

RECRUITER

United States Army Recruiting Command June 2010

Journal



LDS '10

2d Bde Focuses

on Leadership

page 18

CLOCKWISE FROM THE LEFT: COURTESY PHOTO; TERRY MANN, USAAC; JORGE GOMEZ, MILWAUKEE BN



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RECRUITER Journal

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June: Time to Celebrate Army Birthday, Prepare for Leadership Transitions

This month America's Army – our Army – celebrates its birthday. Together, we carry on a time-honored tradition of honorable service to the nation. Repeatedly tested in this era of persistent conflict, today's Soldiers have emerged stronger with a deeper commitment to our core values and beliefs.

Everyone who joins us in wearing this uniform is a member of the All-Volunteer Army – the All-Recruited Army that begins with this command. What an important role we have in keeping our Army Strong!

This 235th birthday commemorates America's Army – Soldiers, Families and Civilians – who are achieving a level of excellence that is truly Army Strong. Our entire Army Family is what makes America's Army: The Strength of the Nation.

The Army Birthday celebration is also another great opportunity to honor all our Army spouses and Families who demonstrate complete commitment to their Soldiers and the entire Army Family. Families play an increasingly important role in Army readiness through their countless sacrifices and enduring support for their Soldiers.

Quality of life for our Soldiers and their Family members – as you continue to make tremendous sacrifices for our Nation – is as important to me and the leaders of this command, as it is to our senior Army leaders. We strive to continuously make improvements to command quality of life initiatives, as well as implement Army wide initiatives such as the Army Family Action Plan, Family Covenant, Army Community Covenants, and the Comprehensive Soldier Fitness Program, which is now also open to families.

June also begins the season of transitions. Next month we will bid farewell to Brig. Gen. Mike and Lorelei Garrett, and their children Samantha and Mikey, who will be heading to

Fort Bragg, N.C., where he will become the Chief of Staff for the XVIII Airborne Corps. Mike and his family have been a tremendous asset to this command and we wish them all the best.

We welcome Brig. Gen. Bryan Roberts, his wife, Cassandra, and their three children: Bryan II, Ericka and Brandon. They are coming to us from Washington, D.C., where he was the Director of Integration in the Office of the Deputy Chief of Staff, G8. I'm confident they will be a great addition to our team.

In addition, we will have leadership changes at three brigades, and countless more among our battalions, companies and stations during the coming months. Ann and I welcome them and all the new leadership teams, as well as all the NCOs and their families who are joining us in USAREC.

I ask those who are handing over the reins to not leave anything to chance. Ensure that you have good transition plans in place to ensure a seamless transition.

At the leadership level, for the past few months we have put tremendous emphasis on developing continuity books from brigade command down to station level – this is the reason. Think about all the knowledge you have gained in this assignment. It's important for you to pass it on; it makes the entire team stronger and is a way for you to leave a lasting legacy to this command.

I encourage you to make time for your spouses to share their knowledge, too, whenever possible. They are a vital part of this recruiting team and their insights are invaluable.

For those who are leaving the command and for those who continue the fight – Soldiers, Families and Civilians – I thank you for all you have done and will do to keep our Army Strong! Hooah! I'm proud to serve with you!



Recruiting Operations Center Dedication

USAREC Commanding General Maj. Gen. Donald M. Campbell Jr. and Brenda Stewart unveil the plaque memorializing the USAREC Recruiting Operations Center in the name of her late husband, retired Master Sgt. Robert H. Stewart Sr., who was serving as the USAREC Enlistment Eligibility and Processing Division at the time of his passing. He worked in USAREC in uniform from 1979 to 1994, and then as a civilian from 1995 until his death. The plaque hangs at the entrance of the USAREC Recruiting Operations Center on the third floor of the headquarters building on Fort Knox. The center was dedicated in Stewart's honor May 7.



PaYS Team Now Part of Accessions Command G7

U.S. Army Accessions Command

The Partnership for Youth Success (PaYS) program became part of the U.S. Army Accessions Command G-7 in April, and the USAAC G-7 Directorate moves to the new Human Resource Center of Excellence complex on Fort Knox June 11.

The reorganization will ensure PaYS is included and used as a national strategic Center of Influence (COI) force multiplier in recruiting America's Army, according to Bob Qualls, PaYS program manager.

Very few things will change in the day-to-day operation of the program, according to Qualls. Recruiting brigades and battalions will continue to refer prospective PaYS partners using the PaYS tools from the portal. PaYS marketing analysts will continue to include brigade and battalion personnel in scheduled presentations and meetings with local PaYS partners.

Processing time for the PaYS Memorandums of Agreement will likely shorten, as the USAAC CG is the only signatory. Brigade and battalion commanders will

continue to orchestrate PaYS ceremonial signing events using USAREC and USACC commanders when feasible. Brigade and battalion personnel will also continue to include PaYS partners in grassroots initiatives, COI and community events, and career/job fairs.

What will change are the e-mail addresses, telephone numbers and physical address for all PaYS staff. The e-mail global address book will reflect the changes after the move, and changes will be published in the June edition of the PaYS newsletter.

After 10 years of hard work, the program's success is the result of USAREC's vision to embrace the communities in which recruiters work and live, Qualls said.

"It's a bittersweet move for the PaYS staff, many of whom spent more than 10 years as USAREC recruiters before retiring and joining the PaYS team," he said. "We take solace knowing that we will continue to interact with USAREC personnel to ensure this program continues to be a vital recruiting tool."

More Pinnacle Companies Shipping from Hometown

Army Reserve Future Soldiers from the Harrisburg, Montgomery and Tyler Companies - all pinnacle recruiting Companies, began shipping from their home towns May 1. Reference USAREC Mmsg 10-121.

FS With Exceptional Family Members

Recruiters are required to identify Future Soldiers who have family members requiring enrollment in the Exceptional Family Member Program (EFMP) and complete a DA Form 7415 for those who do.

Station commanders will ensure a hard copy of the form is hand carried by the FS to MEPS on his or her ship day. In the future this form will be part of the ship packet.

Reference USAREC Mmsg 10-125.

Re-Verify Recruits' MOS Requirements

Guidance counselor shops are required to re-verify that anyone enlisting or shipping for an MOS with prerequisites has provided clear evidence of meeting those requirements. This is very important for those who enlisted as high school seniors and needed to have certain courses completed in order to ship

The field is reminded to ensure all applicants meet the qualifications for the MOS they enlisted for and quality controls are being enforced at all levels.



New Partners

350 - CDW, LLC - Chicago Bn
- CDW is a leading provider of technology products and services for business, government and education. CDW Corporation offers 100,000 computer products. The corporation is No. 47 in GI Jobs' Top 100 Military Friendly Employers.

351 - San Juan, Puerto Rico - Miami Bn - San Juan is the capital and largest municipality in Puerto Rico and one of its most important seaports. Its population of 433,733 makes it the 42nd-largest city under the jurisdiction of the United States.

352 - Centro Médico del Turabo Inc. - Miami Bn - Centro Médico Del Turabo Inc. is the leading hospital group in Puerto Rico with 1,059 licensed acute care beds. It has more than 5,000 employees and a medical staff of 1,000 doctors within over 80 specialties and 1,500 nurses.

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

Farewell

Moving on From a Rewarding, Honorable Experience



Command Sgt. Maj.
Stephan Frennier

After two years serving as the USAREC command sergeant major, the time has come for me to say goodbye, and I do so with a heavy heart.

It has truly been an honor and a privilege to work with such a fine group of officers, DA civilians, contractors, and outstanding NCOs who I believe are the backbone of our great Army.

You are the ones responsible for finding the great young men and women who want to volunteer to serve. You've done a remarkable job and I thank you for your service.

When I came here from Forces Command, I had no idea what Recruiting Command actually did, even though I'd been a recruiter from 1986 to 1990.

I never realized this command was responsible for recruiting warrant officers, Special Forces and the doctors and medical professionals who have saved so many Soldiers' lives.

During my tenure, I've gained a whole new respect for recruiting and learned a lot about what it takes to staff the most honorable and sophisticated Army in the world to defend the best country in the world.

With the help of my great support staff, the brigade sergeants major, and my recruiting liaison NCOs, I've been able to accomplish my mission.

What I've tried to do when I travel around the country is educate the operational Army about this command, and to

make sure that we at the USAREC HQs support our bottom line, the great noncommissioned officers who shoulder the burden of providing the strength. Together we've made some strides:

- Consolidating company trainers at the battalion and developing a Master Trainer Course to teach them the tools they need to assist in training the force seems to be working very well.

- Changing the requirements for conversion to 79R — making it a requirement to graduate from the station commander course — is really paying off. We had hundreds of 79R NCOs who hadn't yet been to the station commander course and we had to play catch up.

- Expanding opportunities for 79R NCOs to temporarily serve outside of USAREC to showcase their talent and broaden their operational experience.

I also think the work hour policy is working very well. The implementation of set work hours (8 a.m. to 5 p.m.) has increased morale, and provided predictability, making better use of time management.

But some challenges remain. I'm still trying to figure out how to get into the heads of those very few — that less than one percent — of NCOs who just refuse to live by the Army Values. Before I leave that ongoing challenge in the hands of the new command sergeant major, I want to encourage those who are thinking about

conducting themselves in a manner that's unbecoming to ask yourselves, "Is what I'm about to do worth what can happen to me, to my family or to the Army, if I get caught?"

And lastly, I can't leave without expressing how

fortunate I've been to work with two great CGs, Generals Bostick and Campbell and DCGs, Generals Anderson and Garrett. We could not have been more fortunate to have had them as our leaders and I really appreciate working with all of them.

It's very important that a command team be on the same page, get along and respect each other. We have reaped the benefits of their teamwork, commitment and passion for their jobs, and their true love for the Soldiers, officers and civilian workforce.

After a short leave and some down time with my family, I'll be headed to Iraq where I'll be the CSM for the Iraqi Training Assistance Mission -Army. I haven't been to Iraq in two years and am looking forward to seeing the progress that's been made and helping with the training and development of the Iraqi Army.

Even though my role is changing and I'll be thousands of miles away, I'll always be an advocate for Recruiting Command. Thank you, once again, to everyone in the command for all you do for our Army.

Carry on and keep up the great work in "providing the strength." Hooah!

Take Care of those who Love you And they'll Take Care of You!

By Chaplain (Lt. Col.) Doug Peterson

Over the past couple of months I've referred to the story of one of my heroes in life.

Dave Roever was horribly burned and scarred after a white phosphorus hand grenade exploded six inches from his head while on a mission in Vietnam in 1969. He subsequently underwent numerous surgeries and persevered through years of difficult, painful adjustments during the in recovery process.

Looking death in the face and picking up the pieces of a shattered life for him were not easy. But he is an overcomer. And he is an overcomer because he knows how to live a life of resiliency.

Last time we discussed the importance of a sense of humor. Another facet of personal resiliency is healthy family relationships.

Dave Roever tells of a man next to him in the burn unit whose wife came in and took one look at his appearance, said that he would be an embarrassment to walk down the street with, took off her ring, laid it between his feet, and walked out.

Dave's immediate concern was how his own 19-year-old wife would respond. When his wife, Brenda, arrived, she made sure the name on his wristband matched the name on the clipboard at the end of

the bed. Then she kissed his face, the most severely burned part of his body, and said, "I really love you. Welcome home, Davey!"

He had his fan club.

Nobody enjoys failure or abuse on the work-front. Men, especially, derive their sense of significance from their career. But if you are like me, when the tough times come on the job I find tremendous comfort and encouragement in relishing the unconditional acceptance from my wife and family. The fan club sometimes may not be very big, but they are the ones that really matter.

The all-too-frequent tragedy that I have observed in the military community is the collapse of marriages and families. Nobody wins. Everyone loses. And for many, when this critical prop disintegrates, along with it flees the desire even to keep going.

Friends, please do not neglect what's really important! Yes, you have been placed where you are in military community to play a key role in the defense of our nation. But your transcendent mission is to be sure to take care of your fan club.

When you take care of your fan club, they will take care of you.

How do I attack that mission? That's for next month.

First Lady's Battlecry:

“Support Military Families”

By Elaine Wilson
American Forces Press Service

“One percent of Americans may be fighting our wars, but we need 100 percent of Americans to support them and their families.”

— First Lady Michelle Obama

First Lady Michelle Obama issued a national challenge May 12 to all sectors of American society: mobilize and take action to support and engage military families.

“One percent of Americans may be fighting our wars, but we need 100 percent of Americans to support them and their families,” the first lady said. “This has to be all hands on deck. This is a challenge to government.”

The first lady made this call to action during her remarks to the National Military Family Association’s summit: “When Parents Deploy: Understanding the Experiences of Military Children and Spouses.”

“We know that our military families are some of the most patriotic, some of the most dedicated, the most service-oriented Americans you will ever meet,” she said. “But we also know that these strong families are being tested like never before.”

The first lady lauded the Defense Department leadership for the progress made in military family programs.

Still, much work remains to be done to better understand how to serve military families, she said.

To that end, the Defense Department has launched the Military Family Life Project, the first lady said, a landmark study of more than 100,000 spouses and servicemembers.

This survey will assess families’ quality of life to give officials a better sense of how families are experiencing deployments and improve the support provided to them. Spouses and servicemembers, selected at random from all services, are being invited via mail to participate in the online survey, defense officials said.

“I want to encourage all the spouses who were selected to fully participate in this project, because the more that this nation knows about your priorities, the more we can do to meet them,” Obama said.

Along with the federal government, Obama extended her challenge to encompass state and local governments “whose services touch military families in so many ways.” The Interstate Compact that eases the school transfer process for military children has been adopted by 30 states, she noted as an example.

“And we are going to need the other 20 states to help by adopting it, too,” she said.

In the private sector, businesses large and small also can make a difference, the first lady said.

“Maybe it’s offering services, pro bono, to a military family or veteran,” she suggested. “Maybe it’s helping a military spouse or a veteran develop their job skills and find a job. Maybe it’s hiring them — because you know the discipline and dedication needed to succeed in the military are the same traits that any business would want in their employees.”

