

*"Strength
Starts Here"*

U.S. Army Recruiting Command • March 2012

Recruiter Journal

**MEDICAL RECRUITER
GOES THE DISTANCE
TO SAVE A LIFE**
page 16

Selfless Service



PHOTO CREDITS: CLOCKWISE FROM LEFT: MARK RICKERT, BALTIMORE BN; SSG JORGE PONCE, ELKBRIDGE, MD; STATION; SFC LATORRIE SMITH, RALEIGH BN



FEATURES

Document Leads 7

Pocketing leads puts advertising budgets at risk.

Protecting Privacy on Facebook 8-9

Avoiding risks and threats when using social media.

Adapting to Change 10

Los Angeles Battalion shares lessons learned from transformation to Pinnacle.

Division Outreach 13

USAREC NCOs assigned to divisions help Soldiers, change perception of USAREC, enhance recruiting mission.

14 Principles of Ethical Conduct 15

Standards of conduct for military members, federal employees.

Selfless Service 16

Medical recruiter donates bone marrow cells to save life of stranger battling leukemia.

Army's Anti-Bullying Program 20

Student benefits from, praises Army's anti-bullying program.

Station Excels With Referrals 21

Nearly a third of station's 2011 enlistments came from referrals.

Recruiting to a New Beat 22

Recruiter's fancy footwork opens doors to school, helps him connect with students.

March 2012 Volume 64, Issue 3 Contents

DEPARTMENTS

- 4 Recruiting News
- 5 Command Sergeant Major
- 6 Chaplain "Earning Respect"
- 14 Pro-Talk "Army Values, How do You Stack Up?"
- 25 Field File
- 29 Safety "Are You a Good Driver?"
- 30 The Test

ON THE COVER: Medical recruiter Sgt. 1st Class Amie Macklin at Kimbrough Ambulatory Care Center, Fort Meade, Md. just a few days before she began the process for donating bone marrow cells to a recipient with leukemia. Photo by Mark Rickert, Baltimore Bn.

BACK COVER: Staff Sgt. Jonathan Fake, station commander, Brenham, Texas. Photo by John Thompson III



U.S. Army Recruiting Command

Commanding General
Maj. Gen. David L. Mann

Public Affairs Officer

Kathleen Welker

Editor

Julia Bobick

Assistant Editor

Fonda Bock

The Recruiter Journal (ISSN 0747-573X) is authorized by Army Regulation 360-1 for members of the U.S. Army Recruiting Command. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command.

The Recruiter Journal is published monthly by the U.S. Army Recruiting Command Public Affairs Office.

Feedback: We want to hear from you. Send magazine submissions, comments, ideas and story suggestions to the editor. Email: julia.bobick@usarec.army.mil
Editor, Recruiter Journal
ATTN: RCME0-PA
Building 1307, Third Avenue
Fort Knox, KY 40121.
Phone: (502) 626-0172, DSN 536.
www.usarec.army.mil/hq/apa/journal.htm

Deadline for submissions is the first week of the month prior to publication.

Printed circulation: 9,500.
Periodicals postage paid at Fort Knox, Ky., and at additional mailing office.
POSTMASTER - Send address changes to:
Cdr, U.S. Army Recruiting Command
ATTN: RCME0-PA (Recruiter Journal)
1307 Third Avenue
Fort Knox, KY 40121-2725

Find Recruiting Command online:
www.facebook.com/usarec
www.army.mil/usarec

Planning the Way Ahead for Recruiting

As we are putting the finishing touches on this month's column, we are simultaneously preparing for the Annual Leaders Training Conference (ALTC), Feb. 27-29 in Savannah, Ga. Each year, this conference is used to posture the command for a successful recruiting year and beyond.

The ALTC is a critical event for this command, the one time a year when we provide leaders from across the command with a forum to discuss the strategic plan, synchronize unity of effort, establish leader priorities, and discuss emerging processes/technologies and how they apply to the recruiting effort.

Even though we delayed this FY's ALTC, our intent remains the same: to train, educate, motivate, and build the team, all of which are crucial to the success of the Army's recruiting mission. During the ALTC, we plan to cover the following topics and much more:

- The State of the Command
- Recruiting the Profession of Arms
- Small Unit Recruiting
- Military Career Pathways
- The State of the Market
- FY 12 Campaign Plan
- Comprehensive Soldier Fitness and Resiliency

As many of you know, Small Unit Recruiting (SUR) is receiving a lot of attention as the command executes full implementation this fiscal year. Key SUR attributes to be discussed are:

1. Emphasis on teamwork (vice individual missions).
2. Leveraging the skills, attributes, and experiences of our Soldiers.
3. Empowering station commanders.
4. Ensuring we maximize resources, especially manpower, in the most effective and efficient way possible while providing Soldiers and civilians with the positive command climate they deserve!

In addition to the topics mentioned above, we also have a full agenda focused on family support and will host a special session on Soldier/family well-being developed during the spouses' breakout sessions.

My intent is that ALTC discussions be shared with Soldiers, civilians and families across the command, especially during battalion Annual Training Conferences (ATCs). ATCs are also critical events that ensure we maintain situational awareness and a common frame of reference across our geographically-dispersed command.

Many evolutionary initiatives are underway in USAREC, and it's important that everyone is on the same azimuth. I also believe ATCs provide an opportunity for Soldiers and civilians to come together as a unit and interact with peers and leaders alike.

Bottom line: The ability to cross-talk and maintain situational awareness are critical to any command, this is especially important for USAREC given our strategically important mission and the distributed nature of our command.

I could not be more proud of all the hard work performed by members of this truly amazing team! Please know your efforts are noticed and appreciated by our most senior leaders.

I recently had an opportunity to brief nine of the Army's four-star generals on accession trends and the performance of our command. To a person, they were very impressed and appreciative of the highly qualified young men and women you are bringing into our Army, which as you know is a top priority for this command and our Army.

Final point: We must maintain our noteworthy momentum and continue to execute recruiting operations to the highest of standards. We truly are the Army's ambassadors!

All the best to you and your families — ARMY STRONG!



Maj. Gen. David L. Mann

What has the Army Done?

The Army has undertaken several initiatives in the past few years designed to improve the quality of the all volunteer force. Increases in retention standards, fair, yet effective use of bars to reenlistment, and implementation of a new retention control point scale have empowered commanders to retain their highest quality Soldiers. Successful monitoring and adjustment of retention incentives encourages those Soldiers with the right skills to reenlist to meet Army requirements.

What Does the Army Have Planned?

Beginning March 1, brigade/O-6 level commanders and above were given specific reenlistment objectives, as determined by the Army Deputy Chief of Staff, G-1, and will ensure that only the best qualified Soldiers of those eligible are reenlisted. Brigade/O-6 level commanders and above will deny reenlistment to those Soldiers not deemed best qualified according to implementing guidance published by the Army Deputy Chief of Staff, G-1.

Why is it Important to the Army?

As the Army reduces end strength, shapes and aligns the force, it is imperative that we retain the highest quality Soldiers with the right skills to man the all volunteer force. Managing the Army's retention program and its assigned objectives is essential to retaining a quality force with joint and expeditionary capabilities. Today's Soldiers possess a wealth of skills and combat experience. Retaining these Soldiers is essential to the quality of the force.

Resources:

Army Regulation 601-280: Army Retention Program (PDF)
Army Reenlistment
Military Personnel Management
Army G-1

Combat Jobs Set to Open for Women

The Pentagon is poised to ease restrictions on women serving in combat. A review on the revision was sent to Congress in February, which has 30 days to review the report.

The measure would open up roughly 13,000 potentially more dangerous jobs to female troops, but it stopped short of allowing women to serve in frontline infantry positions. The changes are expected to take effect this summer.

Recruiters can expect some questions concerning this issue. Until further notice and the policy is officially changed, refer all requests for media and public inquiries to the Human Resources Policy Directorate (HRPD) or OCPA media relations division, Susan Anderson at 703-695-5246

Do You Have an Idea to Share With the Command?

Recruiting Command's Excellence in Innovation program continues to capture ideas, best practices and innovation from across the command. Your ideas will refine and improve specific areas in recruiting and be shared with the entire command as well as possibly effect change in doctrine and policy. Every month a new theme will be the topic for recruiters and station commanders to submit their thoughts and best practices.

January's top integrity and living the Army Values idea comes from Sgt. 1st Class John Gilfillan of the Ocala Station. To view, visit <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1639669&clang=en-US>.

February's winning idea for Profession of Arms was submitted by Sgt. 1st Class Aaron Iskenderian of the Fayetteville Main Recruiting Station. To view, visit <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1633792&clang=en-US>

To view or submit ideas, visit <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1611543&clang=en-US>.

High School RPI

All brigades will return unused packs of 2011-2012 High School Program Guide, RPI 128, to the ADC, which currently has a zero balance of this RPI in stock. A computer glitch enabled stations to order more than they were allowed. Reference USAREC Message 12-079.

Live Scan Trouble Tickets

Live Scan trouble tickets have been updated. Reference USAREC Message 12-063.

Risk Assessment Resources

The Army Leader, Battle Buddy and Individual Risk Assessments are pocket-sized, tri-fold cards designed to help Soldiers at all levels identify risk factors that could lead to an accident. Regardless of rank, all Soldiers should be actively involved in minimizing risk. Each card contains a series of questions specifically formulated to foster awareness of risky behaviors in themselves and others. The cards also contain guidance on risk mitigation measures and a list of resources for individuals who may need further assistance.

Download the cards from <https://safety.army.mil/soldier-risk-assessments>

Sensitive Information

Prohibited on iPads

Loading sensitive information onto iPads, Android devices and other unapproved devices is prohibited, as is sending sensitive information to commercial accounts.

