

# RECRUITER

United States Army Recruiting Command

# Journal

January 2011



**RECRUITER HITS  
HOME RUN IN ARMY**

**PAGE 18**

PHOTO CREDITS CLOCKWISE FROM LEFT: MARK RICKERT, BALTIMORE BN; CHRISTINE JUNE, HARRISBURG BN; D. GABRIEL MORSE, GREAT LAKES BN



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ON THE COVER: Sergeant Kenneth Turlington with the Baltimore Battalion plays softball for All Army Sports. Photo by Mark Rickert, Baltimore Battalion

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# RECRUITER Journal

## U.S. Army Recruiting Command

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# Make 2011 a Great Year!

**H**appy New Year USAREC! I said it last year and I'm excited to be able to say it again this year: what a fantastic time to be in Recruiting Command!

I can't say enough how proud I am to be at the helm of this great Team of dedicated and talented Soldiers, Civilians and Family Members. Your contributions to our Army are noticed every day through America's best and brightest you recruit into our Army and through the accomplishments of our awesome Soldiers who are fighting and winning in Iraq and Afghanistan. They are your legacy – Strength Starts Here with You in 2011!

As we begin the New Year, I'd like to re-emphasize my five Command Priorities:

**Teamwork.** We will succeed or fail as a Team. We need each other's support and commitment to be successful – none of us can do this job alone.

**Quality of life.** The quality of life of USAREC Soldiers, Civilians and Families is every bit as important as the annual recruiting mission. We take care of our people; they take care of the mission and our Team becomes stronger.

**Discipline.** As the Army's trusted ambassadors in America's communities across the nation, recruiters must be disciplined and adhere to the Army Values and Warrior Ethos at all times.

**Communicate and enforce standards –** Standards must be clearly communicated and enforced at every level of the command. Adherence to standards is the hallmark of a quality organization.

**Transformation.** We must continually develop and integrate best practices in recruiting to move us forward into the future, constantly improving our organization and embracing transformation as a way of life.

In addition, let me reiterate that this is the Year of the Station Commander and we have two new high standards that I challenge you to achieve – the Station of Excellence and the Expert Recruiter Badge.

This is also the time of year when people

are making resolutions for change or improvement in their lives. I ask this year that each of us – including our Civilians and Family Members – make a renewed commitment to improving our health, physical fitness and resiliency.

Don't just make it a one-time declaration that's forgotten by the spring, as are so many New Year's resolutions. Make it important

for you and your Family to live healthier, happier lives in 2011. It will not only make your Family stronger, it will make our entire Army Family Strong!

I ask everyone to continue being vigilant and responsive to the needs of others, especially if they are in need. I've heard many, many great examples across the command of how you, spouses and friends have identified those in need and intervened to make a difference; please continue these caring acts; they truly save lives. It's got

to be a continuous evolving education process, because our Team will always be changing – we gain new Soldiers, Families and Civilian team members every day.

Whether they are brand new to the Command, new to your team or both, make the time to welcome and get to know them and their Families through dynamic sponsorship programs. Ensure they know, from Day 1, we are a Team-based organization that takes care of each other!

Every Soldier should have received our new Battle Buddy Card before the holidays – leaders ensure your Soldiers have one. If you did not receive one, talk to your chain of command. Keep the Battle Buddy and ACE cards with you at all times, and make sure you know the avenues for assistance in case a crisis presents itself. Everyone in this Command must know the rest of the Team is here for them when needed and have the personal courage to realize when we need help ourselves.

Again, Happy New Year – it's going to be a great one! Thanks for all you do!

HOOAH! Army Strong!

Strength 6



Maj. Gen. Donald M. Campbell Jr.

## Check Out This Month's Excellence in Innovation Idea

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

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

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

## We Want to Hear from Station Commanders

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

March issue - "What does living the Army Values mean to me? How does living the Army Values benefit the Army/USAREC?" Deadline is Feb. 1.

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

Selected essay(s) will be published in the Journal with the Station Commander's photo. Read this month's top essays on pages 10-11.

In September 2011, one essay will be selected and the station commander will be recognized at the ALTC. Submit essays directly to [julia.bobick@usarec.army.mil](mailto:julia.bobick@usarec.army.mil) with a copy furnished to RCRO-PP via e-mail to G3ROAwards.

## Goarmy.com Launches New Video Repository Project

With a few keystrokes you can utilize some of the command's digital ventures to help you with your recruiting efforts. In December [www.goarmy.com](http://www.goarmy.com) launched its new video repository project which is a searchable database of all the videos assets of the site.

The "Army Strong Videos" library allows users to search by keywords or categories and makes recommenda-

tions through the "Related Videos" feature. The feature is located on the [goarmy.com](http://www.goarmy.com) homepage in the bottom left-hand corner of the site.

Coming in the next few months is a new site design for [www.goarmy.com](http://www.goarmy.com).

The site will be more flexible and incorporate content from social media efforts, including Facebook, Twitter and [www.armystrongstories.com](http://www.armystrongstories.com).



### New Partners

#### 369 - Booz Allen Hamilton - Baltimore Bn

- Booz Allen Hamilton is a strategy and technology consulting firm that works with government agencies, corporations, institutions and not-for-profit organizations.

#### 370 - Fuel Delivery Services Inc. - Sacramento Bn

- Fuel Delivery Services Inc. (FDS) was founded in 1998 as a refined petroleum products specialty carrier headquartered in Stockton, Calif., with additional terminals in Sacramento, Suisun, San Jose, Petaluma, Fresno and Benta.

**371 Cisco Systems Inc. - Fresno Bn** - Cisco Systems Inc. dominates the market for Internet protocol-based networking equipment. Cisco is No. 58 on the Fortune 500 rankings.

#### 372 Mercy Medical Center - Cleveland Bn

- Mercy Medical Center operates a 476-bed hospital serving Stark, Carroll, Wayne, Holmes and Tuscarawas Counties and parts of Southeastern Ohio.

#### 373 - City of Camuy, Puerto Rico - Miami Bn

- The City of Camuy's principal economic activities are tourism, industry and agriculture. The city is interested in military veterans to fill job needs in municipal policy, computers and various other areas.

For a complete partner list, visit [www.armypays.com](http://www.armypays.com).

## Station Commander Ideas

Sergeant 1st Class Derrell Greene, Spring Lake, N.C., station commander, said recruiters should seek out opportunities to coach youth athletic teams. Coaching and engaging in competitive athletics can relieve stress and boost performance, said Greene. Join the discussion at <https://forums.army.mil/CommunityBrowser.aspx?id=1252098&clang=en-US>

## Rock Climbing Wall

As of Nov. 10, any person under 16 years of age is strictly prohibited to climb on any Rock Climbing Wall that is owned by USAREC or leased to support an USAREC event.

Reference USAREC Msg 11-056.

## Safeguarding Recruits' PII

USAREC personnel will not send any information concerning an applicant that has not been encrypted/signed electronically.

This includes scanning images of the applicant's/Soldier's Social Security card, birth certificate, marriage license, physical documents or other personal documents and attaching them to forward electronically.

All electronic communication that requires any type of personal information must be encrypted.

Sending complete Social Security numbers, other than the last four numbers, among other information via unencrypted e-mail is a violation of the rules safeguarding personally identifiable information (PII).

Reference USAREC Msg 11-052.

## Stabilization Requests

Recruiting personnel who have a family member enrolled as a junior or senior in high school may request assignment stabilization.

Reference USAREC Msg 11-044.

## Managing Records on RWS

USAREC Msg 11-042 outline operating procedures for managing records on the Recruiter Work Station (RWS). Proper management increases operating system efficiency while protecting personal information on leads, prospects, applicants and Future Soldiers.

# Make a Commitment to Self-Development

## What Are You Doing to Improve Yourself, Your Team?

As we usher in the new year I ask each of you to make a renewed commitment to self development, whether it comes in the form of improving personal health, physical fitness, career development, professional education or overall resiliency. Call it a new year's resolution if you want, but be sure not to let it fall by the wayside as we know happens all too often. Put your goal in writing and share it with your family, friends and peers, so they can help you stick to it.

Challenge yourself – every day – to learn something new about recruiting and/or being a Soldier and leader. Know what's new and what's changing. Read our USAREC messages, regulations and doctrine.

Log on to ProNet to find out what your peers are doing across the command, but don't just read it. Get involved in the discussions! Share your TTPs (tactics, techniques and procedures) and good ideas; pass on what you've learned to your NCOs and your peers. Use the extensive knowledge networks we've built to share beyond your station and company levels. This further empowers leaders across the command, especially at the station/center level. It's not a competition to see who can learn the most and then keep it to himself or herself.

We grow and improve as an organization only when we work as a team and actually help each other succeed by sharing what we've learned – what works and what doesn't. And most importantly – why it does (or doesn't).

We can say we are successful – we made mission – but do we truly understand why we are successful? To continue to be successful, we have to understand why and how we got to this point. If you don't understand, ask and/or discuss it as a team. You might not be the only one who doesn't know. Open, interactive and non-

threatening dialogue encourage NCOs how to think vs. tell them what to think.

Many of our Year of the Station Commander programs are about knowledge sharing across the command, especially at the recruiting station/center level where the rubber meets the road. We are beginning our monthly station commander chat the first Monday of the month, and the commanding general's advisory board, which will include our top station commanders.

This Journal issue features the first station commander essays on the topic of health and fitness (see pages 10-11). We also selected the first Excellence in Innovation idea, which this month comes from Sgt. 1st Class Michael Ellis, a station commander in Muncie, Ind., who implemented a successful physical training program in his station to foster teamwork, improve PT scores and enhance outreach in his communities (see page 4 for the Excellence in Innovation ProNet Link, as well as future essay contest topics). We will be sharing these ideas through innovation web casts.

Unfortunately, only six station commanders submitted their ideas this month in the Excellence in Innovation program.

During the past several months I've visited countless stations and centers across this command and I know you have a lot of great ideas out there. Station Commanders – this is YOUR year! Take advantage of it. This is YOUR opportunity to contribute to the positive changes occurring in the command and to affect the future of recruiting. Seize it! It is you, our front line station/center leaders who are responsible to enforce the standards, professionally develop your teams, motivate and lead Soldiers, overcome obstacles and set us on the path toward future success.

It's up to you to take an active role and believe you can make a difference, not only in your Soldiers and stations, but in the command.

Army Strong!  
Strength 7



Command Sgt. Maj. Todd Moore

### CSM's ProNet Site

Command Sgt. Maj. Moore has a ProNet site for feedback from Soldiers, families and civilian employees following his visits across the command. Unit leaders will capture highlights and key points for dialogue. The site will serve as a central warehouse for sharing TTPs.

ProNet home page: <https://forums.bcks.army.mil/CommunityBrowser.aspx?id=51486&lang=en-US>

# Focusing

on our

# Blessings

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

Another New Year's Day has come and gone and with it our reflections on the past year and hopes for the upcoming year.

The busyness of life can overwhelm us at times: the uncertainty of the economy, potential deployments, mission accomplishment, marriage and family issues, and personal finances can cause us no small amount of anxiety and fear about our lives.

It seems very easy to focus on the situations we have no control over and worry about the circumstances, letting those concerns dominate our life.

Philip Yancey, in his book "Soul Survivor," tells the story of Paul Brand, a brilliant medical doctor who conducted pioneering work in the treatment of leprosy.

Brand received the Albert Lasker Award, was made a commander of the Order of the British Empire by the Queen, served as the only Westerner on the Mahatma Gandhi foundation and had medical procedures named after him.

Brand grew up in India where his parents were missionaries. At the age of 9, he was sent to boarding school in England. Five years later, at the age of 14, he received a telegram informing him his beloved father had died of blackwater fever.

Brand cherished fond memories of his father, a man who had a great love for people and the natural world around him.

A short time later, Brand received a letter from his father that had been posted prior to his passing but took some time to reach Brand as it came by ship. Its words

deeply impacted the young son describing the hills around their home and finishing with the words:

"God means us to delight in his world.

It isn't necessary to know botany or zoology or biology in order to enjoy the manifold life of nature. Just observe. And remember. And compare. And be always looking to God with thankfulness and worship for having placed you in such a delightful corner of the universe as the planet earth."

Psalms 100:1, 5 states, "Shout for joy to the Lord, all the earth. ... For the Lord is good and his love endures forever; his faithfulness continues through all generations."

When we focus on the common blessings God has given us in this life, such as the rain, sun, our health, a secure home and a dry bed to sleep in, we become aware of all the blessings for which we can be thankful.

What will it do to our lives to focus on the realities of how God blesses our lives? What will it do to our perspectives about the future? What will it do to all the worries, fears, and/or anxieties that we may have in our lives?

People of faith, be encouraged, God is in control and will bless us with his peace as we seek to know him in the coming year.

# DoD Takes Steps to STOP Bullying

By Elaine Wilson  
American Forces Press Service

**I**t can begin with a single, seemingly harmless act: a taunt at recess, a snub in the lunch room or a juicy piece of gossip posted to Facebook or Twitter.

But each act — multiplied over time — can equate to some devastating consequences, including shattered self-esteem, depression, fear and, in the worst cases, suicide.

