

*"Strength  
Starts Here"*

U.S. Army Recruiting Command • February 2012

# Recruiter Journal

**RECRUITER STANDS BY  
FUTURE SOLDIER'S FAMILY  
DURING TRAGEDY**  
page 10



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**ON THE COVER:** Baltimore recruiter Staff Sgt. Josefino Manahan poses at the Dulaney High School memorial honoring Future Soldier CJ Utanes, who was killed in a 2009 traffic accident. Photo by Mark Rickert, Baltimore Bn.  
**BACK COVER:** 2011 U.S. Army Soldier of the Year Spc. Thomas Hauser speaks to Bengals players and coaches after a team practice during his recent trip home to Cincinnati. Photo by D. Charone Monday, Columbus Bn.

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# Building Relationships with Educators

As mentioned in last month's *Recruiter Journal* column, the hard work of the entire USAREC team resulted in record-setting accomplishments in a number of areas, especially those related to the qualifications of the men and women who joined the team during the past year. Simply put, we enlisted the most qualified pool of Future Soldiers since 1992. There are a number of factors that led to this success. Obviously, the economy has played a role, but I feel a much bigger factor has been our relationships with influencers — especially educators.

Not only do these relationships help sustain the current trend of highly qualified applicants joining our ranks, but they will have a more strategic impact as it becomes more competitive to attract the most qualified recruits we want on our team. Specifically, by establishing and expanding relationships with teachers, guidance counselors and coaches, we are building the advocate base we need to help achieve our common goals. The more favorable their perspective is about our Soldiers and the Army, the more enthusiastically they will advise students about Army opportunities, the training and experience that is gained, and the importance of serving the Nation. Bottom line: we must prepare for this more competitive environment now.

The requirement for recruits to have a high school diploma and minimum ASVAB scores is more than a Department of Defense qualification objective. These characteristics, according to General Max Thurman, are “indicators of military enlistment success,” and, we believe, are needed regardless of the occupation.

Currently, there is an abundance of research that suggests recruits who earn high school diplomas are 80 percent more likely to complete their first term of service, compared with about 50 percent for those who did not complete their education. As you know, currently the national high school dropout rate is 20 percent.

Future Soldiers with higher military entrance exam scores have also been found to perform more effectively, regardless the environment. Yet a 2010 analysis of the Armed Services Vocational Aptitude Battery (ASVAB) results also found that 1 in 5 recent high school graduates failed to achieve a minimum qualifying score to enlist in the Army.

Educational qualifications are only part of our challenge. Basic training studies show increased body weight and low fitness levels put recruits at greater risk of injury. An increasing percentage of the American population overall is less active, less fit, and less concerned with physical fitness. This trend is not working in our favor ... unfortunately, the Nation's 1 in 5 obesity rate among 12- to 19-year-olds is projected to grow to 1 in 4 by 2015. We must remain fully focused on the future and aware of how these changing trends in American society affect our ability to recruit, especially in future years.

We also want to communicate to our educators that the Army is interested in the success of their students — whether they join the military or not. It's extremely important to our Army and the Nation that students stay on track and graduate, establish healthy fitness habits, and learn the value of service early in their lives. Since ASVAB scores are also a good predictor of an individual's abilities to perform in a wide variety of civilian occupations, the poor scores indicate a more broad concern about high school graduates' ability to succeed in the civilian workforce.

Of note, Nashville Battalion has adopted an outreach philosophy of helping America's youth “Stay Qualified for Life” that really sums up what we want to achieve through our community partnerships and relationships with educators. Bottom line: expanding our presence in schools and developing genuine relationships with educators is my No. 1 focus area for the year. We must continue this effort throughout this fiscal year and into the future.

Coming up at the end of the month is our Annual Leaders Training Conference, where we plan to discuss the future of this command. During annual training conferences in the next few months, your brigade and battalion leaders will share our ALTC discussions with you ... please ask questions and share your thoughts/concerns. This is a critical time in USAREC; we need everyone in the fight to keep the momentum going in order to prepare for the future.

Army Strong!



Maj. Gen. David L. Mann

## Resiliency Tool of The Month: Hunt the Good Stuff

Most people spend more time thinking about how they can correct something that has gone wrong, worrying about something that is about to go wrong, or simply replaying a failure or setback rather than they do noticing and enjoying what has gone right. Evolution has seen to it that we remember negatives more readily than positives, that we analyze bad events more thoroughly than good events, and that we tend to think particularly hard when we are thwarted.

This predisposition has a clear upside: self-protection. However, it also has a downside: less positive emotion and life satisfaction.

‘Hunt the Good Stuff’ is an activity that helps us notice positive experiences to enhance our gratitude and positivity. Thinking about why events go well, what the positive events means to us, and how we can create circumstances that enable more good things to occur encourages a consciousness of blessings and molds a style of thinking that promotes optimism about the future.

Instructions: Every night this week, write down three positive experiences from the day. They can be small or large, things you brought on, things that you witnessed in others, or things in nature. Next to each positive event that you list, write a reflection (at least one sentence) on any of the topics below:

- Why this good thing happened
- What this good thing means to you
- What you can do tomorrow to enable more of this good thing
- What ways you or others contribute to this good thing

The more you do it the more positive your outlook will become and you will find that the way you view your world and the way you interrelate with others is more satisfying.

Source: *Army Comprehensive Soldier Fitness/Master Resilience Trainer Course*

## Be Sure You're Registered If You Want to Vote

In November, the nation will elect the federal offices of President, Vice President, and U.S. Congress (one-third of the Senate, and all of the House of Representatives).

Those who want to vote, should ensure they are properly registered locally or with absentee status in the home state.

AR 608-20 requires that an Federal Post Card Application (FPCA) be given either in hand or via electronic delivery to all Soldiers active and Reserve, not later than Jan. 15 of every year.

Even if you have registered to vote absentee in the past, you should re-register to ensure your information is accurate. Don't wait until it's too late and potentially lose your ability to vote.

If you did not receive one, here are the steps to follow: \*\*

- 1) Go to the website [www.fvap.gov](http://www.fvap.gov)
- 2) Follow the “Get Started” link

to complete your Federal Post Card Application

3) Be prepared to submit a Federal Write-in Absentee Ballot (FWAB) if your state fails to send you a ballot at least 45 days before the election

Deadlines to register for and request absentee ballots for Presidential Preference Primaries in Missouri, Arizona and Michigan are this month. Eleven more states have March deadlines for state and presidential primaries

For more information, visit the Federal Voting Assistance Program website at [www.fvap.gov](http://www.fvap.gov).

The Voting Assistance Guide is online at [www.fvap.gov/resources/media/vag2012.pdf](http://www.fvap.gov/resources/media/vag2012.pdf).

\*\*States are not required by law to send absentee ballots to voters who have not registered to vote absentee in the current election cycle; you must resubmit to ensure you receive an absentee ballot.

## Education Policy Change

The National Defense Authorization Act of 2012 states that graduates of non-traditional high school completion programs that comply with the education laws of the state in which the graduate resides (e.g., homeschool, charter school, online program) shall be treated the same as graduates of traditional high school programs for enlistment purposes. The new law gives the services 180 days from the date of signing (Dec. 31, 2011) to implement the new policy.

Until implementation guidance is received from DOD through DA, no changes to current recruiting policies for education credentials can be made. USAREC will issue a flash message when the policy changes, but until then, recruiters will follow the education credentials criteria stated in regulation and policy.

## 79R AGR to RA Transfers

Current USAREC Active Guard and Reserve sergeants and staff sergeants wishing to transfer to the Regular Army as recruiters may submit a completed DA Form 4187, DA Form 4856 signed by battalion command sergeant major, and USAREC Form 1300 (staffed and approved through chain of command) to the 79R professional development team at USAREC G1 before March 16.

Reference USAREC Mmsg 12-061.

## Sharing Pinnacle/Small Unit Recruiting Resources, Lessons Learned

There's now a SharePoint site to facilitate knowledge sharing on Pinnacle and Small Unit Recruiting. The one-stop location contains background information, orders, doctrine and training resources for both Pinnacle and Small Unit Recruiting. It is located at <http://span2010.usaac.army.mil/pub/recrCentral/rctcen/Pages/Pinnacle.aspx>

A Pinnacle/Small Unit Recruiting folder for capturing lessons learned is on Recruiting ProNet at <https://forums.army.mil/secure/communitybrowser.aspx?id=796191&lang=en-US>.

## Do You Have an Idea to Share With the Command?

Recruiting Command's Excellence in Innovation program continues to capture ideas, best practices and innovation. To view submitted ideas or submit your own, visit <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1611543&lang=en-US>.

# Training & Leader Development

In the recruiting environment we are in today, we have got to take advantage of creating the best trained technical experts and Army leaders we possibly can. Key to that is reading and understanding USAREC Regulation 350-1, Training and Leader Development.

I'm finding in too many units, we are not putting enough emphasis on leader development, we do not fully know the training roles and responsibilities at each level (chapter 2), and we do not fully understand the training management process (paragraph 1-6). These are topics leaders at every level must be familiar with. Empowering and developing subordinate leaders is a leadership task at every level. At the station/center level, it's about developing leadership potential — whether those NCOs remain in USAREC or return to their career field. “Leader development provides professional growth for all personnel, regardless of rank, position, or experience.” (paragraph 1-8)

At the company level, commanders are the training managers; they are responsible to provide sustainment and professional development training for their Soldiers. First sergeants are the companies' training experts. They advise the commander on training priorities, assist in identifying training needs and oversee the delivery of training. The station commanders are the primary trainers in their stations.

It is not the responsibility of the battalion master trainers to conduct station training. All too often our station commanders expect the battalion staff to come train their people. That should not be the standard — station commanders have the lead. They know their Soldiers best. They have the tools to identify their Soldiers' individual strengths and weaknesses, and they have both the resources and skills to develop and deliver relevant, appropriate training. Empower them to lead and train.

Make use of USAREC tools like the Critical Skills Assessment Test (CSAT) to identify individual training needs — and let me stress that training assessment is the only thing leaders should be using the CSAT for — not NCOER bullets, awards or counseling. Use the eight-step training model detailed in Table 4-1 to help you organize training and record planning progression. It's a “simple, progressive checklist approach to plan, prepare, execute and assess training. ... This kind of detail ensures proper preparation for training and maximizes the efficient and effective use of time and resources.” (paragraph 4-2)

In addition, all our leaders should be familiar with the

principles of unit training, spelled out in Chapter 4, Training in Units and Organizations. “Long-term organizational success requires frequent developmental and sustainment training.” (paragraph 4-1.d.)

Leaders who are just now identifying training needs and designing training for March are way behind. Table 4-2 provides a comprehensive matrix of required and mandatory training by frequency. Mandatory training is important and should be integrated throughout the year, but it should not be the only training on the schedule. We should have training schedules planned out for the entire year that include both mandatory and needs-based training. The ability of our Soldiers and leaders to perform the fundamental tasks is paramount and critical in supporting our mission.

There is no difference in expecting a Soldier to perform basic rifle marksmanship in support of an ambush than

from expecting a Soldier to perform the Army interview in support of the school program. At the same time we must focus on training that develops our Soldiers to be independent and competent leaders who can adapt quickly and decisively to changes within the environment. We must be clear: Training is not just a leader's responsibility, but a Soldier's individual responsibility, as well.

We've got to become more efficient at planning and capturing training so we stop training the same things over and over again — it's counter-productive. Too many leaders put the same training topics into their schedule every month and quarter because they are not performing a thorough assessment and developing worthwhile, needs-based training. IAW FM 6-22 (Para 8-38), we must

continuously expand our knowledge by learning how to acquire knowledge and how to apply it. To do this we must have learning objectives, plan and dedicate time to learn, possess the ability to better organize new information, and consistently evaluate how we are proceeding.

Know your Soldiers and how they best learn. Develop innovative training that not only meets their needs but meets their learning style, and ensure that the training is credible, relevant, and rigorous. Training is not a PowerPoint briefing but rather a session conducted by an expert, relevant to the mission, the Soldiers' progression, and their needs. Lastly, training must be challenging, contain ample time for practice, must be evaluated, and most importantly must be sustained.

The competency of our Army begins with training our Soldiers, the future of our Army begins with training Soldiers to be leaders.

Army Strong!



Command Sgt. Maj. Todd Moore

# Recognizing Excellence on Grassroots Teams

By Catherine Pauley  
Sacramento Battalion

Two Sacramento Battalion influencers — Lucie Marx Titus and Cindy Beck — were the first influencers to receive the U.S. Army Recruiting Excellence Medallion during a Dec. 14 ceremony at the California Military Museum.

“The Army could not have bestowed its prestigious Recruiter Medallion on two more deserving individuals than Cindy Beck and Lucie Titus,” said Dr. Lance Izumi, Sacramento’s Grassroots Community Advisory Board president. “Cindy’s service as vice president of the Grassroots Advisory Board and Lucie’s many years of service as a leader in the Association of the United States Army and other support organizations are shining examples of what the civilian community can do to help the Army meet its mission and make our nation stronger.”

“It was completely unexpected,” Titus said following the presentation. “I was astonished that I had been selected for this honor.”

Titus, who holds office with [AUSA], has been a long-time supporter of the Recruiting Command. “I have felt completely at home with USAREC albeit a bit frustrated because of my inability to do more,” Titus said. She credits the current command group and Battalion Commander Lt. Col. Chuck Duray for allowing her and other centers of influence (COIs) to be active within the Sacramento Battalion Grassroots Board.

Beck, the board’s vice president, said receiving the medallion was one of the highlights of her career.

“I felt honored and appreciated for any and all efforts I have made to promote the mission of the Sacramento Recruiting Battalion,” Beck said.

“I am humbled by the receipt of the medallion. I feel I am just doing something I believe in — in a small way.”

