

Alexander was placed into the Delayed Entry Program to allow him to lose more weight and continue work on his cardio. He felt very proud of himself once he ran his first two laps non-stop in 22 minutes.

"All obstacles became smaller after that," he said.

When Alexander's body fat percentage fell low enough, he shipped to basic train-

ing at age 34.

"My wife was there to cheer me on and I knew nothing was impossible," said Alexander.

After basic training, Alexander entered Officer Candidate School, but soon became weary and began to feel overwhelmed.

"I began questioning myself why and how I could do this," said Alexander.

He was much older than the others in basic training and was still struggling with his physical injury. Fourteen weeks later, though, he graduated from Officer Candidate School.

"Everyone knew I was an officer that wouldn't quit," said Alexander. "I remember one of my peers saying: 'I'm not going to worry about anything as long as Howard is smiling but if he stops smiling, I know I got something to worry about.'"

On June 1, 2007 while serving in Afghanistan working in Civil Affairs, Alexander was promoted to captain. In December 2009, he PCSed to the Columbia Battalion.

"I'm just glad to be a Soldier," he said. "I plan to continue to volunteer and give back to the Army and I want to go back and serve in Afghanistan."

Now at 42 years old with nine years of service, Alexander continues to push himself physically every day. He said as long as his body is willing he will strive to make 22 years.

Future Soldiers Test Their Mettle at Dallas Battalion's Ranger Stakes



Future Soldiers participate in training scenarios they will experience during basic training.

Story and photo by Len Butler
Dallas Battalion

Some Future Soldiers in Texas got a taste of what it will be like transforming into a Soldier during Dallas Battalion's semi-annual Ranger Stakes last fall at a local high school gymnasium.

Ranger Stakes, which takes its name from the battalion mascot, was a dual-purpose event, during which Future Soldiers participated in training scenarios conducted by drill sergeants and got to enjoy the teamwork and camaraderie among fellow Future Soldiers and their guests.

Future Soldiers were encouraged to bring their parents and friends to give them an idea of what military life will be like.

Battalion Commander Lt. Col. Frances Hardison said even though the real objective of Ranger Stakes is training, it can be achieved with a degree of fun.

"This is a great opportunity for Future Soldiers to get together and socialize, as well as to get a leg up on what would be expected of them when they arrive at basic training," Hardison said. "The training scenarios and grading are just like the Army standard, and it put them in a fun, relaxed atmosphere."

Future Soldiers competed in marching and standing in formation, understanding 24-hour military time and the phonetic alphabet, identifying Army rank structure, land navigation and map reading, as well as studying the Army Values and Army history.

A promotion ceremony recognized Future Soldiers who achieved the rank of private first class.

1st Recruiting Brigade Soldiers Spread Cheer, Express Thanks to Wounded Warriors

Story and photo by Jessica Maxwell
1st Recruiting Brigade

Collecting gifts for wounded warriors and their families spending the holidays at Walter Reed Army Medical Center is how some 1st Brigade Soldiers spent part of their holiday season.

Soldiers on the brigade training team collected more than \$4,000 worth of donations and presents through the Project Toy Soldier program.

This is the first year for Project Toy Soldier, which was developed through the collective ideas and efforts of team members, according to Senior Master Trainer Master Sgt. Anthony Clark.

"Sgt. 1st Class Eric Vaughan, Sgt. 1st Class Christine Mileski, Sgt. 1st Class Kenneth Muise, Sgt. 1st Class Freddie Blue, Sgt. 1st Class Todd Tourville, and Master Sgt. Charles Riddervold worked together as a cohesive unit to show their support to the wounded warriors," said Clark.

The Soldiers wrapped all of the presents and delivered them to Walter Reed, where they were distributed during a Christmas breakfast.

The Soldiers believe Project Toy Soldier serves as a small token of appreciation for the wounded warriors and their families.

"These wounded warriors were chosen because they are our brethren and as a result of their selfless sacrifice, our way of life is more secure," said Clark.

The brigade hopes to continue the project for years to come.



Sergeant 1st Class Freddie Blue sorts through presents in December for children of wounded warriors at Walter Reed Army Medical Center. The brigade training team collected donations and gifts to give to families spending Christmas at WRAMC.

Robotics Event Attracts Engineering Prospects

By Staff Sgt. Matthew Paulhamus
Potsdam, N.Y., Station

Fort Drum Company's Potsdam Station partnered with Army ROTC, the Fort Drum explosive ordnance disposal and Clarkson University's Engineering Department to host a major robotics event at the college in December.