Obama encouraged community-based organizations to continue their work on behalf of military families.

“There are so many organizations with skills and interests that can be shared with military families and we need to get them involved,” she said.

In communities, Obama called on people to reach out to military families, particularly those living far from military installations. Even in communities without a base, people can find ways to reach out, she said, and many partnerships are waiting to be forged.

“Everyone can do something, whether it’s reaching out to a local family or supporting an organization serving families or sharing your skills or being a voice in your community or just saying, ‘Thank you,’” she said. “Even small things send a big message.”

It may take time to come to fruition, Obama said, “but if Americans respond to this challenge, if we mobilize every segment of society, if we work together, if we hold ourselves to the same high standard of excellence that our military families live by every day, then I know we can succeed,” she said. “I know we can realize our vision of an America that truly supports and engages our military families not just now, but for decades to come.”

COMING IN OCTOBER USAREC's NEW MASTER BADGE

By Julia Bobick
Editor

Recruiting Command is still on track to implement a new recruiter incentive awards program in October, when recruiters will no longer earn points for incentive awards based on production; they will earn recognition based on their tactical and technical proficiency.

Neither the basic silver recruiter badge nor the requirements to earn it are changing, according to Victoria Sorensen, G3 Plans and Programs Division Chief. All recruiters and commanders will continue to earn the basic recruiter badge upon completion of their initial course at the Recruiting and Retention School.

“What we are doing is changing how you earn the next level,” she said. “It will no longer be a points-based system; it will be based on the recruiter’s tactical and technical proficiency.”

As a result of the incentive program’s complete overhaul, recruiters will also have a new badge to earn. While it will still be gold in color, it will no longer be called the Gold Recruiter Badge. Sorensen explained that when a program undergoes a complete redesign, awards such as the gold badge, as well as the requirements for earning it, have to be approved by The Institute of Heraldry (TIOH). Therefore, Recruiting Command cannot simply alter the criteria for earning the current Gold Badge and continue awarding it.

“Bottom line, we can’t have people earn the badge one way during a certain time frame, and then others earn it another way in the new program,” she said. “There has to be some distinction.”

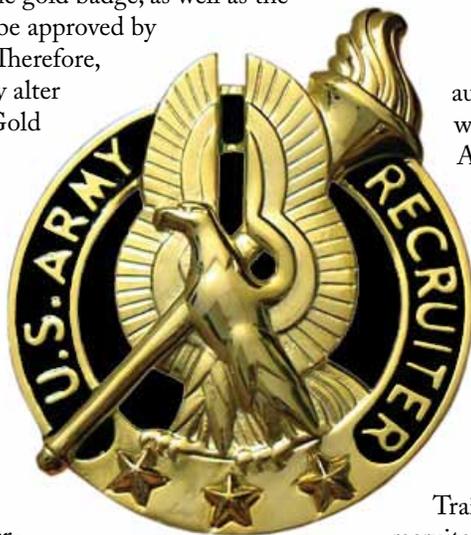
Soldiers assigned to recruiting will instead be able to earn a Master Recruiter Badge, similar to earning an Expert Field Medical Badge or Expert Infantryman Badge, through demonstrated job performance and skills testing. The master badge is in the approval process through Department of the Army and TIOH, according to Sorensen, who expects the badge will be approved in time for the October implementation. USAREC Regulations 672-10 Recruiting Incentive Awards and 672-13 Annual Awards Program are being combined by G3 into what will be the USAREC and DA Recruiter Recognition Program, which should be released in October.

Neither the Recruiter Ring nor the Morrell Award will be part of the new incentive awards program.

Those who have earned their Gold Badge, Recruiter Ring or Morrell Award, or will earn them before Oct. 1, will still be

Master Recruiter Badge Eligibility Requirements

- Earned the Basic Recruiter Identification Badge
- Assigned to USAREC for 24 months
- A score of at least 85% on the Critical Skill Assessment Test (CSAT) Level 1 written evaluation and 100% on the CSAT Level 2 Live Fire Evaluation
- No substantiated improprieties or pending investigations regarding suspected improprieties or commander’s inquiries
- Not currently flagged for any reason
- Meet the standards of AR 600-9, The Army Weight Control Program
- An Army Physical Fitness Test score of 210 or better
- Received final approval recommendation from brigade command sergeant major and approval by brigade commander



authorized to wear them. Noncommissioned officers working on earning their Recruiter Ring or Morrell Award should set a goal to achieve that level before Oct. 1.

The G3 Plans and Programs Division is still determining how the program will be implemented. Details will be released once the new recruiter recognition program regulation is complete.

In addition, the G3 Training Assessment Division is still working out the details of the Critical Skill Assessment Test, one of the required steps toward earning the Master Recruiter Badge.

“The test is not going to be easy,” said Phil Tabor, Training Assessment Division Chief, who said the entire recruiter development program is also being restructured. “No one will have to compete for the master badge. Recruiters will have to decide if it’s something they want to shoot for or not.”

At some point in the coming months, NCOs attending the Army Recruiter Course who will graduate after the new program is implemented will receive guidance on how the program works and sign acknowledgement that they are under the new incentive program, Sorensen said. That exact date and class will be determined based on when she receives Army and TIOH approval.

USAREC’s Fiscal Year 10 individual or unit awards scheduled to be presented during October’s Annual Leaders Training Conference will not be affected by the new program. In FY 11, the unit awards program will be changing.

NSPS Employees

Transition Back to GS System

USAREC G1 Civilian Personnel Management Division

All USAREC employees under the National Security Personnel System (NSPS) authority have made the transition to the General Schedule (GS) as of May 23.

“More than 1,100 USAREC NSPS employees transitioned to GS,” said Peggy Clinton, USAREC Civilian Personnel Management Division. “Before the transition, each employee received a letter outlining their GS information. USAREC’s transition went smoothly based on the pre-planning and dedication of Civilian Personnel Management Division staff, as well as respective [Civilian Personnel Advisory Centers].”

Effective May 24, all employees are covered by the TAPES performance plan, which should be established within 30 days from the transition date. The plan documents employee performance expectations that are linked to organizational mission and goals.

Consistent with TAPES principles, ratings will provide meaningful distinctions that can be used when making decisions on compensation, rewards, promotions, training, reassignments, and retention. Additionally, raters will continue to be accountable for executing performance management responsibilities to include providing ongoing feedback and timely appraisals.

Employees did not lose pay during the conversion process. USAREC G-1 CPMD staff reviewed employee and position information and worked closely with servicing Civilian Personnel Advisory Centers (CPACs) to ensure compliance with NSPS transition guidance.

In some instances, position titles changed, which are reflected on the employee’s Notification of Personnel Action, Standard Form 50, as well as GS grade and pay information.

Employees can also view their personnel information on their leave and earning statement (LES) or in MyBiz. For information about access to MyBiz, log on to CPOL at <http://cpol.army.mil> or contact the servicing CPAC. Employees are encouraged to review their personal information for accuracy and notify CPAC or their USAREC civilian personnel representatives with questions.

Army guidance at <http://cpol.army.mil/library/general/nsps/peal.html> assists Army managers, supervisors, and Human Resources professionals on transitioning NSPS employees to General Schedule.

In addition, the NSPS Transition Office developed Web-based training courses to assist with the transition to GS. While some of these courses address the various responsibilities of managers and supervisors, the content is also useful for employees to gain a level of comfort regarding the GS system and processes.

USAREC G1

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DoD Civilian Personnel Management Service Training Resources

• **GS 101** found at www.cpms.osd.mil/nsps/g101/index.htm provides an introduction to the GS system and is strongly suggested for employees and their supervisors.

• **Classifying Positions under GS: A Primer for supervisors** found at www.cpms.osd.mil/NSPS/CP_WBT/frameset.htm?module=0&lesson=0 describes how positions are classified in the GS. The course covers supervisory roles and responsibilities associated with conversion from NSPS to GS, providing information via four unique lessons: Classification in Context; Introduction to GS Classification; Writing a Position Description (PD); and Addressing Special Situations.

• **Performance Management: A Tool to Achieve Results** found at www.cpms.osd.mil/NSPS/PM_WBT/frameset.htm?module=0&lesson=0 provides techniques for conducting performance conversations; methods for setting clear performance goals; practical tips for creating a culture of giving and receiving feedback; steps for rating performance; and ideas for rewarding individual and team performance.

www.cpms.osd.mil/

Sergeant 1st Class
Bryan Burton, Baton
Rouge Battalion,
negotiates the ropes
course during the Army
Accessions Command
NCO of the Year
competition at Fort
Knox, Ky., May 12.

BRIAN LEPEV, USAAC



Station Commander competes in NCO of the Year Competition

By Fonda Bock
Associate Editor

For Sgt. 1st Class Bryan Burton, just being on the roof of a one-story house makes his body shake. He gets dizzy and feels like he has to lie down. The commander of the Covington Station in New Orleans is petrified of heights. So when Burton looked down from atop the 30-foot-high challenge course he had to complete at Fort Knox in May, it looked like 1,000 feet to him, he started to sweat, got queasy and could feel anxiety running through his body. Burton relied on his Army Values to just do it and get through it.

“Personal courage. Push through your fears and overcome your adversity,” said Burton. “I just pushed off and forgot about [everything] other than completing [the course]. Once I took that initial step, then that’s it, I never looked back.”

Burton was one of four participants in USAAC’s NCO of the Year competition, of which the challenge course was just one the tests they had to master. Hooked to a static line, Burton had to jump from a plank to a pole, run across a bridge made out of planks, with no rails, swing on a rope to get across to a net, do a commando crawl across a rope and then glide across a zip line about 150 feet ending suspended about six feet in the air. This challenge course took place on the second day.

The first day had competitors taking a PT test and a 50-question examination and writing an essay. In addition to the challenge course, day two also took them to the range where they qualified with their weapons, reacted to direct and indirect fire, cleared unexploded ordnance, cleared a building, rescued a POW, and conducted day and night land navigation.

During the first aid portion, they were presented with a dummy with a fractured leg bone sticking out and an open chest wound. They applied a splint to the leg, stopped the bleeding in the chest and sealed the wound.

Burton found the competition challenging and productive, providing him with new skills and tools he’ll put to use when he leaves recruiting duty.

“Not every recruiter is going to stay a recruiter. And even so, they’re still Soldiers and need to be afforded the opportunity to get out there and get some trigger time and get out there on the navigation range and stay fresh on their warrior tasks — not rely so much on new technology but get back to the basics — in case satellites go down, you’re able to read maps and navigate your way without any electronic devices.”

Though Burton wasn’t selected to go on to TRADOC’s competition in July, he feels honored to have represented USAREC on this leg of the competition and still feels like a winner, even though he wasn’t named NCO of the Year.

“For me, it’s all about how Soldiers look to me as a leader [and] training upcoming senior leaders to be the future Army. When I have subordinates that look to me for the answers, I want to show them what right looks like. And in order to do that I have to challenge myself and show them that if I can do it, you can do it, and encourage them to excel. That instills a sense of pride in everybody around us.”

Staff Sgt. Russell Kojo from U.S. Army Cadet Command at the University of California Berkeley won the competition.

1-551 Green Card Redesigned

State-of-the-Art Technology Makes New Card More Secure

U.S. Citizenship and Immigration Services

The U.S. Citizenship and Immigration Services (USCIS) has redesigned the Permanent Resident Card — commonly known as the “Green Card” — to incorporate several major new security features. The Green Card redesign is the latest advance in USCIS’s ongoing efforts to deter immigration fraud. State-of-the-art technology incorporated into the new card prevents counterfeiting, obstructs tampering, and facilitates quick and accurate authentication.

As of May 11, USCIS is issuing all Green Cards in the new, more secure format.

“Redesigning the Green Card is a major achievement for USCIS,” said Director Alejandro Mayorkas. “The new security technology makes a critical contribution to the integrity of the immigration system.”

The enhanced features will better serve law enforcement, employers, and immigrants, all of whom look to the Green Card as definitive proof of authorization to live and work in the United States. Among the benefits of the redesign: Secure optical media will store biometrics for rapid and reliable identification of the card holder. Holographic images, laser engraved fingerprints, and high resolution micro-images will make the card nearly impossible to reproduce. Tighter integration of the card design with personalized elements will make it difficult to alter the card if stolen. Radio Frequency Identification (RFID) capability will allow Customs and Border Protection officers at ports of entry to read the card from a distance and compare it immediately to file data.

Finally, a preprinted return address will enable the easy return of a lost card to USCIS.

In keeping with the Permanent Resident Card’s nickname, it will now be colored green for easy recognition. USCIS will replace Green Cards already in circulation as individuals apply for renewal or replacement.

Reference USAREC Message 10-142 for additional information.



The Green Card redesign is the latest advance in USCIS’s ongoing efforts to deter immigration fraud. The redesigned Permanent Resident Card is actually colored green, as its nickname suggests.

Recruiting

a

New Generation

With Army Career Explorer

By Paula Spilman
USAAC G6

Drew Edwards, a high school senior in Louisville, Ky., spent much of a Sunday afternoon in March doing what a lot of youth his age do: surfing the Web. Nothing out of the ordinary for Edwards, except on that day he applied for a job — a job as a Soldier.

Edwards is just one of more than 28,000 young men and women who have filled out the Army's equivalent of an online job application to begin the process of joining the Army or Army Reserve before speaking to a recruiter.

Using ACE, an applicant can explore job opportunities by MOS, and then complete the online application module in about 20-30 minutes. The online application — available 24/7 — collects all of the information needed to fill in the required enlistment forms, which would normally be completed while working with a recruiter.

The Army Career Explorer program, better known as ACE, was developed by the Web Technology Branch of the U.S. Army Accessions Command G6. Made available to applicants in January 2005 on goarmy.com, it's the Army's first big step toward applicant self-processing for enlistment. Recent improvements to ACE simplify the way applicant personal information is collected and made available to recruiters.