This award has brought the Grassroots Board to the attention of Beck’s colleagues and administrative leadership at the California Department of Education where she works. “I was able to describe the work of a COI and the grassroots committee and gain their interest and support as a result of the recognition.”

Beck knows the power of the battalion’s Grassroots Advisory Board. Prior to her involvement, she had no idea about the opportunities and resources the Army offers to all students, whether they are interested in the military or not.

“As citizens of our great nation, we need to support military efforts that protect our freedoms, but we also need to provide access to resources to all our youth in obtaining and meeting their potential,” Beck said.

What started as a vision three years ago, the Sacramento Battalion Grassroots Advisory Board officially stood up May 2010, and meets three to four times a year in different settings.

“The committee selects key personnel who integrate business, education and military leaders to discuss upcoming community events and address concerns and creative ways to improve community issues,” Beck said.

Titus feels strongly that the focus should be on the Soldier and knows the grassroots members share that sentiment. “The seated individuals are not only committed to the members of the Recruiting Command but to each individual Soldier,” she said.

Izumi recognized that Beck and Titus have both been an integral part of the committee since its inception.

## U.S. Army Recruiting Excellence Medallion Criteria

Recruiting Command added a medallion to its tool bag of awards to rightly recognize Soldiers, Department of Defense civilians and community leaders who have made a significant impact to the recruiting effort.

Nominees within USAREC must demonstrate qualities that promote the Army Values; demonstrate competence; establish and maintain a climate of integrity, mutual trust, confidence and respect by maintaining open communication and dialog with subordinates, peers and leaders.

Those nominees outside USAREC must be advocates for the Army and Army Reserve; be supporters of Recruiting Command; promote and demonstrate Army Values; assist with the Army’s mission through their enormous influence, through projects and/or teaming with the Army to create part-time work for students, recent graduates and Future Soldiers awaiting departure to Initial Military Training. Reference USAREC Msg 11-243.

# Communication Key to Our Success

Although I had an opportunity as a young infantry captain to serve in USAREC, I instead took an assignment in Cadet Command. The reality back then was that not many people wanted to come to Recruiting Command, assuming it couldn't help their career, but could certainly hurt it. Unfortunately, I missed out on a great opportunity to really see what the best and brightest noncommissioned officers and officers in our force do on behalf of our Army every day across the nation.

In my past six months as deputy commanding general, I've had the opportunity to travel within every brigade and meet with leaders at every level to discuss the importance of the work we do in this command. Every time I go to a station I am blown away by the professionalism and competence of our Soldiers and how well they represent our Profession. I would match the Soldiers here in USAREC with those anywhere else in our Army. They're smart, bright, articulate, creative, and fully capable to operate in any environment where we put them. And I cannot say enough about our civilian teammates and the important work they do for the command. I know I'm in the right business when I go out and meet our Soldiers, our civilians and, especially, our recruiting Families, who are just so filled with pride in what their Soldiers are doing for our Army. It makes me incredibly proud of each and every one on our Army team — in uniform and civilian. I wish everyone could see what you do.

One of the things I fear is that many of our teammates across the Army don't understand precisely what it takes to recruit the number of volunteers we need for our profession every year. The myth we are trying to debunk is that those who serve in Recruiting Command are here to take a knee.

As you all know, that's the furthest thing from the truth. To quote my old boss, Gen. Ann Dunwoody, "This is hard government work," and our teammates give it all they have every day.

Our Soldiers and their Families are out across the country and we look to them to be the Army's ambassadors. Many are in communities across the nation where, if it weren't for them, the public would have no access to Soldiers. We are asking them to go into an environment and become a part of the community where we want people to see nothing but the best. So they have to be the best of the best, and they have to be the brightest. That's not easy, especially when more than 90 percent of our NCOs have grown up on a military installation. We are taking them out of a secure environment and we are throwing them into an unfamiliar environment. But that's what Soldiers do — they adapt and overcome and accomplish the mission.

I don't have to tell you all that this is not your grandfather's or even your father's Recruiting Command. Just like the rest of the Army, USAREC has transformed — and continues to transform. Major Gen. Mann, Command Sgt. Maj. Moore and I continue to communicate that message across the Army. Those of you detailed recruiters and commanders returning to your career fields and branches help us tell that story to our Army teammates, as well.

That's paramount to the future of USAREC — to continue attracting the best and brightest to this command.

One thing that will never change in this command is the need to communicate to ALL our audiences who we are and what we do.

We will never have 100 percent of the population agree with what we do; it just won't happen. But I've had 100 percent of the population I've come in contact with say, "I respect who you are, and I thank you for what you do." If we don't continue to engage — with students, educators, the public, the media, Congress — then it will be very difficult for us to get the support we need to do what we do on behalf of our nation.

When we are in our communities — we represent the strength of our nation and our Army. We are part of that community and we have a responsibility to partner and get involved, immerse ourselves in some way, shape or form. We need to be seen as part of the community, not apart from it. The key is that when we work with our community organizations and our schools, we don't say we are here to recruit your kids. We should go in saying we want to be part of the team, we want to partner with you. Ask, "How can we help you help our students graduate from high school?" But at the same time, when our influencers tell us they want to help, we sure make sure we tell them how they can help us.

Engaging externally with influencers at every level — from high school teachers to senators — about our Army has been incredibly rewarding for me because, although they support our Army, many of them still don't know what we do and how we do certain things. Communicating that is key to our continued success in this command. When we talk with influencers about why and how we do certain things, they are able to help us educate others in their sphere of influence. Our conversations with these teammates — who essentially become third party advocates for us — become viral. That for me has been very rewarding to see, because it isn't just senior leaders who make things happen.

Everyone in this command is a communicator — everyone engages, because that's our lifeblood to bringing Soldiers into our Army.

I've spoken with so many community leaders and influencers who are completely on board to support us in any way they can — I know most of you have, too. For them, it's about being part of something larger than themselves. This is something I like to talk about with Soldiers — every day you should try to do something larger than yourself. Do something so large that it affects the greater good, so you are not looking inward all the time. You might be surprised — not only by what you accomplish, but also by what you get in return.

Thanks to everyone on the team. I look forward to getting out and meeting those of you I have not yet had the opportunity to visit. Army Strong!



Brig. Gen. Henry Huntley

# OPERATIONALIZING Small Unit Recruiting

USAREC G5

USAREC's transformation to Small Unit Recruiting operations, the decisive effort in Fiscal Year 2012, leverages the command's greatest asset: agile and adaptive leaders at all echelons. The tenets of Small Unit Recruiting (at the right) capture the commanding general's guidance to the force as we move forward.

Even though the tenets are new to USAREC doctrine, many of our best leaders have been employing them all along. This article highlights three best practices used by leaders who successfully implemented the team concept — vice a focus on individual recruiter production — to achieve impressive results.

## **Leveraging individual strengths for the benefit of the team.**

A case in point is Sgt. Maj. Jeffrey Ingram's experience as a station commander in the 1990s. Ingram, who retires in April, knew the power of leveraging his Soldiers' talents.

"Not all of my Soldiers were natural recruiters; however, most wanted to excel in their new environment. I saw it as my job to set them up for success. I had one Soldier who had difficulty interacting with CAT IIIBs and CAT IVs but did a great job recruiting Alphas. I had a Soldier who stuttered but did a great job processing packets. Another Soldier was very introverted but came out of his shell whenever conducting Army training. I knew my people played to their strengths and ensured they received recognition for their contributions to the team. Small Unit Recruiting operations empower station commanders to play to the strengths of their Soldiers and keep the focus on station — not individual — missions."

Ingram successfully implemented these best practices at three different stations in the mid-1990s. Ingram attributes the turn-around of his third station — which rose from the lowest to highest in the battalion in one year — to his ability to accentuate the positive and leverage the strengths of his team.

"I would not let my Soldiers fail — as a result, the station always succeeded," Ingram said.

His demonstrated ability to create high-performing teams so impressed his superiors that he earned selection to serve as noncommissioned officer in charge of the 1st Special Forces Operational Detachment-Delta Recruiting Team. Ingram maintained his emphasis on teamwork as he moved up the ranks, achieving impressive results while serving as first sergeant and battalion and brigade command sergeant major.

Master Sgt. Tracy Glover, the former Jacksonville Recruiting Company first sergeant, provides another example of the power of leveraging individual strengths for the larger team. When his company implemented team-based recruiting operations in 2010, he sequenced the transformation one station at a time. He wanted to coach each station commander on how to leverage the strengths of their Soldiers to accomplish the station's mission. At

## **Small Unit Recruiting**

- is leader centric
- is team-based, aligning USAREC culture with Army culture
- rewards team success, not individual accomplishment
- maximizes organizational efficiencies by accentuating individual strengths
- develops the individual and the team by cross-training across duty functions
- establishes routine and predictable engagement across rural and outlying markets — persistent physical presence is not required

one station, a Soldier struggled under the individual production model but was widely recognized as an outstanding instructor.

"We designated this Soldier our Future Soldier Leader and he excelled immediately. The Future Soldier loss rate at the station dropped dramatically. His performance in other areas improved as well, because he now felt he was a valuable member of the team. The critical piece is employing Soldiers in accordance with their strengths."

## **Soldiers perform best when they understand the "why."**

Resistance to change during any transformation effort is a reality leaders must confront head-on. Leaders who successfully implemented the team concept in the conduct of recruiting operations understood the power of communicating the need to transform. They also listened to and addressed the concerns of their Soldiers. In so doing, they achieved buy-in: a critical component to any transformation effort.

Master Sgt. William Rivera, who served as a first sergeant in Chicago Battalion during 3rd Brigade's transition to Team Recruiting in 2008, relates his experience.

"My initial reaction was: 'Why change?' We had achieved our company mission the previous month — the first time in many years any company from the Chicago Battalion had achieved its mission. Now the company commander and I would have to shift our efforts and find ways to adapt to the team recruiting concept.

"Change always generates uncertainty and we spent a lot of time fielding questions from our Soldiers. What will be the impact on recruiter points for individual rings and medallions? How would we recognize high performing individuals within a station? As we moved forward, I knew we had to change the mindset of every Soldier in the company.

"During this time, I often heard comments such as, 'Top, this will never work,' or 'There is no way to hold Soldiers accountable for what they do or not do,' or 'USAREC is designed to mission

# “ *Small Unit Recruiting operations empowers station commanders to lead their Soldiers by leveraging their strengths and talents.* ”

— Sgt. Maj. Jeffrey Ingram

every Soldier to achieve two contracts a month.’ The company commander and I experienced many negative forces initially but we remained positive and kept moving forward.

As I reflected on the challenge of transforming to Team Recruiting, I recognized that a leadership trait that had made me successful in all my previous Army assignments was team-building. We changed our company motto to ‘One Team, One Fight, One Mission!’ We also ensured that our definition of mission success extended beyond production; mission success also meant taking care of Soldiers and their Families.

“It took time and lots of two-way dialog with Soldiers to achieve understanding and buy-in. Ultimately, leader involvement made the difference. If I had listened to all the naysayers during the initial phase, the transformation would have failed.”

Rivera’s recognition that “optimism is a combat multiplier” and his willingness to spend time coaching, teaching and mentoring his Soldiers during a transformation speaks to the most important “best practice” of all: leader involvement.

## **Command emphasis is the most important best practice.**

As Maj. Gen. David Mann stated in his December 2011 *Recruiter Journal* remarks, the transformation to Small Unit Recruiting operations is a commander’s program and requires emphasis at every level. In November 2011, Mann set conditions for success by approving revisions to USAREC Manual 3-01: The Recruiter Handbook and USAREC Manual 3-06: Recruiting Center Operations to incorporate Small Unit Recruiting operations. Leaders must read and comprehend the new recruiting doctrine — then find ways to achieve the commander’s intent by implementing the tenets in their area of operations.

The good news is that the Recruiting and Retention School has already incorporated Small Unit Recruiting operations into its curriculum for recruiters, station commanders, first sergeants and company commanders. Leaders — especially station commanders, first sergeants and company commanders — must incorporate the new doctrine into their battle rhythms. The old Army adage that commanders “can expect what they inspect” applies as we move forward. Leaders play another important role: identifying legacy policies, regulations, training and doctrine that impede transformation efforts to Small Unit Recruiting operations.

## **Way Ahead**

As our transformation efforts move forward, we continue to solicit good ideas and best practices from the field. Involved leaders at every echelon will play a critical role in USAREC’s transformation efforts. Leaders must coach, train, teach and mentor their Soldiers on ways to apply the tenets of Small Unit

Recruiting operations. To set conditions for success, USAREC has established multiple venues to facilitate communication and cross-talk throughout the command:

- Brigade master trainers conducted training on Small Unit Recruiting operations with USAREC G3 via VTC early this month to ensure all units maintain a common operational picture as we move forward.

- USAREC’s March 9 Stand-Down Day will include training on Small Unit Recruiting operations. Leaders who want to incorporate existing resources into their training programs before March 9 can go to the G-3 Pinnacle/Small Unit Recruiting Training Site at: <http://span2010.usaac.army.mil/pub/recrCentral/rctcen/Pages/Pinnacle.aspx>. This site is your one-stop location with background information, orders, doctrine and training resources for both Pinnacle and Small Unit Recruiting.

- USAREC’s Annual Leader Training Conference this month will include discussions led by Mann and Command Sgt. Maj. Todd Moore on the implementation of Small Unit Recruiting operations. (Battalion commanders and command sergeants major will then incorporate Small Unit Recruiting operations training into their spring annual training conferences.)

- Tools such as Recruiting ProNet contain Pinnacle/Small Unit Recruiting forums where leaders at every echelon can exchange ideas and share best practices and lessons learned. Here’s the link: <https://forums.army.mil/secure/communitybrowser.aspx?id=796191&clang=en-US>.