Teams of high school students from across New York competed in robotics competitions with robots they had designed and built.

A three-man EOD team from Fort Drum displayed and demonstrated Army bomb robots and provided a Kevlar bomb suit for students and teachers to try on and experience.

The focal point of the event was STEM (Science, Technology, Engineering and Math). Tapping into groups such as STEM may lead to more quality enlistments in the Army in fields such as EOD, Engineering, or Intelligence.

The event was televised on local channels and the college network.

Clarkson University's Army ROTC program, ranked second in the nation, helped create the synergy of the multi-echelon event.

The partnership among Potsdam Station, Clarkson's Engineering department and its ROTC program is strong and reinforces the Army's stand on education and recruiting a quality force.

Together, they've conducted numerous joint events with positive outcomes. Recruiters and the ROTC staff work hand in hand to achieve the overall USAREC/Accessions mission.

Many of the cadets are actually contracted in the Army Reserve and on their way to becoming officers while serving their country locally in Reserve units.

Chicago Recruiters Help Collect Coats for Students

By Mike Scheck
Chicago Battalion

Recruiters from Chicago Battalion's South Bend Company assisted local community groups in December with collecting winter coats for needy children through the Coats for Kids program.

Recruiters from the Mishawaka, Ind., Station partnered with community leaders, the South Bend Community School Corporation and a local dry cleaning company to collect more than 1,400 coats, hats and gloves, according to South Bend Company Commander Capt. Wesley Lewis.

The school corporation organized the collection process, the cleaners cleaned the clothing and recruiters distributed the garments. The recruiters' participation was part of the battalion-wide community service initiative that gives recruiters the opportunity to give back to the communities where they live and work, said Lewis.

"This is our opportunity to brand our community with the Army faces that provide selfless service to our county. As we seek to continually form partnerships with our communities, it is essential that they understand the Army's commitment to be active leaders by supplying our time and resources to these worthwhile events. It's our strong belief that the communities will see our commitment on a personal level, and in the future be receptive to our recruiting message."

ESS Helps Veterans at Farm Show

By Christine June
Harrisburg Battalion

A few yards away from rabbits the size of small dogs Harrisburg Battalion's Education Services Specialist was helping veterans the best way he knew how.

For the 5th year, Mark Mazarella volunteered to man the Commonwealth of Pennsylvania Department of Education's Division of Veterans/Military Education booth at the 95th Annual Pennsylvania Farm Show in Harrisburg Jan. 12.

"This booth attracts veterans," said Mazarella, who volunteers for three reasons.

Number one, is to assist with the battalion's prior service enlistment mission.

"It's an opportunity for me to engage veterans and promote prior service reenlistment options," Mazarella said.

Second, many schools in the battalion's area of responsibility offer field trips to the farm show.

"Bus loads of juniors and seniors are visiting every day here, and I am able to talk to our target market about Army specific education programs like March2Success and ROTC scholarships," said Mazarella.

Networking and developing centers of influence is the third reason. Within the hour, Mazarella met new COI, Kerry Miller, an admissions counselor at Harrisburg University. Mazarella introduced him to the Army's Concurrent Admissions Program (ConAP).

The program serves as a liaison between recruiters, ConAP colleges, Army education centers and the higher education community to increase enlistment of college-capable active duty and reserve Soldiers.

The two are planning to host a meeting and tour at the university in March, and Miller has expressed an interest in not only having the Harrisburg University be a part of the ConAP program, but also in hosting a veterans' open house at the university.

"This is a win-win situation for us," Mazarella said. "This partnership can create access for our recruiters to the campus and a chance to connect with influencers."

More than 500,000 people visit the farm show each year.

Developing Company-Level Advisory Boards

Story and photo by Jorge Gomez
Milwaukee Battalion

Not every community across America supports a youth's decision to join the Army and many schools still restrict recruiter access to students.

In response to these obstacles, the Milwaukee Battalion entered into a dialogue with some of its community leaders and activated a community advisory board. Chaired by retired Maj. Gen. Paul E. Lima, the board aims to positively impact local perceptions of service to country. It operates on the notion that recruiting is not solely an Army responsibility but a challenge for the nation and local communities, said Lima.

Lima and John Curtis, the board's vice chair, have taken the concept a step further by activating company-level community advisory boards.