"The ACE application and Recruiter Zone are now seamless tools joined together by technology, enabling our recruiters to spend more time telling the Army story, while the administrative portion of the business — the (application) packet — is completed at an agreed upon self-pace by the potential Future Soldier," said Nick Harrison of USAREC G3's Technology Support Branch.

"We have estimated if utilized properly, the joint application will save the command 832,000 man-hours and increase processing efficiency by 30 percent."

According to a Pew Internet and American Life Project study entitled "Social Media and Young Adults," the Internet is "a central and indispensable element in the lives of American teens and young adults." The report states that as of September 2009, 93 percent of Americans age 18-29 go online, as do 93 percent of teens ages 12-17.

Having grown up in a world rich in technology, these "digital natives" are very comfortable with all things electronic or automated, especially computers, video games and the Internet. Edwards says he spends several hours a day online, at home and school, most of that time watching videos, reading and playing games.

"I'm more comfortable than doing it in person actually," he said. "I can take time to answer the questions in the comfort of home, whenever I have the time."

Applicants provide a small amount of personal information up front, which is used to process an MOS job search of actual available Regular Army basic training seats or Army Reserve TPU vacancies in REQUEST. Each applicant's ACE job search is personalized by his or her information and ASVAB score. If no ASVAB score is available in the REQUEST system, applicants can take the Web-based version of the WinCAST without ever leaving their living rooms.

Using the "Match Your Interests" feature, available jobs are prioritized for the applicant and presented in order of best match.

Applicants can compare two MOSs on screen side-by-side using the ACE "Compare Army Jobs" feature.

COMPARE ARMY JOBS

	PATRIOT Launching Station Enhanced Operator/Maintainer (14T)	Field Artillery Automated Tactical Data System Specialist (13D)	Radio/Communications Security Repairer (94E)
	<ul style="list-style-type: none"> Placing the Patriot launching system in the field Supplying launching station with Patriot missiles Operating specific Patriot launcher electronic systems Performing preventative maintenance on Patriot launching stations Handling Patriot ammunition 	<ul style="list-style-type: none"> Establish, maintain and operate communications systems Assist in the preparation of computer centers for operation Prepare field artillery tactical data systems for operation Determine target location using computers or manual calculations 	<ul style="list-style-type: none"> Maintaining, testing and repairing communications equipment Installing and repairing circuits and wiring Calibrating and aligning equipment components Stringing overhead communications and electric cables between utility poles Repairing systems, equipment and subassemblies Performing bench equipment tests to make sure that repaired equipment is operational Performing preventive maintenance checks and services on equipment
<p>Incentives Comparison</p> <p>First Choice: 60 Month Enlistment</p> <p>Second Choice: 72 Month Enlistment</p> <p>Basic Training</p>	<p>Cash Bonus: \$4,000</p>	<p>Cash Bonus + Student Loan Repayment: Cash: \$3,000 College Loan Repayment</p> <p>or</p> <p>Cash Bonus: \$6,000</p>	<p>Cash Bonus + Student Loan Repayment: Cash: \$3,000 College Loan Repayment</p> <p>or</p> <p>Cash Bonus: \$6,000</p>
	<p>Cash Bonus: \$6,000</p>	<p>College Fund + Cash Bonus: Cash: \$6,000 College Fund: \$950 per month</p> <p>or</p> <p>Cash Bonus + Student Loan Repayment: Cash: \$6,000 College Loan Repayment</p> <p>or</p> <p>Cash Bonus: \$12,000</p>	<p>College Fund + Cash Bonus: Cash: \$6,000 College Fund: \$950 per month</p> <p>or</p> <p>Cash Bonus + Student Loan Repayment: Cash: \$6,000 College Loan Repayment</p> <p>or</p> <p>Cash Bonus: \$12,000</p>
	<p>FORT SILL, OKLAHOMA 10 Weeks</p> <p>Learn More</p>	<p>FORT SILL, OKLAHOMA 10 Weeks</p> <p>Learn More</p>	<p>FORT JACKSON, SOUTH CAROLINA 10 Weeks</p> <p>Learn More</p>

n Applicants can compare two MOSs on screen side-by-side using the ACE "Compare Army Jobs" feature.

With job exploration complete, the applicant begins filling in the required data for enlistment.

"For someone who knows they want to join the Army I would definitely recommend it," said Edwards. "For someone who isn't sure if they want to join or not, it is a good first step to see what is available and what they qualify for when they talk to a recruiter."

As Edwards completed his application process, his information was automatically saved in the same database used by recruiters. When Sgt. 1st Class Jason Fellows arrived at the Louisville recruiting station the next day, Edwards' completed application was there waiting for him in Recruiter Zone. All Fellows had to do was contact Edwards, gather a few missing details and documents, and coordinate a date for his physical at the MEPS.

In addition, a recruiter can now create a "recruiter-sponsored" ACE record in Recruiter Zone for an applicant contacted via traditional methods. The recruiter-sponsored ACE applicant can return to his home and, perhaps with parent involvement, complete the ACE job application.

Since both recruiter and applicant are using the same database and a software service called "eNSQ" by way of Recruiter Zone and goarmy.com, each can view the exact same Web pages on screen. This enables the recruiter to collaborate with the potential Future Soldier as the applicant works through the data collection process. Both can update the data at the same time until the process is complete.

Victorville, Calif., recruiter Sgt. 1st Class Frederick Yuen sees benefits for both recruiter and applicant.

"ACE makes the recruiter and the force much more efficient, and saves time when building packets," Yuen said. "The applicants can get assistance from their parents or whoever can assist them with the information needed to complete their packets."

Of course, the data collected using ACE still requires verification by the recruiter, even if the recruiter participates online while the applicant enters the information.

"Once the packet is complete, the applicant comes in and sits down with the recruiter to verify all information is correct," Yuen said. "Basically QC, then finalize the packet."

The popularity of the ACE is growing. In April, the program received more than 1,600 application packets through goarmy.com. In its first month of use through Recruiter Zone, recruiters created an additional 365 recruiter-sponsored ACE applicant records during the month. This number is expected to increase steadily over the next few months as recruiters become more comfortable using this new feature.

Will ACE put recruiters out of a job? Don't bet on it. ACE is not designed to replace the mentoring only an NCO can provide. Market research shows that while ACE is readily accepted by its target audience, Army applicants still want to meet face-to-face with recruiters as they move closer to their decision."

Leveraging Soldier Stories, Social

ArmyStrongStories.com Fosters Community, Conversations About Army Life

By Angie Gassett
Weber Shandwick

The first-ever official Army Soldier blog, www.armystrongstories.com, now features a brand new interface that, for the first time, allows Soldiers' families, friends and troop supporters to share their Army stories.

"Everyone connected to our Army is invited to visit ArmyStrongStories.com and share their story," said Lt. Gen. Benjamin C. Freakley, commanding general of U.S. Army Accessions Command. "Your experiences — as a spouse, parent, grandparent, child or friend of our men and women in uniform — are invaluable to all Army supporters. We're pleased to offer a program that brings these stories to life in an online platform that encourages conversation and participation."

Through blog posts and video stories on topics ranging from Basic Combat Training and family life to overseas service and offering career advice, the Army Strong Stories online community offers an honest, inside look at life in the military. With a wide range of multimedia features, interactive banners, shareable tools and commenting features, the community is a robust resource for recruiting.

Army Strong Stories originated out of the Army's commitment to providing Soldiers with a voice to share their untold stories and perspectives on Army service, and a goal of arming prospects with helpful and authentic information as they consider a future career in the Army. Through regular blog postings from Soldier bloggers and more than 200 video and written story submissions from Soldiers and supporters, Army Strong Stories is a central online destination that brings together diverse perspectives meant to inspire, inform and motivate.

Using Army Strong Stories as a Tool for Prospecting

Unlike any generation before it, today's generation of recruits is online and connected. The Internet has become central to the way our recruiting audiences communicate and gather information when considering a path to military service, which is why Army Strong Stories is designed to engage today's recruits where they already are — online.

Used as a resource during conversations with potential recruits, Army Strong Stories provides prospects authentic accounts of Soldier life from those serving, both at home and abroad; bringing Soldiers directly into the recruiting office as a third-party voice in a recruiting conversation. The program provides a vast library of resources across a diverse group of Army experiences. Whether an individual strives to become a combat engineer, a

dentist, a tank commander or an officer, Army Strong Stories offers the perspectives of Soldiers who have followed the same career path while serving in the U.S. Army.

Angie Gassett is a senior account executive with Weber Shandwick, the Army's public relations partner on the Army Strong recruitment campaign and part of the McCann Worldgroup.

10 Tips for Building & Maintaining Your Army Strong Stories Blog

1. Sign up to tell your story at www.armystrongstories.com/tell-your-story/.
2. Post regularly, at least once a week, to engage readers and maintain their attention.
3. Keep content fresh by posting about a range of experiences — from why you joined the Army or your current assignment, to life as an Army family.
4. Write about newsworthy, thought-provoking topics that spark conversation and encourage opinion sharing.
5. Include photos and video to capture the attention of readers.
6. Ask readers to share their thoughts and pose questions. Respond to their comments in a timely manner to foster dialogue and address questions about Army service.
7. Highlight what you are most passionate about. Your enthusiasm is contagious and will resonate with readers.
8. Be transparent. And don't be afraid to share your opinion — readers will appreciate your honesty.
9. Keep in mind best practices for sharing content on the Internet: short paragraphs, catchy titles, linking to outside sources, etc.
10. Be mindful of operational and personal security and notify your chain of command of your blog.

Media for Recruiting

Here are just a few ways you can use and further expand Army Strong Stories:

- Read and familiarize yourself with armystrongstories.com
- Make the site a part of every recruiting conversation
- Mention the site to prospects as follow-up to learn more about the Army
- Post stories to your recruiting station Facebook pages
- Use the Army Strong Stories tag cloud or search box to point prospects to relevant stories and/or bloggers when they express interest in a specific branch or MOS; encourage them to leave comments and ask questions
- Hand out palm cards and flyers at recruiting events (send an e-mail to info@armystrongstories.com to obtain relevant collateral materials)
- Connect recruits with Soldiers in their fields of interest who participate in the program
- Tell your civilian supporters they can share their own video or written stories within the community
- Recommend Soldiers to participate in the program and consider sharing your own Army story
- Place Army Strong Stories widgets and banners on your recruiting web sites
- Brainstorm additional ideas with your team about integrating Army Strong Stories into your recruiting programs

With your help, Army Strong Stories can continue to expand as a go-to-resource for learning first-hand from Soldiers and families about Army service and as a community for generating online conversations. Visit www.armystrongstories.com today to learn more.

By the Numbers

- More than **160 Soldiers** have signed up to blog
- More than **600 comments** on nearly **1,000 blog posts**
- Video and written story submissions from more than **200 Soldiers and supporters**
- More than **50 posts** each from 5 long-standing, frequent bloggers
- Bloggers stationed in more than **25 states** and nearly **10 countries**, including Afghanistan, Iraq, Kuwait, Jordan and Germany
- Soldier bloggers represent **all 3 components**, as well as ROTC and West Point Cadets
- Integration with goarmy.com's Facebook page reaching more than **35,000 people** daily

Spotlight: Five Bloggers You Should Know



Maj. Kendall Mower
An Army dentist working in the Army's Office of the Surgeon General, he shares weekly updates from the dental clinic at Fort Belvoir, Va., where he regularly sees patients. He also offers insight into Army family life and the benefits available to servicemembers.



2d Lt. Kayley Obermier
A member of the Army Reserve, she lives and works in Houston and often writes about her family, friends and battle buddies. She recently transitioned from an enlisted Soldier to an officer and shares her perspective as a young woman in the Army.



Staff Sgt. Shane Seggar
A National Guard Soldier currently attending Officer Candidate School in Hawaii as he begins his transfer to the officer ranks. Having joined the Army at age 38, he often writes about physical fitness in the Army and his assertion that "40 is the new 25."



Staff Sgt. Lauren Veronie
A euphonium player in the U.S. Army Field Band. Stationed at Fort Meade, Md., she travels more than 100 days a year, performing concerts for thousands of Americans and interacting with hundreds of high school and college band students.



Maj. Wayne Wall
Currently completing in-country training in Amman, Jordan, he is a Foreign Area Officer. He began blogging during Arabic studies at the Defense Language Institute in Monterey, Calif., and now keeps readers up to date with his travels around the Middle East.

Serving Your Community Can Help You Recruit

USAREC NCO Finds Volunteering for Big Brothers Big Sisters Meaningful, Rewarding

By Fonda Bock
Associate Editor

Hanging out with a teenager and loving it! That's how 37-year-old Sgt. 1st Class Gloria Rascon spends her Sundays — watching movies, going to amusement parks, concerts, shopping and getting ice cream with a 16-year-old high school sophomore.

Her young friend, Cassie, is teaching Rascon how to text like a teen and wear the latest in fashion.



COURTESY BIG BROTHERS BIG SISTERS

'Little' Cassie and her 'Big' Sgt. 1st Class Gloria Rascon

“Cassie keeps me ‘cool,’” said Rascon, a process improvement specialist with USAREC G5. “Like she told me that black nail polish is cool and that ‘LOL’ in text language stands for ‘laugh out loud’ and not ‘lots of love’ like I thought.”

But what’s even more cool to Rascon is knowing she’s providing Cassie positive mentoring and guidance and believes her Army Values are rubbing off on the young woman.

“She’s getting ready to take her driving permit exam. I’ve talked to her about the dangers of texting and talking while driving, driving over the speed limit, and why she is never to drink and drive and get a law violation. We want her to get a good job later in life and she can’t spoil it by getting law violations.”

Rascon is Cassie’s big sister, not biologically, but through the Big Brothers, Big Sisters program. The two were paired up three years ago. It’s been such an enlightening and rewarding experience for Rascon that she encourages other Soldiers to adopt a little sister or brother in their communities.

“You are great proven mentors and leaders. As a Soldier, I understand that while we may be busy with our daily jobs, our Army Values guide us to be better human beings. They say our profession is one of the most looked up to professions, and let’s just face it, kids need us.”