Sensitive information includes, but is not limited to For Official Use Only (FOUO) information, information protected by The Freedom of Information Act and The Privacy Act of 1974 (5 USC 552a) to include the Health Insurance Portability and Accountability Act (HIPAA). The Privacy Act includes protection of personally identifiable information and is protected under HIPAA. Sensitive information also includes information with a distribution restriction statement per DA Pam 25-40, chapter 17.

Teamwork: The Future of Recruiting

Teammates, last month I spent my time talking about Leader Development, specifically the need for leaders to understand the training roles and responsibilities at every level, as well as the Army's training management process (AR 350-1, Training and Leader Development).

This month I'd like to shift focus to our new recruiting doctrine manuals: USAREC Manuals 3-01, Recruiter Handbook, and 3-06, Recruiting Center Operations.

Published electronically in late November, these manuals are key to the success of our transformation to small unit recruiting and Pinnacle.

These manuals explain in detail the most significant changes that have occurred in Recruiting Command's history. This year, command-wide, we have already begun to change the way we operate at the recruiting station level and position ourselves for success for years to come. Change has already come to selected units and will sweep rapidly across the entire command over the coming weeks and months.

A paragraph in the commanding general's introduction to USAREC Manual 3-06 carries the core message: The most meaningful change is the turn away from individual effort to a team effort that applies a division of labor and specialization of skills. No longer will individual Soldiers carry the mission alone. In the recruiting center, teams of Soldiers will focus their time and effort on specific phases of recruiting.

Let me re-emphasize — there are no individual missions. The mission goes from USAREC through brigades, battalions, and companies to the recruiting station or center — no further. Commanders will not assign missions, goals, or quotas to the individual Soldier. No more “two-per-recruiter” standards. No individual mission accomplishment plans.

“From our first days in basic combat training, we learned to work together to accomplish the mission. Why should recruiting be any different? Working in small units as a team is the Army way.”

Some of our veteran leaders are still trying to come to terms with this new way of operating. Starting in the earliest days of this command we gave an individual recruiter a monthly mission. From 1973, we required each recruiter to plan and execute the entire recruiting process, from generating leads to shipping his or her new recruits to the training base. That is the way of the past!

Today we recruit as a team of teams. If you think about it, Soldiers should feel quite comfortable with the team model. From our first days in basic combat training, we learned to work together to accomplish the mission. Why should recruiting be any different? Working in small units as a team is the Army way.

Small unit recruiting redefines the role of the station (or center) commander. Instead of leading a collection of recruiters, the small unit recruiting commander leads teams of Soldiers: the engagement team, the recruiting support team (RST), and a Future Soldier leader. The center commander will also have an assistant center commander who directly supervises the RST.

This structure empowers the center commander to lead his or her team based on individual Soldiers' strengths. The Army Recruiter Course will continue to train new recruiters in all recruiting tasks. Station commanders then have the flexibility to place their incoming Soldiers in the roles that best fit their abilities and develop training plans that grow solid noncommissioned officer leaders — whether they remain in recruiting or return to their career fields.

The command will experience some turbulence as we transform, which is why it is very important that every member of this command read these manuals. I also encourage you to take advantage of upcoming training opportunities to have dynamic discussions on our doctrine and the important role every one of us plays in the future of this command. We're all heading in the same direction, so we all need to know where we're going, and how we'll get there — together.

Here is what's not changing: the fundamentals of recruiting. Recruiting NCOs will continue to prospect and counsel young Americans on Army opportunities. They will continue to train recruits and prepare them for Army life. They will carry on with telling the Army story, building relationships across America and providing the strength for the world's best Army.



Command Sgt. Maj. Todd Moore

Respect

An Army Value and a Soldier's Way of Life

By Chaplain (Lt. Col.) Scott Sherretz

As early as 6th Century BC in the Book of Leviticus, Moses advises the Jews to respect their fathers and mothers, perhaps because we learn our own worth first from our parents.

During the same era, Confucius said, "Respect yourself and others will respect you."

So from the earliest days of recorded history, respect for others and self-respect have been human values, qualities of merit that mankind wants or deems important. It is no surprise, then, that the Army selected RESPECT as one of its core values.

The United States Soldier lives and works in an Army that highly values respect. As one of seven cherished Army Values, respect informs a professional Soldier how to think and behave. Respect is at the very core of our ability to work together in teams; it means we treat others the same way we would want to be treated.

Respect begins when a Future Soldier walks into a recruiting station to ask about enlisting in the United States Army. Recruiters model respect to the Future Soldier through their actions; it is noticeable by the way recruiters talk and listen to each other and work together as a team to assist Future Soldiers throughout the enlistment process.

Respect is again reemphasized when a new recruit meets a drill sergeant on the first day of basic training, where respect is instilled through training, modeling and correcting new recruits during their basic training and advance individual training experience. The new Soldiers are trained to respect rank, regulation, doctrine, policies, ethnicity, religion, customs and the traditions of the military.

Self-respect is a key element in defining how we act with others. Self-respect means we know our own worth, and that worth defines our character.

George Bernard Shaw once said, "No man who is occupied in doing a very difficult thing, and doing it very well, ever loses his self-respect." He might have been speaking directly to Soldiers! In acting with respect, self-respecting Soldiers know that other Soldiers have also done some very difficult things, and done them very well.

Soldiers have earned the respect of Americans because they respect themselves and what they are doing. I recently passed through an airport with some Soldiers from Recruiting Command. All of us were wearing the Army combat uniform.

Several citizens approached us at various times to thank us for our military service. One approached us to talk about becoming a Soldier, and an airline employee invited us into the Sky Lounge to relax because she respected what Soldiers had done for our nation during this time of war. I saw and heard a crowd at a gate clap when Soldiers walked past them. America truly respects its Soldiers for the difficult things they have done to protect our way of life.

I encourage all Soldiers and Department of the Army civilians to do your best to maintain the respect you've seen demonstrated throughout your career in the Army.

Show respect to all people. Respect the Future Soldier, the new recruits at basic training, the veterans and their family members and the civilians who support our Army. Respect the Army customs and traditions, regulations and standards.

Finally, own the worth and self-respect you learned from your parents — respect who you are and what you contribute to the success of our Army.

Army Values & The Golden Rule

I also think about the Golden Rule of the bible when I see those same Army posters: "So in everything, do to others what you would have them do to you...." (Matthew 7:12). I see a close connection between this verse and recruiting.

Who in the Army has not experienced personal and financial struggles? Certainly many recruiters can relate to hardships. That is one reason why respect is so valuable.

For recruiters, it means doing everything right to help citizens enlist and be successful in the Army. That is what new recruits want from recruiters. Respect is also what recruiters expect from their leaders and vice-versa. It's about treating one another with professional dignity and military courtesy, because that is how all professional Soldiers want to be treated.

Finally, respect is the right way for family members to interact with one another. Respect in the unit and at home truly does enrich our lives and really does reduce the stressful impact of life's struggles.

Document Leads:

Pocketing Leads Puts Advertising Budgets at Risk

By Steve Lambert
USAREC G7/9

“Put that coffee down. Coffee’s for closers only.” Just one of the many great lines about marketing from Alec Baldwin, the heartless high pressure top closer from the 1992 film “Glengarry Glen Ross.” It was a quintessential movie about the frustrations regarding the perceived and real value of leads.

While Recruiting Command has little in common with the destructive and cut-throat setting in the film of real estate sales (“selling dirt,” to quote Al Pacino’s character), the questions regarding the value of leads is always a subject for debate from the

headquarters staff to the recruiters in the field.

Managing leads has been the topic du jour ever since USAREC was established 48 years ago. Whether the leads were generated through national advertising, recruiters, CareerBuilder or through a dozen other lead sources, every recruiter you talk to will have his or her perception about where the golden leads are.

But we don’t have the luxury of waiting for the golden leads.

A significant investment every year at Army level is placing media and building presence at events that provide the venue to collect hundreds of thousands of advertising leads.

Whether the lead came from goarmy.com, a national exhibit or CareerBuilder, each lead represents an individual who reached out to the Army for more information.

Those leads are refined through Rocky Mountain Data, the company contracted to process the Army’s lead cards. Once qualified, they are fed down to recruiters through the ARISS Recruiter Zone. Recruiters are then able to work the leads according to USAREC guidelines.

But when recruiters fail to submit a lead through Rocky Mountain, there is no evidence of return on investment. In times

of ever shrinking budgets, **no ROI means no future funding.** Commanders have seen their advertising budgets shrink roughly 50 percent per year over the past three years. When we can’t prove quantitatively what we get for a buy, it will be very difficult to justify future funds.

The Army — like any other corporate brand — must use multiple channels to reach the target market, and therefore, uses print media, radio, TV, billboards, online advertising and more to deliver the message.

Of course the Army doesn’t sell a product, but rather offers a lifestyle choice. For that reason, it takes even more “touch points” — exposure to the Army brand across many different mediums — before a prospect feels comfortable signing a contract.

Think of marketing differences between selling a plasma TV and a college. Selling a consumer on the idea of purchasing a TV can be accomplished through a single ad on television, whereas getting a consumer to attend a particular college is a much more complicated pitch that might take multiple brand exposures before a consumer is ready to commit.

In the past, recruiters favored recruiter-generated leads because the initial record builder received the credit for the lead. Now all touch points are fed into ARISS, not just the initial record build. A perfect combination of multiple brand touch points that results in a commitment to the Army is what we’re hoping to measure. But when leads from even a single communication channel are not fed into the system, it skews the results.