They have combed the battalion's geographical footprint garnering support from smaller communities and educating company commanders and first sergeants on the resources available.

"We recognize that the issues are different for each company area," said Lima. "And that board members from a specific region cannot really have an influence in another region."

Lima and Curtis advise company leaders to shape their boards in accordance with a strategic analysis of their recruiting environment.

"We tell the companies to first determine the skills sets they need before going out and selecting people to fill those spaces," Lima said. "A board has to be developed to meet a company's recruiting objectives. Otherwise it'll go off on its own and become irrelevant."

Last fall, Lima and Curtis visited the company areas to meet with commanders and first sergeants to get them thinking about the purpose and makeup of a board.

During a meeting with Fort McCoy Company's leadership, Lima and Curtis emphasized to Capt. Kevin Hock and 1st Sgt. Thomas McEwen to think of them as resources as the leadership starts to develop a local advisory board. Lima and Curtis suggested establishing representatives in each of the major cities since the company area is too spread out for one board or committee to oversee.



Retired Maj. Gen. Paul E. Lima, Milwaukee Battalion's Community Advisory Board chair, advises Fort McCoy Company 1st Sgt. Thomas McEwen and Commander Capt. Kevin Hock on the value of activating a company-level community advisory board in August 2010.

McEwen said an advisory board can provide a structural means of getting support from the community and raising awareness about Partnership for Youth Success. It's also another way to improve a company's outreach.

A school district in Hudson is resistant to allowing the Armed Services Vocational Aptitude Battery. Hock said he would have better chances of breaking that resistance if he had an ally in that district.

"A member of that local community is in a better position to communicate to the district and schools that taking the ASVAB is not a commitment to the Army. It's just a career exploration," Hock said.

In fact, one of the messages he would like to deliver to certain communities, once a board is activated within his area, is that the Army is the most rewarding career choice a young man or woman can make.

Having a clear idea of how an advisory board can meet a recruiting company's objectives is the first important step toward building it, said Lima.

Now that Lima and Curtis have guided company leadership through the initial stages of building an advisory board, they are switching gears by providing feedback as the companies convene their first formal board meetings.

1. When visiting a high school during area canvassing what should be the purpose of your visit?

- a. Develop leads without being a hindrance to students or school officials.
- b. Develop leads while posting your school and aiding your school officials.
- c. Develop COI's and update your RPI rack.
- d. Check on the status of your Future Soldiers who attend that high school.

2. Leading someone through the decision making process relies heavily on your ability to?

- a. Use the three approaches to leadership.
- b. Convey the four principles of the warrior ethos.
- c. Use all three counseling approaches.
- d. Navigate the seven Army Values.

3. Schools are _____ and every school's organizational climate and structure _____.

- a. Federally funded, welcomes recruiters
- b. autonomous, is different
- c. accommodating, is accessible
- d. specialized, is specific

4. You will earn trust and gain credibility with your community and prospective Future Soldiers by being _____ and consistent in your _____ and actions.

- a. open, candor
- b. funny, antics
- c. honest, statements
- d. direct, behavior

5. Who is the provider of real-time market and operational data?

- a. Mission and market analyst
- b. Education services specialist
- c. Company commander
- d. Recruiter

6. What happens during a contact attempt will determine your _____?

- a. callback plan
- b. follow-up plan
- c. next action
- d. battle rhythm

7. The science of recruiting requires a great deal of data gathering, interpretation and _____.

- a. action
- b. synchronization
- c. observation
- d. analysis

8. _____ provides your prospect with challenges and reasons to achieve their goals by action.

- a. Self-determination
- b. Parental guidance
- c. Inspirational motivation
- d. Your Army story

9. Active listening is an intent to _____?

- a. listen for meaning
- b. observe body language while you listen
- c. listen to the speaker while still maintaining control of the conversation
- d. listening to the speaker and actively speaking back

10. What gives both a historical and current picture of the market?

- a. Market segmentation
- b. Intelligence
- c. Positioning, analysis, and evaluation
- d. Report Management Zone