Cassie was adopted by her grandparents after her parents lost custody of her due to neglect. Rascon says her relationship with the teen is truly like that of a sister — a very protective big sister.

“I ask her questions about her life, what’s going on with her friends — if she’s having any problems, we talk about them.”

Rascon’s been able to steer Cassie away from friends who were a bad influence and get her involved in physical fitness and school activities. The teen is now a member of her high school color guard.

“I’m proud of her because she’s been able to stick it out,” said Rascon. “She was never very physical and all of a sudden she got on this color guard that is very competitive. They do like eight hours on the weekends and they’ll practice all day long running and holding flags. She got shin splints. She’d go to practice and be in pain but she’d stick it out, go home, lie down, elevate her legs so she could go back and do more color guard. It’s awesome.”

For Rascon, being involved in this program is yet another way of serving her country.

“If you read our strategy statement, it talks about being a part of your community. You know, we’re not just here to take your kids and put them in the Army, we’re there for you. The feeling of pride you receive from doing something like this is immeasurable and provides you with a great opportunity to connect to your community.”

Having said that, Rascon does believe such relationships can be particularly beneficial to recruiters.

“When I was [a recruiter], some recruiters couldn’t really connect with kids. And you go to the high schools, but you feel like you’re too old to talk to them. They just didn’t know how to connect. When you hang out with a kid and they let you in their life, then you learn something.

“Maybe someday, many of these kids will want to come to the Army. If (Cassie) ever wants to talk to

“ *If you read our strategy statement, it talks about being a part of your community. You know, we’re not just here to take your kids and put them in the Army.* ”

— Sgt. 1st Class Gloria Rascon

me about the Army, she’ll [see] me as an adviser, not a salesman [and] I can give her the real deal. She would trust me over going to a recruiting station. If you’re there for people, they’ll trust you a little better.”

Rascon believes the guidance and mentoring a Soldier can provide can also help the Army overcome the challenging statistics the military is dealing with, in that only three of 10 youth are qualified to join the Army due to moral, medical and educational issues.

“All of those disqualifications are preventable if you can just talk to somebody, you can guide them in the right direction and make a difference in a child’s life,” said Rascon. “If you can really help a kid to be better in the future, we’re taking care of our country.”

Having been at Fort Knox three years, Rascon’s time at the post could be nearing an end. But whenever she leaves and wherever she goes, she’s hoping she and Cassie will always stay close.

“That we’ll be friends for life. That if she ever needs help she can call me and talk to me, not just when she needs help, but just to talk to me — she’s my Facebook friend.”

Team Eagle Focuses on Leadership

Story and photos by Kim Hanson
2d Recruiting Brigade

Recruiting commanders and their senior enlisted advisers from across the Southeast converged in Daytona Beach in March for training, teambuilding and professional development.

The Leader Development Seminar 2010, or LDS '10, brought together 2d Brigade's company commanders, first sergeants, battalion master trainers, battalion commanders and command sergeants major, and the brigade command group and fusion cell.

"We have a fundamental responsibility to both ensure our leaders are trained and competent in their jobs, and to invest in the personal and professional development of those under our command," said Col. Glenn Richie, 2d Brigade commander. He and Command Sgt. Maj. Donnel Daniels identified these as two command priorities for Fiscal Year 2010.

"It doesn't matter what organization you lead or are assigned to, leaders have the basic responsibility to plan and resource training. The same applies to units in USAREC; units will execute their assigned mission in the same manner they train, whether in combat or garrison. From this philosophy, LDS '10 was conceptualized."

In a budget-constrained environment, finding a way to fund the conference was the first planning hurdle, according to Lt. Col. Heather Garrett, brigade chief of staff.

By combining three

separate events into one – quarterly training briefs, E8/E9 training, and a leader's off-site – the brigade actually recognized a cost savings over having conducted each individually. Hosting the event in a location where the majority of attendees could travel via government vehicles also kept the costs down.

The second challenge was incorporating the needed competency training while meeting the commander's intent for professional development and teambuilding all in a week's time, said Master Sgt. William Lockler, LDS '10 NCOIC. To overcome this, some of the primary recruiting operations training was conducted via Virtual Classroom Server (VCS) the week before the on-site LDS '10.

"The intent of the VCS classes was to knock out some of the recruiting training requirements ahead of time, so that on-site, the leaders had more time to interact with each other and share best practices rather than just be in receive mode and

look at PowerPoint slides," said Lockler.

Finally, lining up a good balance of guest speakers and trainers was important. The LDS planning team wanted experience and expertise, but also strived for a balanced mix of officers and senior enlisted, said Lockler. Breaking down the training into three categories – the future of the command and the Army, recruiting operations, and professional development – helped achieve the desired balance.

Major Gen. Donald M. Campbell Jr., USAREC commanding general, spoke about his command philosophy and vision for the future of USAREC.

"This is a team sport," said Campbell. "At the end of the day, remember this isn't your USAREC. It's our USAREC and it's the Army's USAREC ... it's the organization and the greater good of what we're trying to do here for the Army ... let's make this a place where young [NCOs and officers] want to come."

Attendees were also fortunate to hear Sgt. Maj. of the Army Kenneth O. Preston discuss the Army's future.

"We've got to be ready for the full spectrum," said Preston. "Trench-line fights, counter-insurgency, counter-fights, peace-keeping and peace-support missions, and then you've got disaster relief at the other end of the spectrum. That's the kind of force that we're building right now with Army transformation."

To share best practices and ideas on several recruiting operations areas, including school plans and



ABOVE: Capts. Frank Duverger, Savannah Company commander, and Daniel Deatrick, Memphis Company commander, share thoughts and ideas during a break-out session. RIGHT: 2d Brigade's LDS '10 participants at Daytona Beach, Fla., in March.



school penetration, management of Future Soldiers, influencer outreach, and more, leaders were separated into smaller break-out groups. Company command teams were intentionally grouped with teams from different battalions to cross-talk and communicate outside of routine spheres.

Captain Derrick Peters, who attended LDS '10 before assuming command of the Mobile Company, said he thought the break-out groups were one of the major highlights of the conference.

"The break-outs created a lot of synergy," said Peters. "The smaller groups allowed for more interaction and one-on-one conversations with leaders who are already in their positions and have experience and expertise. They were very effective."

A class on critical thinking, given by Dr. Stephen Gerras, an instructor from the Army War College, was the first of many professional development sessions.

Command Sgt. Maj. Dennis King of U.S. Army Accessions Command and Command Sgt. Maj. Stephan Frennier of USAREC spoke on the importance of leadership, standards, discipline, and NCO counseling.

Sgt. Maj. Jeffrey Telepak, proponent for the 79R branch, also gave a class on writing NCOERs and counseling, and officers participated in a class on effective communications and working with the media.

"LDS opened my eyes and gave me a chance to explore different leadership styles, what went right and what doesn't work in this command. It motivated me and really has me looking forward to my next two years in command."

Capt. Delante Moore

To maximize the experience in a short time, team-building events were incorporated into morning physical training.

Command Sgt. Maj. Neil Ciotola of the U.S. Army Installation Management Command was the final speaker.

"I came here to lift you up," said Ciotola, "because you have done that for me. You provide great young Americans opportunity ... and I believe we would not be the country we are without the United States military."



Command Sgt. Maj. Vincent Lewis, Jacksonville Battalion CSM, and Capt. Derrick Peters, Mobile Company commander, facilitate discussion on maintaining high school Future Soldiers during small group break-outs.

Overall, LDS '10 revealed how passionate 2d Bde leaders are about recruiting, according to Richie.

"After this week, our leaders now have a baseline of knowledge and it's their responsibility to share the knowledge with their teams. Command Sgt. Maj. Daniels and I feel confident that this training set the conditions for Team Eagle to assist Team USAREC in accomplishing the FY10 mission while setting the conditions for FY11," said Richie, adding that the conference exceeded his and Daniels' expectations.

Those comments were echoed by the Company and Battalion command teams.

"As a new commander in USAREC, I really learned a lot," said Capt. Delante Moore, commander of the Atlanta Recruiting Company. "Coming from the conventional Army, LDS opened my eyes and gave me a chance to explore different leadership styles, what went right and what doesn't work in this command. It motivated me and really has me looking forward to my next two years in command."

In his closing remarks, Richie quoted President Theodore Roosevelt's 1910 "Man in the Arena" speech, saying the credit belongs to those who try and potentially fail versus never trying at all.

Richie said that is all he and Daniels ask of their team: to try every day and, if they fail in the attempt, to try again and never give up.

"We must demand the most from and give all we have to our leaders, ourselves, our subordinates, and our communities," Richie said. "None of what we do is for us; it's for the great citizens of our Nation."



Maximize Use of

By Sgt. 1st Class Robert Mooney
U.S. Army Parachute Team

Your U.S. Army Parachute Team (USAPT), the Golden Knights, travels the United States supporting the U.S. Army Accessions Command an average of 240 days a year.

As we crisscross the country telling the Army story, we help connect the American people with America's Army by reaching out and touching the citizens of our nation.

So how can you and your fellow recruiters and recruiting operations officers maximize this strategic asset?

Knowing a little about the organization can help.

Golden Knights hold many different military occupational specialties and have among them various deployments in support of the ongoing operations in Iraq and Afghanistan.

Unlike the Air Force Blue Angels and the Navy Thunderbirds who fly over crowds at a cost of millions of dollars, the Golden Knights perform their aerial demonstration, land and then interact with the crowd telling their Army story.

The 86 Soldiers and civilians who make up the USAPT have a threefold mission: demonstrate, compete and support. We demonstrate the proficiency of the Army through the conduct of precision airborne operations, the professionalism of our non-commissioned officers and the attitude with which we conduct ourselves.

The Golden Knights are the Army's aerial ambassadors of good will. Air shows are the largest and most public way we demonstrate to the American people. On a smaller and more personal level, we conduct tactical engagements with strategic effects through the Army's Tandem Orientation Program.

Golden Knights compete at the regional, national and international level in free-fall formation (four-way and eight-way), style, accuracy and canopy piloting.

Our competitors put the "Gold" in Golden Knights by earning 450 national championships, 91 world championships, 20 national and 10 world team titles and having broken 345 world records, to include military records held in the Counsel International du Sports Militaire. In the last three years alone, the competition teams have earned 17 gold medals, 80 silver medals and 61 bronze medals.

These achievements have made them not only the most successful DoD sports team, but also the most successful parachute team in the world. All of this reinforces the idea that the Army is for winners.

Finally, Golden Knights support U.S. Special Operations Command as requested through coaching and aerial videography support, as well as some training, testing and doctrine development.

How do the Golden Knights support USAREC and Cadet Command?

Golden Knights have the ability to draw large crowds which will help you build solid leads in your area.

Something as simple as conducting a parachute packing demonstration after an aerial demonstration can draw a crowd of interested onlookers. This often generates discussions with leads who can be handed off to the local recruiters for follow up.

Another form of support is to schedule a Tactical Support Day (TSD) either before or after an air show in your area.

The TSD can be used at various high schools or colleges within your footprint. One other option is to use the team at Future Soldier mega functions to help to keep Future Soldiers excited about their decision to enlist.

The unique nature of our mission allows us to do things that no one else can.

For example, a civilian, with no military background, can have a real Army experience by participating in a tandem jump. During the tandem jump, the civilian does what our Soldiers do every single day – they put their lives in the hands of another Soldier.

The trust and confidence built by the tandem master and the Golden Knights team empowers the participant to overcome fear and accomplish a seemingly impossible task. Upon completion of a tandem, that person will truly have personal knowledge of what it's like to be "Army Strong." The power of a tandem jump to help convince COIs of the superior quality of our Soldiers, training and equipment cannot be overstated.

So how can you request the Golden Knights?

There are two challenges with requesting and scheduling a Golden Knights event – cost and availability.

Air shows pay the USAPT \$4,000 per day and cover the cost of hotel rooms and rental cars – which is why they have priority for selecting tandem passengers at their shows.



Staff Sgt. Aaron Figel, Sgt. 1st Class JD Berentis, packing demonstration allowing spectators to

f Your **Knights**

By working with the air show, recruiters have helped suggest tandem passengers who will be mutually beneficial to the air show, the recruiters and the Army. Local mayors are a good example of a Center of Influence (COI) who will hold the local public's attention while gaining positive messaging for the Army.

As for the availability challenges, we only have two demonstration teams and their schedules fill quickly. Tandem teams are limited at air shows by air space availability. Planning far in advance is crucial.

Support requirements can be found on the team site, www.armygoldenknights.com under the 2010 Support Manual link.

Operational support is crucial to the show and should be well planned and rehearsed. All parties involved with the show or TSD from the advertising and public affairs specialist to the newest recruiter should be aware of the plan.

What steps can you take right now to help the Golden Knights help penetrate your market while gaining a significant Return on Investment (ROI)?

One of the easiest and most cost effective ways is to view the USAPT schedule at www.armygoldenknights.com and look for dates where we're in your area and contact us about scheduling a Tactical Support Day before or after an event near you.

Because the team and the aircraft will already be near your location, the cost for both of us is significantly reduced. With proper advance coordination, it would be relatively easy for us to conduct an aerial demonstration in support of your mission at a local high school or college for example.

Another key to maximizing the Golden Knights during a visit is your communication with the recruiting liaison officer. By letting us know exactly where you are having challenges, we'll better understand your objectives and goals. Is it seniors? Graduates? A particular demographic? Let us know so we can help you with your target market and those particularly hard to reach markets.

It also develops creativity and camaraderie between your team and ours.

The team has been used to show Army presence in areas to maximize leads, build bridges and open doors that have been closed to them.

It's important to think about using the Golden Knights as a tool to help gain a solid ROI. Which COIs need convincing to join our Army team? These COIs in the past have ranged from school superintendents to mayors and super COIs.

Finally, the most important way to maximize YOUR Knights is for you to take ownership of the event. The Golden Knights do not know your area, so recruiter interaction is a must. Recruiters must be involved with a positive attitude and a solid commitment.