The reality is that leads that are pocketed and not submitted up the chain through Rocky Mountain Data could result in further decreases of USAREC’s advertising budget. We all understand the complications that result from multiple databases and lead refinement processes, but that cannot be used as an excuse to not submit leads without severely damaging future budgets.

RPI 998, USAREC’s lead card, is multiple part for a reason. The original top part is to be sent to Rocky Mountain Data for refinement, while the carbon copy can be used by the recruiter to work the lead in the meantime.

Now there are two downsides to this system. The first is multiple contacts with the prospect coming from both the recruiter and Rocky Mountain. The other is the duplication of a lead once it appears in Recruiter Zone — which just needs to be processed according to regulations. However, the benefits from the quantifiable evidence of the ROI far outweighs the downsides.

Without that ROI, we are not armed with the information to continue to fight for local dollars. So push those leads onto Rocky Mountain and help us continue to justify the push for local dollars to do face-to-face engagements with your prospects.



Protecting your Privacy on Facebook

By Ashley Fowler
Camp Atterbury Public Affairs

It seems like everyone and everything has a Facebook page; from middle school students to U.S. Army Chief of Staff Gen. Raymond T. Odierno and Camp Atterbury Joint Maneuver Training Center.

For members of the military and other government agencies, Facebook makes keeping in touch with friends and family easier than ever. With a click of the mouse, Soldiers can communicate with friends in Japan and family in Nebraska, sharing details of their lives and occupation from wherever they are.

This is, of course, where the problem with Facebook lies. They could also be sharing information with total strangers, scam artists and a collection of individuals working against U.S. military interests.

Everything Soldiers and family members share, including birth dates, vacation photos and even their exact geographical location, can be logged by Facebook applications and then accessed by advertisers, hackers and identity thieves.

For Soldiers, government employees, and civilian contractors, the information shared on Facebook can not only endanger personal privacy, it can also put operational security at risk and endanger the lives of service members.

In a social network like Facebook, even the most innocuous details of everyday life can be used against the Army. With just a bit of browsing on Facebook and other social media platforms, the enemy can easily gather valuable information about military officials, capabilities, troop movements and more.

A 2011 estimate cited by the Army states that “98 percent of the intel Al-Qaeda collects is from open sources,” including social networks and blogs.

Surprisingly, much of the information collected by Al-Qaeda and others comes from some of the most innocent-looking items and people. A post by a tech-savvy grandmother about the details of a unit’s upcoming deployment can lead to the accidental disclosure of sensitive information about troop movements. A photograph taken on a smartphone in a combat zone and put on Facebook can

provide opposing forces with exact locations of U.S. forces simply because the image is embedded with geographical data.

Even personally identifiable information like phone numbers and names of relatives can give America’s enemies enough information to compromise operations security and individual privacy.

Although there are risks involved with using Facebook, YouTube or any other social media platform, there are also real benefits to being online. By maintaining a social media presence, branches of the military, installations like Camp Atterbury and even individual units can share information, boost morale and strengthen relationships with the public.

For those deployed overseas, websites like Facebook aren’t just for recreation. They provide Soldiers with an instant connection to their friends and family back home bringing them together whether they are in Kabul or Kentucky.

The key to using and enjoying Facebook without sharing personal or sensitive information is privacy. There are several strategies Soldiers, family and friends can practice to ensure their Facebooks profiles help maintain operational security including:

- Adjust privacy settings to “private” or “friends only.”
- Remove any personally identifiable information that gives away too much information about you or your family.
- Avoid sharing details about bases and capabilities by not posting photos of or details about formations, quarters, armored vehicles, and/or weapons.
- Disable the GPS feature on your mobile device or turn off tagging or tracking applications on your Facebook account that give your exact location.
- Educate yourself, your friends and your family about what is and isn’t safe to share on Facebook or any other social networking platform.

Perhaps the simplest advice on how to maintain both operations and personal security comes from a passage in the 2011 Army social media and OPSEC guidance: If you aren’t comfortable putting the same information on a sign in your yard, don’t put it online.

Facebook

A Necessity for Building and Maintaining Relationships with Prospects

By Maria Hernandez
USAREC G7/9

Digital technology has left many Americans “too old, too fast and too smart, too slow,” according to Lt. Col. Oliver Walton, 2nd Medical Recruiting Battalion commander.

He describes any recruiter who isn't on Facebook as too smart, too slow.

“Facebook is happening right now and helps to build and maintain relationships,” Walton said. “So if you aren't someone who's involved in it, you too, may be getting too smart, too slow.”

Walton shared his battalion's Facebook marketing techniques at the deputy commanding general's battalion training in January at Army Recruiting Command headquarters.

“In the medical recruiting arena, generally speaking, the folks we go to see are at work and can't take real time off to listen to us, so they aren't fully receptive,” he said.

So Walton's recruiters get the attention of these busy professionals through Facebook. Part of their prospecting is to “like” the Facebook pages of various medical programs and schools of prospects. Many of these pages list times of these organization's meetings, so, Walton's team can determine best opportunities to promote Army Medical Department careers.

“Just having a page doesn't guarantee leads; you have to have a plan,” Walton said as he listed some best practices.

Quick Response (QR) codes are something his group places

on flyers and literature to allow prospects quick access to more information on Facebook. All an individual needs is a smart phone with the barcode reader application to read the QR codes.

Brigadier Gen. Henry Huntley, deputy commanding general, USAREC, stressed the impact of social media all over the Army.

“Social media is a virtual muscle movement that has gone through the Army like a hot knife through butter,” he said. “Using these tools can't be about the ‘have’ to do this but rather the ‘want’ to do this. As leaders you have to be the one leading the charge.

We need to develop our teammates and share the importance [of using social media].”

Walton also voiced some suggestions in order to better manage time on Facebook by using sites like hootsuite.com to schedule posts on

certain times and days. He encourages stations and recruiters to set weekly social media activity goals.

It is also important to get people to “like” the fan pages, Walton said.

“Be creative. In real life, people need to be interested in what you talk about,” he said. “So if your station mission is to bring in more social workers, get one of your social workers to post something on your page about what they are doing in social work in the Army.”

Battalions market the events of their recruiting stations by sharing and reposting upcoming event news. This allows a heightened increase of awareness in the surrounding communities and an increase of Facebook traffic as well.



Brig. Gen. Henry Huntley and battalion leaders gather around the conference table as Lt. Col. Oliver Walton gives his presentation on Facebook marketing.

STC ROBERT CLUNEY

ADAPTING

One Battalion's Trans

By Master Sgt. Lillie Perine
Los Angeles Battalion

The Los Angeles Battalion transformed to Pinnacle recruiting operations last April — a transformation that has greatly enhanced our recruiting operations. Many factors have contributed to our success. The most important has been our ability to leverage our greatest asset, our Soldiers as a team.

Pinnacle operations have brought positive changes to the art of recruiting because this Pinnacle approach encourages teamwork. All successes and failures are attributed to the team — not to an individual Soldier. Pinnacle allows NCOs to utilize their strengths and contribute in the most effective manner. The formal transformation leverages the command's greatest resource: teamwork.

Initial Implementation

Our transformation to Pinnacle was difficult for the first few months. The flow of communication was not established and some second-order effects of our transformation were initially overlooked. For example, some applicants did not feel comfortable working with different recruiters. Several NCOs did not understand how to break away from assigning production missions to individual Soldiers.

One of the initial concerns voiced by our Soldiers prior to our transformation was that the process would niche recruiters in only one role, which would create complacency. To overcome this perception, station commanders had to ensure everyone is cross-trained in all recruiting functions to ensure team success. For example, recruiting support team members and the Future Soldier leaders play an important role in setting conditions for a successful high school visit. How? The recruiting support team targets prospecting efforts on schools prior to the visit, while the Future Soldier leader ensures all Future Soldiers at the school know of the upcoming visit. Conducting training helped Soldiers understand how his or her role fit into the big picture of the recruiting process.

Leader involvement, training and communication were critical to achieving a successful transformation and buy-in during the initial implementation. Leaders led planning efforts at station, company and battalion level, ensuring they addressed Soldier questions, issues and recommendations. The battalion staff played a critical role during both the planning and execution phases of our transformation.

Since our transformation, individuals have experienced less stress and we've also noted improved proficiency as Soldiers focus on their assigned roles and responsibilities. Shared workloads and clearly defined divisions of labor have positively impacted recruiting operations throughout the battalion.

- The center commander (CC) is critical to the successful transformation to Pinnacle. Having the right person, in the right job, at the right time has never been more important. To be successful, the CC must understand the area of operations, develop team members, provide clear guidance and ensure the entire station works as a team. In short, the CC must synchronize all recruiting operations to optimize results.

- The expanded role of the assistant center commander (ACC) allows the CC to maintain better situational awareness and be able to rapidly shift the efforts of the engagement team, the recruiting support team and the Future Soldier leader when required.

- The engagement team (ET) executes the roles of leader, communicator, planner, public relations representative, marketing analyst and counselor. In short, the ETs are the face of the Army in our communities.

- RST members provide the planning, prospecting, and processing capability to the center. The RST works directly under the ACC and represents the operational backbone of the recruiting unit.

- The FSL has the primary role of leading the station's Future Soldiers.

TO CHANGE

Transformation to Pinnacle

Tactics, Techniques and Procedures

We continue to learn and grow as an organization. Following are several of the lessons we've learned since April:

- During initial implementation, leaders must be involved in the assessment of recruiters' strengths to ensure the talents of each Soldier are optimized.

- Assigned roles represent primary duties; however, all members must be cross-trained in all recruiting functions to enable NCOs to adapt to changing circumstances. Conducting round-robin cross-training on each role during center, company, and battalion-led training events has enhanced our agility.