Input from the field will help both USAREC and brigade staffs members refine doctrine, improve training packages and assist parallel planning efforts, which will culminate in OPORD 12-0001: Small Unit Recruiting. This operations order, scheduled to be published in April 2012, will finalize execution timelines for shaping operations (for example, submission of Positioning, Analysis and Evaluation (PAE) results to USAREC HQ) that will support the command’s transformation efforts into 2013 and beyond.

Next month’s *Recruiter Journal* will feature an article highlighting best practices/lessons learned from leaders currently executing Pinnacle recruiting operations.

Best practices/lessons learned submitted by NCOs executing Small Unit Recruiting operations will be featured in the April and May issues.

The G5 staff will use the “Pinnacle/Small Unit Recruiting” folder on Recruiting ProNet site to capture your feedback. If you wish to share a best practice or lesson learned, visit: <https://forums.army.mil/secure/communitybrowser.aspx?id=796191&clang=en-US>.

# Recruiter Stands by Future Soldier's Family Through Tragedy

Story and photo by Mark Rickert  
Baltimore Battalion

When Angeline Utanes took the oath of enlistment at Fort Meade's Military Entrance Processing Station, many in the room were reminded of the fatal accident that kept her brother, CJ, from fulfilling his dreams of becoming a Soldier.

For Staff Sgt. Josefino Manahan, the recruiter responsible for enlisting both Utanes siblings, the ceremony signified a rewarding chapter in an otherwise painful story, while his commitment to the family serves as a standard for recruiters in all military branches.

Manahan, recruiting for three years at Baltimore Battalion's Towson Station, still remembers the first time he met Conrad "CJ" Utanes, 17, at a department store where his mother worked. At first glance, CJ didn't quite strike him as the military type, with his shoulder-length hair and quiet demeanor. But anyone who knew CJ knew a different story.

Since early childhood, CJ had dreamed of becoming a Soldier. There's even a photo in the family album showing a 7-year-old CJ wearing Army fatigues.

"Everyone knew he wanted to become a Soldier," said CJ's sister, Angeline. "Since he was a kid, he'd play like a Soldier, or dress like one for Halloween, or watch Soldier movies. For an elementary school project, he told the class he wanted to be Soldier."

Despite CJ's enthusiasm, Manahan, who served as an air and missile defense crewmember prior to becoming a recruiter, still had his work cut out for him. CJ's mother attended Manahan's first conversation with CJ about joining the Army and insisted on having heaps of information and face-to-face time with Manahan before giving her consent. Manahan admits that their shared cultural backgrounds as native Filipinos helped him establish a rapport with the Utanes family.

"I could relate to CJ and his mother," Manahan explained. "The mother needed to trust me. She was very protective and, coming from a Filipino background, I understood that. I had to sit down with the family every step of the way."

Friendly and warm was how Angeline described her first impressions of Manahan during those first house visits.

"He was patient with my mom," said Angeline, "and she had



Staff Sgt. Josefino Manahan and Future Soldier Angeline Utanes with a photo of her brother, CJ, who was killed in a traffic accident before he could fulfill his dream of becoming a Soldier. RIGHT: Manahan supervises Utanes and her fellow Future Soldiers during physical fitness training.

lots of questions. She was always drilling Manahan about what would happen to CJ. But even then I knew I could trust him."

Eventually, they reached an agreement, and CJ set his sights on basic combat training (BCT). But his dream never came to pass. One afternoon on his way home from Dulaney High School, CJ started across the road when a car blindsided him. He was immediately rushed to Maryland Shock Trauma Center. The moment Manahan learned of the accident, he hurried to the hospital to comfort the family.

"Manahan came to the hospital not long after the accident happened," said Angeline. "He stayed all day, and the next, and the next. He was there until the end."

CJ passed away in January 2009 as a result of a traumatic head injury. In the days following his death, Manahan became a true friend to the Utanes family by helping with funeral arrangements.

He first contacted Dulaney High and persuaded them to hold a memorial for CJ at the school. He then contacted an Army veteran with the Baltimore County Police Department and arranged a two-hour police escort through CJ's hometown, highlighting a multitude of places important to CJ. Manahan even rallied his fellow recruiters to pitch in for an Army Combat Uniform so CJ could be buried as a Soldier.

Finally, Manahan served as one of CJ's pallbearers.

"His death really affected me," said Manahan. "When you put someone in the Army, you mold them. You shape every individual, and you spend a lot of time with them. So I had built a good rapport with Conrad."

For the next few years, Manahan maintained a relationship with the Utanes family by calling periodically and attending and sometimes even hosting various memorials for CJ. So when CJ's surviving sister Angeline approached him about joining the Army, Manahan listened from the standpoint of a family friend, and he didn't like what he heard.

"Angeline didn't convince me that she wanted to join for the right reasons," said Manahan.

Angeline admits she let anger and disappointment shape her initial decision to join. Devastated by CJ's death, and knowing how much he had wanted to become a Soldier, Angeline felt almost obligated to carry the torch for her brother, regardless of her own hopes and dreams.

"CJ was so excited about joining the Army," said Angeline. "He kept saying, 'You guys will be so proud of me!' And then all of the sudden, he just passed away. So I felt like I would join because a part of him still lives in me — in all the people he affected — and I wanted to make sure his dream came true."

"But Manahan wanted me to do it for myself," she recalled. "He said, 'You won't be happy if you do it for the wrong reasons. The Army's not an easy task. You've got to really think about it.'"

With her plans temporarily thwarted, Angeline, 19, enrolled in college and joined the ROTC. After her first semester there, she learned several things about herself: First, she could endure the challenges required of a Soldier. Second, she could join the Army for her own development in addition to CJ's memory.

Once she arrived at this final conclusion, she didn't have a problem convincing Manahan why she wanted to join the Army Reserve. Still, he insisted on making one last phone call.

"I instantly called Angeline's mother to clear it," said Manahan. "I wanted to make sure Mrs. Utanes was comfortable with the decision."

Now preparing to leave for BCT at the end of May to become a watercraft operator (88K), Angeline feels confident in her decision to join the Army and takes pride in knowing she is doing it for the right reasons.

"In a way, I'm still doing it for my brother," Angeline admitted. "But I'm relieved because I'm also doing it for me. I think I'll feel really accomplished when I do this. A lot of people are scared, but I'm really excited. This is a new chapter in my life; not an ending but a beginning."



# Budget Cuts Present Challenges, Not Roadblocks

Story and photo by Jorge Gomez  
Milwaukee Battalion

Funds for exhibit space and advertising have been shrinking the past few years. The continuing budget reductions present a challenge for recruiters who rely on the ready availability of money.

Three senior noncommissioned officers who have endured similar conditions in their recruiting careers explain how the situation could actually improve the quality of recruiting. They contend some recruiters have been relying all too much on funds and neglecting networking responsibilities.



Milwaukee Battalion Master Sgt. Julio DeLeon, senior master trainer; Master Sgt. Daniel Gore, operations NCOIC; and Master Sgt. John Lowery, Reserve operations NCO, discuss recruiting operations with shrinking budgets.

“One of the most important things that recruiters don’t do is develop COIs (centers of influence),” said Master Sgt. Daniel Gore, Milwaukee Battalion operations noncommissioned officer-in-charge. “The COI development has been missing because of the amount of money that we used to have.”

Winning over key people at job fairs or public events could help recruiters participate without cost to the government. A COI will want to help recruiters not just because he or she supports Army recruiting but because he or she likes the recruiter(s).

“Developing trust and rapport with COIs needs to be re-emphasized,” Gore said.

In fiscal year 2011, the Milwaukee Battalion monetarily supported 48 job fairs and exhibit space events altogether, costing an average of \$309. That kind of support is not being duplicated this year.

“Recruiters now have to be a little smarter. Just because there’s little or no money, doesn’t mean they can’t do these things on their own,” said Master Sgt. Julio DeLeon, battalion senior master trainer.

Recruiters should get to know their local Partnership for Youth Success firms, ROTC leaders, and Army medical partners who actively recruit at job fairs or exhibit space events.

“Our recruiters can pair up and attend their (PaYS, ROTC, AMEDD) recruiting events if they have a good relationship with these partners,” said DeLeon.

Gore said he often teamed up with his medical recruiting partners when he was recruiting. They go “to public events looking for physicians, but if interested people who are not physicians approach the table, then a recruiter can talk with that prospect.”

Master Sgt. John Lowery, battalion Reserve operations NCO, suggests collecting reports of how much money a college received from Soldiers who use tuition assistance or veterans who use the GI Bill.

“If schools can see the long-term benefit of students joining the Army, then they might waive job fair fees for recruiters,” Lowery said.

Another functional area traditionally supported through advertising and public affairs funds is Total Army Involvement in Recruiting. The number of teams that can be funded this year will significantly decrease, but that does not preclude recruiters from leveraging local Reserve units.

For example, the Pathway to Success campaign at Rockford, Ill., in September 2011 benefitted from two Reserve units willing to help the recruiting mission. Teams of Reserve drill sergeants and com-

bat medics supported the event without cost to the battalion.

But recruiters cannot assume a good working relationship exists by default.

“That’s where a company commander can help out a recruiter,” DeLeon said. “Company commanders should improve their relationship with their local TPU (Troop Program Unit) commander.”

Lowery recounted how he once hand-receipted a dog tag machine to a TPU when the unit conducted an annual Soldier Readiness Program (SRP).

“Dog tags are a big issue during an SRP because of the paperwork and time involved. But if a recruiter provides a dog tag machine, and a TPU commander sees a recruiter there, then he is going to give that recruiter what he needs for his mission,” Lowery said, adding that the Reserve unit supplied the blanks, he just provided the use of the machine. “My station got anything we wanted from that TPU from lending that one dog tag machine.”

Whether recruiters have ready access to a dog tag machine is not nearly as important as recruiters finding ways to make a difference to their TPUs. Showing initiative and cultivating a relationship are what counts, Lowery said.

In spite of the limited funds, Gore said he does not think it will hurt the command’s ability to make mission.

“If a Soldier is out there hustling, doing his job, making his phone calls, conducting appointments, using COIs, combining efforts with AMEDD and ROTC, then recruiters do not have to worry about a lack of advertising,” Gore said.

A Soldier who makes his presence known and builds relationships with key people in his or her community understands the best form of advertising, said Gore.

When Gore was a recruiter he took a donated holiday tree to a school every year. Lowery had recruiters volunteer to receive tickets at high school football games or work the concession stands wearing an Army polo shirt. Those activities resulted in raising Army awareness and building relationships that could be leveraged to gain school access.

“Word of mouth goes a lot further than a billboard,” Gore said. “In my opinion, it is the attitude of a recruiter that determines his success.”

# OPERATION RESERVE RECOVERY

By Audrey Hill  
3rd Brigade

**F**or one full Friday in December every 3rd Brigade Soldier focused solely on achieving the Reserve mission. Dubbed Operation Army Reserve Recovery, the one-day effort netted a total of 1,203 Army Reserve appointments made with 20 immediately conducted.

"I'm very proud of the Soldiers and leaders who took this operation seriously and used it to generate more appointments in one day than the entire Brigade normally produces in a week," said Brigade Commander Col. Michael Hauser.

The concept of the plan was that all Brigade Fire Teams would conduct Army Reserve prospecting training and operations, while generating a minimum of two Grad Alphas and two prior service appointments for that day. Each company would generate a minimum of three additional Army Reserve enlistments.

The operation was clearly a success, Hauser said, because it provided both training and a healthy competition resulting in appointments. He said the effort across the formation reflected his motto, "Deeds, not words." The final ROI will reflect the true level of success, he added.

Not done in recent brigade history, the plan was developed by brigade Reserve operations Sgt. Maj. Glenn Dawkins and chief operations officer Chuck Tomberlin, who had been kicking around ideas to find ways to re-emphasize the Army Reserve mission.

They presented their idea to Hauser and convinced him the plan would work.

"I thought it was an extremely creative and innovative idea to deliver not only the training, but also help excite work for each recruiting station's funnel," in support of the Reserve mission, Hauser said.

The initial success of the operation was measured by the total number of appointments made and appointments conducted, with a second benchmark of total enlistments garnered from the initiative.

"Overall, it was great!" said Capt. Steven Weber, Minneapolis Battalion operations officer. "Between the Battalion Command Sgt. Maj. (Kelly) Clark and me, we looked at the numbers for that one day, and were blown away. Our recruiters accepted the mission as a challenge and ran with it. Clearly, the numbers speak for themselves."

According to Weber, the operation was such a success that Minneapolis Battalion is looking to replicate the plan at battalion level.

Great Lakes Battalion operations Master Sgt. Julie Mapes expressed the same desire to implement the idea at her battalion.

"Our recruiters were focused on the [Reserve] mission, but were still able to obtain two senior appointments and make additional COI contacts. The premise was excellent, but at our battalion level we would have recruiters go out on a Wednesday, when schools are in full swing," said Mapes.

"I believe it'll be two phase lines before we see actual results. But regardless of the number of contracts, our recruiters did learn that the Reserve side of the house is not second to the Regular Army. It was a real learning experience for them."

While the true test of Operation Army Reserve Recovery will conclude when the total number of applicants access into the Army Reserve, Hauser said this was clearly an "out of the box" solution to re-emphasize the Reserve mission.

"It took the entire brigade team to accomplish this operation," Hauser said.

# Looking for a quality market?

## Visit a Career and Tech Center During National Career & Technical Education Month

By Judy Kuegler

3rd Brigade Education Services Specialist

In recognition of the success of Career and Technical Education (CTE) programs across the country, during the second week of February schools will be hosting open houses for prospective students, and recognizing CTE educators and student organizations like SkillsUSA.