The Golden Knights will do everything they can to help you build rapport with whomever you ask. You have to be there and stay engaged so we can help transfer that relationship to you.

A good table set up along with Recruiting Publicity and Personal Presentation Items helps with those leads ready to commit.

Sgt. 1st Class Robert Mooney was awarded the Morrell Award for his success in the Seattle area in only three years. He is currently the only 79R assigned to the Golden Knights. He can be reached at (270) 300-5714 or e-mail: robert.mooney@usaac.army.mil



STAFF SGT. STEVE ROBERTSON

and Sgt. Dan Cook put on a parachute pack their parachute.

Top 10 Best Practices for Maximizing Your Knights

- Review the Golden Knights calendar and look for opportunities where they'll be in your area.
- Request a Tactical Support Day or two before or after that event.
- Let us know exactly what you need help with.
- Devise a solid plan to maximize the team at your show site.
- Read the support manual and understand the logistical requirements.
- Communicate regularly with Golden Knights Operations and their recruiter LNOs.
- Ask if a tandem jump is a possibility. Use it to build bridges in a closed area.
- Use to penetrate the market.
- Advertise the event in your area.
- Be involved, be proactive.
- Read our blog www.armygoldenknights.posterous.com to find out how others are using the Golden Knights. Copy their best practices.

TEAM DEVELOPMENT & LEADERSHIP

PART 2

By Rick Welling
Chief, Doctrine Division,
Recruiting and Retention School-Forward

Socialization

Last month's issue introduced several key leader actions to set the groundwork for team development and welcoming new members. This month's topic is socialization — the process by which new Soldiers acquire the skills, knowledge and attitudes unique to their new unit.

Socialization has four goals:

- Commit to the team
- Internalize the values of the new team
- Provide innovative input to mission accomplishment
- Develop a mutually agreeable contract with the new team

Socialization may provide the individual the skills and habits necessary for participating within their own society. A society itself is formed through a plurality of shared norms, customs, values, traditions, social roles, symbols and languages. Socialization is therefore the means by which social and cultural continuity are attained.

Each goal is critical, takes time and effort, and may fluctuate as team members are introduced or leave the team.

Commit to the team

Commitment — the first goal of socialization — can be measured by the amount of selfless service a Soldier is willing to contribute to a team effort. Think about your unit and ask yourself some questions. Are the results what you expect?

When a three-day pass for your station hinges on a successful inrank inspection by the company commander, what amount of effort are the station members willing to put forth?

Do they inspect each other? Do they have a preinspection by the station commander the day before? Do station commanders keep a notebook, and do they know exactly what each Soldier may need to be 100 percent squared away?

Do they share extra uniform items with a new Soldier to complete his or her uniform? For truly committed Soldiers, the teamwork and effort involved are a great source of satisfaction.

The three-day pass helps to motivate them, but it is not the

primary reason for wanting to pass the inspection. Commitment to the team is an essential characteristic for a Soldier and a leader.

Without 100 percent two-way commitment from the Soldier and the leader, you will end up with only a select few engaged toward meeting the organization's goals and the rest observing or putting forth minimal effort.

Internalize the values of the new team

Your organization will never be totally effective so long as the Soldiers do what they are supposed to do only out of fear of getting caught and punished. It will be most effective when they internalize the values of the team and are committed to doing the things that make the team successful. This is the second goal of socialization.

It does not mean that you should not check to see that your instructions are followed or that leaders should not supervise their Soldiers. Rather, your goal should be that the Soldiers internalize the team's values rather than simply comply with the rules.

Have you ever heard the statement, "I'm not here to be liked — I'm here to get the job done!" or, "I'm not here to win a popularity contest"?

Your job isn't to make your Soldiers like you, but there is a middle ground to strive for. Good leaders may not be universally liked, but they should not be universally hated. The leader and the Soldier must be able to identify with each other. There must be a common bond built on mutual experiences, shared values and attitudes.

Only when the new Soldier adopts the values of the team and internalizes the team values and attitudes, will you be truly free to do other things such as plan, train and mentor. This is why it is critical to discuss unit values and standards during a new Soldier's orientation.

So, make your choice: Effectively communicate high values and standards and encourage team members to internalize them, or spend your time constantly looking over your team members'

shoulders worrying about what will go wrong next, or why you never are able to get your team across the finish line. Paying “lip service” won’t do it, either — you’ve also got to live it.

Provide innovative input to mission accomplishment

Innovation is the third goal of the socialization process. Socialization has an important impact on the extent of innovation which takes place in a team. If you demand too much conformity, innovation may be stifled. Demanding too much conformity can lead to boredom, lack of attention to detail, familiarity, contempt and, ultimately, defeat.

On the other hand, innovation taken to an extreme may result in chaos. You must strive for the right mix of conformity and innovation. You must allow Soldiers to be adaptive to their environments by providing right and left limits — creating space for risk and innovation.

An experienced first sergeant once said “Change causes problems.” What he had in mind was the idea that if you try something new and it doesn’t work, somebody is going to get in trouble. While the first sergeant’s adage is an overstatement, it is true that innovation is not always appropriate.

For example, one reason a unit conducts uniform inspections is to check conformity. It is not the time for your Soldiers to be innovative. The Soldier who innovates can expect punishment, not reward.

On the other hand, there are times to be innovative while conducting business. Imagine you have 30 days to prepare for a large, companywide two-day job fair. You’ve just received a letter of instruction from the sponsor. The letter is vague and gives few details for set-up and other planning.

You decide to visit the Web site for the event. A diagram shows you will have enough space for a table and two chairs. You form a plan in your mind and make some quick notes. Within 15 minutes, you’re ready to brief your station commanders.

You lay out your plan and ask for questions. Two of your station commanders look at each other, and one of them raises his index finger.

“Sergeant 1st Class Tread and I were assigned to the Accessions Support Brigade and have attended hundreds of these events all over the country,” the station commander begins. “Sir, you’ve got a pretty good plan, and we understand what you want, but if we do it the way you just described, we won’t get the maximum bang for our buck. Why don’t we do something new?”

The two experienced NCOs go on to explain their plan. You think the plan sounds great. Your first sergeant nods approvingly, but says, “We never did it that way before. I hope the battalion commander doesn’t get mad. It’s not exactly SOP.”

You look at him and say, “Let’s go for it! I’ll back-brief the old man while you start making preparations.” The commander approves your plan. The night before the job fair, you rehearse the operation and your company performs the operation without a hitch. Success! The operation is so successful that the battalion commander exclaims, “Great work! I want the new way your team executed their mission written into the SOP!”

Innovation? You bet. Who did it? It was a team effort initiated as the result of two NCOs ideas and experience. Those two recruiters won’t forget it, nor will the rest of the recruiters who participated. Recognizing when to conform and when to be innovative is critical to the socialization process.

Develop a mutually agreeable contract with the new team

The fourth goal of socialization is for the Soldier to develop a mutually agreeable contract with the new team. In much the same manner as a sports contract between an individual player and team management, in the Army, the Soldier and the team make a contract. The Soldier-team contract isn’t written, but it is a psychological contract.

This contract is the ultimate goal of the socialization process. Even with nothing in writing, this psychological contract contains clauses covering individual commitment, internalization of team values, and innovation.

One reason it’s important to start the socialization process even before a Soldier physically reports to the unit is to lay the

groundwork for the Soldier-team contract, a sort of “pre-negotiation discussion.”

In the business world these early discussions can set the tone for important decisions. New Soldiers may expect and deserve recognition for their performance in their last unit. They may be on a standing promotion list and will expect that to “speak for itself,” not having to start from scratch in the new unit.

He or she may be a proven NCO used to working with minimal supervision or was constantly supervised in their previous job and are looking for autonomy.

Newly assigned recruiters will need a combination of both. They should be allowed time to adapt to their environment and explore. However, they will initially need mentoring and guidance until they become proficient at performing their new job as a recruiter. Every new employee needs time to learn, to hone their new skills and knowledge and to adapt, regardless of their experience and education.

At the same time, early correspondence with a new arrival gives the leader an opportunity to explain unit values and standards to the Soldier. From this earliest contact, the new Soldier and team can start to build the bonds of trust and loyalty.

When the new Soldier arrives, the contract will be further negotiated during initial meetings with team leaders. Frank, honest, courteous in-briefings will speed the implementation of this new contract. There is nothing worse than for the new Soldier to have received a good welcome letter from the company commander and then have their expectations crushed upon arrival at an apparently uncaring unit.

If both parties can share expectations and be committed to each other, the basis for a successful Soldier-team contract has been laid on a firm foundation. Each goal of socialization is equal and intertwined and needs leader, Soldier and team member awareness for team development.

There are many actions which leaders can take to socialize individuals or groups. During the next few issues of the Recruiter Journal, ProTalk will concentrate on several tools at your disposal at the station and company level. The best thing about these tools is that you don’t have to ask permission to use them if you apply them consistently and in accordance with regulations.

Soldiers ^{Drill} Student-Athletes

Story and photo by Jorge Gomez
Milwaukee Battalion

Not every high school athlete gets the privilege of training with a U.S. Army drill sergeant, meet a Special Forces officer, march on the Bradley Center court during a game, and go back to tell about it.

A group of 18 students from Wisconsin's high schools were selected to participate in the Warrior Athlete Drill Challenge March 28. This event marked the second year the Milwaukee Recruiting Battalion and the Milwaukee Bucks collaborated to assemble Wisconsin's top youth with the Army's premier trainers.

The battalion invited drill sergeants from the Mobile Exhibitor Drill Sergeant Program, U.S. Army Accessions Support Brigade, to engage the athletes in a challenge that went beyond their capacities to do push-ups or sit-ups. It challenged them to rethink their ideas about what a drill sergeant does.

Emily Drewek, an Athens High School senior, said she learned how teamwork plays a significant part in the Army even though there is an emphasis on individual fitness.

"[The drill sergeants] try to make you better and don't yell at you, they inspire you," Drewek said. "They are dedicated and never give up on what they are doing."

Drewek, a basketball, track and cross country athlete, described the Warrior Athlete Drill Challenge as "a lot harder. I couldn't believe that they do that stuff for hours."

Ian McKechnie, a New Berlin Eisenhower High School senior, said the drills were also more intense than the normal sports drills he's used to.

"I have a much increased level of respect for the Soldiers because of all the work they put into being a Soldier in the Army," McKechnie said. "It's quite exhausting and we only did a portion of what they normally do."

Staff Sgt. Shahin Oskouei, a mobile exhibitor drill sergeant, said his goal was to educate youth on the various facets of a drill sergeant.



Staff Sgt. Shahin Oskouei, a mobile exhibitor drill sergeant, reminds Reedsville High School senior Ty Wasmuth to keep a straight back during the controlled push-up event.

"[Youth] think that all you are is a nightmare and that all you do is yell. But you break it down to them and show them that your main purpose is to teach and influence them to grow as better Americans," Oskouei said.

Staff Sgt. Dusty Davis, an Iron Mountain Company recruiter, said introducing youth to drill sergeants helps to dispel myths about them.

"The biggest fear that I encounter is what a drill sergeant is like," Davis said.

"Hopefully when they go back to their schools they can speak about what a drill sergeant is really like and maybe help prospects in their potential decision to join the Army."

Participants also had the privilege of meeting a Special Forces officer who suffered injuries to include blindness from a deployment.

Captain Ivan Castro, Special Forces Recruiting Battalion, relayed to the participants a message of patriotism and service to the nation in spite of differences that polarize the country.

"If I could do it all over again, knowing that it would cost me, would I do it? The answer is yes because I believe in the mission. I would even deploy now if my command would allow me," Castro said during his remarks.

Sergeant 1st Class Enrico Leak, another mobile exhibit drill sergeant, said Castro's message and what he has done in service to the nation will resonate for a long time with everyone who was at the event.

"He let them know that even though this is what happened to [him], he never gave up," Leak said. "That's a message that's relevant to both Soldiers and civilians."

March2Success Energizes Test Boot Camp at Florida High School

Story and photo by Cynthia Rivers-Womack and Capt. Adrien Humphreys
Jacksonville Battalion

When Juliet Jackson arrived as the new principal at West Gadsden High School in July 2009, it was one of Florida's low-performing schools, failing the Florida Comprehensive Assessment Test (FCAT) for three consecutive years.

Undaunted by the challenge to improve the school's FCAT grade, Jackson was inspired to take a military approach to combat the school's academic situation.

Bolstered by the stability and leadership of the school's JROTC department, Jackson elicited the help of JROTC student leaders, along with the school faculty and administrators to implement Operation FCAT Boot Camp using March2Success (M2S) as a key tactic to improve the school's academic performance.

"When you fix something, you fix the total package. We cannot accept mediocrity to be competitive in the 21st century. If we allow a C average or D average, that student has not been challenged. We are about creating producers who aspire to be A [students] among the best," said Jackson.

Tallahassee South station commander Sgt. 1st Class Krishna Adams and recruiter Staff Sgt. Richard Townsend introduced March2Success to West Gadsden's 17-year veteran JROTC instructor Lt. Col. William Liptrot in August 2009.

The community-based school is located in Gadsden County's smallest municipality — one square mile, Greensboro — 30 miles west of Tallahassee.

"When the principal saw March2Success, she immediately recognized the program's value and used it as a focal point in her academic strategy.

The March2Success covenant solidified the students' commitment to use March2Success to improve their FCAT scores and raise the high school diploma graduation rate," said Capt. Adrien Humphreys, Valdosta Company commander.

Used as an adjunct to Operation FCAT Boot Camp, the M2S covenant gives stu-

dents access to the M2S lab in the JROTC classroom to practice the modules.

Students who complete a module receive an Army Strong presentation item as an incentive. Students who complete all the M2S modules and score at least a 31 on the EST or SASVAB receive an Army Strong T-shirt.