- Pinnacle is an outstanding system that puts the focus on team building and leadership at the CC level. The CC and the ACC possess great flexibility to ensure all missions are accomplished by the team.

- It is important to recommend the right Soldier for the right position by identifying the strengths each recruiter possesses prior to the Pinnacle transformation.

- Communication skills at all levels are critical to success. Communication between ETs, RSTs and the FSL as they hand-off applicants and Future Soldiers is especially important. Information, along with trust and confidence, can be lost due to a lack of communication between the different roles in the center.

Battle hand-off between NCOs is imperative at each stage of the recruiting process and must be supervised by the CC — whenever possible — to maintain rapport with the applicant or Future Soldier throughout the process. However, all quality checks and workflow should be received by the entire center, instead of just the CC and the Soldier completing the application.

- Task organizing our FSs has improved our training program. Introducing the Army small unit concept — a platoon with squads (just as they will see in basic training) — ensures effective communication between the FSs and the FSL and increases FS understanding of the path ahead.

- Leaders at all echelons must keep a finger on the pulse to ensure each center embraces the team concept and does not revert back to assigning production missions to individual recruiters.

Incorporating lessons learned from our transformation into our daily operations has helped us maintain momentum as we move forward.

Three Perspectives

- **Sergeant Van Moncrief**, a newly assigned member of the Los Angeles Battalion, appreciates the freedom to leverage his strengths.

While attending the Army Recruiter Course at Fort Jackson, I learned that it took me much longer to complete a packet for processing as compared to some of my peers. While it may only take 45 minutes for someone else to build the packet, it would take me 3 hours. I also learned that my strength was public speaking and being able to go out and tell my Army story in a way that resonated with individuals from different backgrounds.

I was very nervous and afraid that I might be a hindrance instead of an asset to my next unit. I was very happy when I learned that I would be taking on the role of an engagement team member.

My motivation, morale and attitude increased tenfold. I felt that I would have an opportunity to prove to the team that I would be an added value to the center.

- **Battalion Commander Command Sgt. Maj. Richard Lopez-Ramos** stresses the importance of cross-training all team members in the eight recruiting functions.

“Different roles within Pinnacle should be treated as a recruiter's primary duty. Still, we must allow for flexibility for Soldiers to execute different functions as mission requirements dictate. There may be times when a Future Soldier leader needs to put on the hat of an RST to prepare an enlistment packet.”

Lopez further believes that “circumstances often require Soldiers to continuously sharpen their skills in all aspects of recruiting through self-development training to guarantee the success of the team.”

- **Lieutenant Col. Robert Blankenship**, Los Angeles Battalion commander, places a premium on all Soldiers understanding how their efforts contribute to the team.

“Although the basic recruiting tasks have remained the same, it is imperative that all members of the team understand the importance of their roles and how their efforts impact the mission accomplishment of the center, the company and the battalion. The CC must ensure that every member of the center understands where the team stands on a daily basis with regards to prospecting, processing and caring for our Future Soldiers.”

Conclusion

Morale is at an all-time high at Los Angeles Battalion. New Soldiers recognize and appreciate their ability to initially focus on discrete tasks versus having to perform all tasks immediately upon arrival. Role specific duties allow Soldiers to work more efficiently by allowing them to focus on their strengths. Working together to achieve assigned goals eliminates individuals from carrying the load of the center. Soldiers no longer feel “isolated.”

In conclusion, working as a team has created a less stressful environment allowing for more predictability when it comes to time off and family time.



SALLY HARDING

Lt. Gen. Benjamin Freakley and Command Sgt. Maj. Israel Talamantez cased the Accessions Command colors in the discontinuation ceremony Jan. 18 at Fort Knox, Ky.

Accessions Command **S**tands **D**own

By Maureen Rose
IMCOM, Fort Knox, Ky

The United States Army Accessions Command was officially discontinued during a ceremony Jan. 18 at Fort Knox, Ky.

Hosted by Gen. Robert Cone, commander of Training and Doctrine Command, the formal procedure served multiple purposes: The command's colors were cased to signify the inactivation of Accessions Command; Lt. Gen. Benjamin Freakley retired from active duty; and the senior command authority over Fort Knox transferred to Maj. Gen. Mark McDonald, commander of the U.S. Army Cadet Command — formerly subordinate to Accessions Command.

Cone said he was honored to acknowledge the accomplishments of the command during its 10 year existence.

"Accessions Command provided the Army with its most precious assets — its Soldiers," he said. "The success we've had [as an Army] in Iraq and Afghanistan would not have been possible if not for the success of Accessions Command in recruiting quality Soldiers.

"The final chapter may be closed, but the mission will endure," Cone continued. "I'm counting on you — U.S. Army Recruiting Command and Cadet Command to continue with the same patience and energy. To leaders and Soldiers here at Accessions Command, you've done a magnificent job."

After a summary of Freakley's accomplishments and combat

assignments, Cone told the retiring general, "You leave an incredible legacy in the imprint you've made on Soldiers, and that's the highest honor a leader can have."

Freakley said his time in Accessions Command had been good in spite of challenges. He added USAAC was responsible for bringing new recruits into the Army and because the conflict in Iraq expanded, the Army needed to grow rapidly.

"We took the Army message to races, rodeos, NASCAR [and] football games to get the word to the public" he said.

"We met the needs by recruiting talented young Soldiers," Freakley said. "In those ten years, we accessed 1.5 million Soldiers, officers and warrant officers."

Freakley sought to assure anyone in the audience who might be worried about the future of the Army due to the many changes on the horizon that everything will be fine, adding that the Army can change anything but its values, which he called the Army's bedrock. And he said the Army's noncommissioned officer corps is unique to the American Army and makes the Army what it is.

"Our NCOs must be trained and preserved if we are to remain Army strong," he said. "These combat-hardened NCOs are vital. Ensure they remain trained and ready."

The Distinguished Service Medal was awarded to the general, and a Public Service Award from the secretary of the Army to his wife Susan for her years as a helpmate and Army volunteer.

"Selfless service has been the hallmark of her 35 years as an Army spouse," said Cone.

USAREC's *Division Outreach*

Helping Soldiers Changing Perception of USAREC Enhancing Recruiting Missions



Sgt. 1st Class Jeff White

By Sgt. 1st Class Jeff White
1st Cavalry Division Outreach NCO

As the division outreach NCO for the 1st Cavalry Division, I'm introducing myself to Soldiers and leaders on a daily basis.

This introduction is inevitably followed by the question, "What is a division outreach NCO?" Normally my efforts to answer that question only make it as far as, "I'm a recruiter," at which point, I am cut off by their next question: "Why the heck do we need a recruiter assigned to the 1st Cavalry Division headquarters?"

In fact, I would imagine several of you are asking yourself those very same questions and for good reason; they are both questions I asked myself when I was assigned to the position. I will do my best to answer them.

I am USAREC's first division outreach NCO and I've had the privilege of being assigned to the 1st Cavalry Division for the past year.

The program places an experienced 79R recruiter at the division headquarters of each of the 10 current Army divisions — the 1st Cavalry Division was the first. Placement of outreach NCOs to the other divisions is being coordinated.

Like most new initiatives, the division outreach program has many goals: I'll focus on the main three.

The first goal is building a relationship between the division and USAREC.

There are a lot of different ways we are accomplishing this, but none more important than taking care of Soldiers.

Despite our best efforts in USAREC, some Soldiers still get to their first duty assignment with initial enlistment contract issues, such as student loan repayment problems or bonus issues. An outreach NCO can help resolve these problems quickly and efficiently, allowing the Soldier to focus on more important things.

Another way we assist is by helping to grow the division's brand within its local communities. Recruiters are highly skilled at networking; it's what we do. The outreach program allows us to do it on a different level — a level where we are not only promoting the Army brand, but also the division's brand. In doing so, we grow and improve community relationships.

The second goal is to help to change the perception of Recruiting Command across the Army. This is really an area where USAREC has become a victim of its own success.

Unlike drill sergeant duty where everyone returns to their primary MOS after a 24- to 36-month tour, Recruiting Command allows detailed recruiters who are successful and enjoy recruiting to request reclassification from their MOS to recruiter (79R).

By keeping recruiters who are both successful and enjoy recruiting, we are essentially limiting their ability to share their recruiting story with other Soldiers.

Over the past year I've met many Soldiers while sharing my recruiting story. Many of them have told me I'm the first person they've met who enjoyed recruiting. While I personally think that is probably a little bit of a stretch, it doesn't change the fact that the perception within the Army is that recruiting is not any fun!

The outreach program may be a small step, but it's still a step in the direction of changing the way USAREC is perceived throughout the Army.

Our third goal is to be yet another force multiplier for the local recruiting brigade.

Imagine as a recruiter or a station commander being able to pick up the phone and call a fellow recruiter to help you arrange support from an Army division.

Think of the different possibilities this presents for recruiters: The ability to bring your Future Soldiers on post to walk through the barracks, eat in the dining facility, get briefings on static displays or simply talk to Soldiers.

How about arranging a field trip for local high school seniors to come on post to get to experience a day in the life of a Soldier. Or maybe you simply want to try to arrange a local TAIR asset for an upcoming event — how much easier would that be if you had a point of contact who understands recruiting working at the division headquarters? If that point of contact were a fellow recruiter, the possibilities are limited only by imagination.

Over the next several months USAREC will begin to select and train the next division outreach NCOs.

While this is happening, the USAREC commanding general and command sergeant major will be finalizing the memorandums of agreement for the divisions where these NCOs will serve.

This program will soon have a greater impact on recruiters and USAREC, as well as the Army as a whole.

I really believe we have just begun to scratch the surface of what is possible through the outreach program, and I am honored to play my part in helping to reshape USAREC as well as the Army.