What once was an issue that most chalked up to an inevitable rite of passage is now being re-examined for its true impact, from Defense Department schools all the way up to the highest echelons of the nation's leadership.

Last year, the departments of Education and Health and Human Services joined with four other departments, including the Defense Department, to create a federal task force on bullying. And in August, the task force held its first National Bullying Summit to bring light to the issue and to find a path to stop it for good.

"It's gotten the attention of the country just how invasive any type of bullying is to the well-being of a victim," said Barbara Thompson, director of the Pentagon's office of family policy, children and youth.

Although they're extremely adaptable, military children may be particularly susceptible to bullying in public schools, where they tend to be the "new kid on the block," Thompson said, especially when moving to an area where their classmates have been living since kindergarten.

According to national statistics, about 32 percent of students ages 12 to 18 report being bullied in school. They most commonly said they were made fun of, were the subject of rumors or were pushed, shoved, tripped or spit on. However, only

about a third of the victims notified a teacher or another adult about it.

"It's important for all parents to be vigilant and to ask their children how things are going in school," Thompson said. "Create an open forum where a child feels comfortable to say, 'I'm scared' or 'I don't like the way I'm being treated.'"

Bullying happens to some extent in all schools, but that doesn't make it acceptable, said Patricia Cassiday, director of pupil personnel services for the Department of Defense Education Activity.

"We don't want children to be humiliated and embarrassed and have to 'put up with it,'" she said. "It's against the law, and it's not OK."

Despite the best-intended prevention efforts, bullying will still occur, Cassiday noted. If it does, DoDEA's school officials encourage a step-by-step process, starting with urging the victim to speak up, but in a way that won't exacerbate the situation.

"Be assertive," Cassiday advised. "Right away, be clear you want them to stop. Say, 'I don't like it when you ...' Then get out of the situation."

If it continues, victims should let the bully know they are going to ask for help, which isn't a case of tattling, but of self-preservation, she said. Students are encouraged to talk about the incidents to a parent or trusted adult. In turn, the parent should immediately let the teacher or school administration know what's going on if they're not already aware. What parents shouldn't do, Cassiday said, is tell their children what they might have been told in their own youth: to hit back.

"If you hit back, then both parties are going to be disciplined," Cassiday ex-

plained. "It's tough for schools to know who is to blame if both are involved."

Parents also can choose to go to the parents of the bully, but not on the attack. Cassiday advises they make it a learning situation, and use the approach of, "I'm not sure you're aware of this, but ...." Above all, she added, it's just as important for parents to speak up as it is for their children.

Complicating the matter, bullying no longer is relegated to cafeterias and locker rooms. Bullies now can take their taunts worldwide via the Internet. The stories are rampant: bullies posting slander to Facebook and Twitter or circulating a compromising photo through text messages. In a survey on WiredSafety.org, nearly half of the participants reported they'd been "cyberbullied" before, and more than 50 percent had a friend who had been bullied online.

Parents should monitor computer use and let children know they're doing so. However, there's a fine line between protecting children's online privacy and a parental responsibility to protect them against a possibly unsafe environment, Thompson noted.

"Children really do need to have parental and adult involvement regarding how they receive information and post it," she said.

Additionally, the Defense Department's Military OneSource Web site at [www.militaryonesource.com](http://www.militaryonesource.com) offers free online resources and printed materials aimed at helping parents and children deal with bullying. The information also is directed at helping bullies change their behavior. Bullies, studies indicate, often were bullied themselves.

# EVENT EXECUTION

By Capt. Derrick Carver & 1st Sgt. Gary Steensgard  
Montgomery Battalion

Each October the roar of engines and the smell of burning rubber fill the air as the Talladega AMP 500 swings into high gear with four famous little words, “Gentlemen, start your engines!” Now why is this NASCAR event important to recruiters across the command? Well, much like last month’s article on staff transformation of systems to support the recruiting force, it’s all about knowledge sharing with the USAREC Team. The scope of this article is two-fold: it shares one unit’s view of providing leadership in deliberate planning of a national event like a professional military operation; and it provides event-driven TTPs for the execution of a NASCAR event.

## Applying Mission Analysis

It has often been said that when you combine recruiting operations with Army tactics and/or planning principles you will succeed. One of our biggest challenges in recruiting and in successfully engaging a national event is effective planning, which begets better time management. We seem to never have enough time in the day to accomplish the myriad of missions we execute; however, an incredible tool to mitigate this false concept is planning.

Like many of you, within the Montgomery Battalion we embrace the philosophy of treating each event as a professional military operation. Additionally, in this we have dusted off the Military Decision Making Process (MDMP) with special emphasis on the Steps of Mission Analysis tailored to our area of operations. From a recruiter’s perspective, it may be in our electronic planners and from the leadership standpoint, the battle plan.

Incorporating the principles of mission analysis within our planning from company level up helps command groups and battalion staff examine a battlefield situation, reach logical decisions, develop effective operations orders, and execute events to the highest standard. In our learning curve the process additionally helped us to apply thoroughness, clarity, sound judgment, logic, and professional knowledge to reach mission accomplishment throughout the fabric of the unit

The depicted Steps 1 – 17 are not rocket science and are adjustable to meet the guidance of the unit’s senior leader. We use this as a tool within a detailed series of planning sessions/IPRs throughout the process.

Our experience shows that applying discipline to Mission Analysis is possibly more crucial to the MDMP in USAREC due to our fluid environment and span of control.

It allows leaders to visualize the battle space to invite not only initiative but solicits full involvement of all involved from command groups, staffs, and our partners in recruiting.

## National Event NASCAR specific TTPs

NASCAR by its very nature draws an interesting cross section of Americana, ranging from the guy in the 20 year old camper to the family in the \$300,000 RVs.

Faced with this challenging environment in which to conduct full spectrum recruiting operations and expand Army market awareness, the Anniston Company focused mission analysis in developing a plan (Operations Order) of total engagement which began with the 90-, 60-, 30-day conference calls but quickly transitioned into a full scale military operation following mission analysis with the goal of making it ‘the event’ of the Army’s NASCAR year.

Conducting a successful national event (such as a NASCAR activity) is predicated on orchestrating the specific details of the event down to recruiter level while synchronizing the simultaneous activities amidst a task organized element. For those not familiar with a NASCAR event, Talladega consisted of three major areas: the Strength in Action Zone that is open to the general public, the Education Outreach Program that engages selected high school schools and students and the COI Event that engages battalion identified key potential COIs with senior leaders of the Army with the intent of securing them as Army Advocates.

With this in mind, the Anniston Company leadership approached the event as a military operation, including writing an operations order, conducting rehearsals and reviewing the tasks, conditions and standards each day of the three day event.



The remainder of this article provides TTPs highlighted through NASCAR national event AARs.

## Educational Outreach

This year’s Education Outreach involved 13 high schools and more than 700 students — an increase of nearly 65 percent in attendance due to constant leadership attention on Steps 2, 5, 8 and 17. As each high school bus arrived to the site, students were greeted by the recruiter responsible for that particular school, providing instant recognition.

The students were escorted to the activities tent where they were greeted by yet another recruiter who got them motivated on school pride and introduced them to events inside.

A critical element of the success of the Education Outreach was starting off strong and maintaining a high level of motivation among all students. Throughout the event the recruiters would lead the schools through challenges in sounding off with their motto.

Each school had a minimum of two recruiters assigned with them at all times leading them through the sequence of events. This equated to approximately a ratio of one recruiter to 10 students. As part of leveraging social media, each school had a group picture taken with the Army Car and posted on school’s and recruiting unit’s Facebook pages.

This was validated by simply asking schools and students to e-mail us through Facebook when the picture was posted.



JOHN MCCOLLISTER, MONTGOMERY BN

General William E. Ward, commander, U. S. Africa Command, talks with the COIs about the Army, its mission and its opportunities on race day Oct. 31 at Talladega Superspeedway in Alabama.

BELOW: When planning for and conducting national event support, Montgomery Battalion — specifically Anniston Company — uses the Military Decision Making Process (MDMP) with special emphasis on the 17-Step Mission Analysis (from FM 101-5, Chapter 5) tailored to its area of operations.

While the students were being engaged, the Battalion's ESS met with the educators, explaining educational opportunities in the Army and, in particular, the March2Success Program.

### Strength in Action Zone

The Strength in Action Zone (SIAZ) was operated for all three days of the event, and manned by a minimum of 10 recruiters at all times. However, through Steps 10 and 12, potential lower attendance periods were identified so personnel resources could be reduced during those times. The focus was to actively engage all visitors and make the event a memorable one regardless of if the person was a potential applicant. Like in the education outreach, a critical component was the high energy of the NCOs engaging the visitors and making the event more than just another stop along the midway.

### COI Event

The last day of the mission was Sunday's COI Event, which involved 16 potential Army advocates from the battalion area. This was nearly an 85 percent increase over last year's attendance. Leadership involvement at both company and battalion level was critical in this success in exploiting Steps 2, 5, 8 and 17. By analyzing previous AARs and applying lessons learned, we started identifying potential COIs early in the planning cycle (Steps 1-2).

More critical to success was an effective follow up program to not only maintain the COIs' interest but also activate alternates if COIs canceled before the event. In addition to the 10 recruiters supporting the SIAZ, an additional 13 recruiters were added to support the COI event. The recruiters were selected deliberately due to a relationship or future relationship with the COIs. These recruiters escorted their COIs through the entire event.

The COI event is highlighted by pit and garage tour, lunch and presentations by Army representatives. While the battalion is not responsible for the senior officers who attend the event it is a good TTP to have readily available your designed intent for each COI. The energetic and knowledgeable engagement by the recruiters, the pit tour and the presentation resulted in 20 commitment cards from COIs expressing the desire to become Army advocates. In retrospect, Step 5 was also critical to our success in the COI event as special care was taken to invite only the highest caliber of individuals from all walks of life.

## M I S S I O N A N A L Y S I S

### Step 1. Analyze the Higher Headquarters' Order (National Event OPORD)

- Review of national event OPORD by every staff/operational functional
- Enforce discipline attending 90-, 60- and 30-day conference calls
- Initial warning orders and planning sessions schedule developed
- Provide initial commander's intent and vision

### Step 2. Conduct Initial Intelligence Preparation of the Battlefield (IPB)

- Review AAR from last occurrence of event
- Cross-talk with other USAREC units that have conducted the event
- Discuss last event with internal personnel who executed the event
- S2 and ESS provide market analysis and estimates on potential
- A&PA and company command teams manage initial COI candidates
- Incorporate Cadet Command and other partners as soon as possible

### Step 3. Determine Specified, Implied and Essential Tasks

#### Step 4. Review Available Assets

- Establish chain of command among task organization
- Validate personnel manning requirements (they may differ from suggested levels)
- Notify personnel of potential requirements as soon as possible
- Identify logistical support requirements (internally/externally)
- Synchronize activities with Cadet Command and other partners

#### Step 5. Determine Constraints

- Develop mitigation to internal and external constraints
- Identify requirements for selecting COIs/schools (if applicable)

#### Step 6. Identify Critical Facts and Assumptions

- Develop purpose, task and standards for each segment of the event

#### Step 7. Conduct Risk Assessment

#### Step 8. Determine Initial Commander's Critical Information Requirements (CCIR)

- Managing/selection of COIs and schools, resource changes, etc.

#### Step 9. Determine the Initial Site Reconnaissance Annex (site/event walk-thru)

- If possible, conduct walk-thru of area before official walk-thru

#### Step 10. Plan use of available time

#### Step 11. Write the Restated Mission (or validate mission)

#### Step 12. Conduct a Mission Analysis Briefing (Falcon Event Plan — used to streamline this process)

#### Step 13. Approve the Restated Mission (if required)

#### Step 14. Develop the Initial Commander's Intent (refine with current conditions)

#### Step 15. Issue the Commander's Guidance (ongoing throughout the event)

- Identify NCOICs for the various sections of event

#### Step 16. Issue a Warning Order (Issue operations order to all personnel and task organized units)

#### Step 17. Review Facts and Assumptions (through planning sessions/IPRs)

- Follow up and engage potential COIs/schools (if applicable)
- Validate all resource requirements (personnel, logistics, etc)
- Continually war game mission execution

WINNER

# Enjoying the Price of Physical Fitness

By Sgt. 1st Class Aaron Morris  
Evansville, Ind., Recruiting Station

Once heard someone say, “You have to pay the price for good physical fitness.” I must say at first glance this seems to be a pretty true statement. I have spent countless miles running, done thousands (if not hundreds of thousands) of push-ups and punished my abdomen in a quest for the fabled perfect 300 APFT score.

Although the push for that perfect score is placed in our world so we can have a benchmark for success physically, I believe there is a much deeper meaning to the cold mornings spent in the dew covered grass with little more than an IPFU jacket and a pair of shorts defending us from the piercing cold of the frigid ground. The critical moment when you hear the first, “Half-right face, front-leaning rest position, move!” in basic training spurs something we as Soldiers all understand: discipline.

As one of my first sergeants has always stated, “Discipline is the core of any great unit. Without discipline nothing will get accomplished.”

As we look at the challenges we as a Recruiting Command face: mission accomplishment, well-being of our Soldiers and Future Soldiers and being a positive role model in a country that is fast approaching 40 percent obesity in our youth. Ask yourself the following question, “Do I have time to *not* maintain my physical fitness?”