These programs, taught in high schools, career and technical centers and many two-year colleges, are at the forefront of preparing students to be college- and career-ready.

Many of the occupations taught in career and technical schools are listed by the U.S. Bureau of Labor Statistics as occupations that are expected to grow rapidly in the next several years and require large numbers of new employees. Additionally, many of these same occupations can be found in the Army Civilian Acquired Skills Program, and many are hard-to-fill military occupations providing bonus incentives.

Some of you may remember the old vocational classes where the instructor just gave you a piece of wood and a saw. That changed in 2006 when the Carl D. Perkins Career and Technical Education Improvement Act was passed with one major revision requiring “programs of study” to link academic and technical content across secondary and postsecondary education. It also strengthened local accountability provisions to ensure continuous program improvement.

Today’s CTE programs are improving graduation rates and actively helping students gain the skills, technical knowledge, and the rigorous academic foundation and real-world experience they need for high-skill, high-demand, and high-wage careers.

Did you know the average high school graduation rate for students concentrating in CTE programs is 90.18 percent compared to an average national freshman graduation rate of 74.9?\*

The Association for Career and Technical Education (ACTE), a national association for CTE educators, has been collaborating with the State Directors of Career Technical Education Consortium, the Partnership for 21st Century Skills and more recently, the Army. All are working together, in support of the Nation’s young people to help improve the educational experiences and career and technical pathways for a lifetime of success.

As the United States continues to compete in a global economy that demands innovation, Career and Technical programs are attempting to incorporate the 3Rs and 4Cs (Critical thinking and problem solving, Communication,

Collaboration, Creativity and innovation). One leading school district in Bismarck, N.D., is already doing this.

Although the Bismarck School district has been offering CTE for more than 25 years, in 2010 the district in partnership with Bismarck State College opened a Career Academy where students are able to see how their learning is related to the world of work. Course offerings are designed to help students understand the relevance of academic work, expose them to career opportunities and develop team working skills.

It’s a unique setting located on a college campus where high school students take classes alongside college students, and all are able to see the potential with major industries advising instructors and using the facility for job training.

The academy uses every opportunity to combine relevance with academics. Even the HVAC (heating, ventilation, and air conditioning) for the building is used as a learning opportunity. From massive hallway windows, students and instructors can identify orange and green pipes and various components that make up the geothermal systems, during the Energy Production and Process Technology course.

The Army has many occupations to complement the education these students are receiving, as well as certifications the Army will pay for to set students up for a solid career. For example, the academy offers a program in graphic/digital design, and civilian certification as a certified graphic communication manager (which the Army will pay for), which can lead to a position as a graphic designer when leaving the Army. Other programs for automotive service technicians and mechanics also have numerous certifications the Army will pay for and have excellent job prospects within the civilian community for years to come.

The Army and most major corporations are looking for entry-level workers who can communicate, solve problems, work with technology, and learn quickly, and now new generations of career and technical schools are turning out students with these skills, giving them every opportunity for career and college readiness.

Some 14 million students are enrolled in CTE, with programs in nearly 1,300 public high schools and 1,700 two-year colleges — there should be one near you.

To learn more, visit 21st Century Skills at [www.p21.org](http://www.p21.org) or Bright Outlook Occupations at [www.onetonline.org/help/bright](http://www.onetonline.org/help/bright).

*\*(U.S. Department of Education, Office of Vocational and Adult Education, Carl D. Perkins Career and Technical Education Act of 2006, Report to Congress on State Performance, 2007-2008.)*



By 1st Lt. Adam Harrison  
Aide-de-Camp, USAREC Deputy Commanding General

# Preventing Revertigo

## Don't Let a Recruiting Assignment in Your Hometown Allow You to Regress into Old Bad Habits

With recruiting duty often comes the opportunity to move home and recruit in your hometown. How great is that? After years of combat deployments and sometimes less than desirable duty assignments, moving home to recruit would be almost tranquil in comparison, right? Maybe, but many young NCOs contemplating a move into recruiting often forget to add the cultural factors of “going home” into the equation.

Imagine you're a high school student in Anytown, USA. You run the streets with your friends, drink a little too much; maybe you got into trouble with the local police. After high school you made your first real adult decision and joined the Army. You saw the world and grew into a great military leader.

Meanwhile, many of your friends and family stayed home and continued the same immature nonsense you left behind after graduation.

You're used to the structure and predictability of garrison military life. You have Soldier friends who share your Army Values and support good decision-making. Moving home after years of military life and structure can put you into a sticky situation. Many young NCOs are forced to choose between their new life and their old habits.

A popular TV sitcom coined the term “revertigo.” Revertigo happens when you get together with people from your past and start acting like the person you were when you knew them.

When people get together with their friends and family members, they often regress to the behavior patterns they had when they were younger, relating to these people the way they did when growing up. This often causes undue strain on families and forces young NCOs to make hard decisions they weren't prepared for. Revertigo is what Reuben Hill\* calls a crisis-precipitating event, or a “situation for which the family has had little or no prior preparation and must therefore be viewed as problematic.”

So then, how do we go about preventing revertigo? I've devised three exercises to help prepare the future recruiter to jump the hurdle that is revertigo.

By reading this article you've already successfully accomplished step one: acknowledging the existence of, and

your personal susceptibility to revertigo. No one is immune. Revertigo doesn't discriminate. Whether you're an E-5 or O-5, you can be tempted by revertigo.

Step two requires the Soldier to evaluate all he or she has accomplished in the military — from leaving home until now.

As Soldiers, we often don't give ourselves enough credit. Many recruiters made the tough decision to enlist during wartime; those who enlisted before 9/11 made the decision to stay in the Army, to continue the fight through multiple combat deployments. Most of you are decorated veterans; many have been awarded some of our nation's highest honors.

Meanwhile, many of your friends have bounced around from dead-end job to dead-end job, partying and messing around. Some have, at best, just finished college. You've married and had children. Your spouses have grown underneath the burden of a wife/husband at war. Likewise, you've matured at the receiving end of heavy combat rotations and long field training. Your old friends have never had to shoulder the responsibility that comes with being in our Profession of Arms.

Pat yourself on the back, you've earned it.

Step three, the final step, is a little more intricate. It requires imagination and creativity. You need to mentally place yourself into those tempting situations you will encounter by seeing old friends and extended family again. These situational temptations are subjective, individual. Maybe your revertigo hurdle is your mother treating you like a child or an old buddy trying to get you into the drug game. Regardless, you need to visualize the possible situations you might encounter. Walk yourself through them. Practice making the choices that uphold the Army Values. By doing this, you will be strong enough to thwart the inevitable temptations that come with going home.

As funny as revertigo seems, it can create serious strain and/or pressure in the life of the new recruiter. The girl from Seattle you met while stationed at Fort Lewis, Wash., is not inherently prepared to deal with your “crazy” extended family in Mississippi — trust me. We must prepare ourselves.

*\* From Hill's book, “Families Under Stress: Adjustment to the Crises of War Separation and Reunion” (1958). Hill is noted for his research on returning World War II veterans and their families.*



# NCOs of the U.S. Army Parachute Team: KNIGHTS OF THE SKY

By Jennifer Mattson  
Training and Doctrine Command

The Blue Angels, the Thunderbirds and the Golden Knights perform across the United States in recruiting efforts for the Navy, Air Force and Army, respectively. But only one such demonstration team relies solely on their noncommissioned officers, or NCOs, to demonstrate professionalism, compete internationally and jump out of airplanes with VIPs strapped to them.

While the Blue Angels and the Thunderbirds highlight their officer corps by placing officers in key positions — mostly pilots — the demonstrators of the Golden Knights are all enlisted.

“This organization is comprised primarily of enlisted personnel,” said Sgt. 1st Class Joe Jones, team leader of the Golden Knights’ tandem section. “And we travel independently of the team. A sergeant first class takes his team on the road and will perform these parachute demonstrations or tandem jumps away from Fort Bragg (N.C.).”

“For a battalion commander to release those guys to go do airborne operations only under the supervision of the NCO says a lot about the leadership and the trust in the NCOs in this unit,” Jones said. “Jumping out of a plane is an inherently dangerous job, but through the emergency procedures and training done under the supervision of the NCOs, the officers in the unit have full trust and confidence in their NCOs to go out across the country and perform demonstrations.”

Performing demonstrations is important, Jones said, but it’s only a small fraction of what the Golden Knights do. Their primary mission is to act as a recruiting and retention tool, to engage with the American public and to tell their Army story to people who don’t normally interact with service members. To do that, these professionals live and breathe the Army Values as they represent the whole Army to an American public who might have little daily interaction with any branch of military service.

“Jumping out of the plane is only 10 percent of what we do. That’s how we get to work,” Jones said. “Once we hit the ground, we do the rest of our work. We engage with these people. We share our experiences and our Army story, and share all of the opportunities the Army has to offer — educational benefits, leadership opportunities.”

## AIRBORNE ROOTS OF THE GOLDEN KNIGHTS

The Golden Knights began as the Strategic Army Command Parachute Team in 1959. At the time, the Soviets dominated the

international competitions in sky diving, and the Army developed a team that could compete with them.

In 1961, the Strategic Army Command Parachute Team became the U.S. Army Parachute Team. And in 1962, the Golden Knights earned their nickname: “gold” for the medals they won, and “knights” because they had “conquered the skies.”

In the 53 years the Golden Knights have served the Army, they have appeared in more than 16,000 shows in 48 countries and all 50 states. These professional Soldiers play one of three roles when assigned to the Golden Knights — as a demonstrator, a tandem jumper or competitor.

Regardless, these professionals are often given responsibilities above their rank. For example, before the whole team arrives, a junior NCO will make arrangements for the rest of the team — from deciding where they’ll stay to coordinating media engagements.

“A lot of times, an advance representative will get on the ground two days before the rest of the team and find out about media, where to park the aircraft, our hotels, lodging and rental cars,” said Staff Sgt. Thomas Melton, a parachute demonstrator. “Oftentimes on a team, we’re working a couple pay grades above the pay grade that we have.”

Melton has been with the unit for more than a year. Before coming to the team, he was a parachute maintenance technician with the 82nd Airborne Division. In both roles, he’s seen NCOs act as professionals, but with the Golden Knights he’s seen that level of professionalism rise in proportion to the amount of responsibility charged with each individual Soldier.

“It’s the only place in the Army that I’ve seen where they rely solely on NCOs,” said Sgt. Richard Sloan, a demonstrator with the Golden Knights’ Gold Team. “There is a chain of command like any other unit. On the airborne operations, there’s at least a field grade officer, but here you don’t see that. What you’ll see here is basically sergeants first class and below running the entire operation.”

## JUMPING WITH VIPs

Some of the NCOs in the Golden Knights jump tandem with local government, business and military leaders. This role requires NCOs to be the professional face of the Army to the VIPs who place their lives in the jumpers’ hands.

"I've been everywhere from rolling in the mud in a Ranger regiment to having Bill Murray strapped to my chest," Jones said. Through the experience, the Golden Knights want jumpers to feel more comfortable with the Army and its mission, Jones said. In addition, they act as ambassadors for NCOs across the Army.

"I want them to leave at the end of the day feeling that they just put their lives in the hands of a Soldier," Jones said. "They allowed me to throw them out of an airplane and to bring them down safely. We put our lives in the hands of Soldiers every day, we just don't think about it. When I take someone up for a tandem jump, I basically earn their trust and confidence. They're putting their lives in the hands of a Soldier."

Sloan said the recruiting efforts of the tandem jump help the Army open doors previously closed to recruiting efforts.

"They take high-profile personnel to give them the opportunity to see what it's like to be in airborne operations," Sloan said. "They'll be strapped to you. They'll exit the aircraft at 12,500 feet off the ground, a 120 mile-an-hour [wind will be] in your face, and you'll feel what it's like to be a Golden Knight for a day."

#### **DEMONSTRATING AND COMPETING WITH THE KNIGHTS**

Two teams of demonstrators — the Black Team and the Gold Team — travel across the United States appearing at football games, air shows and recruiting events. Members of the Golden Knights also compete in national and international parachute competitions. In both roles, NCOs represent the high professional standards of the Army.

"The noncommissioned officers in the Golden Knights are the demonstrators. They are the competitors," said Sgt. 1st Class Greg Windmiller, a competitor in the U.S. Army Parachute Team. "[NCOs] actually make up the meat and potatoes of the team."

While the two demonstration teams perform in towns across the United States, the Golden Knights' competitors perform on the national and international stage in parachute competitions. The competitors serve on separate teams from the demonstrators, and usually have served on the Golden Knights longer than the temporary three-year assignment.

By highlighting the Army and its capabilities at the national and international level, Windmiller demonstrates the professionalism of its NCO Corps by earning medals that demonstrate the Army's competence.

"My primary job is to be an ambassador for the U.S. Army and to tell the American public what it's all about," Windmiller said. "In a nutshell, I'm a recruiter. But I also get the privilege and the fun of competing in competitions."

Windmiller competes in canopy piloting, the ability to manipulate a parachute for power and speed. He competes in three separate events: speed, distance and accuracy.

"Having a noncommissioned officer, and even a junior non-commissioned officer, with that trust, that experience and that capability is a really unique thing in the military," Windmiller said. "We require our noncommissioned officers to be extremely professional and to conduct themselves in a manner that's appropriate for the Army as well as the team."

#### **REPRESENTING THE ARMY**

Sgt. Maj. Stephen Young, sergeant major of the Golden Knights, said he takes the responsibility of representing the Army seriously. The Golden Knights parachute in to places around the United States where many citizens don't see Soldiers on a regular basis. To them, the Golden Knights are the Army.

"We represent 1.2 million Soldiers — active, National Guard

and Reserve," Young said. "We're representing each of those Soldiers individually because we have a variety of MOSs (military occupational specialties) here. We have an Army story. We can tell that Army story, and we can connect with those people."