Army Values

How do you Stack Up?

By Raymond Kuklinski
RRS-FWD, Doctrine Division

I think it's safe to say that most Soldiers, past and present, live the Army Values. These values were drilled into us daily during basic combat training and then reinforced during NCOES, annual required training and NCOPD.

There are posters hanging on our walls, Army Values cards in our pockets and even an acronym (LDRSHIP) to help jog our memory.

Why all the emphasis on Army Values? Because they are the foundation on which the Army is built.

In case you don't believe that, here is the original oath of enlistment that was approved by Congress on Sept. 20 1776.

"I [John Smith] swear (or affirm as the case may be) to be true to the United States of America, and to serve them honestly and faithfully against all their enemies opposers whatsoever; and to observe and obey the orders of the Continental Congress, and the orders of the generals and officers set over me by them."

Let's look at the key words in the original enlistment oath and see how they correlate with today's Army Values.

Trued — Loyalty: Bearing true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.

Serve — Duty: Fulfill your obligations. Selfless Service, put the welfare of the nation, the Army, and your subordinates before your own.

Honest — Honor: Live up to all the Army Values. Integrity, do what is right, legally and morally. Respect, treat people as they should be treated.

Faithful — Personal Courage: Face fear, danger, or adversity (physical or moral).

As you can see, there is a correlation. The words of yesterday aren't identical to what we use today, but the message clearly has not changed. To emphasize that fact, the U.S. Army Center of Military History took actual journal entries from the Lewis and Clark expedition of 1803 and matched them to the seven Army Values depicted below.

Loyalty

The Decision at the Marias: The men thought the route ran to the northwest up the Marias River, while both Capt. Meriwether Lewis and Capt. William Clark thought the main river channel ran to the southwest. The men agreed to go along with the decision of the captains to proceed to the southwest, which was indeed the Missouri River.

Duty

Fulfilling the Letter and Intent of Jefferson's Order: The Corps of Discovery never wavered from its mission. Addi-

tionally, Lewis, Clark, and several of the men kept journals. Sgt. John Ordway was the only one to make daily entries.

Respect

Diplomacy with the Indians: The Corps of Discovery honored with dignity and respect all the tribes it met offering gifts as a symbol of friendship and peace.

Selfless Service

Adversity Along the Way: Hard physical labor characterized every day, but the Corps of Discovery conquered every navigational hazard and overcame a variety of physical ills: boils, blisters, bunions, sunstroke, dysentery, fatigue, injuries, colds, fevers, snakebites, ticks, gnats, toothaches, headaches, sore throats, mosquitoes and prickly pear cactus.

Honor

Importance of Character: Lewis and Clark were very thorough in selecting only the best men for the mission — those who would work together for the good of the group and pull their own weight.

Integrity

Degree of Freedom: Many times the men were on their own as the captains performed their duties. On the return trip, Lewis and Clark divided the Corps of Discovery into five separate detachments to accomplish independent missions. Only two men were discharged from the expedition — one for desertion and the other for mutinous conduct.

Personal Courage

Into the Unknown: The men of the Corps of Discovery left not knowing what lay ahead or if they would ever return.

Throughout the journals, one phrase stands out — "We proceeded on." This clearly characterizes the spirit of the expedition.

It's been 208 years since the writing of those journal entries, and a lot of things have changed since then. But as you can see, Army Values have passed the test of time and are still relevant today. Throughout our rich Army heritage, Army Values have been, and continue to be, the core ideals that affect the way Soldiers think, act and lead.

Here's a simple self assessment tool that will reveal the state of your Army Values. Make a daily journal of interpersonal activities that had the biggest impact on you during the course of a week. Review entries and match your behavior against the Army Values. Will your behavior embody the Army Values and mimic that of the Lewis and Clark expedition team, or will you be checking the needs improvement block on your Army Values assessment score sheet? Give it a try, you may be pleasantly surprised.

To read more about the Corps of Discovery and the seven Army Values visit the U.S. Army Center of Military History at <http://www.history.army.mil/index.html>.

1 Principles of Ethical Conduct

1. Public Service is a **public trust**, requiring employees to place loyalty to the Constitution, the laws and ethical principles above private gain.

2. Employees shall not hold financial interests that conflict with the conscientious performance of duty.

3. Employees shall not engage in financial transactions using nonpublic government information or allow the improper use of such information to further any private interest.

4. An employee shall not, except as [provided for by regulation], solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.

5. Employees shall put forth **honest effort** in the performance of their duties.

6. Employees shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the government.

7. Employees shall not use public office for private gain.

8. Employees shall act impartially and not give preferential treatment to any private organization or individual.

9. Employees shall **protect and conserve** federal property and shall not use it for other than authorized activities.

10. Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official government duties and responsibilities.

11. Employees shall disclose waste, fraud, abuse and corruption to appropriate authorities.

12. Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those--such as federal, state, or local taxes--that are imposed by law.

13. Employees shall **adhere to all laws and regulations** that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.

14. Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or ethical standards. Whether particular circumstances create an appearance that the law or these standards have been violated shall be determined from the perspective of a reasonable person with knowledge of the relevant facts.

By Russ Grove

USAREC Office of the Staff Judge Advocate

In 1990, by Executive Order 12674, President George H. W. Bush issued the Fourteen Principles of Ethical Conduct for Executive Branch Employees. In 1993 the Office of Government Ethics placed these standards of conduct in the Code of Federal Regulations at 5 CFR § 2635.101.

These general principles are the foundation of the more specific ethics rules in 5 CFR Part 2635 on gifts, conflicting financial interests, impartiality in performing official duties, seeking other employment, misuse of position and outside activities. These rules are standards of conduct for all employees of the Executive Branch, including military personnel.

The Joint Ethics Regulation (JER), DoD 5500.7-R supplements the standards in 5 CFR Part 2635 and applies to all military and civilian personnel in the Department of Defense. Some of its provisions are punitive; that is, all DoD employees are presumed to know the regulation and are subject to possible punishment for violating it.

Ignorance is no excuse.

An example of a punitive JER provision is § 3-209, which provides in part that endorsement of a non-Federal entity, event, product, service or enterprise may be neither stated nor implied by DoD or DoD employees in their official capacities. It also provides that DoD employees acting in their official capacities may not suggest official endorsement or preferential treatment of any non-Federal entity, except those listed in § 3-210 (Combined Federal Campaign, Army Emergency Relief, etc.).

Following are those Principles of Ethical Conduct.

Selfless Service

Medical Recruiter Goes the Distance to Save a Life

By Fonda Bock
Assistant Editor

For four days in mid-February, Sgt. 1st Class Amie Macklin — a recruiter with the 1st Medical Battalion’s Elkridge Station — received injections of a drug that mobilized blood stem cells from her bone marrow into her bloodstream.

The drug, Filgrastim, a protein similar to a hormone naturally produced in the body, made her lower back, jaw, neck and knees ache.

On the fifth day, 18-gauge needles were placed in each of her arms. For three hours, blood removed from one arm filtered through a process called apheresis — separating out the blood stem cells before returning the remaining blood to Macklin through the needle in her other arm. The process was tiring and caused headaches.

While this whole procedure couldn’t be described as unbearable, it isn’t something most people would find enjoyable, yet Macklin found it gratifying. In fact, she’d been eagerly waiting this day for 14 years.

“I would do it again next week if I had to,” said Macklin.



Sgt. 1st Class Amie Macklin’s arm is prepped to receive an IV at Georgetown University Hospital Feb 17. Macklin’s veins needed to be hydrated before she began the three-hour process of having stem cells withdrawn from her blood to be donated to a recipient with leukemia.

You see, the stem cells removed from Macklin were given the very next day to a 60-year-old woman who has leukemia. It is Macklin's hope that those stem cells will save the recipient's life.

This nonsurgical process, called peripheral blood stem cells (PBSC), is the most common method used today to donate bone marrow cells.

"I actually got tears in my eyes when they called [me in January] and told me [I was a possible match] because I've had two children. I brought life into this world." said Macklin. "And now it's an honor to keep someone living to continue on with their family. To be that person who is able to do that, I just think is really special."

Macklin signed up to donate bone marrow through the Department of Defense Marrow Donor program at the age of 20 in 1998 when she was in basic training. She figured if there was some way she could help someone in any way, shape or form, then why not do it.

"I believe there are so many different medical [procedures] that can't truly save anyone. This is something that works. I'm a Christian, and for God to allow me to have my bone marrow actually match up with this person, I kind of feel there's a type of connection — that we are made of the same genes, and that it's something I should and need to do. That's why I feel it's such an honor to be able to do this."

While thousands of patients with life-threatening diseases are in need of a bone marrow transplant, on average only one in every 540 members in the donor program are a match for someone in need. Patients can die lingering on the waiting list.

It is for this reason, Macklin hopes to encourage others to sign up and learn about marrow donation.

"The other day a retired first sergeant from our battalion came up to me in the gym," said Macklin. "And he'd heard I was doing this procedure and told me his brother was a survivor from two bone marrow transplants. This just makes it even more important [for me] to get more involved."

Macklin's husband of three years, Mark, supports his wife's decision 100 percent and isn't surprised by her generosity.

"That's just who she is," he said. "I wouldn't expect anything less. Any time she can, she bends over backwards to try to help.

That was one of the things that attracted me to her. She loves taking care of her family, her kids, she loves her service in the Army — she puts those things first."

This is a perfect example of selfless service said 1st MRBn commander, Lt. Col. Pablito Gahol, and Macklin's commander, Capt. Molly Jensen, Military District of Washington (MDW) Medical Recruiting Company.