The very thought crossed my mind when I arrived at my first recruiting station. Wide-eyed and ready to chase the mission I was slammed with the reality that not all applicants were going to say, “Yes,” and not every parent was going to support their child’s decision to become a warrior. I quickly found the operational tempo was faster than any unit I had been in. Physically my body changed and I must say I was not looking at the same man that scored 340s for over five years straight. I had lost a bit of that discipline that I had “Back at the Flagpole.” Soon I allowed the mission to wear on me — physically and emotionally. The hours increased. The pressure mounted. No end was in sight — 36 one-month tours! How was I to survive?

The answer came to me in the form of Staff Sgt. Jerry Shavrnock, my first station commander. He could see I went from hard charged to the verge of defeat. He said the truest words I have ever heard — “You ENJOY the price of good health, you don’t pay for it.” With that he sat me down and counseled me on something I knew was important all along — physical fitness and discipline. He assisted me with developing a workout program I could maintain in the recruiting environment.

Since that day USAREC has changed. The commanding general placed emphasis on the whole Soldier concept, and we (as NCOs always do) drove forward with “all commands from the tower.” We have emphasized physical fitness and brought it screaming back to our formations. We are walking the walk so to say.

So the question is posed, “Why is physical fitness important to us and our unit?” Here are a few of the answers that I think we can all share and agree upon.

- It builds the team.
- It reinforces the discipline that is at the core of our organization.
- It physically and mentally readies the Soldier for the challenges of the operational environment whether in combat or garrison.
- And last but not least, it presents us as Soldiers to the American people as worthy defenders. It molds their belief in us simply by the confidence in our walk. It is the sight of a lean, square-jawed infantryman standing guard at the Tomb of the Unknown Soldier. It is the reason why young American boys and girls pull on our pants legs and give us that cock-eyed salute.

The importance of physical fitness stems from something much deeper than an APFT score. It is the image that represents this country: our strength, our determination and our willingness to serve this great nation. Although the price paid for good physical fitness can be grueling and gut wrenching, the return can only be cherished by those willing to enjoy the cost.



# Importance of Health, Fitness Needs Little Explanation

By Sgt. 1st Class Scott Ledermann  
Cincinnati Medical Recruiting Station

There are two distinct areas of personal health and fitness that exist both in the U.S. Army and the civilian sector. The first area, physical health and fitness, has been an important aspect of serving in the military since King Leonidas I led his fearless troops into battle on the plains of Thermopylae. The second area, mental health and fitness, has become more important as the conflicts in Afghanistan and Iraq produce more and more war weary Soldiers.

The importance of physical health and fitness needs very little explanation. When we were all youngsters and our mother told us we were not allowed to leave the dinner table until we ate our peas, it was not because she enjoyed torturing us. It was because eating your vegetables and living a healthy lifestyle is essential to leading a long, productive life. Stay healthy and fit and lead from the front. Be sedentary and careless with your health and you will regret it as you get older. In the Army the importance of being healthy and fit is even more paramount.

One cannot deploy to a theater overseas in poor physical shape. In the middle of a desert in Iraq with an unserviceable vehicle and no back up around for several clicks is the wrong place to wish you had run a bit farther every day.

In USAREC, because of our collective geographical isolation, the responsibility of maintaining good physical fitness often falls on the shoulders of the individual Soldier. With the different activities each recruiter must do, physical fitness can easily become a low priority. In the last few years, USAREC has provided gym or YMCA memberships to all members of the command. All recruiters, regardless of location and personal situation can find a few moments, at least, each day

to hit the gym and run a few laps or lift some weights. Good physical fitness is extremely important, not only in keeping with the standards of the Army, but also in keeping your sanity. Those that participate in some manner of daily physical exercise enjoy numerous benefits. Daily exercise decreases the risk of heart disease and type II diabetes. It also increases muscle strength and helps us control our weight.

Today we are in our comfortable, climate controlled offices reading the latest issue of the Recruiter Journal. Tomorrow we may be in the middle of a firefight in Afghanistan with only our physical and mental faculties to ensure our survival and, even more importantly, the survival and well being of those young troops who look to us to lead and protect them.

Mental health issues are becoming more and more important in recent years. The taboo associated with admitting a problem is one of the largest detriments we as an Army face. In the genre of "things you don't talk about at parties," mental health issues rank higher than politics, sex and religion. No one wants to

admit to the perceived weakness that many believe is associated with having a mental issue. In today's world of multiple deployments, we cannot and must not ignore the importance of being mentally fit and healthy.

Mental health can be affected in several ways. Some are more obvious than others. Obviously a Soldier who has just returned from a deployment and is now in the strange and fast paced world of USAREC should be monitored closely. We cannot forget, however, about the 79R out in the middle of nowhere by him or herself with little or no support system. When we were all stationed at a base we could go to the nearest court and play a game of basketball with whatever Soldiers happened to be around, thereby improving both our physical and mental health. In USAREC, we sometimes find ourselves on the outside looking in on small, tightly-knit communities who may or may not appreciate our presence.

Mental health can be more difficult to maintain than physical health. The nearest scale and tape test as well as the next PT test will give you a fair assessment of your physical health. What is the measuring stick in regards to mental health?

How does one know when his or her problems require attention? The Army and USAREC are taking steps to improve their ability to identify those Soldiers who may need some help. I applaud their efforts. In my humble opinion one Soldier needlessly lost to a treatable mental health issue is one Soldier too many.

The question was "Why is maintaining a good personal/unit health and fitness program important to Soldiers?" The answer is greater than all of us as individuals. Maintaining your health and fitness may not be a priority to you. It is, however, a concern for the Soldiers who follow your lead and look to you for guidance. How effective is an overweight, out-of-shape station commander who counsels a Soldier for failing to meet Army standards? The days of

hiding behind production have passed. We are all individually responsible for our appearance as well as our level of both physical and mental health. If you are in a leadership position you are responsible for your fitness as well as the fitness of those you lead. The Army and USAREC have instituted several different resources available to all of us for help. At the end of the day I have always believed in an old saying: "The Lord helps those who help themselves." When you finish reading this article, put down the Recruiter Journal. Go for a run and stretch your legs. Call your fellow recruiter who works in the middle of nowhere and is having trouble with the numbers. Tell him or her that they are a valuable part of the team and offer to help them in whatever way you can. Institute a method to improve your mental and physical health each day. When you are retired and enjoying your golden years, you can look back and appreciate the fact that you were active and maintained a healthy lifestyle in your younger years. Or you could be dead. The choice seems easy to me.



# Straight to the

## Boxing Skills Help Station Commander Break Down Barriers

**U**nassuming, quiet and reserved, Sgt. 1st Class Jessica La Pointe sheds that demeanor the moment she crouches before the punching bag.

Eyes narrow and determined, face twisted in a snarl, she unleashes a whirlwind of blows, throwing punches and kicks with the force of a sledgehammer.

La Pointe hasn't fought in nearly five years. But she still trains like a boxer, preparing for a fight that might not come again, while keeping her mind tough to meet the challenges of a Soldier and the duties of a recruiter.

From early on, La Pointe, station commander of the Wilmington Station in Delaware, took an interest in fighting. Greatly affected by her parents' divorce, she didn't always know the most productive way of channeling her childhood angst, and she sometimes took it out on the kids at school.

Sergeant 1st Class Jessica La Pointe throws a powerful left hook at a practice bag at the Fort Meade gymnasium.

# Punch



Story and photo by Mark Rickert  
Baltimore Battalion

“Growing up, I liked getting into fights,” said La Pointe. “I was an only child, kind of a bully, and kids were sometimes afraid of me. When you get hurt as a child, you get tough so that you don’t get hurt again. So I always had that exterior that said, ‘If you mess with me, you’re going to get hurt.’”

Eventually she found a place to grind the proverbial axe — on the playing field. Athletics and physical fitness became essential for her happiness. She enjoyed the thrill of the sport and came to realize that it worked as a form of therapy for her.

“Team sports gave me a feeling of purpose,” said La Pointe, “and they helped me overcome a lot of my anger issues.”

From grade school on, she got seriously involved in team sports, even joining a few all-boys teams when she couldn’t find one for the girls, and then she joined the biggest team of all — the U.S. Army.

It was here that La Pointe underwent her greatest transformation. She got tougher than ever before, while developing an unflagging self confidence. It seemed only natural to take up a sport with a little more muscle. So she became a fighter.

“The Army gave me the confidence to walk into a martial arts studio,” said La Pointe. “Plus, it wasn’t until I joined the Army that I found places open to women doing things like fighting.”

Martial arts and kickboxing became La Pointe’s new passion. At the dinging of the bell, she came out swinging. Over the next decade, she earned multiple black belts in several different fighting styles, from Hapkido to Muay Thai, a method of kickboxing. She fought in countless tournaments, won numerous championships across the globe, competed with weapons and open-handed tournaments and even took on the world champion kickboxer in her weight group.

“I’m good at fighting,” La Pointe admitted. “I’ve always thought of myself as a warrior. [Competitive] fighting is an honorable thing. The craft takes skill and training. You don’t do it to hurt someone.”

But soon the fighting ended.

In 2005 La Pointe faced a dramatic change of plans. Selected for recruiting detail, she knew that she would no longer have the time or flexibility in her day-to-day schedule to train. Nonetheless, La Pointe rose to the challenge and discovered that the traits of a

fighter — discipline, resilience, and courage — helped her excel. Then came her greatest reward: the satisfaction of helping others.

“I like helping people — that’s the passion behind everything I do,” La Pointe said. “As I’ve gotten older, I want my life to have meaning. And I realized that I make a bigger difference as a recruiter. Here you touch peoples’ lives in so many ways. I can do more good here and help more people than with what I was doing previously.”

On occasion, she still breaks out the gloves, only now she finds ways to incorporate the sport into her daily life. It certainly comes in handy at work, as it gives her an opportunity to visit high schools in her area and teach self defense classes to the JROTC or even high school teachers.

“People are always interested when I tell them that I’m a fighter,” said La Pointe. “It opens doors, breaks down barriers, and establishes an instant connection.”

Staff Sgt. Kevin A. Cheillada, a one-time fellow recruiter who now recruits in Annapolis, Md., used to attend classes with Lapointe, often serving as her takedown dummy.

“They loved it,” said Cheillada. “They couldn’t wait for her to come back. She’s funny. She knows how to move the crowd and motivate them.”

And even though she’s not in the ring anymore, she still finds time to train. Four nights a week, La Pointe spends her downtime hours in her home gym where she pounds away at the bag, training for that one last fight. If it doesn’t happen, that’s alright with La Pointe, who confesses that she has other factors to weigh now.

“With my age, and my schedule, and the fact that I’d like to start a family one day — I’ve got to weigh my options with everyone involved,” said La Pointe. “I would like to start a [martial arts] school again and teach others what I’ve learned. Maybe it’s not about me anymore; maybe it’s about them.”

One thing’s for certain, not a single ache, defeat or even victory has gone to waste. Every day La Pointe uses what she’s learned in the ring — mostly the mental aspects — to take on recruiting challenges, and in 2010, USAREC awarded her with Station Commander of the Year. It just goes to show that a champion at heart can do anything she wants.

# High School Coach



Somerset High School Football Coach Bruce Larson raised flags for each of the seven Army Values at the school's stadium following an educator tour at Fort Benning, Ga., in April. Larson adapted the Army Values and Warrior Ethos into his coaching program after learning how the Army transforms civilians into team-oriented Soldiers.

**The men's locker room at Somerset High School in Western Wisconsin might be confused with an Army barracks. The seven Army Values and the Warrior Ethos paint the walls of this facility. In fact, the school's football stadium flies seven flags — one for each of the values.**

Coach Bruce Larson said he came to the conclusion that if the Army builds an infantry on the seven values and Warrior Ethos, then surely that's how he should build a football team.

"You start with someone who doesn't have a lot of beliefs or convictions, and when [their Army training] is done, there's a person with conviction, who knows what they believe in and what they stand for," said Larson.

Larson adopted the Army Values and the Warrior Ethos into his coaching upon returning from an educator tour at Fort Benning, Ga., in April. Larson saw presentations from infantry commanders and noncommissioned officers whose responsibility is to make Soldiers out of civilians; he visited the training facilities and witnessed how Soldiers are shaped into warriors with a purpose; and he took notice of how the Army Values were posted everywhere.

The Army Values "are all over the walls. They're in the bathroom. You walk around outside; they are outside. Those things, to me, it gets a person's mind right," said Larson.

Before he learned of the Army's Values from his visit to Fort Benning, Larson said he talked to his players about character development, goals, self-image and responsibility. But the Army's presentation of the values helps communicate and inspire others better, he said.

"These are seven values that have been around forever, but they are seven values that people quit teaching a long time ago," Larson said. "And I don't think those [values] should be a football thing, it should be an all school thing, in my eyes."

Other coaches are taking notice and asking Larson for tips on starting their own values program. The volleyball coach at the same school adopted a similar program by incorporating one value theme each week during its seven-week season.

"She saw the flags on the field and asked me about this. I talk about this stuff quite a bit and she said she wanted to do the same thing," Larson said.

Larson said he believes a team who understands the seven values is a team that is going to win.