Sgt. Austin Bowman, a crew chief on a C-31A Troopship, one of the Golden Knights' aircraft, has served with the team for almost two years.

"We have a very senior NCO, who has been an NCO before I even came into the Army," Bowman said. "And then there are NCOs who were just promoted before they came here. There are different levels of experience. Our focus as NCOs on this team is to mentor one another."

Sgt. Shawn Holland, another crew chief, said the majority of his job is preventative maintenance of the aircraft, acting as the load master and coordinating jump operations. Before being assigned to the Golden Knights, Holland served with the 82nd Airborne Division for five years, deploying twice.

"We're all considered leaders," Holland said. "The ability to take our own initiative is always in play, and the ability to organize a chaotic situation is a must."

The NCOs on the U.S. Army Parachute Team lead by example, and they set the example for more than the Soldiers in their unit, Young said.

"They are leaders, mentoring not only the Soldiers who are here. each other and their peers but they're mentoring Soldiers we come in contact with at air shows or at military bases," Young said. "They're maintaining the standards of discipline and the Warrior Ethos. It may not be downrange, [and] we may not be in Afghanistan or Iraq, but we're still following and trying to set that example for the Soldiers out there and for the American public."

#### **THE MORE JUMPS YOU HAVE ...**

Sgt. 1st Class Dustin Perregrin, a 19D cavalry scout who serves as a demonstrator with the Golden Knights, said though the team adheres to military rank structure, there are times when experience matters more.

"I'm an E-7, and I work for an E-6," Perregrin said. "It's more based on your experience with the team and how long you've been here. Just because I'm an E-7 doesn't mean I know how to skydive better than a guy who's been here four or five years who might be a rank lower than me. Everybody here is really determined and motivated, and that's why they're here — because everyone is a team player."

Being a team player is important to the esprit de corps of the Golden Knights; the camaraderie is why most of the Knights continue to serve in this capacity, Perregrin said.

"It's a nominative assignment. Everyone on the team has been deployed, worked in Iraq and Afghanistan," Perregrin said. "We're not here because we wanted to be here, but because they chose us to be here. Most of the guys do three or four years here, but then they go back down to the line."

#### **WORKING WITH THE COMMUNITY**

Sergeant 1st Class Felix Gomez, an aviation NCO for the Golden Knights, coordinates the maintenance and crew chief jobs and works as a liaison for the civilian contractors. He's been with the team for more than three years.

"We have to show the community, wherever we participate in, the image of the Army, show what the Army is all about," Gomez said. "We have some key things that have to be in the spotlight — professionalism, dedication, commitment to the nation and to the Army."



Clockwise from top

Dr. Robert Baum, assistant clinical professor of orthopedic surgery and rehabilitation at Vanderbilt University, shoots skeet with a member of the Army Marksmanship Unit Jan. 4. The AMU camp was one of many activities for COIs associated with the Jan. 7 U.S. Army All American Bowl.

John Fistolera, assistant executive director of corporate and external affairs for Distributive Education Clubs of America, checks out the Army's NHRA dragster at the Army Strong Zone Jan. 6.

Staff Sgt. Michael Dailey, a U.S. Army Combatives School instructor from Fort Benning, Ga., demonstrates his skills at the Army Strong Zone taking on Jamal Smith, the executive director of the Indiana Civil Rights Commission Jan. 6. Smith was one of about 100 VIP guests at the game.

Michelle Dolan, a Bristol, Tenn., councilwoman, jumps with Staff Sgt. Aaron Figel Jan. 5 in San Antonio. Several participating COIs had the opportunity to jump with the Golden Knights during game week.



GOLDEN KNIGHTS



# All-American Bowl

# Centers of Influence

## Embrace Army

Story and photos by Fonda Bock  
Associate Editor

**M**ichelle Dolan knew that going to San Antonio for the 12th U.S. Army All-American Bowl in January would be a life-changing experience.

She assumed the eye-opening revelation would come as she toured Brooke Army Medical Center and learned about the cutting-edge medicine saving the lives of gravely injured Soldiers, or at the Center for the Intrepid where wounded warriors with debilitating burns and amputations are rehabilitated not only back to the point of living full lives, but to the extent where 1 in 5 of them choose to remain on active duty.

Or maybe it would come as she was falling 13,000 feet out of an airplane in tandem with a member of the Golden Knights, the U.S. Army Parachute Team, a once in a lifetime opportunity that very few will ever experience.

It turns out the revelation came from just becoming more familiar with the Army — learning that Soldiers do more than just fight wars.

“I really love that the Army stands for personal excellence — being the best that you can be,” said Dolan.

The Bristol, Tenn., councilwoman and small business owner was one of more than 100 centers of influence (COIs) who attended this year’s game and associated activities.

Despite the fact that for decades the Army’s been educating and training Soldiers in more than 100 viable occupations and instilling in them leadership skills highly sought after by Fortune 500 Companies, the myth remains among many that the Army is the fallback option for high school dropouts and delinquents.

“That definitely is a stigma,” said Donna Marsh, a real estate broker and director at large for the Women’s Business Opportunities Connections in Syracuse, N.Y. “I’ve been guilty of that mentality and know many people who have that mentality. I’m really looking forward to taking the information [I’ve acquired] back with me to try to help dispel that myth. As far as I’m concerned, [the Army] should be one of the first considerations, not the last. It really is a fantastic tool to create opportunities [for yourself] and allow you to give back at the same time. It should be considered a privilege, not a fallback.”

“My perception of the Army has changed as a result of this experience,” said Sadiqa Reynolds, chief of community building for the office of the mayor in Louisville, Ky.

“I’ve found out the Army does so much more than we could ever imagine. I’ve heard how much the Army focuses on education and how invested the Army is in ensuring our young people have options and alternatives.

*Continued on next page*



Sadiqa Reynolds, chief of community building for the office of the mayor in Louisville, Ky., and Peter Magnuson, Senior Director, Strategic Partnerships for the Association for Career & Technical Education in Alexandria, Va., buckle up for a ride in the Apache helicopter simulator at the Army Strong Zone Jan. 6. The ASZ was one of the many activities associated with the Army All-American Bowl played in San Antonio Jan. 7.

*“As far as I’m concerned, [the Army] should be one of the first considerations, not the last. It really is a fantastic tool to create opportunities [for yourself] and allow you to give back at the same time. It should be considered a privilege, not a fallback.”*

— Donna Marsh

They care about mentoring, so even if you don’t go into the military, the point is the Army is invested in the community. This experience really helps to remind us how much we need to support our Army. It’s not just about what’s happening in Afghanistan and Iraq, it’s about what the

Army is doing in the community,” said Reynolds.

Major Gen. David L. Mann, commanding general for U.S. Army Recruiting Command, told the group they were invited to the game to learn more about the Army in the hope they’d share that information with their communities

and, in some cases, help the Army get into venues that have been difficult to gain access to in the past.

“Because at the end of the day, it’s your Army,” Mann explained. “So the more we can connect with America to make sure [potential applicants] understand what it means to be a Soldier, the opportunities that are available, you know, the better off we’re going to be into ensuring that the Army, your Army, remains viable and able to support the nation.”

While this information was new to many COIs, it just reinforced the message for Milwaukee radio talk show host Earl Ingram. He’s allowed Army representatives to use his microphone several times to talk about education and career opportunities for Soldiers.

“I live in a community where 60 percent of African-American males ages 18 through 40 are unemployed. To have young people graduate and stand on street corners and wind up in jail is nonsensical. I think it’s really important that our young people understand what opportunities exist. Everybody’s not going to college. The Army is a major option.”

The COIs had the opportunity to listen to and ask questions of Army Chief of Staff Gen. Raymond T. Odierno, who gave them an overview of the need for diversity in the military. What he got in return were suggestions to help veterans get jobs and to build those partnerships necessary to keep the nation’s military efficient and prepared for any threat or disaster.

“There’s been a detachment [between] the American public and the Army,” said Carl Venditto, an Army Reserve Ambassador in Connecticut. “It isn’t intentional, it just happens. I come from a community where I rarely see a Soldier. It’s isn’t good for America, for the Army not to have a physical presence. I think [the Army] needs more visibility in communities — go to art museums, trade shows, walk the streets, go into schools and businesses [more] and talk about what the Army can give.”

“I want the Army to stay strong and the country safe,” said Harvey Crone, director of career pathways at J. Sargeant Reynolds Community College in Richmond, Va. “That happens with each one of us making sacrifices. Everyone has to take some kind of initiative in this difficult time we’re in to ensure we keep this country strong economically. We have to ensure the public knows that and Congress, as well.”

*(Excerpts relating to Maj. Gen. Mann and Gen. Odierno were provided by Rob McIlvaine from Army News)*



Soldier of the Year Spc. Thomas Hauser, spoke to the Bengals players and coaches after a team practice during his recent trip home to Cincinnati. Many players thanked Hauser for his service to the country as they learned Hauser's unit is due to deploy to Afghanistan.

## Soldier Shares Army Story in Hometown

### 2011 Army Soldier of Year Has Opportunity to Address Alma Mater, Football Team

*Story and photo by D. Charone Monday  
Columbus Battalion*

Sometimes bragging rights are hard to come by, but this year the Colerain Recruiting Station came out on top in the Cincinnati Recruiting Company — they recruited the Army's 2011 Soldier of the Year, Spc. Thomas Hauser. When the 2008 graduate of Colerain High School near Cincinnati, Ohio, came home to celebrate the holidays, he added to their victory by speaking at several schools, interacting with local veterans, and sharing his story with a senior citizen group.

"It's awesome coming back here and helping the recruiters by talking to the kids and telling them how the military takes care of you and how you're a part of a family," said Hauser, a military police (31B) Soldier with the 563rd Military Police Company, 91st MP Battalion, 10th Sustainment Brigade, at Fort Drum, N.Y. Hauser represented Forces Command at the 2011 Army Best Warrior Competition at Fort Lee, Va., in October.

When talking with the students, Hauser's message was, "If you want to be a part of something ... a brotherhood where we look after one another ... where it's very diverse and everyone comes together to protect the nation, if you want to be a part of that, then stay motivated and stay focused."

An avid Bengals football fan, Hauser was honored with an invitation to watch the team practice and participate in the coin toss at a December game. During the practice, players on the sideline ran up to him to shake his hand and thank him for his service. Seldom, if ever, are non-players allowed at the practice, and this day the team showed their appreciation for Hauser and all Soldiers as they changed the team's "Who Dey" chant to "Hooah."

At the end of the day, Hauser spoke with the team and thanked them for letting him visit.

"We were honored to host Specialist Hauser and his fellow Soldiers and proud to introduce them to our football team," said Bengals head coach Marvin Lewis. "Our players are truly inspired by the dedication shown by our Soldiers. We appreciate all they do for us on a daily basis, and Specialist Hauser's accomplishments are truly remarkable."

# Beating Cancer to Follow Grandfathers' Footsteps

By Gabriel Morse  
Great Lakes Battalion

Ever since Jonathon TerMolen was 8 years old and heard stories of his grandfather and great-grandfather fighting in the infantry during the Korean War and World War II, he'd known he was going to be a Soldier one day.

Eager to share the same camaraderie and common soldiering bonds, Jonathon never had the slightest doubt he'd wear the same uniform, carry a weapon or conduct combat patrols as his grandfathers. It was more than a dream, it was in his blood.

It never entered his mind that something else was lurking in his blood that might keep him from following his grandfather's footsteps; or that he would have the fight of his life long before he ever put his country's uniform on.

One day he was a normal 14-year-old sophomore at Las Vegas's Eldorado High who couldn't shake a persistent cough. The next morning he woke up battling stage four Hodgkin's lymphoma cancer that covered his entire left lung and part of his right, and was spreading through his liver, spleen, kidneys and entire lymph node system.

All thoughts of serving in the military disappeared in the initial shock. Jonathon remembers being so sick and so weak he couldn't walk or even lift the TV remote.

"It was hard to see anything positive at first," he said, but after getting over his initial fright, the Future Soldier decided this was one fight he wasn't going to lose.

"After the first week, there wasn't a doubt in my mind about beating it," TerMolen said.

Like every good Soldier though, Jonathon knew he needed a good team to back him up. His mother, Kelly was his constant companion.

"My mother was an amazing help," said TerMolen. "She took me to my treatments and stayed by my side throughout the turmoil, even when things got too difficult to watch."

It was she who helped keep the rest of his life in focus by helping him keep up with school work.

TerMolen's father, John, flew down from Michigan to be with him, sometimes for months at a time. It was his father who

helped him fight the battle on a different front.

"He has a way of making horrible situations laughable and light-hearted, which was exactly what I needed," TerMolen remembered. "Laughter really is the best medicine and my dad had plenty of it."

Family and friends helped out by buying groceries; their landlord allowed late payments; and others sent him notes to keep his spirits up.

Jonathon also believes one of the most important factors in enduring the eight months of radiation and chemotherapy was a positive attitude and his desire to beat the cancer.



Cancer Survivor Jonathon TerMolen and his recruiter, Sgt. Christopher Kindred.

"Maintaining a positive, unyielding attitude even through painful and sickening moments, wasn't the easiest thing to do," TerMolen said. "I also did what I could to keep in shape, like boxing and light-weight workouts the first couple of months before the chemotherapy side effects really took hold of me."

Under this combined assault of radiation, laughter and pure "relentless determination" as TerMolen calls it, more than 80 percent of the cancerous mass was eradicated in two months and the rest within six months after that.

TerMolen then focused on finishing high school and starting college as well as on strength training to prepare himself for continuing with his dream of military

service. Having defeated cancer, TerMolen discovered that his battle wasn't over yet. Fulfilling his lifelong dream would be a little harder than he imagined.