"My command philosophy and the cornerstone and foundation of leadership for me is the Army Values," said Gahol. "And what Sgt. 1st Class Macklin is doing is a perfect example of selfless service — doing something to help others — because she's not getting any monetary gain from this, but is doing it to save somebody's life."

"Sgt. 1st Class Macklin's unwavering willingness to go through with this procedure for a recipient she's never met is an admirable example of selfless service," said Jensen. "Moreover, she plans to take every opportunity to help others see the value in participating in the DoD Marrow Donor Program in hopes of expanding the donor base."

"I do take the Army Values very seriously," said Macklin. "But I wasn't thinking about selfless service when I signed to be a donor, I didn't think about that at all. I always try to do what's right, period, as a person. Not only does the Army uphold me to those standards, but personally I feel I should uphold those standards within myself as an individual."

Except for the recipient's age, gender and the fact that she lives in the United States, Macklin doesn't know anything else about her. In a couple of weeks Macklin will receive an update on the patient's condition. In five months, she'll get another update and will be informed at that time if the recipient is in need of anything else. A year from now, the two will be able to exchange contact information if both parties agree. If they'd like to contact each other before then, they can only do so by a letter sent through the marrow data bank.

"I would like to meet her," said Macklin. "I want to see what she looks like, see her family and see who she is. It would be a neat experience, especially if she has children and grandchildren — and to know that I actually was a part in enabling her to be there for them as they grow."

C.W. Bill Young Department of Defense Marrow Donor Program

Named after a Florida congressman, the C.W. Bill Young/DoD Marrow Donor Center is one of 49 donor centers in the United States working with the National Marrow Donor Program (NMDP).

It was established in 1990 to recruit volunteer marrow donors from active duty military members, their immediate family members and civil service employees.

Registering consists of filling out a DoD consent form and allowing one small tube of blood to be drawn from your arm or an oral swab to be taken from the inside of your cheek to determine your Human Leukocyte Antigen (HLA) type. That information will be placed in a data bank.

If you're found to be a preliminary match for a patient, you'll be contacted by the DoD program. If you agree to continue with the process, more blood will be drawn for compatibility testing. If you're found to be an acceptable match, you'll be given an extensive educational session to explain the entire donation process and a complete physical examination to ensure you're in good health.

There are two methods of donation: the most common is the nonsurgical peripheral blood stem cells (PBSC) method, while the traditional method draws liquid marrow from the back of the pelvic bone (while under anesthesia).

The doctor chooses the donation method best for the patient. PBSC donors are generally back to their normal routine in 1 to 2 days, and marrow donors in 2 to 7 days. The marrow replenishes itself.

Donors must be between 18-60 and be in general good health. They can opt out of the program at any stage of the process. Military members must have their donation approved by their command.

The actual donation is performed at a medical facility in the D.C. area.

For more information visit: <http://www.dodmarrow.org/index.htm> or call 1-800-MARROW-3 or 301-984-1515.

Living the Army Values &

January's Excellence in Innovation topic was "Recruiting with Integrity and Living the Army Values." Following are excerpts from several of the submissions:

Living by the Army Values and having Integrity is something we all should live by everyday as a Soldier and a civilian. In recruiting we are the faces of the Army within the communities in which we recruit. We set the image that reflects what the Army is and how it works. Once you lose credibility within your community because of lack of integrity or not living the Army Values, then you don't set the right example for others to see, which can make it hard to recruit.

— Staff Sgt. Shannon Beatty,
Commander, Colville Station

Recruit with integrity. The key to recruiting an applicant who stays is selling them an accurate picture of the Army. Resist promising what is not real. A new applicant who feels lied to is more likely to leave. Living the Army Values will help you be successful in recruiting.

— Staff Sgt. Daniel Gonzalez,
St. Petersburg, Fla., Recruiting Company

It can be a challenge to recruit with integrity and live the Army Values at times. An NCO might be able to get away with a "don't tell the doc" situation but it will eventually catch up to them. It just doesn't pay to put a career in jeopardy over a 72-hour pre-screen.

Per guidance from 350-13 we are required to conduct RI training once each quarter. Unfortunately this behavior tends to fester in a station and begin to infect other recruiters if it goes unchecked.

Instead of waiting for 90-days, I incorporate RI and Army Value training into STT each week, similar to how they do in basic training. I feel that by keeping a light on the subject and fresh in the minds of my NCOs, it may help foster an environment of integrity.

Additionally I think the SC hotseat is critical. This is the final check and balance before an applicant hits the floor. The SC or ASC has to ask the hard questions, not only to ensure they are sending a qualified applicant to the floor, but also to ensure that the applicant knows what they are getting into.

— Sgt. 1st Class John Gilfillan
Station Commander, Ocala Station
Submitted top idea for January submission

Living the Army Values is a given. We all as Soldiers, but definitely as NCOs, should be living the Army Values everyday and encouraging those who work with us [to do so] as well.

Recruiting with integrity is a more sensitive area. Long before I came to recruiting, there were shady practices, so I am told. These days we are kept honest through various systems that are in place to ensure the Army is getting the highest quality individuals to become Soldiers.

Army recruiters should never lie or intentionally deceive.

I am well aware of a monthly mission, but our careers are not worth any damage that may come from recruiter impropriety. Be honest and answer all questions openly. People will appreciate candor and it will show your strength of character.

— Staff Sgt. Terrence Cole, Station Commander, Laramie, Wyo.

Within the United States Army, as well as in Recruiting Command, integrity and values are what's going to keep you alive. Integrity is doing the right thing all the time even when no one is looking. Integrity will bring you and your station great success. [Sometimes] other sergeants and other services will say that they use integrity when they really do not. Rebuilding the reputation of your service after it is tarnished is very hard. Always remember, that in recruiting the spotlight is always on you.

— Staff Sgt. Andrew Brophy, Station Commander, Riverhead Station

Recruiting With Integrity

Recruiting with integrity and living the Army Values is something we all have to check each other on. The best practice I've found is to act as a team in the entire process of recruiting. Everyone should have a small role in conducting and processing applicants. This gives the applicant a chance to see a collective mind set in a station and promotes integrity.

Every NCO in the office has to share similar values and ideas about the Army and provide positive feedback to applicants. Through this practice an applicant not only sees a team atmosphere but also creates a value based, integrity driven mission focus. It assists an applicant in determining that they aren't just a number to a mission, but someone who is becoming part of a team.

— Staff Sgt. Jonathan London, Boise Station

Living the Army Values and recruiting with integrity is the best thing. This is how we are taught, [and] how we lead; we should expect nothing less from our Soldiers and leaders.

Recruiters are faced with challenging situations that will question their morals — both internal and external.

Adopt good values and use them everyday when you go to work and you will never fail yourself, your team and the Army.

— Sgt. 1st Class Alfredo Garcia
Station Commander, Dallas Battalion

It is so important to recruit with integrity and live the Army Values.

Being noncommissioned officers on recruiting duty, it is easy to get caught up and lose focus. There are many distractions out here, but we must continue to police each other and lead the way. We must continue to live the Army Values so our Future Soldiers can see what right looks like in the Army.

[The] Raleigh Main Recruiting Station understands that there is no reason to do any kind of process that is unethical. We live the Army Values and will always recruit with integrity.

— Sgt. 1st Class Ronald Tolbert,
Raleigh Battalion

When you look back at the beginning of your career, it's not the drill sergeant that you remember, it's the recruiter. The recruiter is the first person you ever talked to and trusted with your decision to join the Army.

This is one of many reasons why we as NCOs and recruiters must always live the Army Values and recruit with integrity.

It starts with discipline and holding NCOs accountable. The community is out there watching our appearance and our actions. I send my NCOs out in teams of two or more; usually if someone knows that they are going to be seen compromising their integrity, they will not do it.

Good prequals are a must; this will keep an NCO from spending too many hours on an applicant that is not qualified; alleviating the urge for them to do something shady.

—Sgt. 1st Class Jesse Strand, Station Commander,
Lake City Station, Jacksonville, Fla.

Recruiting with integrity and living with the Army Values should be every recruiter's No. 1 priority.

Integrity and the Army Values coincide with one another, you cannot do or live or have one without the other.

Falling short of any the Army Values means your falling short of all of them.

As a noncommissioned officer and as a recruiter we are the face of the Army in our communities, but more importantly, we are the face of the Army to the young men and woman who we are enlisting.

We are their first impression of what the Army is. The image and actions that we project is what they are going to see and believe.

So if we are recruiting with integrity and living the Army Values, we have the power to steer these new Soldiers in the right direction before their career even starts.

— Staff Sgt. Mitchell Hawkinson
Station Commander, Wake Forest, N.C.

Integrity is paramount in all we do, not just in recruiting. What we do and how we behave are direct reflections of our leadership style and our ethics.

Ensuring all prospects and Future Soldiers receive the Buddy Cards is one way I help enforce the standards of integrity in my office. By providing the USAREC Hotline, we all know that inappropriate action can be dealt with in one phone call.

The recruiters in my station are exceptional, and I have no worries they will always do the right thing; Buddy/Recruiting ethics cards are there so the applicants and Future Soldiers know this as well.

— Sgt. 1st Class William Hyden,
Station Commander, Reidsville, N.C.

Anti-Bullying Program Yields Positive Feedback

The following are letters written in response to anti-bullying presentations South Bend, Ind., recruiters gave to local high school students last year. An article on the Army's anti-bullying program was published in the December 2011 Recruiter Journal.

The day Staff Sgt. Carlos Colon came into our classroom was a day that changed my life. The presentation that he presented to our class opened up my eyes a lot. I never realized how bad bullying really is.

I myself have been a bully and have been bullied. You don't realize how much destruction bullying does to another person. It breaks them down until they really have nothing left mentally.