"Do you know how many times we've played teams and they turn on each other in the middle of the game? They don't understand loyalty; they don't understand respect. It's all 'me,' and, 'I'm not getting the ball,' or 'I'm not getting this.' ... Those guys are done," Larson said.

Shortly after returning from Fort Benning, Larson jumped at the first opportunity to pilot an adaptation of the Army Values. During the summer, Larson and his assistant coach, Jeremy Kerg, a counselor at Somerset High School, coached a team for the state all-star game. They were determined to make a team out of 45 players using the Army Values as a unifying force.

"We had no question as to whether [the Army Values] would work, we just didn't know how fast, I mean we had six days," Kerg said. "They each represented different walks of life and they each had different ideas as to what a team should look like."

Larson said he received many e-mails from parents of the all-star team who noticed a change in their sons.



# Adopts Army Values

Story and photos by Jorge Gomez, Milwaukee Battalion

“Two of those parents coach football teams in their own towns and they both asked me what the seven values were. They wanted to use the values for their own teams because their sons came home and said they had the greatest week of their life,” Larson said.

Senior football players who have been on the Somerset “Spartans” team the past four years are seeing a difference with Larson’s revamped program.

“We are really team-oriented a lot more now than before,” said Iaan Hunt, a senior who plays offensive guard and defensive lineman.

“You can run any offense or defense scheme that you want but if you don’t trust the people around you, you aren’t loyal to them, then you’re not going to get anywhere,” Hunt said.

All the talk about the Army Values and how Soldiers stake their lives on them had an influence on senior quarterback Sean

Conrad’s decision to pursue becoming an Army officer.

“We’ve always had some of the values but now that we talk about them more often, I think we’d be more disappointed if we don’t live up to them,” Conrad said.

Like the rest of the seniors on the team, Conrad is setting an example for how the values are received. The values posted in the locker room each bear an image of a player in action displaying that value.

“I take pride in [the values program],” he said. “I’m the first senior to see these values posted, we want to set a precedent for the kids that want to come through here. We want them to see how we operate and live by them.”

The biggest poster captures the team winning in overtime three years ago, when Conrad was just a freshman. That image is now an icon of the Spartan’s Creed, an adaptation of the Warrior Ethos.





## Recruiter

# Motivates Students Through Physical Fitness

Sergeant Darren Thurman, of Chicago's West Addison Station, runs a senior class at Prosser Career Academy through Army rotations and stretches before playing basketball.

By Fonda Bock  
Associate Editor

**D**rugs, gangs, violence and other negative influences leading kids astray is the world Sgt. Darren Thurman grew up in on the West side of Chicago.

"On the West side you have two choices, you're either going to do drugs or sell drugs, there's really no other options or way out," Thurman said. Except for the Army.

So upon high school graduation in 2005, Thurman took the oath and headed off to basic at Fort Knox, Ky., followed by stints in Korea, Fort Polk, La., and Fort Leonard Wood, Mo. After a deployment to Iraq, he's now back on the west side and at his alma mater, Prosser Career Academy, working to motivate others to seek a better life, and he's doing it through physical fitness.

The West Addison Station recruiter spends several hours a week at Prosser helping teach physical education (PE), coaching football and wrestling, and mingling with students.

"We were told to get involved in schools," said Thurman. "I thought I could approach students better if I was doing what they were doing, so I asked the PE teachers if I could help out."

Two days a week Thurman runs students through an exercise routine. Sometimes they play sports like basketball, football and volleyball; other days he has them doing Army team building exercises and drills.

According to Thurman, he's better able to motivate the students who get a partial grade just for showing up in their PE uniforms and largely sit on the sidelines during class.

"I make it fun for them," Thurman said. "I'm able to get more of them up and motivated than the teacher. I get out there and do the exercises with the students and the teachers don't. The kids love it, because I present the image of a Soldier who can't and won't be beat by anyone, so when we do our activities, they feel

good that they can keep up with a war vet. When I'm not there, less than 50 percent participate. When I am there, more than 75 percent participate."

"I love the idea," said West Addison Station Commander Sgt. 1st Class Robert Hall. "It assists him in recruiting. Having graduated from there he identifies with them. He knows the area where they come from and they can see him as a success. He's brought our senior contracts up by 50 percent. Our senior market wasn't good before, but now we're making mission every month. Every month we write two or three seniors from that school alone."

"I realized that if you show a genuine interest in the students they will in turn trust you and hopefully want to join the Army," said Thurman.

But Thurman's interest in these students goes beyond meeting the mission. He gets more than five appointments a week and although not all are qualified to join, he still talks to them about their future goals and being successful.

"It's not necessarily about joining the Army, but becoming a better person. Sometimes all people need is a little push, and if I can prepare them physically and mentally for the future, then I'm going to try my hardest.

In the past year, he's seen a change in attitude among a lot of students and believes his involvement has made them more disciplined, responsible and self confident.

"During one class a guy was slacking off because he felt like he couldn't do it and one of the students ran with him and motivated him and said, 'Let's go,' instead of saying, 'You're slow.' Before, the students would laugh. A lot of times they thought they couldn't compete, but now realize they can do the same thing as everybody else."

Thurman also gives class presentations about the Army, goes to sporting events and is trying to set up a school mentorship program.

# Civilians Say *Yes* to *Exercise*

Story and photo by Christine June  
Harrisburg Battalion

**M**ore than half of the Harrisburg Battalion headquarters civilian staff have a quick answer to the question, “Been exercising lately?”

“Yes,” is the answer for 12 of the 19 employees — 63 percent of the staff — because they have been participating in the Steel Battalion’s “Steel My Heart” Wellness Program.

Based on the Army Civilian Fitness Program, the battalion’s exercise regimen was implemented almost four months ago.

“I knew I needed and wanted to exercise more, and I figured the rest of the staff also wanted to [exercise] more,” said Mark Mazarella, the battalion’s education services specialist, who cofounded the battalion’s program with Randy Readshaw, the battalion’s Soldier and family assistance program manager.

Readshaw suggested encouraging the staff to participate together in the Army Civilian Fitness Program, which grants Department of Army civilians three, one-hour sessions each week during normal duty hours to exercise. The program operates for a six-month phase and is a one-time enrollment opportunity.

“It’s intended to establish a foundation for employees,” Readshaw said. “It’s a way to get them started and motivated to continue with their physical fitness for a lifetime.”

Normally employees sign up, get command and supervisors’ approval, and work out on their own, according to Readshaw.

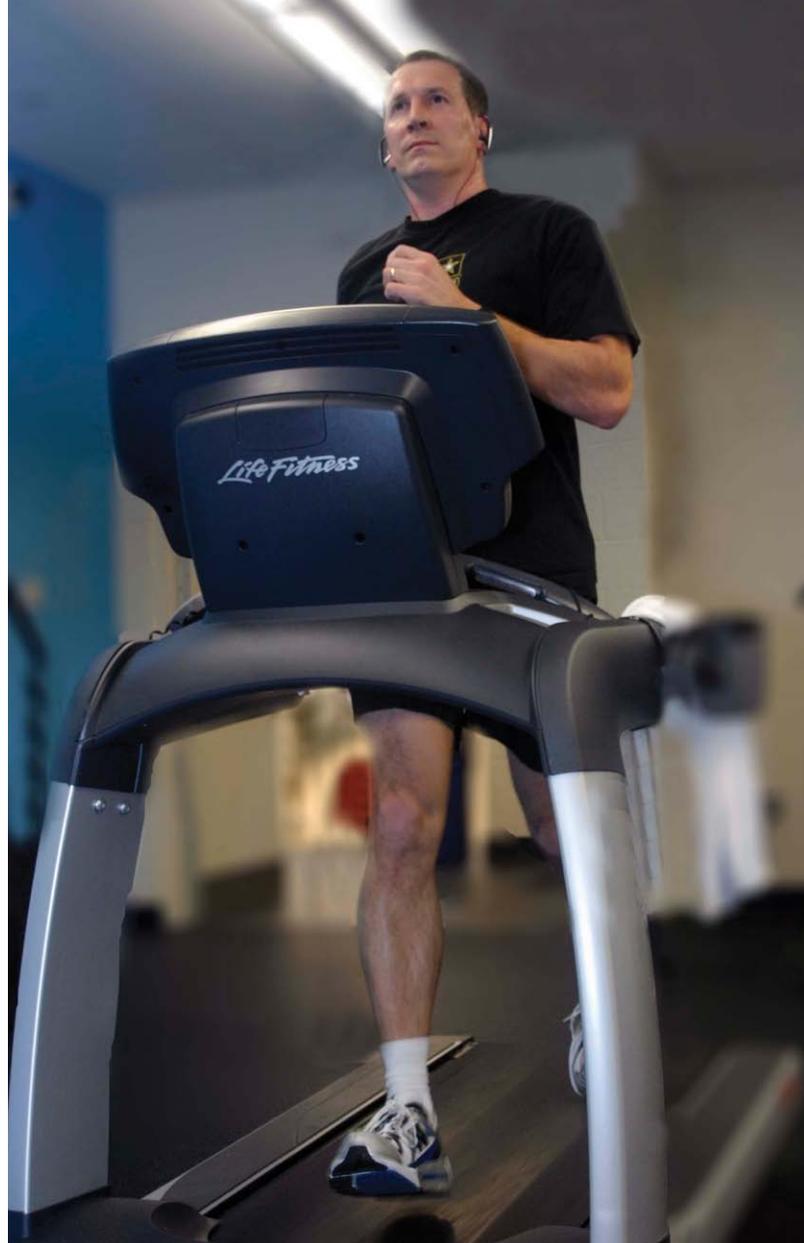
“But, I really wanted us to work out together and establish a command program,” Mazarella said.

Together they sent out surveys, developed a team structured program and scheduled physical fitness and health assessments at the local fitness center to present to the battalion’s Executive Officer Maj. Jason Meisel.

“Exercise is the key to every study that I have seen about encouraging a happy and healthy workforce, both Soldiers and civilians,” said Meisel. He agreed to a battalion wellness program after seeing the detailed agenda laid out by Mazarella and Readshaw.

The battalion’s program highlights group fitness and educational activities once a month, but the core is based on battle buddies working out together.

A shining example of this battle-buddy workout concept is Steve Purvis and Devin Howard.



Phil Silevinac, Harrisburg Battalion’s market and mission analyst, runs on the treadmill Dec. 6 at the fitness center on the Defense Distribution Center – Susquehanna, New Cumberland, Pa.

“I wouldn’t do [the battalion’s wellness program] if I didn’t have someone to work out with,” said Howard, the battalion’s human resource specialist and a retired Marine, who admits that the last time he exercised in a gym was in high school as a football player.

In fact, the team of Howard and Purvis now work out five days a week — two of those days are in addition to the battalion’s program. Together they’ve lost a total of 25 pounds and 9 percent body fat. Purvis said, “[I feel] outstanding, I really feel good.”

“We push each other to be healthy,” said Purvis, the battalion’s logistic management specialist.

In December at the halfway point of the program, participants completed physical fitness and health assessments at a local fitness center near the battalion headquarters.

The Army Civilian Fitness Program, governed by Army Regulation 600-63, Army Health Promotion (Chapter 5-5c), provides guidance for the implementation of wellness programs for government civilians. For more information, visit [www.chppmeur.healthcare.hqusareur.army.mil](http://www.chppmeur.healthcare.hqusareur.army.mil).



# Home

## Heavy Fitness Routine Keeps Recruiter in Shape to Play Semi-Pro Ball

It's a typical night out on the baseball field, and by the second hour, a dull ache creeps into his arms and lower back, and the weight of his fiberglass bat feels like a 100-pound bar of lead. But there's no sign of fatigue as Sgt. Kenneth Turlington stands over the plate like a loaded spring, his bat cocked over one shoulder.

Following an underhanded pitch, he swings and smashes the ball with a gratifying crack! He's hit maybe a hundred of these tonight, and he'll go through another hundred before he's done. Tomorrow night, he'll start all over again.

It's an endless pursuit of perfection and a way of life for this recruiter, who also happens to play on the All Army Men's Softball team. Already he's gearing up for tryouts in August 2011.

This year marked Turlington's third season with the team — an accomplishment that aligns with a lifelong dream of playing for the pros. Turlington started playing baseball at age 5 and continued through his adolescent years. While in high school, East Carolina University offered him a baseball scholarship, but Turlington turned it down and instead joined the Army as a generator mechanic.

But some dreams refuse to die. Turlington couldn't keep away from the game for long. As soon as he arrived at his Advanced Individual Training at Fort Aberdeen Proving Ground he joined a softball team — just for kicks — and discovered he liked it, even if he didn't take it seriously at first.

"I didn't know if I wanted to play softball," said Turlington, who's been a recruiter in Annapolis, Md., since August 2009. "But when I got into it and realized how hard you can hit a slow-pitched softball, and how far you can hit it and how much fun it is, I started playing 24/7."

After jump school at Fort Benning, Ga., he arrived at his duty station in Fort Bragg, N.C., joined a local team and then set his sights on the All Army Men's Softball Team. But the All Army team is not something you just walk in and play. Tryouts are held at Fort Benning every year and last for three weeks. According to Turlington, nearly 200 Soldiers apply each year, but only 30 are invited to tryout. Of those 30 players, only 15 are offered starting positions, five get assigned to the bench, and the rest go home.