First he tried joining the Navy, but the Navy recruiter was convinced he would never be able to join any military service. Then, a year later a friend of his encouraged him to try the National Guard. The National Guard turned him down because he hadn't finished his five-year cancer remission period. He next tried the Marines. Then after finishing college for the year, he went into Great Lakes Battalion's Big Rapids, Mich., Recruiting Station and sat down with Sgt. Christopher Kindred.

"Sergeant Kindred was always encouraging whenever we spoke about joining the Army, as well as the waiver process," TerMolen said.

"I knew the process was going to be both long and difficult," Kindred said, "but once I knew Jonathon personally I knew he was really motivated to serve his country. We worked hard to make his dream of serving come true."

It took months for TerMolen's required waivers and then the enlistment paperwork to go through. Then there were the four trips to the Military Entrance Processing Station (MEPS), which TerMolen describes as a grueling process.

"It's all been worth the effort," said TerMolen. "Throughout all of this, it was never an option to fail. I know the hardship is far from over,

but I've got an abundance of experience with hardship."

TerMolen, who leaves for training at Fort Benning, Ga., in April, is eager to face the challenges ahead.

"I chose the infantry because it's the best, most exciting and adventurous job in the military," he said.

But even that challenge isn't enough for this Future Soldier. He wants to pursue airborne school and Special Forces.

"This is the kind of Soldier I'd want next to me on the line," said Kindred. "We look for quality recruits to join the Army, and I think Jonathon's proven determination against some pretty tough challenges is an example of the quality of people we have joining."

# Cancer Survivor Ready for Army Life

Story and photo by J. Paul Bruton  
Sacramento Battalion

**A**t age 22, cancer survivor Travis Paolini has already faced enough adversity to know he is not backing down from life's challenges and opportunities, especially considering his newest challenge: Joining the Army as a health care specialist. While many would hesitate to take the risks associated with joining the military, Paolini said he is not deterred by the fact that the Army could send him to Iraq or Afghanistan. He understands the risks and is ready to face them.

There aren't too many people who have attained Paolini's kind of drive and determination by their early 20s, but when you have already faced and beaten cancer by age 17, some of life's decisions become much clearer.

When Paolini was 16 years old, he discovered a lump in his right underarm. He had no way to know what it was, but immediately knew that something was wrong. He told his parents about it and together they decided to have it checked out right away. A doctor proceeded to remove Paolini's entire lymph node, and a biopsy confirmed his fear: Unfortunately, it was cancer. Fortunately, it was diagnosed as Hodgkin's lymphoma — one of the more curable forms of cancer, especially when found in the early stages.

His doctor operated and removed Paolini's lymph node; however, there were still traces of cancer in his underarm area. He then had to undergo chemotherapy for four months and endured all the typical side effects.

"I lost my hair, got sick and threw up a lot ... all that good stuff," he said, a wry smirk on his face.

In the following years, Paolini would continue to return to the doctor for Positron Emission Tomography (PET) and Computerized Tomography (CT) scans on a quarterly basis. Then, as he continued to remain cancer-free, the screenings became less and less frequent.

In the years following his diagnosis, Paolini graduated from Rancho Cotate High School in Rohnert Park, Calif., in 2007 and began pursuing his goal of becoming a firefighter. He completed emergency medical technician school and then knocked out his fire technician certificate. He even began working as a volunteer firefighter in 2008 and was hired for part-time work in 2009. But there was still something else he had long wanted to pursue: becoming a Soldier.



Travis Paolini, 22, a cancer survivor, has beaten the odds and is meeting his newest challenge head on: enlisting in the U.S. Army.

"Being a firefighter is one of my career goals, but I have also always wanted to go into the Army, and if I do well, perhaps it can develop into a career," Paolini said. "I want the experience of serving my country — this is something I've always wanted to do."

Getting the green light to enter the Army is not easy, and it is especially tough for someone who has had cancer. But Paolini had remained cancer-free for the required five-year period and was cleared as good-to-go.

"I was right on the five-year mark when I started going to the Napa recruiting office to talk about joining," he said. "And I want to give some 'props' to the Napa Recruiting Station, too. They told me that as long as I did my part and kept working toward joining, they would do their part to get me in — Sergeants [Albert] Matel and [Andrew] Cottam absolutely kept their word."

Paolini, who leaves for training in early March, said he's looking forward to getting through the training and starting to work in his field.

What is he not looking forward to?

"Getting yelled at to do pushups at four in the morning," he said with a grin.

# PaYS Show & Tell Helps USAREC, Partner, Reserve Unit

Story and photo by D. Charone Monday  
Columbus Battalion

**H**iring veterans is a good news story in a bad economy — and the Partnership for Youth Success program helps companies do just that. But what about Soldiers who didn't select the PaYS option — is there any way to leverage PaYS partners to help these Soldiers and at the same time help accomplish the Reserve mission? Indeed there is.

Kings Mills, Ohio, Company commander Capt. Anthony Christmas recently coordinated with NTB (a PaYS partner trucking company) and the 705th Transportation Company (a Reserve unit in Ohio) to help local Reserve Soldiers benefit from PaYS. On this particular drill weekend, NTB brought in a big rig and shared how a Reserve Soldier can land a position with the trucking firm.

Interested Soldiers were able to ask questions and get an appointment for a job interview.

"NTB got involved in PaYS because we are looking for quality employees, drivers who are well trained and have a good work ethic. We want drivers who can be trusted and we find these qualities in Soldiers," said NTB representative Dale Arnold.

In order to generate interest and acquire new PaYS partners, the local media was invited to the event. One TV station covered the story and aired a positive image of the Army and the PaYS program.

The following are some suggestions for conducting a successful PaYS event such as this.

1. Contact a PaYS partner who is likely to come out to the Reserve center and give a short "show and tell" presentation.
2. Contact a Reserve center that matches up with the PaYS company.
3. Coordinate which weekend drill works for the PaYS partner



Kings Mills company commander, Capt. Anthony Christmas, gives an interview to the local TV station. The "show and tell" helped get the message out to the community that the Army is looking for PaYS partners.

and the unit.

4. Coordinate with your public affairs office staff to invite local media to cover a story about "hiring veterans."

"It's a win, win, win situation," said Christmas. "The reservist gets a job, the PaYS partner gets the worker they are looking for, and the Recruiting Command gets the success story of the guy that was hired."

PaYS partners want to hire trained, motivated, disciplined, values-based Soldiers, according to PaYS Program Operations Manager Cindy Misner. Linking partners with their local Army Reserve units is just one way to get PaYS partners involved in recruiting activities. Find other ideas on the USAREC G-7/9 PaYS portal.



**413 - AECOM National Security Program - Baltimore Bn** - AECOM National Security Programs provides mission-critical services to U.S. Federal Government clients in the Department of Defense, Department of Homeland Security, the intelligence community and other U.S. federal and municipal agencies.

**414 - Benchmade Knife Company Inc. - Portland Bn** - Benchmade Knife Company Inc. set up shop in Clackamas, Ore., in 1990. Today, Benchmade Knife Company manufactures knives for a loyal and ever growing following of knife users.

**415 - Arrow Strategies, LLC - Great Lakes Bn** - Arrow Strategies is a leading national provider of staffing solutions. They supply professional and highly skilled resources in information technology, engineering, accounting/finance and professional consulting services to a broad range of Fortune 500 and Fortune 1000 organizations throughout the country.

**416 - Office Depot Inc. - Miami Bn** - Office Depot is the second largest office supplier in America. They sell office supplies from 1,145 company-owned stores. The CEO put a directive out to the HR Department to hire veterans. Office Depot is No. 192 in the Fortune 500 rankings.

**417 - FirstGroup America Inc. - Columbus Bn** - FirstGroup America is a leading transport operator in the U.S. and a leader in safe, reliable, sustainable transportation. They own and operate thousands of school buses, transits and maintenance locations. Their Greyhound unit is North America's leading intercity bus company. Overall, FirstGroup America has a fleet of over 60,000 buses.

## New Partners

(Continued)

### 418 - Quaker City Motor Parts Co. - Baltimore Bn

Quaker City Motor Parts Company has been a leader in supplying quality NAPA automotive parts to the Mid-Atlantic Region for over 80 years.

### 419 - VSP Global- Sacramento Bn

Vision Service Plan (VSP) serves more than 55 million members with a network of some 26,000 preferred doctors. VSP's programs offer coverage ranging from general plans (eye exams and eyewear) to laser vision correction procedures. Behind the managed care business is VSP's vertically-integrated eye care and eye wear business including optical labs, frame manufacturing, and optical practice management services.

### 420 - Maines Paper and Food Service Inc. - Syracuse Bn

Maines Paper & Food Service Inc. is the 7th largest broadline distributor in the country. They have nine distribution centers serving customers in 33 states. Stretching from the Eastern Seaboard to the Upper Midwest, the company's distribution network supplies an array of products including meat, frozen foods, dry goods, and beverages, as well as janitorial supplies, kitchen equipment and food packaging.

### 422 - John Morrell & Company - Chicago Bn

John Morrell & Co. is the oldest continuously operating meat manufacturer in the United States. Its primary product lines include smoked sausages, hot dogs, natural smoked hams, bacon, deli meats, corned beef, and fresh pork products. They offer opportunities in a wide variety of areas including accounting and finance, administrative, customer service, engineering, human resources, information technology, logistics and transportation, maintenance, operations, and quality assurance.

### 423 - City of Savannah - Jacksonville Bn

The City of Savannah is known as the "Hostess City" of the South.

### 424 - West Valley City - Salt Lake City Bn

West Valley City, Utah's second largest city, is nestled in the Salt Lake Valley. The city's scenic beauty is enhanced by its sense of community, and its commitment to provide high-quality public services for residents and businesses in the local area with a population of 129,480. The City HR Manager is a member of the Salt Lake City Battalion Grassroots Advisory board.

# Army Reserve Programs

## Are You as Knowledgeable as You Should Be?

By Kenneth Hollis

*Recruiting and Retention School—Forward*

Professional recruiter: Do you know the answer to the following questions?

- What is the Army Reserve Standard Training Program (STP)?
- How does an applicant qualify for the Army Reserve Alternate Training Program (ATP)?
- Does the Army Reserve offer tuition assistance?
- What are the benefits for enlisting in the Army Reserve as a CIHS?

If you can't answer these few questions, you may want to update your store of knowledge and complete the training modules on the Learning Management System (LMS).

(By LMS, we mean the Recruiting Command LMS, not the Army LMS. This article will not discuss training materials available on the Army LMS, or ALMS.)

Each training module has several lessons that cover many AR—unique programs. You'll also find training on programs offered to active duty Soldiers, but with the AR criteria and program details. These programs include Partnership for Youth Success, Warrant Officer Flight Training, the Montgomery GI Bill, and Officer Candidate School, to name a few.

Take the opportunity to refresh your professional knowledge as a recruiter and become the expert for all Army programs, regardless of component.

You can get to the LMS through the Internet browser on any USAREC computer, such as the recruiter work station.

- If your unit uses IKROme (Integrated Knowledge Resources Online for Me), use the LMS "gadget."
- If your unit still uses the old Enterprise Portal, use the LMS link typically located on the left side of the home page.

On the homepage, find the header for "Recruiting Courses." Click the link to "Army Reserve Recruiting Programs." On the next page, click on "AR Programs 2010."

On the next page, click the start button to launch a module. Complete all the lessons, then return to "AR Programs 2010" and launch the next module.

For questions or help using the LMS, write or call the author at [kenneth.hollis@usarec.army.mil](mailto:kenneth.hollis@usarec.army.mil) or (502) 626-0131.

# Rules Restrict Political Activity by Military, Federal Employees

By Donna Miles  
American Forces Press Service

With election activity steadily picking up, defense officials are in the process of issuing regular election-year guidance to remind military and Defense Department civilians that they're subject to rules regulating their involvement in political activities.

This issue — one the department regularly addresses during election periods — came to light in early January after an Army Reserve Soldier in uniform appeared endorsing a political candidate.

Several sets of rules help to protect the integrity of the political process, DOD officials said. DOD Directive 1344.10 applies to members of the armed forces, whether they serve on active duty, as members of the reserve components not on active duty, as National Guard members in a nonfederal status, and military retirees.

In addition, the Hatch Act applies to federal civilian employees, who are also subject to widely published DOD guidance that discusses participation in political campaigns and elections.

These rules are designed to prevent military members' or federal civilian employees' participation in political activities that imply — or even appear to imply — official sponsorship, approval or endorsement, officials said. The concern, they explained, is that actual or perceived partisanship could undermine the legitimacy of the military profession and department.

That's not to imply, however, that military members and civilian employees can't participate in politics. In fact, DOD has a long-standing policy of encouraging members to carry out the obligations of citizenship, officials said. DOD encourages its military and civilian members to register to vote and vote as they choose, they said. Both groups can sign nominating petitions for candidates and express their personal opinions about candidates and issues.

However, officials emphasized, they can do so only if they don't act as — or aren't perceived as — representatives of the armed forces in carrying out these activities.

Beyond that, the list of do's and don'ts differs depending on whether the employee is a member of the armed forces, a career civil service employee, a political appointee or a member of the career Senior Executive Service, officials said. The article on the next page details what recruiters can and cannot do.

Military members, for example, may attend political meetings or rallies only as spectators and not in uniform. They're not permitted to make public political speeches, serve in any official capacity in partisan groups or participate in partisan political campaigns or conventions. They also are barred from engaging in any political activities while in uniform.

A combat engineer assigned to the 416th Theater Engineer Company potentially violated these rules Jan. 3 when he stepped onto a stage at Ron Paul's headquarters in Ankeny, Iowa, during the Iowa Caucus to offer a personal endorsement. Although he was wearing his uniform, the Soldier was not in an active status at the time, Maj. Angela Wallace, an Army Reserve spokeswoman, confirmed.