Two students who experienced reward-



West Gadsden High School JROTC Cadet Maj. Jerome Maples, instructor Lt. Col. William Liptrot and Cadet Lt. Col. Monique Derico.

ing benefits from using M2S are JROTC Cadet Lt. Col. Monique Derico, battalion commander, and Cadet Maj. Jerome Maples, battalion executive officer.

Maples credits M2S with improving his ACT score enough that it resulted in his receiving a full ROTC scholarship to Florida Agricultural and Mechanical University in Tallahassee, Fla., where he will pursue a degree in political science.

"Without M2S I would not have been able to improve my academic performance as quickly as I have. Plus, the best thing about M2S in the JROTC department is that it creates competition and competition is the driving force here," said Maples.

Derico agreed that M2S has created excitement about learning for all of the JROTC students and the entire student body.

"We have M2S competitions between squads every Thursday and students have told me they've seen a big improvement in their ACT and SAT scores after using the modules. I've even seen an improvement in my math scores thanks to March2Success," said Derico, who has been accepted at Lincoln Memorial

University in Tennessee, where she will study pharmaceutical chemistry.

The success of M2S in the JROTC department, along with input from student leaders like Maples, Derico and Cadet Command Sgt. Major Timoteo Jeremiah Hernandez, led Jackson to adopt a military approach for academic improvement throughout the campus with Operation FCAT Boot Camp.

In preparation for the statewide test, the faculty wore battle dress uniforms; stu-

dents marched in squads to classrooms, and JROTC students took the lead in masking the school entrance, along with its mascot, the panther, in camouflage netting. The entire school took on the persona of a field unit ready to go into battle.

As Jackson awaits the school's FCAT grade, the school continues to maintain the military theme. Each classroom is a situation room and every student is a high value target.

Jackson said she believes the strength of the JROTC, its leaders and student leaders, along with March2Success are helping West Gadsden achieve its academic goals.

"My passion is educating children. And wherever they want to go we'll be able to help them get there."

Future Soldiers Swear-in Before TNA Wrestling Match

TNA Wrestling teamed up with Sgt. 1st Class Mike Wiggins, Valdosta Recruiting Station commander, and the Jacksonville Recruiting Battalion, to give more than 40 Future Soldiers a rare opportunity to take their oath of enlistment in the Total Non-Stop Action Wrestling Ring at Universal Studios in Orlando.

Wiggins' son, Colton, carried the Army Flag and led the Future Soldiers and their recruiters into the wrestling ring with a standing ovation from the audience.

Jacksonville Battalion Commander Lt. Col.



COURTESY PHOTO

Donald C. Wolfe administered the oath of enlistment in front of a live studio audience.

After the oath of enlistment, the Future Soldiers were given front row seats to view the wrestling event. TNA Wrestling also provided the Future Soldiers backstage access to observe the

making of the weekly TNA show and to meet the team of professional wrestlers including Dixie Carter, President of TNA Wrestling.

At the beginning of the event, Wolfe and Wiggins presented Carter a Jacksonville Battalion Certificate of Appreciation for their outstanding support of the battalion and involvement with the Future Soldier events.

PFCs Can Now Apply for Special Forces Training

By Mark F. Brown
Special Operations Battalion

Daniel "Ryan" Garrett is a Soldier who knows what he wants.

As one of the first personnel in the rank of private first class to successfully complete Special Forces Assessment and Selection, he is on the path to achieving his goals.

From a family with a military background — his grandfather attended West Point — Garrett made his choice after high school to continue his education at the University of Arkansas-Fayetteville and then join the Army as a combat medic.

A devastating fire at his parents' house forced him to change his plans and he moved home to help his family.

Once he was able to leave his family, Garrett enlisted in the Army in April 2009 as a fire support specialist.

Upon completion of his training he was assigned to Fort Hood, Texas, about two hours from his hometown of Lucas, Texas.

Even though his original plan had

changed, Garrett hadn't forgotten his goal of working as a medic.

When he met the Special Operations recruiters and discovered the numerous opportunities in Special Forces, he immediately became interested.

"I always wanted to be a Soldier and the chance to work in one of the most elite units in the world as a Special Forces medic made me realize that I didn't have to settle for something else," said Garrett.

During the 19 days he spent at Camp Mackall for the first phase of Special Forces training, he focused on his goals and the dispiriting comments of others to keep himself motivated.

"If people tell me I can't do something, that just makes me want to do it more and that's what I kept telling myself when I would get frustrated or overwhelmed. I'll show them they are wrong," he said with a grin.

Since completing the first phase of the

training, Garrett has split his time between his unit and the Special Forces Recruiting Station at Fort Hood.

He participates in a tough physical training program designed to prepare Soldiers for the rigors of Special Forces training and advises prospective SFAS candidates on what to expect.

During the days when he works at the station he assists the recruiters. Garrett's service in the SORB In-Service Recruiting Assistance Program (SIRAP) assists recruiters with penetration of the newly expanded market.

Beginning this fiscal year, the U.S. Army John F. Kennedy Special Warfare Center and School began allowing Soldiers in the rank of private

first class apply for attendance at Special Forces Training.

Once he is promoted to specialist, most likely in September, Garrett will return to Fort Bragg, N. C., to continue his training as an 18D, Special Forces Medic.



Private 1st Class Daniel Garrett

COURTESY PHOTO



Randi Brookshire

Future Soldier Sheds Over 150 Pounds to Join Military

By Candace Romero
Columbia Battalion

Five years ago, there was only one thing standing in the way of Randi Brookshire enlisting into the Army: herself.

At 5 feet 6 inches and 290 pounds, Brookshire was morbidly obese, unable to meet the weight standards for qualification. She had struggled with her weight for years and by the time she graduated high school in 2005 she was wearing a size 26. It was the heaviest she'd been in her life.

"I remember walking across the stage to get my diploma and the whole stage was shaking and moving under my weight," Brookshire said.

She knew that she had to make a

change, and during the next three years she had some success, as well as some setbacks. Brookshire tried almost every fad diet on the market with no permanent results. There was nothing quick or easy about losing weight. By the end of 2008, however, she'd managed to get down to 230 pounds.

Near the end of that year, she left college to work full time at a local fast food restaurant. Ironically, it was there where Brookshire learned about portion control and reaped the benefits of exercise. Instead of ordering an adult size value meal, she would opt for something from the kids menu. Late at night, after work, she and one of her co-workers would burn off the extra energy and unwind from their day by walking around nearby Lake Junaluska.

Her friends and family noticed the difference, but she said she did not realize how much weight she was losing until one day when her mother took her shopping for work clothes.

"Everyone was telling me how much thinner I looked," Brookshire said. "But when I realized that I was wearing a size 14, only then did it start to sink in."

In May 2009, Brookshire, weighing about 190, made an appointment to talk to Asheville recruiter, Sgt. 1st Class Joseph Rappisse.

"I had made a point of calling an Army recruiter at least once a year after I graduated high school just to check in," she said. "I even had all my old notes to refer to when I met with Sgt. 1st Class Rappisse."

Rappisse said he simply told her what she needed to do to join the military.

"I can't take credit for anything, it was all her," he said.

Joining the Army was something that

Brookshire said she always wanted to do.

"My father retired from the Marines after 23 years and [he] instilled in me the desire to serve my country," she said.

Around this time, Brookshire started to adjust her eating habits, as well.

"I didn't count calories, I just made sure to have breakfast in the morning, a small snack every couple hours, drink plenty of water and have a regular dinner," Brookshire said.

She continued to walk Lake Junaluska with her co-worker and by October she was 10 pounds away from reaching her goal weight of 150 pounds.

Rappisse encouraged her to keep doing what she was doing and call him when she hit her goal.

Finally in December 2009, Brookshire achieved her goal.

"When I called Sgt. Rappisse with the news in January, he asked me if I was ready to sign on."

A month later Brookshire enlisted in the Army.

Now, at 135 pounds, Army Future Soldier Brookshire cannot believe how much her life has changed and how much better she feels about herself as she gets ready to leave for basic training. She wants to get down to her new goal weight of 120 and feels confident that basic training will help her lose those last few pounds.

Her commitment and dedication to achieving her goals left quite an impression on Rappisse.

"In all my 17 years of recruiting, she is probably the most motivated person I have ever met," he said. "Those are the kind of kids we like to put in, she'll go far with the Army, she knows what she wants, she puts her mind to it and she does it. We're just lucky she chose us."

NCO Recruits Son as 55th Enlistment

Sergeant 1st Class Michael E. Clouston enlisted in the Army as a Personnel Administrative Specialist when his son, David, was 10 years old. Fifteen years later, Clouston recruited David as his 55th enlistment since his assignment to the Jacksonville Recruiting Battalion. Clouston, who is very proud of each enlistee he has recruited, said he was even more proud the day his son enlisted. David said he was elated that his father, mother, grandmother, wife and son witnessed his enlistment oath 45 minutes before his departure for basic training. Private

Clouston explained that he chose 42A as his MOS because he saw how much his father enjoyed his job as a 42A before converting to a 79R. He said he wants to follow the same professional development and military career progression path of his father and that he is already looking forward to recruiting his son Jaden in 16 years.



Jennifer, David, Jaden, Judy and Sgt. 1st Class Michael Clouston.



SGT 1ST CLASS DOUGLAS SARGENT

Sergeant 1st Class Charles Sheehan looks on as Ripley Mayor, Carolyn Rader, presents Sgt. Nathan Hopf the Key to the City. Both recruiters received the Military Outstanding Volunteer Service Medal for helping create and chaperone the Ripley Youth Center.

West Virginia Recruiters Shine in the Community

By D. Charone Monday
Columbus Battalion

Maybe there's something in the water, maybe not, but three recruiters from Charleston Company know how to make a difference in their communities — a difference that not only changes lives, but helps recruiting efforts.

Two West Virginia recruiters, Sgt. 1st Class Charles Sheehan and Sgt. Nathan Hopf, received a key to the city of Ripley and the Military Outstanding Volunteer Service Medal, while the third recruiter, Sgt. 1st Class Fred Burns Jr., received West Virginia's Distinguished Mountaineer Award from the governor's office.

Sheehan and Hopf were recognized for their partnership efforts with the Ripley Youth Center. The center provides a place for students age 17 and up to go to on Friday evenings, offering them alternatives to drugs or alcohol. The two recruiters not only volunteered to chaperone the students, but also helped local police officers get donated items for the center that included a pool table, stereo system, games, ping pong tables, and more.

"They really wanted someone responsible to come in and help, so they chose us," Hopf said. "It's like the mayor said, 'if you've got the U.S. Army out there chaperoning you know nothing is going to happen.'"

"We were pretty surprised to see the mayor give us a key to the city because after several years in office, this was the first key she ever gave out. Also, it was definitely an honor to see the governor's office and congresswoman's office to have representatives there."

Sheehan added that programs such as this help establish rapport with the students. They "feel comfortable coming to us and asking questions more on a buddy system than an adult to a kid. They feel that we're not there just to put them into the Army ... that we actually care for them."

The Distinguished Mountaineer Award, presented to Burns for helping save the life of a mall employee, is only awarded to people who are born and raised in West Virginia. The prestigious award — the highest award given by the governor — recognized his efforts while performing CPR on an employee who was electrocuted outside the mall's recruiting station.

"Having received this award helps me with recruiting because it builds my credibility with parents and their children. I was proud and surprised to receive the award, and though it's nice that the governor recognized me with it, the best reward was saving the man's life."

Feature Photography About 'American Soldier' Wins Pulitzer

By Debbie D. Cannon
Denver Battalion

"American Soldier," a photo feature story by Denver Post photojournalist Craig Walker, won a Pulitzer Prize in April.

In the works for 27 months, the photos told the story of Spc. Ian Fisher, a 17-year-old Soldier from Lakewood, Colo.

The story idea followed the announcement of the troop surge in Iraq. The paper's editors wanted to feature the type of person who would enlist and tell Denver readers something they wouldn't get from another source.

Walker's total involvement in this project took him from Fisher's high school graduation to basic and advanced individual training and then to Iraq.

The three-part series appeared in The Post in September and is online at www.denverpost.com/americansoldier.

With more than 200 photographs online, 53 in the newspaper and 130 hours of interviews, Walker's project earned him his first Pulitzer. The site received 700,000 hits on the story when it was announced the story had won a Pulitzer.

Walker said he hopes what he learned through his project about an American Soldier will give other Americans the same appreciation and respect for Soldiers.

Walker wanted to experience as closely as possible what Fisher did, so his commitment included getting in shape before deployment to Iraq. With advice from a Fort Carson Soldier on how to get ready for a training mission, Walker worked out three months to be able to run two miles in 16 minutes.

From Walker's first basic training trip to the fourth, he saw the changes in the Soldiers who were training.

"I liked seeing the growth of the Soldiers from the first three days of being stripped down to nothing, to being built back up, and by end of it, the camaraderie and pride."

Walker said the openness and commitment of Fisher's family, friends, fellow Soldiers and Army public affairs personnel made the project successful.

"Lots of people look at the Army as a whole, but my hope is that people see that a Soldier is an individual who has his own story, and that a Soldier is somebody's son or daughter," said Walker.

Sister's Love, Inspiration Turn Recruit's Dream of Enlisting Into Reality

By Len Butler
Dallas Battalion

Theander Lee Hartnett endured a lot of hardship on his way to becoming a Soldier. His sister's love and inspiration however, turned his dream into a reality when he shipped off to basic training recently.

Before he moved in with his sister, Candice Branum, Hartnett was overweight and mentally and emotionally drained. But with her guidance and the help of Grand Prairie, Texas, recruiter Staff Sgt. Angel Nunez, he went on to graduate high school and become a member of the Army family.

It was a long difficult road for the 19-year-old.

Hartnett said he didn't have much of a family life growing up. His parents had divorced, his mother abused alcohol and drugs, and the family bounced around from place to place in Arizona and Texas.

"My mom went through a series of bad relationships," Hartnett said. "I really didn't know my father."

The family settled for a time in the Dallas area, and Hartnett started to live a somewhat normal life. He went to Duncanville High School and attended JROTC there. For a time, he started to get a feel for what being an average teenager was like.