But not Turlington. Not only did he make the team, he became one of its star players.

"If you look on the All Army Men's Softball calendar of 2009, you'll see that his picture's in it," said the team's head coach Victor Collazo-Rivera, who is also a retired command sergeant major.

"Defensively, Turlington was a one-man wrecking crew. He killed a lot of rallies by the other teams. They just weren't ready for someone to come in and shut them down like he did."

Sergeant Kenneth Turlington, Columbia, Md., Recruiting Company, poses in his All Army Men's Softball uniform at Fort Meade Dec 6.

# Run

Story and photo by Mark Rickert  
Baltimore Battalion

Since then, Turlington has played three years on the All Army team, but his veteran status won't exclude him from next year's tryouts. Come August, he'll be expected to demonstrate his proficiency just like everyone else.

For this reason, he keeps a rigid fitness program that frames each workday and extends into the weekends. He hits the gym in the morning and after work. Later on, he goes to the ball field, where he varies his routine: Mondays and Wednesdays are for hitting hundreds of softballs with friends; Tuesday and Thursdays are for playing against other teams.

"I pretty much just play ball and work — 24/7," said Turlington. "That's pretty much all I do."

Balancing work and play isn't easy. But he resolves his dilemma by incorporating his love of sports into his work. As part of his routine, he visits high school gym classes and sports teams within his footprint to talk about All Army Sports — an aspect of the Armed Services that most people aren't even aware of. Dressed in his official All Army softball jersey, he instantly draws a great deal of interest. When students question him, he shows them his personal sports photos and medals.

According to Turlington, this demonstrates a person can hang on to his or her dreams while also serving as a Soldier.

"Lots of kids are under the impression that Soldiers are always at war, or overseas, or that they do nothing but work all time," said Turlington. "So I explain that the Army has lots more options out there than just doing the job."

But how does he find the energy to keep going? For him, it's just a matter of discipline. Admittedly, he's completely wiped out at the end of the day, but the gratifying ache in his muscles, and the feeling of having accomplished the day's goals makes it all worthwhile to him.

"It's just one of those things that I had to train my body to do," said Turlington. "But now I'm so used to working out before and after work that I feel worse if I don't go to the gym."

It's easy to see how this sort of enthusiasm resonates with others who know him, from the Soldiers in his station to the community where he lives. Ranking in the top 10 percent of his company, while nabbing a near-perfect score on all his PT tests, Turlington is a model of health and fitness.

"Turlington's enthused, positive, and motivated," said 1st Sgt. Nathan Thompson, Columbia Company, with the Baltimore Battalion. "He shows his fellow Soldiers that they can accomplish their fitness goals outside of office hours, and they can keep physically fit alongside accomplishing their mission."

Softball also helps Turlington accomplish the needs of the Army. Every time he plays a game, Turlington shows the infinite possibilities that the Army offers.

"Not only does he generate leads, but he generates interest in the Army," said Thompson. "The community sees him out there, and they're drawn to his personality. In turn, he draws their support. Every time Turlington plays ball, he reaches someone new."

## Soldiers First, Outstanding Athletes Second

By Fonda Bock  
Associate Editor

All Army Sports is always looking for Soldiers who are also outstanding athletes to compete on a collegiate or semi-pro level.

Soldier athletes represent the Army in a number of sports in Armed Forces Sports Championships, national and international competitions and in the World Military Games held every four years. Replicating the Olympics, military athletes from more than 130 nations compete in the World Games hosted by the Conseil International du Sport Militaire (CISM) around the theme of "Friendship Through Sport."

To qualify, applicants have to be outstanding athletes with a talent and skill equivalent to that of the college level and have approval from their commander.

Following the motto "Soldiers first — athletes second," All Army Sports directly supports Soldier readiness and well-being," said program director Darrell Manuel. "Since we are selecting Soldier athletes in the Army, their sport skill and physical conditioning must be at a collegiate level.

For example: to qualify for the Army Ten Miler, men have to finish the race in sub — 55.00 and women in sub — 65.00.

The current list of sports includes basketball, boxing, soccer, softball, volleyball, rugby, marathon, triathlon and taekwondo. To get the full list and more information, go to [www.allarmysports.armymwr.com](http://www.allarmysports.armymwr.com).

Applicants will be evaluated on their high school and college athletic history, endorsements, awards, letters of recommendation and championships in which they competed. Those selected will be sent to trial camp for tryouts.

This is not a change of military occupational speciality or a permanent change of station. It's a short term opportunity — one to three months depending on the sport and selection for higher competition. Soldier athletes have to be at an actual duty assignment in order to apply and will return to their duty station upon completion of the competition.

This opportunity allows Soldiers to enhance their physical readiness and pursue their desire to excel in sports, according to Manuel.

"This is good for morale and promotes pride in the unit and Army. Soldiers are competitive by nature and sports generates the drive to win, whether on the playing field or on the battlefield."

In some cases, Manuel said it's also been a stepping stone — particularly for women — to play sports on college teams. "This past year, we've got phone calls from four universities looking to recruit women players."

To apply go to [www.allarmysports.armymwr.com](http://www.allarmysports.armymwr.com) and click on applications.

# 18 Great Lakes Soldiers Earn Coveted German Badge

Story and photo by Gabriel Morse  
Great Lakes Battalion

*Through the haze of a cold and dreary late-October early morning drizzle, a lone recruiter could be seen emerging in a steady dog trot from the shadows of the trees. Head down, body forward, Staff Sgt. Jason Rose moved with a single-minded vision down the winding dirt road and onto a paved one, shifting his shoulders under the constant grinding weight of the rucksack as he neared his goal. Step after step, muscles aching and lungs burning, he pushed toward the group of cheering recruiters at the finish line.*

Rose is one of 18 out of 57 original competitors to prove themselves in seven challenges as part of the Great Lakes Recruiting Battalion's German Armed Forces Military Proficiency Competition on the dusty roads and bullet riddled ranges at Michigan's Fort Custer Training Center.

Like the labors of ancient Hercules, this competition has been brought to Michigan's Great Lakes Recruiting Battalion to test the mettle of the Great Lakes' Spartans, to see who will take up this Olympic challenge for excellence.

Standing at the proverbial gate awaiting the winners like Cerberus awaiting Hercules is the competition's administrator, German Sgt. Maj. Frank Zindel, German Armor Liaison Administrator from the Maneuver Center of Excellence at Fort Benning, Ga. It is from the hands of this 28-year German armor and cavalry Soldier that each Spartan recruiter received the coveted gold, silver or bronze German Armed Forces Military Proficiency Badge (Das Abzeichen für Leistungen im Truppendienst). Created in 1971 for German Federal Armed Forces (Bundeswehr), it is now one of very few foreign awards authorized for wear on U.S. Army uniforms.

Despite the weather, Zindel appeared pleased with the recruiter's efforts as they fought through the swimming, shot put, long jump, 3k run, 100m sprint, 9mm pistol shoot, and seven-mile ruck march. Acknowledging that not all the recruiters were able to finish, he remarked that the competition's toughness and three-day time limit made earning the award even more special.

"You need a special kind of toughness, but these recruiters were highly motivated," said Zindel. "They showed good military proficiency, athletic skill, toughness and a willingness to compete."

"Tough" would be an appropriate description of the competition, considering that 57 Soldiers started the competition, but only 19 completed it. Fourteen were

eliminated during the swimming event and 24 more at the series of track and field events. There were no losses during the 9mm or road-march events.

Zindel "made sure recruiters met the standards," said event organizer and Great Lakes Battalion Master Trainer Sgt. 1st Class Tydas Blue. "But, he also made sure they had the direction, means and tools to succeed."

While only 35 percent of competitors earned the coveted badge, Zindel emphasized a team concept, according to 85th Support Command Army Reserve Command Sgt. Maj. Paul Bianco, whose Soldiers were invited to compete along with the Great Lakes Spartans.

"It showed how much he cares about Soldiers even though we aren't German Soldiers," Bianco said. "Individual achievements are wonderful, but it was more about 'team' and supporting fellow Soldiers."

"This wasn't so much a competition between the Soldiers to see who was best, but Soldiers testing themselves," added Blue. "Yes, there was incredible individual effort to succeed, but everyone motivated the others around them."

It was the team concept that Zindel focused on as he described the competition's unique opportunity for building camaraderie, respect, increased physical fitness and sense of accomplishment between Soldiers, even among U.S. and German Bundeswehr as they increasingly worked joint missions worldwide.

"Soldiers know anyone wearing this badge went through a tough course and put a lot of effort into gaining it," he said.

Staff Sgt. Shelby Bixler from Great Lakes Battalion's Mount Clemens Company described the level of effort she faced in completing the competition.

"I was really hesitant about the long jump event; road marches are a challenge; and I've never fired the 9mm pistol





before,” she said, while detailing the challenges, but added that her drive to succeed got her through.

“I got in my zone and I got it done,” she said, “and that’s what being a Soldier is about.”

Rose, from the Jackson Company, added his excitement.

“Competing for this rare opportunity is intense, but it shows initiative,” he said. “It’s a once in a lifetime opportunity and not something every Soldier gets to do.

“Every Soldier who competed proved to themselves and to those serving to the left and right of them that they have what it takes to be a great Soldier,” said Great Lakes Battalion Command Sgt. Maj. Albert Crawford. “Due to the professionalism and dedicated mentorship of Sgt. Maj. Zindel during this competition, Great Lakes Soldiers can take pride in knowing they are among those setting high standards of excellence in the Army.”



German Armor Liaison Sgt. Maj. Frank Zindel demonstrates the correct firing posture for a 9mm pistol to competitor Staff Sgt. Shelby Bixler at Fort Custer’s pistol range during the shooting portion of the German Armed Forces Military Proficiency Competition.

# RECRUITING STATION BRANDING 101



**LOCAL HERO**  
Sergeant Jason Mike

**I WILL NEVER LEAVE A FALLEN COMRADE.**

**Hometown:** Radcliff, Kentucky  
**High School:** Central Hardin High School  
**Combat Unit:** 503rd Military Police Battalion, 16th Military Police Brigade  
**Duty Unit:** 20th Special Forces Group  
**Awards:** Silver Star, Army Commendation Medal  
**Badges:** Combat Action Badge, Basic Aviation Badge, Expert Marksmanship Badge

SPC Jason Mike and fellow Raven 42 squad members raced to counter an attack by Anti-Iraq Forces (AIF) on a supply convoy they were shadowing south of Baghdad. Outnumbered five to one, Mike's MP squad took heavy fire from the entrenched enemy, wounding two of his Soldiers. SPC Mike bravely faced a determined enemy, putting the mission and his team ahead of himself. He instinctively pulled the injured to the cover of their vehicle and treated their wounds. Grabbing an M249 machine gun in one hand and an M4 rifle in the other, Mike fired back at the AIF from both sides, eliminating the enemy threat. Afterward, he returned to his squad and continued treating the Soldiers' wounds. Mike's bravery and quick action saved three injured Raven 42 members and prevented catastrophic loss to his unit.

Read more at [www.americasarmy.com/realheroes](http://www.americasarmy.com/realheroes).

The Elizabethtown, Ky., Pinnacle Center pictured at the top of the page features a contemporary look with computers for social networking and playing the Army Game, local high school memorabilia and a local hero poster of Sgt. Jason Mike.

By Steve Lambert  
G7/9 Marketing Chief

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

The look and feel of a recruiting station is vital to the recruiting process. Gone are the days of cluttered stations that had more in common with an Army surplus store than a professional recruiting environment.

Today's stations should be clean and contemporary and reflect today's modern Army.

The Pinnacle Center in Elizabethtown, Ky., epitomizes this move toward a contemporary, clean brand experience for our prospects. From the social networking module to the contemporary furnishings, the look and feel reinforces today's modern Army.

## Capitalizing on Social and Gaming Trends

The interactive element of a modern recruiting station is critical to its success. The Army Experience Center was an excellent example of an engagement environment that was designed with its audience in mind. The experience was clean and contemporary, inviting and engaging.



The social networking module is a key component of a recruiting station. This module enables recruiters to host gaming events to actively engage this significant social trend with Millennials. In addition to hosting gaming events, this module will allow prospects to surf goarmy and engage in social networking.

#### Localization

There has been a lot of buzz throughout the command regarding “localizing” recruiting stations. What does localization mean and how can it augment our recruiting mission and enhance the Army brand?

Corporations clearly understand the value of brand consistency to ensure their consumers will develop confidence in the brand (called establishing a brand pattern). Imagine if all Starbucks or McDonalds were radically different from one to the other in their customer interface. Their customer base would quickly abandon the brand. Consumers develop loyalty because they understand that their experience with the brand will be consistent across all brand contacts.

While the Army brand is certainly different than retail environments, we too have a strong brand that should be reinforced by consistent messaging and standardized brand contact points, which include (but are not limited to) recruiting stations.

By definition, localization should have relevance to the community by integrating local culture into our brand. In Louisville, organizations do this through incorporating their color palette or symbolism into the full-size horse sculptures (known as Gallopalooza), or the cow sculptures in Chicago, or Big Apple imagery in New York City. A Gallopalooza horse painted in the digital ACU pattern would be a great example for the Louisville station.