His presentation informed me about some facts and statistics about bullying I didn't know. He opened my eyes about how many students fall into the shadows of depression and out of the light in the social world. They withdraw from school, stop hanging out with friends and just [isolate] themselves from the outside world.

Staff Sgt. Colon did an outstanding job at presenting the Army's Anti-Bullying Campaign, it inspired me to get involved in making a change in my school. I put together my own presentation and presented it to our principal, vice principal and other school officers.

I recently got an anti-bullying group together at my school. "The Bobcat Voice, The Voice of Change" involves juniors and seniors at our school. We are getting involved in the lives of our younger students and being their mentors if they need someone to talk to about being bullied if they are not comfortable going to an adult. I want to make a difference in someone's life because I wish I could have gotten help when I needed it the most.

The summer before my junior year, I went through a lot of personal issues. I had my innocence taken away from me in the blink of an eye. I laid in my room helplessly and shocked. I didn't know what to

do or where to go. I felt so disgusted and that it was my fault it happened to me.

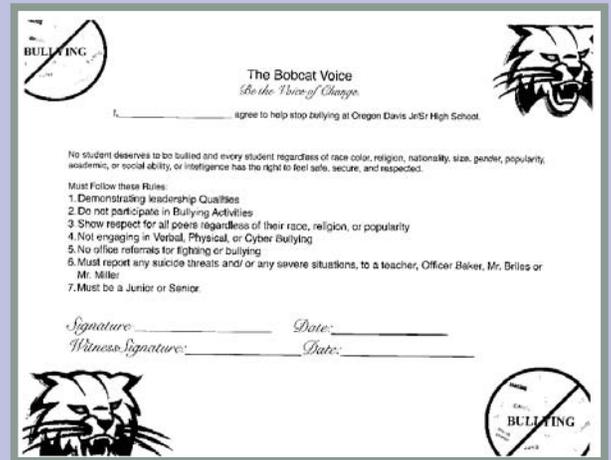
He taunted me everyday, telling me how worthless I was and that it was my fault he did what he did. He told me, I don't remember how many times, [that] the world was better off without me — how he wished he would of just taken care of the whole thing while he had the chance, that I should end my life to do him a favor.

I kept all this stuff to myself for four months. I was so depressed and suicidal that I didn't know what else to do. It was like it was the only option left. I contemplated suicide everyday thinking of different ways or what would be the best way. And then one day, when I thought my life couldn't get any worse, my dad passed away of cancer. It's the worst feeling in the world.

The day of his funeral I had gotten a text message saying, "Just do us all a favor and end your life and be with your dad, you're too worthless to walk on this earth."

I felt as if I had nothing else to live for. My life was crumbling at my fingertips and I couldn't grasp it. I was falling deeper and deeper into a black hole. My mom or family had no idea what I was going through.

I remember telling her one night that I needed help. She just told me it would be okay. I told her if she woke up in the morning and found me dead it was her fault. Me telling her that is what got me the help I needed. I ended up telling my



mom what had happened and everything I had went through for four months. I just wish I could have gotten the attention of someone sooner.

This very reason is why I want to help students. I want to put a stop to bullying so no one has to go through this. The feeling of being not wanted is so atrocious and no one should go through it. I hope to make a difference in someone's life and help them get through their time of need. I can relate to a lot of things the young teens go through and I think I am a great mentor for young girls.

I'd like to thank Staff Sgt. Colon and the Army for putting together this presentation that really did make a difference in someone's life. I would also like to thank him for making a big difference in my life and giving me the courage to talk about my story and getting the courage to get together an anti-bullying group at my school. The presentation was phenomenal. Thank you so much.

Sincerely yours, Chante' Pittman,
Oregon-Davis Jr/Sr High School

On Nov. 15, Staff Sgt. Carlos Colon was at the Wheeler High School talking to the 9th and 10th grade physical education and health classes about bullying. This was one of the best presentations we have ever had at the school.

Bullying is such a raging problem today in schools. The video Staff Sgt. Colon presented showed bullies in action and then the role was reversed with the bullies being bullied. The response was incredible. To see it on the video really hit home for a lot of

the students. It definitely made them aware of how the bullied students feel.

Staff Sgt. Colon had the students write a letter at the end of the presentation to someone they bullied or someone who'd bullied them. The students were pouring their hearts out. You could see a relief on their faces when they finished. A very powerful lesson!

Sincerely, Deb Disney (teacher)

STATION *Excels* WITH REFERRAL ENLISTMENTS

By Jorge Gomez
Milwaukee Battalion

Nearly one third of the people who joined the Army from Onalaska Station during fiscal year 2011 came from Future Soldier referrals.

The figure stands in contrast not only to the station's previous achievements of only 3 percent, but also to the Milwaukee Battalion's achievement of 7 percent of its Future Soldiers coming from referrals in 2011.

"If every station in the battalion could achieve at least half of Onalaska's figures, then the battalion would have brought 345 more people into the Army," said Command Sgt. Maj. Anthony Bowers, Milwaukee Battalion.

Recognizing Onalaska's achievement is one thing, trying to single out the key variable is another.

"We need to look at the bigger picture," Bowers said. "The red carpet treatment starts with prospects and continues through the duration of a Future Soldier's relationship with the recruiting team."

At the Onalaska Station, Future Soldiers are treated with the dignity and accountability that comes with being an actual Soldier.

"I tell them what is expected of them. I get to know their families. If something comes up, they call me and I address their concerns," said Staff Sgt. Marcus Wolfe, Future Soldier leader.

On average, 25 Future Soldiers meet at the station every Wednesday after school for a block of military instruction or training event. Future Soldiers typically bring a friend or family member to watch or participate in the training. If they don't bring a guest, Wolfe said he expects them to bring a referral as part of their responsibility to grow the force.

"Some Future Soldiers are not very social or outgoing and can't bring referrals," Wolfe said. "I remind them they have siblings, relatives, friends, people they work with, or people they talk to. All they need to do is ask permission to refer them."

He makes a point not to pressure Future Soldiers or to make them feel like they are doing the job of a recruiter. Instead, he motivates them to earn a promotion through the referral program. Most Future Soldiers can increase their pay by \$180 a month if a referral enlists.

Educating Future Soldiers on the benefits of referrals to their career is a major factor in that motivation, said Sgt. 1st Class Eric Tremblay, Onalaska station commander.

"Giving Future Soldiers recognition and incentives in front of their peers and holding them accountable is part of becoming a Soldier," Tremblay said.

Future Soldiers with a bachelor's degree already enter the Army as an E-4, yet Wolfe said these Future Soldiers still bring solid referrals to him because they believe the Army can get people's lives back on track.

In fact, Wolfe believes most Future Soldiers provide good referrals because the recruiters have made a positive impression on them.

"It's a lot of teamwork. If the Future Soldiers don't get a good vibe with a recruiter, they won't give up names. The Future Soldiers have to get a good taste of the Army from day one to the day of shipping. They have to feel like they are being taken care of," Wolfe said.

Future Soldiers are introduced to Wolfe only after they have enlisted. The first impression a prospective young man or woman may get from a recruiter at that station will more than likely come from someone like Staff Sgt. Charles Rachunek.

His approach to recruiting is to deliver a sense of how the Army takes care of its Soldiers.

"We make them feel welcome and spend a lot of time with them or their influencers, always answering their questions," Rachunek said.

The past three years in recruiting have shown him the significant role parents play in the referral process.

"If the parents like you, they are going to talk with their friends and refer their kids to you," said Rachunek. "If the parents don't like you, they are going to tell their friends 'don't go talking with that guy.'"

He once had a set of parents bring their son to him after they had a bad experience with a recruiter from another military service. That event convinced him how referrals can work for or against a recruiter, he said.



STAFF SGT. CHARLES RACHUNEK

Staff Sgt. Marcus Wolfe, Future Soldier leader, Onalaska Station, motivates his Future Soldiers to keep up with him during a physical fitness training event using dummy replica weapons. Wolfe challenges the young adults as a way to prepare them for the rigors of basic combat training.



Staff Sgt. Dante Steel, with the Baltimore Battalion, Georgetown Station, teaches salsa to students at Sussex Central High School.

Recruiting to a New Beat

Recruiter's Fancy
Footwork Opens
Doors to School

*Story and photos by Mark Rickert
Baltimore Battalion*

Several years ago while stationed in Iraq, faced with the threat of enemy attacks, scorching heat, and the stress of the day-to-day grind, Staff Sgt. Dante Steel learned the art of salsa dancing.

It seems almost ironic, given the contradictory natures of dance and combat. Yet, at the time, having an opportunity to take a salsa class under the tutelage of a fellow Soldier provided Steel with a much needed outlet for stress and a means for personal development.

Now, as an Army recruiter for the Baltimore Battalion, Steel has found a way to integrate salsa into his current mission of building an all-volunteer Army, and students are dancing to a whole new beat.

The idea came to Steel during one of his routine visits to his area high schools. This time, he heard music in the hallways and discovered a dance class at its source. Afterwards, he approached the school's faculty

about offering salsa lessons. The faculty liked the idea and allowed him to take the reins for a few class periods.

According to Kate Ortendahl, a dance instructor at Sussex Central High School in Georgetown, Del., her students were hesitant at first with the idea of getting dance lessons from an Army sergeant. Steel, however, quickly won them over.

"It was good to have a Soldier here," said Ortendahl. "It's not at all what you'd expect in a dance class. But Sgt. Steel did a really nice job. He was at ease, and the students were all laughing and having fun. They seemed to listen to him more than they listen to me!"

Loose, confident, and professional, Steel creates a positive classroom environment and, as a result, the class learned quickly. In just a short while, the morning dance class had the basic moves down. They even felt confident enough to demand a dance-off.