That time was short lived, however, when his mother remarried and she moved him to Medina County, near San Antonio to live with his stepfather. Sleeping on a couch in a small travel trailer, he went to Medina Valley High and did various chores. He said it didn't take long for him to become depressed.

"I became a slob, nothing motivated me and I was just so unhappy with the way my life was turning out," Hartnett said. "I gained weight and wasn't doing well in school. My parents were constantly fighting with each other."

He knew he needed help. He said he wasn't ready to resign himself to accepting that's the life that he would live. Then he contacted his sister.

"I didn't know where to go or where to turn to, so I asked her for help," Hartnett said. "I know if it wouldn't have been for her I would be a big, fat, drunken slob."

When he moved in with his sister, she already had ground rules to live by.

"Obviously, I had to go to school, that was number one," he said. "I had to be productive and be a part of the family. I didn't

have time to feel sorry for myself."

He re-enrolled in JROTC and finally graduated from high school. But he wanted more. That's when he started thinking about joining the military. Problem was, he weighed nearly 220 pounds.

When Hartnett contacted the recruiting station in Grand Prairie, Nunez told him he had to lose at least 20 pounds and several inches from his waist before he would even be considered for enlistment. Hartnett had already started trying to lose weight. Now he had a clear goal and his sister was there to make sure it happened.

"She was tough, like a drill sergeant," Hartnett said of his sister. "She always made sure I was eating the right diet and staying active, whether it was exercise or just staying active. I lost 40 pounds in just four months and it's all because of her."

When Hartnett started his diet and fitness regimen, Branum joined her brother and she lost more than 100 pounds.

Branum said that while she helped her brother, he also helped her as a work out partner and an inspiration to lose weight.

"I want my brother to be successful and be somebody to be looked up to," she said.

Both Hartnett and Branum praised Nunez for helping Hartnett achieve his goals.

"[Nunez] was always on the phone talking to me, asking me if there was anything he could do to help," Hartnett said. "That was the biggest motivation to me; I had a good recruiter who was very honest and now I've got something to look forward to and I'm ready to go for it."

"I appreciated his honesty because I had no idea what [Hart-

nett] was going to do," Branum added. "Sgt. Nunez was honest and up-front about the possibility of going to war, about deployments. He didn't sugarcoat anything."

Before Hartnett shipped off to basic training, he had gone from nearly 220 pounds to 174. He shipped to Fort Sill, Okla., where he's training to become a Patriot missile guidance systems operator. He's seriously considering making the Army a career and the appetite he once had for junk food has been replaced with an appetite for knowledge.

"I want to learn everything I can and doing something right for our country, instead of just being a nobody," he said. "That's my mindset now, to have an impact physically, emotionally and mentally — to be a somebody."



Theander Hartnett before holds up an old pair of jeans he wore before he lost more than 40 pounds in order to enlist in the Army.

COURTESY PHOTO



COURTESY PHOTO

A Soldier evaluates the performance of the Modular Accessory Shotgun System, or MASS. The MASS combines the firepower and features of the M-4 rifle in an over/under design with a 12-gauge shotgun. The MASS allows Soldiers to engage far away targets with the rifle while taking advantage of the versatility in shotgun rounds for targets up close. The MASS is scheduled to be fielded within the next two fiscal years.

Army Releases 2010 Modernization Strategy

Army Public Affairs

The Army released the 2010 Army Modernization Strategy (AMS) at the end of April.

“The goal of Army modernization is to develop and field the best equipment available to allow our Soldiers to be successful against our enemies,” said Gen. George W. Casey Jr., chief of staff of the Army. “We must continue to transform into a force that is versatile, expeditionary, agile, lethal, sustainable and interoperable, so that our Soldiers will have a decisive advantage in any fight.”

The Army plans to achieve its 2010 modernization goals by developing and fielding new capabilities; continuously modernizing equipment to meet current and future capability needs through procurement of upgraded capabilities, reset, and recapitalization; and meeting continuously evolving force requirements through Army priorities and the Army Force Generation Model.

Equipping individual Soldiers and units is a core Army responsibility under Title 10, U.S. Code.

“Providing all of America’s sons and daughters who serve in our Army with the most capable equipment for the battles they’re fighting today and are likely to face in the future are the responsibilities that the Army takes seriously and is committed to accomplishing,” said Lt. Gen. Robert P. Lennox, deputy chief of staff G-8 and the Army’s chief material integration officer.

The complete 2010 AMS is available at: ww.g8.army.mil.

Military Improves Do-It-Yourself Moves

*By Maj. James F. Lowe
U.S. Transportation Command*

The military has launched an improved system to better compensate servicemembers who personally move their household goods on military orders.

All services began using the new system April 15. Moves initiated before that date will continue to process under the terms in place at the time of initiation. Members can make final moving plans with their local transportation office.

“Personally Procured Move, or PPM, gives our servicemembers a choice. They may elect to personally move some or even all of their personal property and receive an incentive for doing so,” said Air Force Lt. Col. Ronald Coleman, deputy director of Transportation Command’s Defense Personal Property System. PPM replaces Do it Yourself, or DITY, moves.

The new system calculates for reimbursement using a “best value” method. Most moves will fall into one of three scenarios:

- Servicemembers will receive 95 percent of the “best value” the government would pay to move the goods as an incentive;
- Actual Cost Reimbursement will pay servicemembers actual cost not to exceed the “best value” of the move and is used for pre-approved special handling such as assembly and disassembly and packing fragile items; or
- When a government-furnished moving service is not available, ACR pays the actual cost for the entire move subject to service headquarters pre-approval.

Some moves will not qualify for the new system, officials said. The rules for moves can be found in the DPS Smart Book at www.move.mil, along with additional service-specific guidance.

‘Don’t Ask, Don’t Tell’ Online Inbox Seeking Anonymous Comments

American Forces Press Service

A new online inbox that enables servicemembers and their families to comment anonymously about the impact of a possible repeal of the “Don’t Ask, Don’t Tell” law has gone live.

The inbox enables servicemembers and families to offer their thoughts about how a repeal of the law that prohibits gays and lesbians from openly serving in the military might affect military readiness, military effectiveness and unit cohesion, recruiting and retention, and family readiness, a defense official explained.

According to the official, Defense Secretary Robert M. Gates created an intradepartment, interservice working group to conduct a fair, objective, comprehensive and dispassionate review of these issues. The online inbox is one method the group will use to systematically engage with the force and their families.

A non-Defense Department contractor will monitor comments made through the inbox and eliminate any identifiable information inadvertently submitted to ensure anonymity.

The inbox is posted at <http://defense.gov/dadt>. Respondents must possess an official Common Access Card to provide input.

VA Updates Online Application for Health Benefits

Department of Veterans Affairs

Veterans will now find it easier and faster to apply for their health care benefits with the updated online Form 10-10EZ, "Application for Health Benefits."

"VA is committed to tapping into the best that technology has to offer to ensure veterans receive the benefits they have earned," said Secretary of Veterans Affairs Eric K. Shinseki. "We continue to look for new ways to improve access to care and benefits."

This revised online application provides enhanced navigation features that make it easier and faster for veterans to apply for their health care benefits. This new version also allows veterans to save a copy of the completed form for their personal records.

The most significant enhancement allows veterans to save their application to their local desktop and return to the application at

any time without having to start over. Previously, veterans had to complete the form in a single session.

This updated online form, along with the revised VA Form 10-10EZ, reduces the collection of information from veterans by eliminating some questions.

In addition, there are minor changes to simplify the wording of questions and provide clarity in the instructions. Further enhancements to the online application are expected to be delivered in increments throughout 2010.

Veterans may complete or download the 10-10EZ form at <https://www.1010ez.med.va.gov/sec/vha/1010ez>. Veterans may also contact VA at (877) 222-8387 (VETS) or visit the VA health eligibility Web site at www.va.gov/healtheligibility.

Chicago School Leaders Learn Lessons From Army MilGaming

Story and photo by Diane R. Walker
U.S. Army Combined Arms Center-Training

In a virtual Afghan village, the American Soldier approaches the local leader aggressively, gripping his weapon diagonally in front of him. The leader turns his head sharply to the side, pushing his hand forward to signal for the Soldier to stop.

Replay the same scene with the Soldier walking respectfully toward the leader, his weapon slung across his back. This time the village leader nods toward the Soldier and gives the traditional hand-over-the-heart greeting followed by a handshake and kiss on the cheek.

More than just a video game, Virtual BattleSpace 2 (VBS2) training gives American Soldiers the opportunity to virtually experience both battle and peacetime scenarios and see how their actions affect the outcome.

Chicago Public School District representatives met recently with U.S. Army-Combined Arms Center-Training team members at Fort Leavenworth, Kan., to learn firsthand about the Army's approach to virtual training.

Their goal as members of the school district's Office of School Turnaround was to learn about possible approaches to help prepare teachers and administrators to succeed in the Windy City's toughest schools.

Robert Munsey, Army Gaming analyst, talked with the Chicago visitors about

how VBS2 allows units to focus training on their weaknesses rather than strengths.

The Chicago public school representatives called the demonstration and discussion "very helpful."

Erin Peterson, who will be developing the district's new technology approach, indicated the development team plans to start small and simple.

"It's good to know what the possibilities are," she said, adding that the VBS2 examples and information will help ensure the efforts are truly effective.

The Chicago public schools team members appreciated the basic features of virtual training but were even more interested in the low overhead once the basic scenarios are created. For example, one or two people could run a broad scenario involving faculty and staff in multiple schools and potentially even local emergency responders.

The Combined Arms Center-Training representatives also demonstrated the Army's MilGaming Portal (<https://milgaming.army.mil>), an online forum where individuals can share VBS2 and other gaming lessons learned and find helpful tools and information. The

portal is open to anyone with a military CAC card.

The Chicago public schools team members were very interested in this wiki-type approach to making resources available.

"We need to make it so people are constantly growing," said Dr. Donald Fraynd, Turnaround Officer for the Chicago public schools. "Our teachers and administrators need to be able to go into an uncomfortable space and know they won't get fired if they make the wrong decision," he said, adding that virtual training would offer that a safe opportunity to learn.

To learn more about the Combined Arms Center-Training, visit their Web sites www.leavenworth.army.mil or www.facebook.com/usacctraining.



Erin Peterson (right) and fellow Chicago Public Schools team members Dr. Donald Fraynd and Matthew Curtis visited Fort Leavenworth, Kan., to learn about Army gaming and other training resources that could be used to help faculty and administrators at the school district's toughest schools.

GOLD BADGES

ATLANTA

SFC Edward Moss

BECKLEY

SSG Christopher Cupp
SSG Latrisha Hairston
SSG Harold Irwin
SSG Stephanie Pierce
SGT Jeffrey Craddock
SGT Orlando Gonzalez

COLUMBIA

SSG Anthony Chastain
SSG Jeremy Frank
SSG Jerome Smith

COLUMBUS

SGT Jeremy Stump

GREAT LAKES

SSG Michael Thiel
SGT Jefferey Garner

HOUSTON

SSG Nathaniel Hutchins
SGT Mcanthy Tadle

KANSAS CITY

SSG Michael Hamilton
SGT Michael Holstrom
SGT Christopher Kerr

NEW ENGLAND

SSG Gregg Medley

NEW YORK CITY

SFC Devon McGibbon
SSG Hector Alberttorres
SSG Joseph Botto
SSG Anthony Destasio
SSG Katey Tess
SSG Jare Woods

OKLAHOMA CITY

SFC Antonio Ferrara
SSG Jean Genereau
SSG Jason Hines
SSG Natalie Preta
SSG Edward Vegahernandez
SGT William Davis
SGT Deandra Rowan
SGT Nathan Shaw

SALT LAKE CITY

SSG James Favier
SSG Christopher Priest
SSG Chad Skola
SGT Sterling Clark
SGT David Heinzig
SGT Timothy Marshall

SOUTHERN CALIFORNIA

SFC William Marshall
SSG Paul Amora
SSG Brenc Burden
SSG Roderick Delacruz
SSG Jason Deleon
SSG Juan Gil
SSG Francisallan Lagat
SSG Maria Madrigal
SSG Filemon Mendez
SSG Jose Munozrodriguez
SSG Jose Ortizbello
SSG Michael Taylor
SGT Matthew Kuriluk
SGT Dennis Levings
SGT Juan Miranda
SGT Juan Morales
SGT Jay Williams

TAMPA

SGT Jason Amos
SGT Andrew Mccollum

RECRUITER RINGS

1ST MRB

CPT Brett Phillips

6th MRB

SSG Tykeivius Curry
SSG Hyun Kim

ATLANTA

SSG Eddie Grissett
SSG Aaron Lawson
SGT Marcos Lopez
SGT Christopher Gravely
SGT Leo Smith

BATON ROUGE

SFC Antonio Cowan

BECKLEY

SFC Lorenzo Hall
SSG Matthew Bittenbender
SSG Terrance Pugh
SGT Christafer Briggs
SGT Katherine Routheaux
SGT Samuel Santopietro

CHICAGO

SFC Ricky Jones
SSG Eric Bol
SSG Joseph Cabaday
SSG Eric Conlon
SSG Jeremiah Delrio
SSG George Flores
SSG Lawrence Mcknight
SSG Kenneth Moon
SSG William Richardson
SGT Amed Martin
SGT Charles Rushing

CLEVELAND

SSG Adam Bizich
SSG Nathaniel Rivera
SSG Robert Ross

COLUMBIA

SFC Michael Watkins
SSG Demetrius Jefferson
SSG Lillie Obannon
SSG Victor Turnipseed
SGT Cletus Hentz
SGT Michael Mercer

DALLAS

SFC Blake Toder
SGT Ravan Hicks

COLUMBUS

SFC Elmira Lee

DENVER

SFC Ricardo Neal
SFC Christopher Owen
SSG Raul Andinocolon
SSG Nicholas Cook
SSG Meagan Galloway
SSG Eric Griego
SSG Martin Peerson
SSG Ted Smith
SGT Geoffery Alley
SGT Michael Christensen
SGT Shane Ferguson
SGT Janatha Love
SGT Charles Payne