Other examples might include promoting a well-known local

high school student who has become a Future Soldier through a poster in the station (more later on Local Hero posters). The key to the high school student example is ‘well-known.’

If the Soldier/Future Soldier has no relevance to the community their inclusion brings little value to the message. If, on the other hand, they are a well-known face (a star quarterback, for example) then their acceptance of the Army as a personal choice brings great value to the message. Localization efforts should continue the ‘strength’ messaging strategy of the brand but apply it to local Future Soldiers and prospects who are well-known in the community.

Another localization example is the incorporation high school branding in the station. In this instance, one needs to be careful it does not overwhelm the Army brand. Haphazardly pinning pennants, helmets and jerseys to the wall detracts from the professional environment and clutters the recruiting station.

The mini helmets are a great way to maintain all of the high schools’ presence in your station without overwhelming the brand, as well as including high school name/mascots into the Future Soldier bios. Be sure to give equal visual representation to every high school in your footprint so as not to imply favoritism of one school over another.

Remember that the impact of a framed high school jersey or pennant will rarely deliver what an inspirational branded poster (in the same wall space) can do.

In their attempt to localize, some stations have included a variety of components that might not achieve the intended results with their market. A mannequin in the window dressed in an Army historical uniform, Army action figures, or Army branded NASCAR/NHRA more often than not detract from the professionalism of our stations.

If a mannequin is incorporated, it should be outfitted as a contemporary combat Soldier and not dressed in uniforms of the past. This way, it can serve to illustrate speaking points about the protections offered the modern Soldier in combat to prospects and COIs.

Ultimately, localization is all about balance. Balancing localization efforts with branding and messaging to achieve the mission while connecting with the community. Whatever localization efforts are done, they should never overwhelm the brand. If it is not instantly apparent that you are in an Army recruiting station, then you’ve probably gone too far.

#### Local Hero Poster

An excellent example of localization is the local hero poster. In this product, the recruiting station provides a narrative bio and quality photo of a recruit from their station who has reflected the Army Values in their service. USAREC G7/9 will then create, print and ship the poster to the station.

This product reflects a local example of the high quality of recruits to the Army from within that station’s footprint. The ‘Local Heroes’ article on page 12 of the May 2010 Recruiter Journal gives good overall guidance for Local Hero poster candidates. Please follow the guidelines and submit your entries to USAREC G7/9 (Joyce Knight or Steve Lambert).

*Next month’s article will discuss station signage and recruiters’ personal space.*

# Teamwork

## The True Test of Good Leadership

By Ray Kuklinski

Recruiting and Retention School—Forward

When Maj. Gen. Donald M. Campbell Jr. took command in May 2009, he established his command priorities, which he further broke down into two categories: those that change and those that never change.

With fiscal year 11 designated the Year of the Station Commander, coupled with the command's transformation to Pinnacle, it was only fitting we address one of our CG's never change priorities — “building the team.”

But instead of discussing teamwork, we are going to look at the attribute that produces teamwork at station/center level. It's called leadership — more specifically small unit leadership.

I think we can all agree teamwork is not a natural phenomenon; teamwork is the product of good leadership. Russia's Lt. Gen. Aleksandr I. Lebed invented the following formula to rate leaders: “If a lion leads lions, victory is guaranteed; if a lion leads donkeys, the chances are 50-50; but if a donkey leads lions, there is no hope.” The purpose of this article is to emphasize the importance of leadership at the station/center level and the skills a small unit leader must possess to be a lion that leads lions to victory.

In the book, “Small Unit Leadership: A Commonsense Approach,” which is on the CG's recommended reading list, Col. Dandridge Malone provides a toolkit of all-purpose leadership skills. These tools help solve leadership problems and can help leaders develop in their subordinates the skill, will and teamwork necessary for mission success.

Leaders must ensure their Soldiers are highly skilled in performing their specific critical tasks such as in the Pinnacle program (such as engagement team, support team, Future Soldier leader, assistant center commander). This is accomplished through collective and individual training. The more proficient the Soldier becomes in their task performance, the more self confident they will become in their specific roles.

In fact when you help develop your Soldiers' skills through individual and collective training you are also building their will to win. Research has proven that productivity will lead to satisfaction far more often than satisfaction will lead to productivity. If a Soldier is satisfied in substandard, mediocre performance, there is little chance they will be productive. Productivity is the result of good training and good leadership, which in turn build high morale. So we can say the best way to build will is to build skill.

You have probably heard the phrase “There is strength in numbers.” That's true, but only if those numbers are specifically directed. Well-trained Soldiers with a will to win must be trained to work together a team. The business of teamwork (putting things together) is the responsibility of the small unit leader.

The station/center commander's role is to control each action of each Soldier so all the pieces of the action fit together right. Soldiers and teams must know and understand where, when and how they are dependent on one another. Teamwork has always been a part of recruiting at station level, but not to the degree it will be in Pinnacle recruiting.

As the command moves forward with the transformation from legacy to Pinnacle recruiting, teamwork will become the standard for success. If you are in a leadership position or are aspiring to be in one and haven't yet read “Small Unit Leadership, A Common Sense Approach,” we recommend it.

# Station Commander Training

## 3rd Brigade Encourages Innovative Thinking

Story and photo by Audrey Hill  
3rd Brigade

For the first time ever, all of 3rd Brigade's station commanders from its 15-state footprint came together at Fort Knox, Ky., for Station Commander Training during the last week in September.

The event, hosted by 3rd Brigade's leadership team — Col. Michael T. Hauser and Command Sgt. Maj. Allen K. Simmons — also included battalion commanders, command sergeants major and company first sergeants.

"It is extremely rare to have all battalion, company and station leadership in one place at one time," said Hauser. "The cost of bringing in the entire group was considered an investment to fully empower the station commanders."

The training began with opening remarks by Master Sgt. Gregory McNeill, brigade senior master trainer, who led the event planning.

"The intent [of the training] was to kick off the 'Year of The Station Commander' and convey the message that strong successful station commanders must be competent, caring and committed, and live the Army Values every day," said McNeill.

Hauser and Simmons welcomed the Soldiers and gave their opening remarks. The Brigade Commander's Vision of 2011 focused on thinking outside the box.

The brigade brought in heavy hitters for the training to talk about recruiting standards, mental health, military justice and decision-making skills.

Robert Collins of the Recruiting Standards Directorate (RSD) gave a briefing on the RSD, recruiting station visits and allegations vs. investigations.

"RSD is in place to show the Congress, the American people, Department of Defense, and you, the Soldier, that we take any allegation of impropriety very seriously. RSD is there to protect the



Colonel Michael Hauser and Command Sgt. Maj. Allen Simmons, 3rd Brigade, present Sgt. 1st Class Vonely Stanley a plaque naming him October's Station Commander of the Month.

leaders and recruiters just as rigorously from any false or spurious allegation."

Brigade Clinical Psychologist Capt. Joseph Afanador gave a presentation on mental health and post traumatic stress disorder.

"I wanted to dispel some of the common behavioral health myths/comments that I tend to hear," said Afanador. "The presentation was meant to give just the basics or red flags, if you will, of potential issues a recruiter may be experiencing. It's not up to you [the station commander] to solve the problem — just get that person the help they need."

Brigade Judge Advocate Capt. Brendan Cronin gave a briefing on how the military justice system differs from the civilian justice system and presented several case studies and legal actions.

Hauser and Simmons dismissed the battalion and company commanders and battalion CSMs and held a round-robin discussion with just the station commanders.

"The training was outstanding and for the 'first-ever event,' I could not have been happier with the effort, material covered and enthusiasm exhibited by all who attended," Hauser said. "As we continue to evolve the Total Force Army Recruiting initiative throughout the brigade, the next station commander training will



include larger participation with the Army National Guard, U.S. Army Reserve and U.S. Army Cadet Command, as we seek to improve synergy and maximize our consolidated recruiting efforts."

The brigade plans to institutionalize this effort and make this an annual event, Hauser said.

"This was a significant event in 3rd Brigade and USAREC. To bring all the station commanders in the brigade together at one time took not only bold vision but also an incredible amount of planning and coordination. By every measurable criterion — the event was a success," McNeill said.

The out-of-the-box ideas to take back to his station were the most important aspect of the training, according to Sgt. 1st Class Donald Graves, station commander of the East Gate Recruiting Station, Columbus Battalion.

"The different avenues that others would use, like the high school presentation, which is something most people don't think of on a normal basis. Some things that are outside the norm — which we don't necessarily see in the day-to-day operation — I think would be a great asset to my recruiting station."

Since the training, Hauser said he has seen a significant change in his station commanders' "sense of responsibility and feeling of empowerment. The station commanders that I have had the privilege to speak with are clearly eager to obtain the title of USAREC Station of Excellence."

# How to Have Happy Feet

By Dr. Paul St. Onge  
Qinetiq North America  
U.S. Army Combat Readiness/Safety Center

Nowadays, there is an overwhelming selection of shoes, sandals and boots available for just about every activity. Unfortunately, the No. 1 word in footwear is “fashion,” so color and aesthetics often trump design, proper fit and comfort. However, matching the correct footwear to the activity can increase performance and reduce the potential for injury.

When choosing footwear, it is important to consider both the movement requirements of the activity and a comfortable fit. A correct fit should match the natural outline and contours of the foot and be snug, but not tight.

While standing, there should be about a half-inch of space beyond the longest toe, and the toes need to be free to wiggle. The shoe’s arch and heel should be supportive and match the curving contours of the bones of the foot and ankle. The shape of the top of the shoe, tongue and laces should be adjusted to match the top of the foot to provide a secure fit without squeezing or pinching.

In addition to fit, the foot should not move excessively, the toes should not bump against the front of the shoe and there should not be areas of concentrated pressure. Uncomfortable shoes can cause blisters or pain that can limit performance, happiness and physical activity. Shoes that cause feet to tingle, fall asleep or go numb can cause permanent nerve injury and must be replaced.

It is best to shop for shoes at the end of the day or after a long walk or run. Foot size can increase up to half a shoe size throughout the day or a workout because of swelling and expansion of the soft tissues in the feet. Also, always bring a set of the socks that will be worn with the new shoes. If you are unsure what socks to use, plan to purchase new socks at the same time.

At the store, try on at least three different brands. Shoe designers constantly change features and fit. A brand or a model that fit perfectly before may not fit as well as another brand or model the next time.

Select shoes for their foot and ankle support features and the activities for which they were designed, not for color or style. When trying on new shoes, take time to properly adjust and tie the laces for the best possible fit. Once the shoe is fitted, test each model by performing the moves you will use in the gym or on the court, field or road.

When trying on new shoes, don’t be embarrassed to take the shoes for a real test. Some stores will even allow shoes to be tested outdoors. How each pair responds during real-world movements such as running, walking, zigging and zagging, kickboxing, jumping, skipping or kicking a ball should be evaluated. Test running and walking shoes and boots on an incline to evaluate uphill and downhill climbing performance.

If the shoe does not feel like an extension of your foot, it is not right for you. The shoe should fit snugly without pinching, rubbing, crushing the toes or allowing the heel to move during most movements.

When fitting shoes, it is important to focus on comfort first, shoe design next and style last. Shoe designs can be divided into seven basic categories: dress shoes; boots used for hiking, hunting and work; court shoes used for basketball, tennis, aerobics, cross-training and volleyball; running/walking shoes designed specifically for those activities; field shoes used for golf, baseball, football and soccer; sport-specific shoes used for a single purpose such as rock climbing, bicycling, water sports and track and field events; and stylish footwear, including sandals, flip flops and slippers.

The basic characteristics that differ between designs are the outsole, midsole and lateral stability provided by the shoe. The outsole is the bottom of the shoe that contacts the ground. The midsole is the foam, gel or air section that absorbs energy when the foot strikes the ground. Lateral stability is the shoe’s ability to support the foot and ankle during side-to-side motion.

When purchasing shoes for a specific activity, it is important to select those designed to match the physical movements of the task. Shoes that are designed for one purpose should only be used for that purpose.

*Reprinted with permission from KNOWLEDGE, the official magazine of the U.S. Army Combat Readiness/Safety Center.*

# Setting His Sights on Army Gold

## Recruiter's Patience Leads to Enlistment of Olympic, Special Forces Hopeful

By Fonda Bock  
Associate Editor

**M**aking the 2012 U.S. Olympic track and field team as a Soldier athlete would be a dream come true for one of the Army's newest recruits.

Scheduled to ship to training at Fort Benning, Ga., toward the end of this month, 24-year-old Kyle Heath can run a mile in under four minutes — 3:59:8 to be exact.

"Making the U.S. Olympic team is my big goal," said Heath. "[And] it would be more rewarding to make the team in an Army uniform representing my country."

Running competitively since the seventh grade, Heath attended Syracuse University on a full athletic scholarship. While in college, he ran in the NCAA Outdoor Championships, Big East Championships, IC4A Championships and in the 2008 Olympic Trials.

Months after graduating in spring of 2009 with a bachelor's degree in child development, Heath began giving serious thought to joining the Army.