Wallace emphasized that the Soldier "stands alone in his opinions regarding his political affiliation and beliefs, and his statements and beliefs in no way reflect that of the Army Reserve." His chain of command is aware of the issue and is considering appropriate disciplinary action to take, she said.

Most civilian DOD employees, whose political activities are governed by the Hatch Act, are permitted to be active in and speak before political gatherings and serve as officers of political parties or partisan groups, officials said. These activities, however, cannot involve fundraising.

Civilian employees also are permitted to manage campaigns, distribute literature, write political articles or serve as a spokesperson for a party or candidate. For more information on the Hatch Act, visit [www.osc.gov/hatchact.htm](http://www.osc.gov/hatchact.htm).

While the do's and don'ts concerning political activity may vary, the basic tenets hold true for all DOD employees.

The bottom line, officials said, is that they should steer clear of any activity that may be reasonably viewed as directly or indirectly associating DOD or the military with a partisan political activity, or that "is otherwise contrary to the spirit or intent" of the rules described.

# Ensure You Know Do's & Don'ts to Avoid Trouble

By Ray Kuklinski

Recruiting and Retention School - Forward

It is not uncommon for recruiters to build personal relationships with local elected officials such as mayors, senators, judges, and school board members. It's also not uncommon for these elected officials to ask recruiters, whom they know, for assistance during their election campaigns.

The following list of rules will make leaders and recruiters more aware of what political activities they can and cannot perform within their community.

## RECRUITERS CAN:

- Register, vote, and express an opinion on political candidates and issues, but not as a representative of the Armed Forces.

- Promote and encourage other military members to exercise their voting franchise, if such promotion does not constitute an attempt to influence or interfere with the outcome of an election.

- Join a political club and attend meetings when not in uniform.

- Serve as an election official, if such service is not as a representative of a partisan political party, does not interfere with the performance of military duties, is performed when not in uniform, and the Secretary concerned has given prior approval. The Secretary concerned may NOT delegate the authority to grant or deny such permission.

- Sign a petition for specific legislative action or a petition to place a candidate's name on an official election ballot, if the signing does not obligate the member to engage in partisan political activity and is done as a private citizen and not as a representative of the Armed Forces.

- Write a letter to the editor of a newspaper expressing the member's personal views on public issues or political candidates, if such action is not part of an organized letter-writing campaign or a solicitation of votes for or against a political party or partisan political cause or candidate. If the letter identifies the member as on active duty (or if the member is otherwise reasonably identifiable as a member of the Armed Forces), the letter should

clearly state that the views expressed are those of the individual only and not those of the Department of Defense.

- Make monetary contributions to a political organization, party or committee favoring a particular candidate or slate of candidates, subject to limitations of law.

- Display a political sticker on the member's private vehicle.

- Attend partisan and nonpartisan political fundraising activities, meetings, rallies, debates, conventions, or activities as a spectator when not in uniform and when no inference or appearance of official sponsorship, approval, or endorsement can reasonably be drawn.

- Participate fully in the Federal Voting Assistance Program.

## RECRUITERS CANNOT:

- Participate in partisan political fundraising activities, rallies, conventions (including making speeches in the course thereof), management of campaigns, or debates, either on one's own behalf or on that of another, without respect to uniform or inference or appearance of official sponsorship, approval, or endorsement.

- Use official authority or influence to interfere with an election, affect the course or outcome of an election, solicit votes for a candidate or issue, or require or solicit political contributions from others.

- Allow or cause to be published partisan political articles, letters, or endorsements signed or written by the member who solicits votes for or against a partisan political party, candidate, or cause. However, letters to the editor are allowed.

- Serve in an official capacity with or be listed as a sponsor of a partisan political club.

- Speak before a partisan political gathering, including any gathering that promotes a partisan political party, candidate, or cause.

- Participate in any radio, television, or other program or group discussion as an advocate for or against a partisan political party, candidate, or cause.

- Conduct a political opinion survey under the auspices of a partisan political club or group or distribute partisan political literature.

- Perform clerical or other duties for a partisan political committee or candidate

during a campaign, on an election day, or after an election day during the process of closing out a campaign.

- Solicit or otherwise engage in fundraising activities in Federal offices or facilities, including military reservations, for any political cause or candidate.

- March or ride in a political parade.

- Display a large political sign, banner, or poster (as distinguished from a bumper sticker) on a private vehicle.

- Display a partisan political sign, poster, banner, or similar device visible to the public at one's residence on a military installation, even if that residence is part of a privatized housing development.

- Participate in any organized effort to provide voters with transportation to the polls if the effort is organized by or associated with a partisan political party, cause, or candidate.

- Sell tickets for or otherwise actively promote partisan political dinners and similar fundraising events.

- Attend partisan political events as an official representative of the Armed Forces, except as a member of a joint Armed Forces color guard at the opening ceremonies of the national conventions of the Republican, Democratic, or other political parties recognized by the Federal Elections Committee or as otherwise authorized by the Secretary concerned.

- Make a campaign contribution to, or receive or solicit (on one's own behalf) a campaign contribution from any other Armed Forces member on active duty.

- Any activity that may be reasonably viewed as directly or indirectly associating the Department of Defense or any of its components with a partisan political activity or is otherwise contrary to the spirit and intention of this DOD directives shall be avoided.

This list of rules is not all-inclusive but the basic tenets hold true for all DOD personnel.

For additional information on this subject see Department of Defense Directives 1344.10 and 1334.1 and Joint Ethics Regulations 3-206, 3-209, and 3-210. If you need further assistance contact your brigade SJA.

Remember, ignorance is not innocence.

# Several Child Care Options Available for Recruiting Families

*National Association of Child Care Resource & Referral Agencies*

There are several programs available to Army recruiting families to both help parents locate quality child care in their communities and give parents a break on the cost of child care. The following are a few of those programs available through the National Association of Child Care Resource and Referral Agencies (NACCRRA).

## Operation Military Child Care (OMCC)

Operation: Military Child Care is a Department of Defense initiative created to meet the child care needs of military parents who are mobilized or deployed in support of the Global War on Terrorism. This program is also now available to military recruiters.

The program provides financial assistance and help in locating quality child care for eligible military families who do not have access to on-base options. Fee assistance varies by family and is influenced by factors such as total family income, geographical location, military child care fee policies, available funding and family circumstances.

For married Soldiers, the spouse must be working, looking for work or attending school. The same policies will apply to unmarried legal parents living in the same household.

Through OMCC, eligible families receive help finding approved\* child care in their community and fee assistance to help cover part of the cost of child care.

## Military Child Care in Your Neighborhood (MCCYN)

Military Child Care in Your Neighborhood is a DOD program designed to meet the child care needs of servicemembers and civilians living in areas where on-base military child care is not available. Eligible servicemembers include Recruiting Command, Cadet Command and U.S. Military Entrance Processing Command personnel. Many recruiting families will be eligible to pay reduced fees for the care of their children.

This program is for families of active duty Soldiers, Active Guard Reserve Soldiers and Army civilians. For married Soldiers, the spouse must be working, looking for work or attending school. The same policies will apply to unmarried legal parents living in the same household.

Through MCCYN, eligible families receive help finding approved\* child care in their community and fee assistance to help cover part of the cost of child care.



SHARILYN WELLS

A child plays with a dinosaur at the Rodriguez Child Development Center on Fort Bragg, N.C. Recruiting families not near an installation have child care options, often with reduced fees, in their communities through the National Association of Child Care Resource and Referral Agencies.

## Give Army Parents a Break

The Give Army Parents a Break program provides eligible parents up to eight hours of child care every month for each child through age 12. The program is open to geographically dispersed USAREC recruiters and Cadet Command cadre (trainers).

The parent or guardian must select a family child care provider or child care center that is enrolled in the Give Army Parents a Break program on NACCRRA's website. The provider selected by the parent or guardian is paid directly by NACCRRA for child care — up to the eight hours used during the month.

For more information on any of these programs, browse the approved provider directory or to apply, call (800) 424-2246 for a personal consultation, or visit the military programs section of the NACCRRA website at [www.naccrra.org](http://www.naccrra.org).

*\*The National Association of Child Care and Resource Referral Agencies (NACCRRA) partners with state and local Child Care Resource and Referral Agencies to identify high quality child care spaces that meet DOD quality standards.*

# Army Story Opens Doors in College Preparatory High School

By Capt. Carissa A. Schessow  
Milwaukee Company

International Baccalaureate high schools are not a top priority for most recruiters since many of, if not all, their students are typically college bound and not interested in military service.

Sergeant 1st Class Justin Daniels of the Greenfield Recruiting Station in Milwaukee wanted to break down that recruiting barrier, and he set out to do just that when assigned to Ronald Wilson Reagan College Preparatory High School in November 2008.

Initially met with resistance from several influential administrators including the principal and guidance counselors, Daniels was not deterred from achieving his goals of dispelling myths about military service and helping as many students as possible reach their goals.

Daniels not only achieved his personal mission, but his successes also propelled him beyond all the expectations he had when beginning his journey at the school.

During his first year, Daniels went back to recruiting basics and used his best asset: two Future Soldiers who attended the school. He invited them to share their positive enlistment experiences and their Army stories with faculty and students, which allowed him to gain the reputation as a trusted coach and mentor within the school.

When graduation day came in May 2009, however, Daniels was greeted with lukewarm smiles and forced handshakes from parents and was only allowed to address the graduating class in an informal forum. It was then that he knew his mission was not yet complete.

Concerned about only enlisting one senior that year, Daniels realized he would have to get creative about how to reach students and faculty the following school year.

At the beginning of the 2009–2010 school year, he introduced himself to the faculty and provided educators with information regarding money for college and Army career opportunities.

While many faculty members were still



Sgt. 1st Class Justin Daniels  
and Nathaly Salazar

somewhat reluctant to hear what he had to say, one guidance counselor, Michael Reedy, eagerly embraced Daniels. Still, no students enlisted in the Army during his second year. Though Daniels had a promising conversation with junior Nathaly Salazar at a career fair toward the end of the year, she was only interested in serving in the Air Force.

Daniels started off his third year at the school with a visit to Reedy's office and was pleasantly surprised to hear the senior class president requested Daniels deliver the graduation speech to the Class of 2011.

He would soon find out a reference from Salazar was behind the request. Even though the student wasn't interested in the Army, she was obviously impressed with Daniels and shared her feelings with other classmates. Her interaction with Daniels at the career fair helped change his relationship with the senior class and eventually the entire school.

When word spread to staff and faculty about the request for Daniels to be the graduation guest speaker, teachers began greeting him with genuine smiles.

Reedy established an Armed Services Vocational Aptitude Battery (ASVAB) testing program, and Daniels was even invited to participate in the selection board for the new principal.

In his address to the 2011 graduating class, Daniels once again reverted back to the basics to deliver the best speech he said he'd ever given. He shared his Army story and encouraged students to be open to learning from everyone they meet and exploring every opportunity.

"As you all move forward in life and choose a career, I want you to promise me something. Use these next years to help shape and define you as I let my time in the Army shape and define me. Becoming a recruiter has given me a great edge on life. I interact with kids every day and learned how to reach each kid in a way to make a difference for the better. Attending Ronald Reagan has given you that same edge, a leg up on the rest of the kids competing with you. There will be an array of opportunities for you because of your attendance at Reagan."

The results of Daniels' efforts are evident in the 2012 school year.

Already, he's tripled the number of students taking the ASVAB. He received the junior and senior contact lists the same day he requested them. The principal requested he deliver anti-bullying training to the students. Teachers greet him with genuine respect and appreciation and consistently request his assistance with history and other classroom presentations. The school psychologist requested his assistance in encouraging a young man to not drop out of school. And he is a valued member of one of the school's most prominent clubs, Urban Promise, which is comprised of students who hope to be the future leaders of America.

Daniels anticipates writing more enlistments than ever before from the school. At the beginning of January, one student had already enlisted and Daniels was working with three more.

Last, but certainly not least, Daniels will leave a lasting impression at that school and with its students.

SG KATIE TESS, GREENFIELD STATION

# How to Volunteer Without Endorsement

By Jorge Gomez  
Milwaukee Battalion

A Soldier recently asked the Milwaukee Battalion Advertising and Public Affairs staff whether his recruiting station could assist a school's charity drive. The assistance was in the form of raising awareness through fliers and collecting items on behalf of the drive by becoming a drop-off location.

The Soldier said this would help recruiters build rapport with faculty and gain greater access to students. The intent of the Soldier to support a charity run by a local high school is good. Providing that kind of support could result in a better relationship with the school.

So what is the problem?

First, the assistance selectively benefits one group over others like it. The recruiting station, which is publicly funded, must be willing to provide equal support to comparable events, according to Army Regulation 360-1, Chapter 3-2.

"We cannot be seen as asking the public for donations or money since we are paid/funded through the federal government budget," said Capt. Brendan Cronin, 3rd Brigade judge advocate.

Secondly, the group in question is running a charity and the Army cannot endorse or appear to endorse any fundraising activity, according to the same regulation cited.

Soldiers cannot participate in fundraising activities in an official capacity nor use government property for the same purpose. But regulations do not prevent Soldiers from such activities in their private capacity or with their personal resources.

"They just can't appear in uniform or use their position as a Soldier to influence people to donate," Cronin said.

Voluntary service is one of the best things a Soldier can do to make a difference and earn the respect of the community, said 1st Sgt. Anthony Richter, Iron Mountain Recruiting Company.

He suggests serving at hospitals, churches or civic organizations in addition to schools. Soldiers can volunteer as referees, hold positions in a PTA, mentor youths, or even cut wood for the elderly or those who are physically challenged.