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

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

STATIONS OF EXCELLENCE



1ST BDE

RSID STATION NAME

1A1D Albany
 1A5L Danielson
 1A5E Enfield
 1D1K Auburn
 1D7D Foxborough
 1D6S Narrangansett
 1D7A Brockton
 1E5P Oakland
 1E7A Altoona
 1G2F Elmhurst
 1G3K New York Times Square
 1K4E Freehold
 1K4M Medford
 1N5E Vestal
 1N8X Stroudsburg
 1O5D Colonial Heights
 1O8G Newport News
 1O9E Norfolk
 1O4K Charlottesville
 1O5E Chesterfield
 1O4J South Hill
 1O4H Harrisburg
 1O5F Ironbridge
 1O8W Williamsburg
 1O8I Suffolk
 1O4B Staunton
 1G6F Flushing
 1N2V Syracuse Main
 1N4A Cheektowaga
 1N4D Buffalo
 1N4P Niagara Falls
 1N6F Rochester
 1N8J Montrose
 1N8P Scranton
 1N8V Wilkes-Barre

2ND BDE

3A6N Newnan
 3D2E Sand Hill
 3D2K Dentsville
 3D2N Rock Hill
 3D2P Lexington
 3D4E Easley
 3D4I Simpsonville
 3D4V Spartanburg
 3D8E Monroe
 3E1P Jacksonville South
 3E1H Orange Park
 3E1M Mandrian
 3E3P Palatka
 3E3R Ocala
 3E4G Hinesville

3E5L Tallahassee South
 3E5S Tifton
 3E6A Columbus East
 3E6B Dublin
 3E7B West Ashley
 3G5F Royal Palm
 3G7M Mayaguez
 3G7A Arecibo
 3H1G Birmingham Downtown
 3H2C Crestview
 3H3A Oxford
 3H3F Fort Payne
 3H3S Alexander City
 3H4C Pensacola North
 3H4W Spanish Fort
 3H5E Prattville
 3H5K Montgomery
 3H5N Auburn
 3H5R Selma
 3H6L Cullman
 3J1B Hope Mills
 3J2V Roanoke Rapids
 3J2E Elizabeth City
 3J3B Burlington
 3J3J Henderson
 3J3G Cary
 3J3C Garner
 3J5E Asheboro
 3J5A Mount Airy
 3J5C Reidsville
 3J6W Wilmington
 3J6P Kinston
 3J6V Whiteville
 3J6N New Bern
 3N2N Naples
 3N2K Cape Coral
 3N3U University
 3N4D North Dale
 3N4E Wesley Chapel
 3N4F Tampa North
 3N4T Tampa South
 3N5L Lakeland
 3N6B Brooksville
 3T80 Opelousas
 3T7P Gautier
 3T7M Meridian

3T7F Gulfport
 3T5T Tiger Town
 3T5S Siegen Lane
 3T4R South Haven
 3T4A Millington

3RD BDE

5C3N Erie
 5D4N Newark
 5D6C Middleton
 5D6N Dayton North
 5K8K North Des Moines
 5K9G Dubuque
 5N1D Murfreesboro
 5N1P Madison
 5N2E Kingsport
 5N3A Cookeville
 5N5C Clarksville
 5N5S Hopkinsville

5TH BDE

None

6TH BDE

6F2D Azusa
 6F2K W Covina
 6F3H Long Beach
 6F5A Canoga Park
 6F5N Van Nuys
 6F7B Hawthorne
 6F7T Inglewood
 6I3H Yuba City
 6J1F Idaho Falls
 6J4B Boise
 6J9G Gillette
 6K1H Hesperia
 6K7A Fontana
 6K7G Jurupa Valley

MRB

9A2N South Burlington
 9E1A Aurora
 9E1L Las Vegas
 9E2S Santa Ana
 9E2V Valencia
 9E3C Sacramento
 9E3J San Mateo
 9S1B Schwetzingen (SF Recruiting)
 9S1C Fort Benning (SF Recruiting)
 9S1D Fort Stewart (SF Recruiting)
 9S2C Fort Hood (SF Recruiting)
 9S2D Fort Riley (SF Recruiting)
 9S3A Colorado Springs
 9S3B Fort Lewis (SF Recruiting)
 9S3C Fort Bliss (SF Recruiting)
 9S3D Schofield Barracks (SF Recruiting)
 9S4A Fort Bragg (SF Recruiting)
 9S4D Fort Drum (SF Recruiting)

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SGT Mark Blease
 SFC Charles Daniels

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 SSG Joshua Patrick
 SSG William Youngblood

BALTIMORE

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

BATON ROUGE

SSG Cami Crooks
 SSG Darium Thomas
 SFC Ricky Thomas
 SSG Cory Townsend
 SSG Michael Vital