"At this time in my life I needed a change and needed a challenge outside of running," said Heath. "I felt this was a great option having [had] an interest in the Army for many years. I think there will be challenges to make me mentally and physically stronger that I couldn't get outside the Army. I know this will benefit me later in life and I hope to gain strength and knowledge from this adventure."

So in December 2009 he walked into the Canandaigua, N.Y., Recruiting Station and quizzed Staff Sgt. Mike Shultz about

Army opportunities.

"To say he had a lot of questions is an understatement," said Shultz. "As a potential candidate he was challenging. He's a very literal person and very inquisitive about almost everything you say. He wanted to know every detail — product knowledge was essential. I had to double check what I was telling him to make sure things were right. He wanted to make sure there weren't any loopholes."

Heath took months to think things over, then, in August 2010, he walked back into the station and said "Let's do this."

"Truth goes a long way," said Shultz, "but patience goes even further, and I believe if I'd pushed too hard too soon, he would have just gone away."

Despite his speed, there's no guarantee Heath will be selected for the Army's World Class Athlete Program, and he's well aware of that reality.

"It is very competitive to become a WCAP athlete," said Mark Dunivan, sports specialist with the World Class Athlete Program. "Not very many athletes, much less Soldiers, will meet the high entry standards that are required for entry in to the program. A Soldier needs to be an elite athlete. Only about half of the athletes who apply to WCAP are accepted."

For example, male runners have to finish the 1,500-meter race in 3 minutes, 39 seconds and the 3,000-meter Steeplechase in 8:32 or better. Heath's best time for the Steeplechase is 8:28. Dunivan said only three Army athletes have made it to the Olympics in track and field in the recent past.

"But if an athlete has met the WCAP



Kyle Heath, No. 4, runs in the Boston University 2009 Valentine's Day Meet. He finished the 3K race first with a time of 8:04.

RYLEY MILLER

entry standard, there's a very good chance he or she will qualify for the Olympic Trials. And normally, the top-three finishers at the Trials make the Olympic Team."

If Heath doesn't make WCAP, there's always Special Forces, in which he's also expressed an interest.

Either way Schultz believes Heath will be satisfied, be an inspiration to others and make a great Soldier.

"There's not going to be any buyer's remorse with him; he's already weighed the pros and cons and is committed. And he already has leadership ability, an optimistic attitude and knows the dedication it takes to be successful."

"I want to be a great Soldier [who] can contribute in many ways and be a better all around person," said Heath. I want to build my character and become a stronger man both mentally and physically. I most of all would like to represent the U.S. Army at the Olympics; to me there would be nothing more rewarding."

# GOING FOR THE Gusto

## SOLDIER POSTPONES ETSING AFTER RECRUITER ENCOURAGES HIM TO GO FOR HIS DREAM

By Fonda Bock  
Associate Editor

At just 22 years old, he'd done his four years in the Army as an infantry Soldier and had made up his mind — come Dec. 5, 2010, he was ETSing. Then his recruiter, with whom the young sergeant had kept in touch, encouraged him to hold onto his dream of becoming Special Forces and go for four more.

"Now I will never have to ask 'What if?'" said Sgt. Patrick King. "I always would have been thinking in the back of my head, 'Did I have what it takes or not to make it.' I would have regretted that for a long time."

King wanted to go into Special Forces when Sgt. 1st Class Christopher Murrin signed him into the Delayed Entry Program during his senior year at a Port Charlotte, Fla., high school in December 2005, but couldn't because he was too young.

After King completed Initial Entry Training at

Fort Benning, Ga., he was stationed at Fort Hood, Texas, with the 1st Battalion, 26th Infantry. He deployed to Afghanistan in July 2008 and was restationed to Fort Knox, Ky., upon his return in July 2009. Throughout his moves he and Murrin kept in touch.

"I kept in touch with him and his dad, who's a teacher at Patrick's high school," said Murrin. "So often times, when I popped into the school, I'd seek out his dad and see how Patrick was doing."

Burned out with being in the Army after returning from Afghanistan, the new GI Bill was looking real enticing to King.

"It was too good to pass up," said the academically motivated King, who held a 4.3 grade point average in high school, "so I leaned toward getting out and getting a degree."

Then he caught up with Murrin, who'd become a Special Operations recruiter.

"I told Sgt. Murrin I was [getting out] and he said, 'Whatever happened to that hard-charging young gun who wanted to do Special Forces?' He said, 'You got what it takes to be Special Forces, you might as well go to selection and give it shot and wipe away all doubts — 19 days is not going to kill you, you've got nothing to lose.'"

"He was really keen on adventure, service to country and infantry and that's a great match to Special Forces," said Murrin. "Knowing he was getting close to ETSing I encouraged him to go to a SORB briefing and sent him a SF packet, saying, 'If you don't make it through selection you can continue on your plan for school, but if you do make it, it changes everything, because now you can continue your service to country as a Special Forces Soldier.'"

King talked to some long-time Green Berets before going through selection, and the experiences reinvigorated him.

"From what I can tell, it's definitely the kind of mindset I was looking for, the kind of drive and dedication to give it all you got. I always considered myself more of like a high-speed Soldier; I take my job very seriously. It was really appealing being around all those Special Forces guys."

King leaves this spring for the qualification course at Fort Bragg, N.C., to train as an 18C Special Forces Engineer.

He said this wouldn't be happening if Murrin hadn't been there planting the seed.

"I wanted [SF] in the beginning but stuff wasn't working out and Murrin rekindled [the fire]."

"It's the first time I've had the opportunity to continue to guide a Soldier I put into the Army to do bigger and better things," said Murrin. "I couldn't be prouder, and it's really fulfilling for me as a recruiter to see him come all that way and continue on as a Special Forces Soldier."

Recruiter and recruit plan to continue keeping in touch.



Sgt. Patrick King



Sgt. 1st Class Christopher Murrin

# Recruiters, Future Soldiers

## Connect With Past Warriors

Story and photo by Jane Spass  
Albany Battalion

**I**t isn't often that veterans of past wars get the opportunity to pass advice and life lessons on to Future Soldiers. Far too often their experiences, stories and worldly advice fall on deaf ears and are forever lost.

Fortunately Future Soldiers of Albany Company were able to seize a valuable opportunity to connect with local veterans.

Just before Veterans Day, Albany Battalion Commander Lt. Col. Thomas Finch and Soldiers of the Albany Company participated in an event to honor veterans at Stratton VA Hospital in Albany, N.Y.

The program began with a video that highlighted the veterans' accomplishments. Staff Sgt. Fred Pedro entertained the audience of veterans, Future Soldiers, families and hospital staff with a patriotic song, inviting them to sing along.

Wide-eyed veterans extended warm handshakes to Pedro upon conclusion of his performance.

Finch thanked the veterans for their service and sacrifice to our country and 13 Future Soldiers gathered at the front of the room where Capt. Ryan Johnson, Albany Company commander, administered them the oath of enlistment.

It was a day in which Albany Battalion connected the generation gap as young Americans enlisted in front of past warriors. It was a truly a proud moment for the veterans to see that everything they fought for over the years, the values they believe in and the ideals for which they put their lives on the line are being carried on by a new generation of Soldiers, who pledged to continue to defend the Constitution right where the veterans left off.

The Future Soldiers handed out Army pins and other PPIs to the veterans as a small token of appreciation and spent time talking to them about the lessons of past wars.

And while the experiences on the battlefields of World War II, Korea, Vietnam and Desert Storm are different from what the Future Soldiers are about to face, they were told the values and feelings associated with being in the Army are exactly the same.



Sergeant 1st Class Andre Walker of Green Island Station extends a hand to say thanks to Marine veteran John Sullivan during Albany Battalion's "Salute to Veterans" at the Stratton VA Hospital in Albany, N.Y., in November.

## Encourages

## Future Soldiers

Story and photo by Lee Elder  
Nashville Battalion

One of the NFL Tennessee Titans' starting linebackers told a group of Nashville area Future Soldiers he felt right at home speaking to them.

Will Witherspoon, a nine-year NFL veteran playing his first season with the Titans, spoke to more than 100 Future Soldiers from Nashville and Clarksville companies after an afternoon practice session in the fall. He shared his experiences growing up in a military home and visiting Soldiers overseas as part of an NFL USO Tour.

"I look across the room and I see an extension of my family," Witherspoon said. "Everyone in this room has made an excellent decision."

Witherspoon quickly put the crowd at ease and was seemingly cheering them on. He spoke to Soldiers and civilians alike and related well to the audience.

"You're building friendships and relationships you're going to have forever and ever," Witherspoon said. "You are setting an example for people you don't even know yet, and you're leading the way."

Witherspoon's father was an Air Force officer for 22 years, allowing the family to travel extensively throughout the U.S. and the world.

When serving overseas, Witherspoon's family often chose to live in the community. Some of the football player's greatest childhood memories revolve around weekend train trips across Europe.

"We always tried to make the best of it," Witherspoon recalled. "You should enjoy your time in [the military], there's nothing better."

A standout high school player, Witherspoon was a two-year starter at the University of Georgia. He was drafted in the third round by the Carolina Panthers and played in Super Bowl XXXVIII.

Witherspoon also played for the St. Louis Rams and Philadelphia Eagles before the Titans signed him in the off season.

Now that they are members of the Army team, Witherspoon urged the young Future Soldiers "to be bold." He said the Army would give them a chance to be a positive influence on many of those who surround them.

In recent years, Witherspoon has joined other NFL players in visiting U.S. military personnel overseas. The experience was invaluable to him as he got to witness Soldiers in action under trying circumstances.

"It brought a whole new light to my eyes," Witherspoon said.

Following his remarks, Witherspoon was honored with a presentation by Capt. Kevin Uyeno, the adjutant for the Nashville Battalion. He was also given a coin by Lt. Col. Tharrel Kast, the professor of military science at nearby Middle Tennessee State University.

Uyeno said the event went well and that having an



Will Witherspoon is flanked by Army recruiters from the Murfreesboro Station: Staff Sgts. Jimmy R. Whetstone, Vincent Dunlap, Todd Mattila and Sun Soldano.

established NFL player praise them was good for the young men and women who are about to don their nation's uniform.

"The impact of smaller, more intimate events where recognizable, civilian figures take the time to speak to Future Soldiers and prospects about their own individual desires has a much greater return on investment for us, if for no other reason than the continued cultivation of credibility," Uyeno said.

Witherspoon met and signed autographs for Future Soldiers and many of the recruiters. He thanked each for their service.



Sergeant Joshua Faust (in blue) demonstrates standard jiu-jitsu moves.

## Jiu-Jitsu Helps Recruiter Personally, Professionally

Story and photo by Patrice Creel  
Baton Rouge Battalion

In the 10 months since he began his local training in Brazilian Jiu-Jitsu, recruiter Sgt. Joshua Faust has already won championship medals and gained two Army contracts through martial arts contacts.

"I'm an adrenaline junkie. I love to do wild and crazy stuff," explains the airborne infantry Soldier of the Hammond, La., station. "I'm non-stop. ... I just love to live life. It's way too short not to, and I don't want to be 60 years old and look back and say 'I wish I did this or that.'"

A 25-year-old native of Umatilla, Fla., Faust first trained in jiu-jitsu in Army combatives.

When not on recruiting duty, Faust trains with one of the foremost black-belt jiu-jitsu instructors from Brazil, Rafael Ellwanger. Ellwanger is a regional director of a jiu-jitsu franchise with schools in Alabama, Mississippi and Louisiana.

Fortunately for Faust, the Hammond Jiu-Jitsu School is a half-block from the recruiting station.

Jiu-jitsu means "gentle art," said Ellwanger. It involves ground fighting and is intended to subdue, not cause severe bodily harm.

"It teaches that someone who is smaller and weaker can defend against someone bigger and stronger." Moves include joint-locks and chokeholds to defeat the opponent.

Faust shared that his lessons "keep me up to date with my training so that when I'm done with recruiting, I'm not behind the power curve. It assists me in recruiting, too, because it gets me out into the community so I can meet a lot of people and young people, as well."

"I believe recruiters should do this because not only will it keep them in shape, but it will teach them how to defend themselves."

Faust began recruiting duty 23 months ago. He joined the Army in 2003 during his senior year in high school.

His goals are to get his Ranger Tab and advance his career as far as he can. He plans to continue his jiu-jitsu training and advises his fellow recruiters to try it.

"You learn so much about yourself and the sport. It's also great way to stay in shape."

## Chicago Recruiter Talks to Vo-Tech Students About Careers in Law Enforcement

By Mike Scheck  
Chicago Battalion

USAREC is continually looking for ways to reach out to students in secondary schools and colleges.

Recruiter Sgt. Shaun Allen, with Chicago Battalion's Bourbonnais Station, found a unique way to talk to law enforcement students at the Kankakee Career Center.

Currently working toward a bachelor's degree in Social and Criminal Justice at Ashford University, Allen was recently offered the opportunity to give presentations at three criminal justice classes at the Career Center about careers in law enforcement.

Janice Krizik, a retired Kankakee County Deputy and a teacher at the Center, invited Allen to speak to students at the beginning and end of the semester.

"The information [Allen] brought to the class was informative [and] the students were very impressed with the presentation," she said.

"The lectures give me a great opportunity to relate to students from a number of schools in our area," said Allen. "I am working my connections to receive other invitations to speak to other vocational classes at the career center."