FRESNO

SSG Christopher Edwards
SSG Bryan Norgard
SSG Angel Santiagolopez
SGT Jordan Cullen
SGT Michael Halladey

GREAT LAKES

SFC Earl Couture
SSG Gerald Bielicki
SSG Nigel Gomez
SSG Nicholas Lachance
SSG Chad Stafford
SSG Matthew Vasquez
SSG Micah Wilson

HARRISBURG

SFC William Taylor
SSG Virgil Cuff
SSG Loren Gerber
SSG John Lanos
SSG Dustyn Miller

HOUSTON

SSG Alon Dwayne Paul
SSG Mark Reynolds
SGT Gregory White

INDIANAPOLIS

SSG Arnold Jenkins
SSG Travis Radford
SGT Derrick Wiest

JACKSONVILLE

SSG Troy Adams
SSG Sean Gillespie
SSG Jose Taborazequeira
SSG Christopher Williams
SGT Leilani Caracciolo
SGT William Curry

MORRELL AWARDS

LOS ANGELES
SSG Delana Phillips
SGT Abraham Aguiar

MIAMI
SFC Jorge Fournier Cartagena
SFC Jesus Jimenez
SSG Alexander Rivera
SSG Jose Rodriguez Garcia

MID-ATLANTIC
SGT Daniel Signore

MILWAUKEE
SFC Annette Habel
SSG Justin Daniels
SSG Aubrey Seymour
SSG Chad Wolff

MINNEAPOLIS
SSG Bradley Bragg
SSG Aaron Lincoln
SSG James Martin
SSG Michael Miles
SGT Mark Hartman

NASHVILLE
SFC Joseph Massey
SSG Calvin Davis
SSG Vincent Dunlap
SSG Justin Engelmann
SSG Todd Mattila

NEW ENGLAND
SSG Cory Blair
SSG Don Moore
SGT Justin Stephenson
CPL Jason Magnuson

NEW YORK CITY
SSG Pablo Valdezmartinez

OKLAHOMA CITY
SSG Justin Hyde
SGT Todd Lopata

PHOENIX
SGT Aaron Cannon
SGT Yader Sandoval

PORTLAND
SFC Christian Donzello
SSG Jennifer Cunningham

RALEIGH
SFC Thomas Gilmore
SGT Ryan Beasley
SGT Jessica Lawrence
SGT Eric Pillath

SALT LAKE CITY
SSG Jose Cardenas
SSG Queen Reese
SSG Derek Remaley
SSG Antonio Sanders
SSG Jason Sodenkamp
SSG Marie Stuart
SSG William Wesolowski
SGT Hersel Hernandez

SAN ANTONIO
SSG Joel Cohen
SSG Christopher Kight
SSG Barry Page

SEATTLE
SSG Timothy Born
SSG Lamar Washington
SSG Andrew Wilson
SGT Michael Haas

SOUTHERN CALIFORNIA
SFC Camillus Abadam
SFC Christopher Evans
SFC Tolo Gbassage
SFC Robert Mckine
SSG Reggie Ablian
SSG Joshua Arevalo
SSG Duane Dockstader
SSG Alejandro Fuentesnunn
SSG Jose Padilla
SSG Terrance Powell
SSG George Sierra
SSG Derek Smith
SSG Pablo Valdezmartinez
SSG Juan Villalpando
SGT Ruben Chicas-Cacao
SGT Reynaldo Juarez
SGT Justin Mosley
SGT Julio Rios

TAMPA
SFC Steven Alfaro
SSG Jeremy Gilmore
SSG Stanford Henry
SSG Samuel Mason
SSG Tina Robinson
SSG Tony Smith
SSG Jacob Vaughn
SGT Michael Daly

6TH MRB
CPT Randy Wilson

ALBANY
SFC William Rahill

ATLANTA
SSG James White

CHICAGO
MSG Michael Dewyea
SFC Clifford Brown
SFC Robert Hall
SFC George Herring
SFC Stacy Muse

COLUMBIA
SSG William Gray
SSG Jesse Ogundu
SSG Ethan Richards

COLUMBUS
SFC Frederick Burns
SFC Mauricio Montalvo-Pacheco
SSG Clinton Baker
SSG James Palmer
SSG Anthony Vanoli

DALLAS
SFC Ricky Parris
SSG Crandall Jones

DENVER
SFC Kelly Mudford
SFC Christopher Nolan
SFC James Page
SFC Jose Vazquez
SSG Bryan Auwaerter
SSG Jesse Branaugh
SSG Michael Ewingsudds
SSG Charlie Ridgeway
SSG Wavie Shumate
SSG Lee Smith
SSG Richard Sosa
SSG Joshua Tjarks
SGT Mark Gifford

FRESNO
SSG Jeffery Fisher

GREAT LAKES
SSG Lance Gulick
SSG Harry Weaver

HARRISBURG
SFC Charles Blough
SFC Moises Candelario
SFC Shawn Doland
SFC Shawn Smith
SFC Jason Stouffer
SSG Daniel Gilke

HOUSTON
SSG Hobert Sexton

INDIANAPOLIS
SFC Melissa Holstein

JACKSONVILLE
SSG Michael Medellin

KANSAS CITY
SSG Grant Lawrence

LOS ANGELES
SFC Jerome Potapoff

MIAMI
SSG Jose Gomez

MID-ATLANTIC
SFC Patrick Papia

MILWAUKEE
SFC Michael Stack

MINNEAPOLIS
SSG Daniel Stroupe

NASHVILLE
SFC Alexcesar Lopez
SSG Travis Cottingham

NEW ENGLAND
SSG Timothy Desouza
SSG Joseph Owens

NEW YORK CITY
SFC Chad Degnan

PORTLAND
SSG Steven Fief

RALEIGH
SSG Christie Escalante
SSG Terrance Moody
SGT Ryan George

SACRAMENTO
SSG Justin Hotzel

SALT LAKE CITY
SFC Andres Figueroa

SAN ANTONIO
SFC Roberto Vela

SEATTLE
SSG Michael Crosby
SSG Gloria Yaport

SOUTHERN CALIFORNIA
SSG Johnny Alaniz
SSG Alejandro Alatorre
SSG Bradley Bledsoe
SSG Robert Cote

TAMPA
SFC Bessie Alston
SFC Edward Medeiros
SFC Taina Perez
SSG Nikia Amann
SSG Michael Barze
SSG Arnaud Bouhan
SSG Walter Brown
SSG Joseph Craaybeek

SSG Alfred Jackson
SSG Luis Lopez
SSG Robert Reed
SSG Tamika Vaughn
SSG Christopher Weston
SGT Adam Barnes

THE TEST

1. You are developing your prospecting plan; you begin to obtain contact information and other personal information about the people you are going to contact. What is the prospecting term for this activity?

- a. Tracking
- b. Blueprinting
- c. Prospecting
- d. Filtering

2. You call a prospect and introduce yourself as his or her Army representative. You establish rapport with the prospect, communicate your role as a counselor and state the reason for the call. What is your next step?

- a. Identify the need for a plan to achieve their goals
- b. Establish trust and credibility
- c. Establish your value to the contact
- d. Engender a commitment

3. You planned time into your schedule for face-to-face prospecting with high school seniors during a teacher in-service day. At the first home you get to, the prospect isn't there, but his or her mother is. What should you do?

- a. Ask her to call the prospect to see if he or she can come home
- b. Don't put her off by sharing too much information about the Army
- c. Ask her to have the prospect call you
- d. Get blueprint information about the prospect

4. Which prospecting method is the most effective even though it may not be the most efficient?

- a. Face-to-face
- b. Telephone
- c. E-mail
- d. Mail outs

5. Which prospecting method is efficient and cost-friendly?

- a. Face-to-face
- b. Telephone
- c. E-mail
- d. Mail outs

6. You made an arrangement with the high school superintendent to attend lunch in the cafeteria one day every other week. There, you chat with students and teachers during their lunch break. This is an example of what lead generation activity?

- a. Prospecting
- b. Referrals
- c. Area canvassing
- d. Internal networking

7. The Army interview uses the _____ counseling approach to determine the individual's needs, wants and desires.

- a. Developmental
- b. Adaptive
- c. Reflective
- d. Situational

8. _____ is a counseling skill in which the listener checks with the speaker to see that a statement has been correctly heard and understood.

- a. Clarifying
- b. Active listening
- c. Paraphrasing
- d. Reflective listening

9. Another recruiter told you about a recent interview he had with a high school graduate. The recruiter thought the prospect would be perfect for Special Forces, the recruiter's former skill, and kept trying to steer the prospect in that direction. The recruiter couldn't understand why the prospect didn't enlist. Which counseling pitfall did the recruiter fall into?

- a. Rash judgments
- b. Loss of emotional control
- c. Stereotyping
- d. Personal bias

10. You have an interview scheduled for this afternoon and you are in the process of preparing for the interview. You plan on starting the Army interview by soliciting input from the prospect to uncover the prospect's goals and aspirations. Which approach to counseling is this?

- a. Circuitous approach
- b. Combined approach
- c. Directive approach
- d. Nondirective approach

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



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Brigade

April Fiscal Year 2010

Top Large Station

Hackettstown
Mid-Atlantic

Jacksonville
Raleigh

North Des Moines
Minneapolis

Seminole
Kansas City

Roy
Salt Lake City

Gainesville
2nd MRB

Top Small Station

Norwich
Albany

Columbia
Columbia

Pikeville
Nashville

Mountain Home
Oklahoma City

Japan
Portland

Little Rock
5th MRB

Top Company

South Shore
New England

Asheville
Columbia

Johnson City
Nashville

Cheyenne
Denver

Ogden
Salt Lake City

Denver
6th MRB

Top Battalion

Beckley

Tampa

Great Lakes

None

Salt Lake City

5th MRB

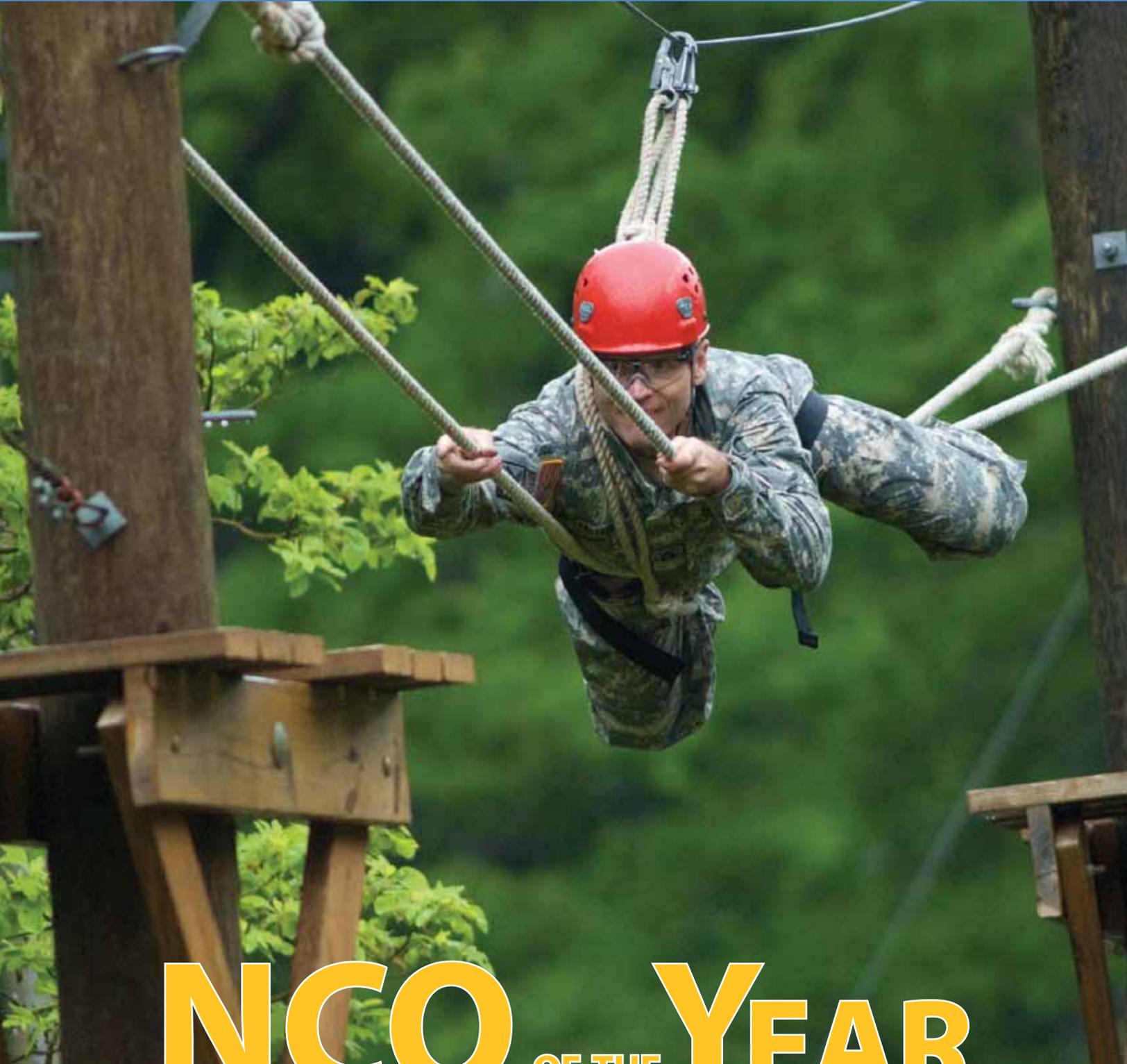


U.S. ARMY

THE 235TH UNITED STATES ARMY BIRTHDAY

WWW.ARMY.MIL/BIRTHDAY

235
years
strong



NCO OF THE YEAR

COMPETITION

USAREC STATION COMMANDER OF THE YEAR SGT 1ST CLASS BURTON COMPETES