CHICAGO

SGT Leonardo Alcaraz
 SGT Miosotyvette Colon
 SGT Michael Flater
 SGT Ruben Garcia
 SGT Alfonso Jones
 SSG Aurelio Carandang
 SSG Matthew Carter
 SSG Andrea Cooper
 SSG Gerardo Delgado Ramirez
 SSG Richard Flanagan
 SSG Jason Legan
 SSG Edwin Ortega
 SSG Andrew Parkerson
 SFC Mark Rocha

CLEVELAND

SFC Jeffrey Brockmeier
 SFC Eric Crawley
 SSG Yolanda Daniels
 SGT Timothy Ohlin
 SSG David Thomas

COLUMBIA

SGT Rodney Cox
 SGT Guillermo Rosario-Mieves
 SSG Kevin Simpson
 SGT Andrew Anderson
 SGT Dontress Chinn
 SSG Antonio Clayton
 SSG Byron Coffee
 SSG Joseph Dupree
 SGT Joseph Hall
 SSG Justin Harrity
 SFC Jesse Holt
 SSG Leticia Kirk
 SFC Jon Stasko
 SSG James Thweatt
 SFC James Whaley

DALLAS

SSG Michael Aaron
SFC David Briggs
CPL Jeremy Diaz

DENVER

SGT William Chesson
SSG Gregory Heil
SGT Richard Marte

FRESNO

SFC Raymond Armendariz
SGT Curtis Brown
SFC Herbert Lester

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SGT Nehemiah Bell
SGT April Shoener
SSG Jonathan Stoetzer

INDIANAPOLIS

SSG Christopher Poeppel
SGT Travis Sawyers

JACKSONVILLE

SSG Synatra Cardoza
SSG Kennie Gray
SSG Gene Moore
SSG Rodney Rawls
SSG James Horace
SSG William Knizek
SSG Willie McClary
SSG Jason Riney

Kansas City

SSG Rodney Angell
SSG Roy Danels
SFC James Garner
SSG Travis Williams

LOS ANGELES

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MIAMI

SSG Kevin Liburd

MINNEAPOLIS

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

MONTGOMERY

SSG Ervin Davis
SGT Shawn Landeen

NASHVILLE

SSG Michael Wilkinson

NEW ENGLAND

SSG Cary Gordon
SFC Freddy Matos-Toro

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SGT Kenneth Hudgins

SACRAMENTO

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

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SFC Chad Momerak
SSG Eric Bolich
SGT Roger Jordan
SSG Michael Meeks
SSG Joseph Sawaya
SSG Robert Sherwin
SFC Jeremy Lines

SAN ANTONIO

SSG Mario Garza

SEATTLE

SSG Bennett Garvin
SSG James Keene
SGT Johnathan Vigil

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SSG Jorge Barzola
SSG Thomas Fogarty
SFC Seth Lombardy
SSG David Lowell
SSG Daniel Merritt
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SSG Jose Munozrodriguez
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SSG Anthony Ray
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SGT Willie Foster
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SGT Joseph Townsend
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SSG Joel Harris
SSG Benjamin Jenkins
SGT Michael Morphis
SFC Evangelina Mozqueda
SSG Arturo Romero
SGT Kyle Slotta
SSG Tan Vo

SYRACUSE

SSG Michael Demott
SSG Craig Foley
SFC Denise Puskar
SGT Lewis Wolff
SFC William Benson
SFC Robert Steadman

TAMPA

SGT Dexter Grant

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2nd Bde - SFC Angela Kennedy, Oxford Stn, Montgomery Bn
3rd Bde - SFC Anthony C. Vanbroekhunizen, North Des Moines Stn, Minneapolis Bn
5th Bde - SFC Thomas McCarter, Lawton West Stn, Oklahoma City Bn
6th Bde - SFC Bouthavy Malapha, Azusa Stn, Los Angeles Bn
MRB - SFC Brian Marvin, SORB

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SFC Deon Nalley-Stoddard
SFC Lizeth Roman
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SSG Clifton Moore

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SSG Shawn Wilkerson

CHICAGO

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SFC Willie Childress
SFC Anthony Siler
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SSG Eric Bol
SSG Andrew Dyson
SSG Jacob Kerley
SSG Joel Knox
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SSG Randall McNutt
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SFC Thomas Ruppel
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SSG Tracy Huffman
SSG Robert Klingler