Kankakee Career Center provides vocational and technical training to high school students in the area and prepares them for the transition from high school to advanced vocational technical careers in the military and private sector.



CHRISTINE JUNE

## Merry Military Christmas

Army Claus (Bill Irwin from the Harrisburg Battalion Advertising and Public Affairs office) prepares to deliver toys donated by local businesses for servicemembers and their families. The toys were donated for the Toys for Troops Adopt a Family Program run by the employees of the Pennsylvania State House of Representatives. Irwin volunteered to help deliver them to area troops: Army Reserve units, the battalion's Soldiers and families, Air Force and Marine Corps recruiting units and several Pennsylvania Army National Guard units that recently returned home from Iraq and Afghanistan.

## Columbia Battalion Celebrates With Thanksgiving Turkey Bowl

Sergeant 1st Class Gary Gillens, Gastonia Station, makes a run with Capt. Fernando Del Rio, Augusta Company, hard on his heels during a turkey bowl flag football game Nov. 23. Columbia Battalion's staff and first sergeants took on the battalion's station commanders with station commanders winning the game 14-0.



VERNETTA GARCIA



AJ BRAY

## Brigade Basketball Team Undefeated Post Champs

The 5th Recruiting Brigade basketball team comprised of brigade Soldiers and families went undefeated in the 2010 Fort Sam Houston Pre-Season Basketball Tournament Nov. 29 to Dec. 9.

The defending post champs are Carlton Bray, Capt. Ronald Bolden, Clifford Ransom, Col. Christopher Himsl, Capt. Keith Toney, Sgt. Christopher Gibson, Oscar Barnes, Lt. Col. Ronnie Williamson, Mario Mcknight, Sgt. 1st Class William Mitchell, Rodney Williams, Sgt. Maj. Rodney Nicholes and Sgt. 1st Class Antonio Hulbin, with his son Jaden Christopher.

## RECRUITER RINGS

### 1ST MRBn

CPT Ronald Cole  
SFC Latoya Stuckey

### ATLANTA

1SG Karen Moore  
SFC Sean Williams  
SSG Arthur Cagle  
SSG Dennis Sauro  
SSG Daniel Stallings  
SSG Timothy Walls  
SGT Robert Brenizer  
SGT Miguel Garcia  
SGT Torrey Peterson

### BALTIMORE

SSG Matthew Walker

### BATON ROUGE

SFC Shannon Dyer  
SFC John Massena  
SSG Mechell Moultry  
SGT Galloway Keena  
SGT Amilkar Rios

### CLEVELAND

SGT Sirwayne Wardlow

### COLUMBUS

SFC Corey Byron  
SSG Justin Belt  
SSG Maurice Cormier  
SSG Wilmer Davis  
SSG Robert Walton  
SGT Bradley Edwards

### DALLAS

SGT Tameeka Hicks  
SGT Joshua Kirk  
SGT Jesus Martessantos  
SGT Christopher Mott  
SGT William Temple

### DENVER

SSG Ezequiel Hall  
SSG Roger Lanuza  
SSG Jedediah Remmey  
SGT William Marley  
SGT Shawn Shannon  
SGT Tyler Stafford  
SGT Antony Troiana

### FRESNO

SSG Dale Behee  
SSG Alexander Lopez  
SSG Joe Oswalt  
SSG Jarell Smith  
SGT Roberto Mendezaraujo

### HOUSTON

SSG Eduardo Hernandez  
SSG Travis Womack  
SGT David Holland

### KANSAS CITY

SSG Robert Wink

### MIAMI

SFC Ryan Dugan  
SFC Freddy Melendez  
SFC Jesus Robles  
SFC Luke Steele  
SSG Ulrick Abram  
SSG Ferdin Burgosrodriguez  
SSG Ismael Mercadogonzalez  
SSG Peter Popoff  
SSG Alfredo Rivera  
SSG Marco Rodriguez  
SSG Victor Ruizleon  
SSG Jeffrey Schwartz  
SSG Paul Walter  
SSG Malinda Werkman  
SSG Roderick Wooten  
SGT Tarrence Carr  
SGT Orlando Cruzolivencia

### MID-ATLANTIC

SFC Mary Sastre

### MILWAUKEE

SSG Charles Gary  
SSG David Stroh  
SGT Laquanta Bullock  
SGT Michael Lackey  
SGT Eric Mejia  
SGT Tyler Stauffacher

### MINNEAPOLIS

SSG Alex Murray

### MONTGOMERY

SSG Gregory Breland  
SSG Phillip White  
SGT Marshall Burton  
SGT Johnny Grandel  
SGT Nathan Pierce

### NEW ENGLAND

SSG Jorge Lopez  
SSG Michael Tucker

### OKLAHOMA CITY

SSG Adam Johnston

### PORTLAND

SFC Derrick Smith  
SGT Jeffery Randall

### RALEIGH

SSG Wendi Jeter  
SGT Danielle Warren

### SACRAMENTO

SSG Gerrad Mcdarment  
SSG Desmont Upchurch  
SGT Dannie Stewart

### SEATTLE

SSG Michael Hively  
SSG Timothy Moran  
SGT Charles Morris  
SGT Troy Pugliese  
SGT Craig Smalls

## MORRELL AWARDS

### 1ST MRBn

CPT Eric Grider

### 5TH MRBn

CPT Jeffrey Franklin

### ALBANY

MSG Samuel Watkins

### ATLANTA

SFC Rickey Hall  
SFC Nicholas Smith  
SFC Charles Smith  
SSG Christopher Jackson  
SSG Meagan Jones  
SSG William Linder

### BATON ROUGE

SFC Cedric Morgan  
SSG Joshua Scallion

### COLUMBUS

SSG Frederick McCune

### DALLAS

SSG Damion Kennedy  
SSG Jonathan White

### DENVER

SSG Jedediah Remmey

### FRESNO

SFC Velma Quinata  
SSG Kimber Baker  
SSG Bao Le  
SSG Ian Mally  
SSG Michael Rosario  
SSG Jabbar Williams

### HOUSTON

SFC Steven Thibodeau  
SSG Walter Stalder

### MIAMI

SFC Ryan Dugan  
SFC Carlos Lind  
SFC Herman Rodriguez  
SFC Jose Rodriguez  
SSG Eduardo Colongonzalez  
SSG Jose Rodriguezgarcia  
SSG Matthew Wilson

### MID-ATLANTIC

SFC Philip Martir

### MILWAUKEE

SFC Casey Kroll  
SGT Joshua Carter

### MONTGOMERY

SSG Yerlondra Tapia

### NEW ENGLAND

SSG Ryan Lafrance  
SSG Todd Pinkham

### RALEIGH

SSG Bridget Serrano

### SACRAMENTO

SFC Gregory Lamothe  
SFC Robin Lennon  
SSG Mark Bickmore  
SSG Peter Borja  
SSG Jerry Keener  
SSG Ryan Miller  
SSG Shane Nunes  
SSG Justin Lefaire

### SAN ANTONIO

SSG Willy Perezchavez

### SEATTLE

SSG Jose Caraballofeliciano  
SSG Daniel Chastain  
SSG Charles Johnson  
SSG Shane Lies  
SSG Chad Sadlier

### SORB

SFC Michael Basler

### TAMPA

SSG Adam Nemeth

Check out next month's issue for the first Stations of Excellence.

1. \_\_\_\_\_ is trying to create an atmosphere of mutual understanding, trust and agreement between you and the prospect.

- a. Rapport
- b. Empathy
- c. Sympathy
- d. Commiseration

2. You are calling a high school grad who is attending State University. Which statement can you use to establish rapport?

- a. "Hi, this is SGT Reynolds with the U.S. Army, how are you today? Brad, so what have you been doing since graduation?"
- b. "Hi, this is SGT Reynolds with the U.S. Army, how are you today? Brad, I am calling to speak with you about the Army."
- c. "Hi, this is SGT Reynolds with the U.S. Army, how are you today? Brad, have you ever considered serving your country in the military?"
- d. "Hi, this is SGT Reynolds with the U.S. Army, how are you today? Brad, I understand you're a freshman at State University."

3. You are calling a high school graduate. You introduce yourself and establish rapport. You ask what they have been doing since graduation; they reply they are trying to earn money for school. Which statement would be the best lead-in?

- a. "So you are thinking about college?"
- b. "The Army offers the GI Bill which will guarantee you up to \$\_\_\_\_\_, plus numerous other education programs that will allow you to attend college with little or no cost to you."
- c. "I understand how difficult that can be. Have you found a good job?"
- d. "Have you applied for any grants?"

4. You are speaking on the phone with a high school graduate. You establish a date, time and location for the interview. As part of the prequalification process, you ask if they have a medical condition or law violation that may disqualify them for military service. The individual informs you they have a disqualifying felony charge. How should you respond to this information?

- a. "Okay, thanks for that information. I'll look into it and we can talk about it at your interview."
- b. "I'm sorry to disappoint you, but the felony charge you have disqualifies you for military service. Is there anyone you know who might be interested in Army opportunities?"
- c. "I appreciate your being honest with me. I'll look into it and call you back if I have any other questions."
- d. "I appreciate your taking the time to speak with me today. Is there anyone you know who might be interested in the Army?"

5. Telling the Army story and mapping out career plans through the use of \_\_\_\_\_ counseling is what recruiting is all about.

- a. situational
- b. adaptive
- c. developmental
- d. reflective

6. A \_\_\_\_\_ is about asking questions that will help you determine the right time to ask the person to join the Army.

- a. trial close
- b. final close
- c. closing check
- d. formal close

7. Which statement/question is an example of a trial close?

- a. "Can you see yourself wearing an Army uniform?"
- b. "Are you planning to attend college?"
- c. "Tell me about your career plans."
- d. "So what would you like to do after high school?"

8. What do obstacles uncovered during the interview mean?

- a. It means someone in the individual's life is influencing their decision making.
- b. It means you are getting close to the reason the prospect agreed to an appointment in the first place.
- c. It means the individual is getting cold feet.
- d. It means the individual is shutting down and no longer listening.

9. You are conducting an Army interview with a young man whose wife is expecting their first child. The prospect says he cannot be gone from home that long for training. You repeat the obstacle to him as a question. What is your next step?

- a. Repeat the obstacle as a question
- b. Show emotion
- c. Use logic
- d. Check for smokescreen

10. The \_\_\_\_\_ formalizes the decision the prospect has been contemplating throughout the Army interview.

- a. prequalification
- b. close
- c. lead-in
- d. temperature check

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

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

# PHASE LINE SUCCESS



1st Brigade



2nd Brigade



3rd Brigade



5th Brigade



6th Brigade



Medical Brigade

## November Fiscal Year 2011

### Top Large Station

Albany  
Albany

Savannah  
Jacksonville

Clarksville  
Nashville

Wichita East  
Denver

Idaho Falls  
Salt Lake City

Cherry Hill MRS  
1st MRBn

### Top Small Station

Berlin  
New England

Ridgeland  
Baton Rouge

Jamestown  
Minneapolis

Alamo  
San Antonio

Santa Maria  
Fresno

Salt Lake City MRS  
6th MRBn

### Top Company

Albany  
Albany

Savannah  
Jacksonville

Charleston  
Columbus

Plano  
Dallas

Sierra Nevada  
Sacramento

Houston MRC  
5th MRBn

### Top Battalion

Albany

Jacksonville

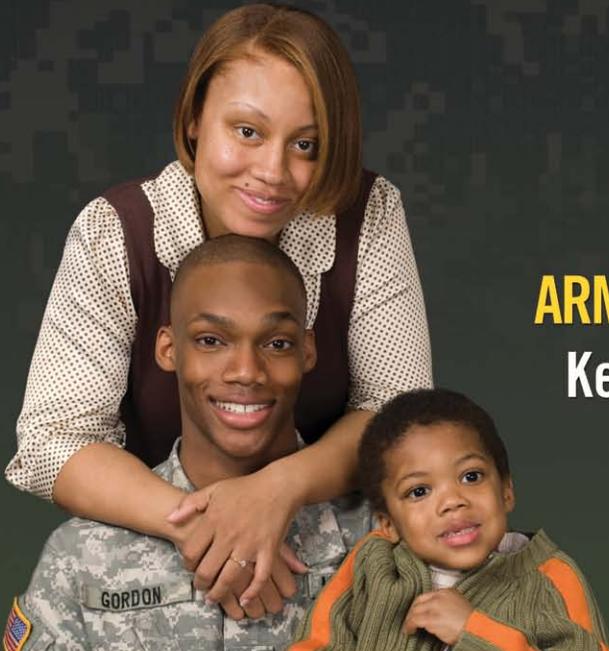
Columbus

Portland

6th MRBn



## ARMY FAMILY COVENANT: Keeping the Promise



*Honoring our commitment to Soldiers and Families.*

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# FUTURE SOLDIER FITNESS & TEAMBUILDING



Pittsburgh Company recruiters host 55 Future Soldiers and their families Dec. 11 for a day of training, competition and teambuilding at the 911 U.S. Air Force Reserve Base in Pittsburgh. Sergeants 1st Class Anthony Worsley and Theodore Hewitt, Washington Recruiting Station, demonstrate a proper push-up.



BILL IRWIN, HARRISBURG BN