In his personal capacity, Richter has involved his children at charitable events to help serve breakfast and wash dishes.

"Word eventually leaks out to the community about what you are doing. People will see you are making a personal sacrifice to help others. This is how you make yourself known in a community," Richter said.

What he advises Soldiers do may sound like a paradox but he



Grace Richter, daughter of 1st Sgt. Anthony Richter, Iron Mountain Recruiting Company, volunteers at an Iron Mountain community breakfast event with her father in October.

1SG ANTHONY RICHTER, IRON MOUNTAIN RECRUITING COMPANY

insists his experience shows it is practical.

"Do something with no expectation and you will get more in return," he said.

Volunteer service should not be performed in uniform because people might question the integrity of such service.

"Don't be concerned about announcing that you're an Army recruiter. Your community service may get dismissed as a form of public relations. As long as your work is genuine, you will make a difference and that makes your job as a recruiter easier in the long run," Richter said.

Many organizations that help people are tightening budgets and cutting personnel. That leads to a greater demand for volunteers.

"Opportunities abound for Soldiers who wish to make an impact in their community because people are the most valuable resource," Richter said.

Soldiers are also leaders with exceptional life experiences.

"They can offer to talk to college freshman about setting goals and achieving success," Richter said.

A college instructor in Iron Mountain invited the first sergeant to have that talk with freshman in October. Richter's goal was to establish himself as a source of knowledge and expertise, given his



AHH SHOOT! PHOTOGRAPHY

Toby Keith (center), with Oklahoma City Battalion Command Sgt. Maj. David Watson, Lt. Col. Ty Bonner, Toby Keith, Sgt. 1st Class Kevin Mitchell and Sgt. Adam Hamby.

## Oklahoma City Battalion Members Receive Thanks from Toby Keith

By Daniel Gilbert  
Oklahoma City Battalion

Members of the Oklahoma City Battalion and dignitaries from Oklahoma spent an October evening at country music artist Toby Keith's house in Norman, Okla.

Each year Keith hosts a dinner giving recognition and appreciation to those assisting with a charity for pediatric cancer patients and their families.

Keith also works with an organization

that supports U.S. troops and extended an invitation to the battalion through its Grassroots Advisory Board chairman, Sheriff Joe Lester.

The battalion commander Lt. Col. Ty Bonner and three Purple Heart recipients (battalion Command Sgt. Maj. David Watson; Norman Recruiting Station commander Sgt. 1st Class Kevin Mitchell; and Fort Smith, Ark., recruiter Sgt. Adam Hamby) were all recognized for their service to country.

The dinner is the second meeting for

Bonner and Keith. The two originally became acquainted in 2006 during Keith's visit to Iraq.

Keith said he considered it an honor to have the battalion members and their spouses attend and he eagerly participated in exchanging war stories.

Keith was inducted into the Order of the Rough Rider for his support to the U.S. Army. He also expressed interest in the Oklahoma City Grassroots Advisory Board and looks forward to providing further support.

experience in the Army.

At the time, Bay West College was considered a hard-to-penetrate school. Now they have built new and promising relationships due to a willingness to help a freshman class with no expectation in return, Richter said.

Every Soldier will encounter a different challenge as he tries to make a personal impact in his community. Richter insists that regardless of the recruiting environment his principle applies.

"Getting involved in a personal capacity resonates with the community in a deeper way than anything comparable to official Army support," Richter said. "My experience has shown me how people value a well-meaning individual who gives selflessly."

In the case of the Soldier who wondered whether his station could support a school drive, the response from APA was that the recruiters should direct their supporting efforts in a personal capacity off duty and out of uniform. Personal involvement lends greater credibility and that has a better chance of making a difference in the community.

## Avoiding Appearance of Endorsement

USAREC Staff Judge Advocate

As members of the Executive Branch and DOD, military members and federal employees are obligated to refrain from preferential treatment or even the appearance of endorsement of nonfederal entities (NFE), according to Joint Ethics Regulations (JER) 3-209 and 3-210. When acting in an official capacity, federal employees have to be neutral when it comes to private organizations, businesses, charities, religious organizations and political organizations.

As government organizations, USAREC units must be cautious about using terms like "partnership" with a NFE, because that in itself is an implied endorsement and is also suggestive of a co-sponsorship, which JER 3-206 generally prohibits.

As far as joining community, civic and veterans organizations, USAREC Reg 360-12 authorizes unit membership using appropriated funds as long as the primary benefit accrues to USAREC, by enabling access to prospects and influencers. The regulation has a number of restrictions, like no appearance of endorsement or sponsorship, no participation in management or policymaking, and no political activities. Units must also be cautious about speaking engagements and logistical support to NFE. It can be done, but only as specified in JER 3-211.



Sergeant 1st Class Lavell Sims, Oklahoma City Battalion, poses with some of the youths who attended his Christmas for Kids event Dec. 16.

## Recruiter Sponsors Christmas Community Outreach Program for At-Risk Youth

Story and photo by Daniel Gilbert  
Oklahoma City Battalion

Changing the lives of children for the better is a passion for one Oklahoma City Battalion recruiter, who works with abused and troubled children in his community offering them hope and a future.

Sergeant 1st Class Lavell Sims, the Army Reserve master trainer at the battalion, hosted a night of food, presents and presentations for his second annual Christmas for Kids Dec. 16.

Sims' Christmas for Kids is a community outreach program for children 5 years old and up who come from broken homes and have been subjected to abuse and gang violence. Over 100 kids received a present, hot meal and visit from Santa — more than double the attendance of last year.

"It's all about the kids," said Sims. "The goal is to create memories for them."

Sims also worked with some of the children to coordinate a basic ceremony drill including facing movements, cadence singing and a march for family members, teachers and guests.

"The ceremony is a team-building exercise we put together to help the kids with structure, discipline and organization," Sims said. "My favorite part is watching them grow and develop. You can tell these kids want to do well."

Christmas for Kids stems from work he and his wife, Ranade, do with a Southern Oklahoma organization of therapists and counselors who work with abused and troubled children within the Oklahoma City School District.

Sims also founded a boxing program to help adolescents deal with anger control, aggression and focus. Starting small over eight years ago in a garage, Sims now has a full staff and team; its alumni include two Golden Glove Champions and five Soldiers.

As a former semi-pro football player, Army Boxing Team and World Class Athlete Program member, he became the head coach and president of the Fort Lewis, Wash., Boxing Team and the first Army boxing coach for Tinker Air Force Base in Oklahoma City.

"It's been my lifelong dream to work with kids and develop them," said Sims, who wants to continue growing youth outreach, adolescent development and therapy programs.

## Recruiters Support Families Affected by Midwest Tornadoes

By Capt. Mary Beth Griffin  
Joplin Company

This past year, communities all across Southwestern Missouri and Eastern Kansas were devastated by an EF-5 tornado that tore through Joplin, Mo., destroying more than 8,000 homes and killing more than 120 people.

The outpouring of volunteerism was overwhelming as the local community partnered with visitors to bandage the wounds of the area's local populace. Months after the devastating tornado, the community is still coming together to overcome the challenges left in the wake of the destruction.

A Pittsburg community toy donation program helped ensure more than 5,000 families across 15 counties did not go without gifts this holiday season. Joplin Recruiting Company's Pittsburg Station assisted several community agencies in distributing some of the 7,000 donated toys.

"It was awesome having the Army pick up and deliver the toys. It is my hope we can continue to work together in the future," said Vance Lewis, one of the key event organizers.

"We can't afford to go out to buy gifts for every kid, but this gave me the opportunity to put a smile on kids' faces, and a smile on the parents' faces," said Staff Sgt. William Haynes.

"I enjoyed making these kids happy," said Sgt. Chad Wessel. "A lot of the families are barely making it, their morale is down. By doing this we're like Santa Claus for these kids and helping out the parents in a time of need."

"There is no measure of the impact this has on the local community," said Station Commander Staff Sgt. David Cox. "There were a lot of people involved, from local churches to the chamber of commerce; our being there shows that the Army cares and we are not only all about business."

He said participating in outreach programs has an impact on the local community that runs deeper than any single enlistment.

"As we share their burdens throughout the year, their support to our mission continues to improve and relationships are developed," said Cox.



It was Sacramento Battalion enlisted (in green vests) vs. officers on the ice for a friendly game of broomball. The enlisted move in to try and steal the ball from the officers as both teams make their way down the ice.

## PT, Camaraderie Part of Great Workout on the Ice

Story and photo by Cathy Pauley  
Sacramento Battalion

The Army physical training program can sometimes become repetitive: perform sit-ups, pushups, pull-ups, running and repeat. A change of venue and a dose of healthy team building can help keep daily workouts from going stale.

To sweep a little life into their program in December, 24 Soldiers from the Sacramento Battalion leadership team and operations center, along with the six company commanders and first sergeants, competed in broomball at an area skating rink with Team Officer versus Team Enlisted.

Command Sgt. Maj. Brian Hendricks and executive officer Maj. Timothy O'Bryant both agree an hour-and-a-half on the ice is a good workout.

"First, you are doing a lot of lateral movement and twisting that you don't normally do with a routine PT session," O'Bryant said.

Hendricks echoed the sentiments of the ice being challenging.

"Without skates, your body tends to stay in motion longer than you intend it to. Plus hitting a 4-inch ball with a 6-inch club face on the end of a stick puts your hand-and-eye coordination to the test," he said.

"Physical fitness is one of the cornerstones for everything that we do," O'Bryant said. "Just like discipline, if you are physically fit and you are taking care of the everyday routine things, then the mission is going to fall into place. Your level of physical fitness is part of the Total Soldier Concept."

With the team age groups ranging from the mid-20s to early 60s, Hendricks said it is important that all Soldiers stay physically fit.

"It is extremely important that Soldiers of all ages are ready to perform any task they are asked to do, and be confident in their abilities," he said.

O'Bryant said this event was suggested by battalion commander Lt. Col. Chuck Duray at last year's company

quarterly training briefs. Duray is not only a hockey fan but a hockey player, as well. The broomball competition was a great team-building event last year, so the two teams faced off on the ice again this year.

Physical fitness isn't the only reason to take to the ice — broomball is also a great team-building event, O'Bryant said.

"It's an opportunity to build your team and bond, not just for the officers or the NCOs but for everyone," he said. "At the end of the day you find yourself joking with each other about who fell on the ice, how great a workout it was and how sore we were already."

Team Officers has won the bragging rights both years, defeating Team Enlisted rather decisively.

What is Team Officers' secret to success?

"A lightning fast offense and a stone wall for a defense," O'Bryant said. Countering the executive officer's view, Hendricks said, "We did our job, because good NCOs make their commanders look great and build their confidence."

### What is Broomball?

Broomball is a winter sport played in ice arenas and community parks throughout the country. It is a game very similar to hockey in its formation and rules, but also incorporates some soccer strategies. The game is played on a hockey rink with two teams consisting of six players on each side (a goalie, two defensemen and three forwards).

Similar to hockey and soccer, the object of the game is to score more goals than the opposing team. A player uses a stick (a shaft with a molded broom-shaped head) to maneuver a 6-inch diameter ball up and down the ice. Instead of skates, players wear spongy-soled shoes to gain traction when running on the slippery surface.

—Source: USA Broomball, [www.usabroomball.com/](http://www.usabroomball.com/)

**1. Each team member is expected to assume various roles within the community. Who is responsible to communicate the Army story to all members of the community?**

- a. All team members
- b. Engagement team members
- c. Future Soldier Leader
- d. Center commander

**2. What role is assumed by a team member who volunteers to give presentations about Army programs to civic organizations, such as the Veterans of Foreign Wars or local parent-teacher organizations?**

- a. Marketing specialist
- b. Communicator
- c. Public relations specialist
- d. Leader

**3. At what level of command does establishing relationships with school boards and community leaders occur?**

- a. Center level
- b. Company level
- c. Battalion level
- d. Brigade level

**4. Working with COIs involves a great deal of detailed planning and lots of follow-up. Community influencers will be more inclined to cooperate with you once you have established \_\_\_\_\_.**

- a. rapport
- b. trust
- c. credibility
- d. working relationships

**5. A recruiting unit needs the willing support and cooperation of community and school influencers. To win this much needed support, what must recruiters actively and visibly provide?**

- a. Time and energy
- b. Manpower and material
- c. Time and material
- d. Presence and effort

**6. What team member is the face and voice of the Army and recruiting unit?**

- a. Recruiting support team members
- b. Future Soldier leader
- c. Center commander
- d. Engagement team members

**7. What recruiting activity includes visiting popular hangouts, executing the school recruiting program (SRP) through school visits, posting businesses and developing COIs and VIPs?**

- a. Face-to-face prospecting
- b. Area canvassing
- c. Milk run
- d. Lead generation

**8. What assumed role demonstrates a team member's ability to lead, inspire, and get involved in the community, and could be the difference between recruiting success and failure?**

- a. Communication
- b. Counselor
- c. Leader
- d. Public relations specialist

**9. What is now an accepted means of communication Soldiers and Army civilians can use to interact with the target market, COIs, VIPs and the local populace?**

- a. Cell phones
- b. iPad
- c. Ethernet
- d. Social networking

**10. Which segment of the community network has the biggest impact on recruiting?**

- a. Schools
- b. COIs
- c. Business
- d. Community officials

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



**IMPLICIT AND  
UNIVERSAL  
TRUST  
BETWEEN  
SOLDIERS**

**TRUST  
BETWEEN  
SOLDIERS AND  
LEADERS**



**TRUST  
BETWEEN  
SOLDIERS/  
FAMILIES  
AND THE ARMY**

**TRUST  
BETWEEN THE  
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HADSER

U.S. ARMY

Visitor

96

93

35

25

BY  
CINCINNATI  
BENGALS