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SFC Donald Graves
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SFC Steven Walsh

SFC Chad Wasileski
SFC Michael Wriston
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SSG Brandon Ross
SSG Timothy Winter

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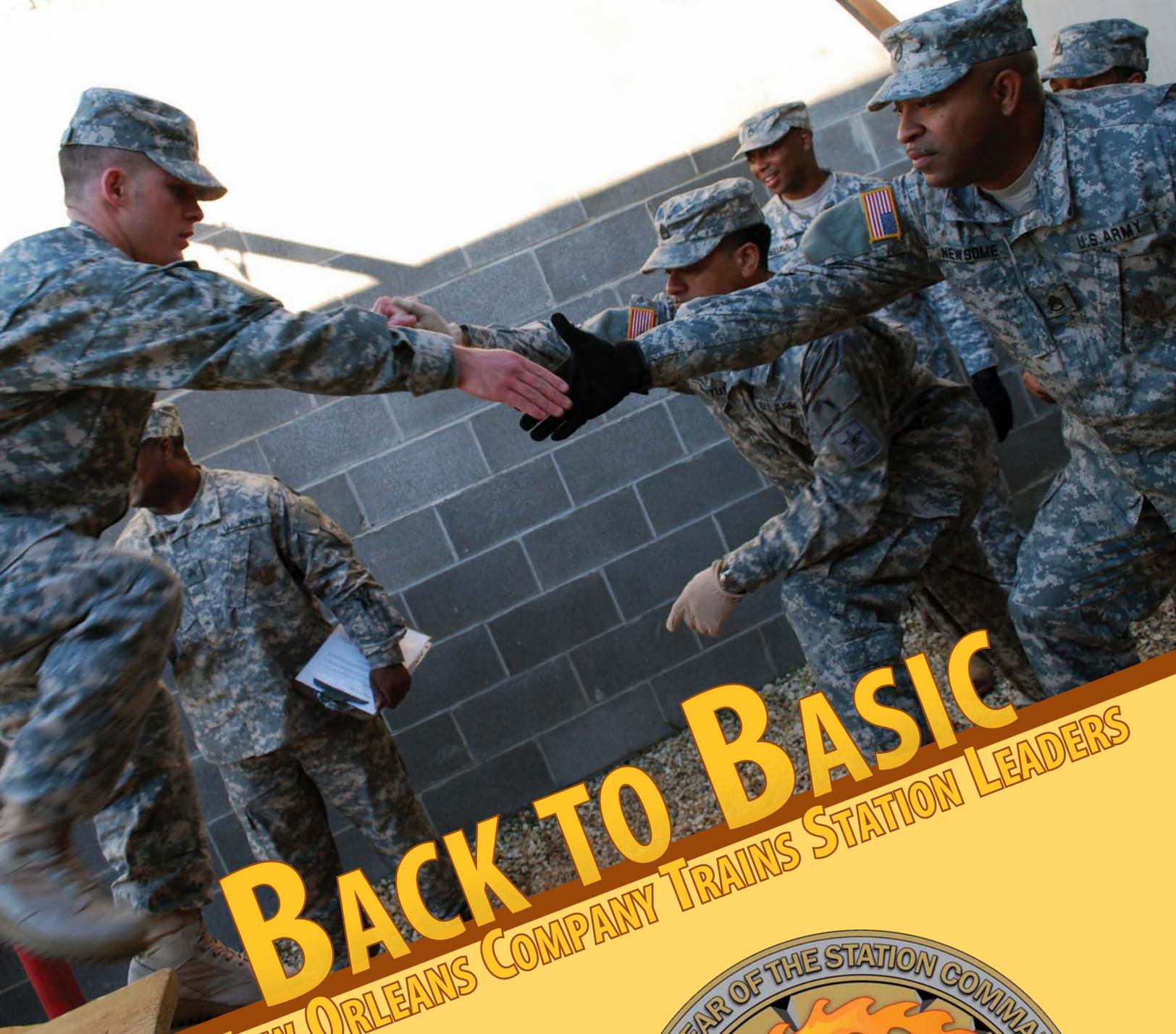
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SSG Juan Trujillohuerta
SSG Juan Villalpando
SSG Shaquita Ware
SGT Justin Mosley

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SFC Keith Lee
SFC Christopher Smith
SSG Matthew Paulhamus



BACK TO BASIC

NEW ORLEANS COMPANY TRAINS STATION LEADERS