Steel challenged them further by asking them to dance to a song with a rapid tempo. Needless to say, the students were both entertained and exhausted by the end of class.

"He knows his stuff," said Jessica Hudson, a dance instructor at Sussex Central, who teaches mostly ballet, tap and jazz, and who appreciated the diversity that Steel brought to the classroom.

"I loved letting the kids get a different style of dance than what they're usually exposed to," Hudson said. "I have no background in Latin dance, and they're actually getting it from an expert. I think a lot of them raise their eyes and say, 'He gets to do this in the Army?'"

Both instructors pointed out that having an Army Soldier teach a dance class enables them to break through certain stereotypes and gender limitations.

"This gives kids a chance to see that dancing is not just for a certain stereotype," said Hudson. "Anybody can dance — your father, brother, mom, dad . . . even somebody in the military. It doesn't matter."

"Sometimes students relate differently to a male," said Ortendahl. "And it's cool to have a different perspective on dance to show that dancing can be masculine, too."

"It helped motivate some of the guys and even some of the girls who don't always participate. I felt their participation level was up."

Steel confesses to a deep admiration for salsa's elegance and beauty, and he enjoys teaching it to students in hopes that they will continue practicing long after he's left the school.

As a sergeant concerned about physical fitness with today's generation, he likes knowing that his instructions encourage a healthy lifestyle.

"Is dancing salsa an avenue to losing weight and burning calories while having fun? Absolutely," said Steel. "This is where Zumba and Jazzercise both stem from."

Ortendahl points out that the majority of her students won't exercise much outside of her classroom, so this training is important to them for both short-term and long-term goals.

"This class might be the only time they're physically active all day or all week," said Ortendahl. "Sometimes they go off and continue to learn dance outside of school. I think some will gravitate towards it. Hopefully, they will continue to learn as they become adults."

For Steel, teaching a class proves more effective than setting up table displays in the cafeteria. Having face-to-face time with students gives him a chance to mentor, coach and even identify people with an interest in the military.

"Not every student has a positive role model who enjoys spending time with them," said Steel, "and they will look to you for guidance or just want to talk to you. In turn, they might join the Army."

"You never know, but if you're not out there, doing these things, getting involved in your schools, you'll never have that opportunity to find out."



Students at Sussex Central High School show off a few dance moves after learning salsa.

USAREC Commander Shares Recruiting Vision



PAT ADELMAIR

Soldiers from Milwaukee Recruiting Company listen to Maj. Gen. David L. Mann, USAREC commanding general, during a visit to Greenfield Recruiting Station Feb. 2.

By Jorge Gomez
Milwaukee Battalion

“No other job in the life-long career of a noncommissioned officer will have greater strategic impact in the Army than that of recruiting,” said USAREC Commanding General David Mann during a February visit to the Milwaukee Battalion.

Mann made the trip to share his recruiting priorities with Soldiers and leaders and to address any command-level questions.

“Recruiters serve on a different kind of frontline,” said Mann. “They keep unqualified people from joining the Army. Some folks are just not cut out to be in the Army. It is an honor and privilege to wear the uniform. Don’t disparage it.”

In fiscal year 2011, the Army recruited the highest number of qualified young men and women since 1992.

The USAREC commander said outdated perceptions of Army recruiters are hurting the Army’s relationship with the American public. To counter those misperceptions, Mann told recruiters his priority is to establish sound and enduring relationships with high schools.

He added that building relationships with counselors and teachers so they come to believe that recruiters want what is best for students is the way to change long-held misperceptions.

“Go to the high schools and tell them, ‘I want to work with you to keep that young man or woman in school regardless of whether he/she joins the Army.’” he said. “That’s the Army giving back to America.”

After sharing his vision with the Soldiers, Mann answered questions about the implementation of Small

Unit Recruiting. He emphasized how the new approach empowers center commanders — formerly station commanders — with greater leadership.

“A center commander is not just a technical expert on recruiting, he leads the organization, resources talents, and develops the team,” said Mann.

For Sgt. 1st Class Stephen Lawlor that means he can expect a greater challenge at his next assignment. The battalion master trainer said he remembers a time when station commanders were considered more like top sales people, rather than great NCOs.

“As a center commander, I’ll have to know my Soldiers, their individual strengths and weakness, and combine their efforts to make mission,” Lawlor said.

Recruiters were pleased the commanding general made the trip to meet with them.

Staff Sgt. Melissa Murphy, Madison West Station, who’s been recruiting since 2008, said this is the first time she’s met a USAREC commander.

“It was beneficial to hear genuine accolades from him about what we are doing. The hard work one puts into this job often goes unnoticed.”

She was also pleased to learn the Army will become more selective about who gets to stay in its ranks.

“The Army only gets better because of [increasing performance standards for retention],” said Murphy. “If you are not meeting height and weight standards, if you are undisciplined, or have disciplinary action against you, then someone else should take over your responsibility. We [as recruiters] are charged to find excellent ambassadors of this country and Army.”

Fort Bragg Units Assist With Developing Future Soldiers

Soldiers of the 82nd Sustainment Brigade at Fort Bragg, N.C., conduct Army PRT (Physical Readiness Training) with Raleigh Battalion Future Soldiers Feb. 3.

By Brian Lepley
USAREC G7/9

It is a fortunate Army recruiting company that is located near one of the Army's power projection installations.

Beyond the amenities these posts offer Soldiers and families on recruiting duty, the presence of units, facilities and equipment allow for Future Soldier training that goes beyond PT in the recruiting station parking lot.

Fayetteville Company of the Raleigh Battalion has embraced its proximity to Fort Bragg, creating a quarterly FS training event on post with units of the 82nd Sustainment Brigade called "Adopt a Station."

"This has been a great success with positive feedback from all our Soldiers and the NCOs from the 82nd Sustainment Brigade units," said Lt. Col Jack Hunt, commander of Raleigh Battalion. "They all really look forward to the event. We really see positive feedback from the Future Soldiers. The training provides them a great feeling of accomplishment after the event. The Future Soldiers really love the event."

Hunt realizes that few recruiting companies are close to an installation with the resources of a Fort Bragg, but establishing a relationship with local Army Reserve units and ROTC departments is an alternative.

"The most critical steps to success for this type event are contacting the unit's training section, getting the unit commander's buy in and planning," said Hunt.

"The person who oversees this program for the battalion is our master trainer, Master Sgt. Joseph Seidel," Hunt said. "He is a seasoned recruiter, former first sergeant and a great master trainer."

Seidel's counterpart at the 82nd Sustainment Brigade was Master Sgt. Eddie Lomas, who recently took a first sergeant position in the brigade.

"I took hold of this because I wanted to show these Future Soldiers what they will learn, what they will know, what they will do in the life of a Soldier," Lomas said. "It's enjoyable to see these young people, to talk to them about their MOS and tell them, 'I see you doing that in the Army.' We tell them this is not a job; this is what we do every day."

The company's last event was Feb. 3. Bus transportation to and from Fayetteville to post and the dining facility lunch is arranged through the installation commander's staff. FS training includes physical training graded by active duty Soldiers, equipment displays and drill and ceremony.

"We also have Army Community Services brief them on the programs that will help them and their families," Lomas said.

The day's schedule resembles what the FSs will encounter in basic training.

A 7:30 a.m. formation at a recruiting station is followed by bus transportation to Fort Bragg. The morning consists of PT, a PT test, and static displays with briefings. After lunch at the dining facility, the FSs get a rotation of classroom instruction.

"We show them they will work with the world's best equipment and bring out the explosive ordnance suit, the explosive ordnance device robot. We got the chemical company to bring out the Fox [chemical detection] vehicle," Lomas said. "We know the Army is short airborne Soldiers so we have the Golden Knights give a demo. We have the riggers come out and show how to pack a parachute. We put some of the young people in the harness."

Hunt completes the event's life cycle with an after-action report. Then the battalion and company get to work on the next event, planned for May 4, which will involve ROTC cadets.

"By getting our Future Soldiers exposed to this training, they will have an easier transition to their initial training status and better integrate into the Army when they depart for training," Hunt said.

SEC LATORRE SMITH, RALEIGH, BN



The Bulldawg Challenge

Building Morale and Esprit de Corps

Sgt. Robert Murray, Winston-Salem Company, negotiates “The Dirty Name,” one of the obstacles in the Bulldawg Challenge.

Story and photo by Sgt. 1st Class Eugene Mustin
Raleigh Battalion

“But there can only be one,” could be heard echoing from Camp Mackall, N.C., during Raleigh Battalion’s Bulldawg Challenge Jan. 11 and 12.

The challenge, which promotes esprit de corps and morale, is conducted every quarter.

It consists of six physically demanding events: The “Nasty Nick” — the obstacle course used during Special Forces selection, the push up and sit up competition, a sandbag carry where team members carry a 20-pound sand bag in each arm for 200 yards; tug of war, which pits two-man teams against one another, and a timed five-mile ruck march where each competitor carries a 35-pound pack.

Each company selected its two best noncommissioned officers to compete. After it was all said and done, the Fayetteville Company team of Sgt. 1st Class David Trentin and Sgt. 1st Class Bryan Rowland, won the 1st Quarter FY12 Bulldawg Challenge.

“I think the entire event was amazing. I feel it was well organized from start to finish,” said Trentin.

The challenge instills the warrior ethos and provides Soldiers a sense of camaraderie. It also gives them an opportunity to get away from day-to-day recruiting operations and gives them the chance to test their physical abilities as do Soldiers assigned to regular combat units.

“This event was very fun and not only challenged you physically but mentally as well,” said Staff Sgt. Benjamin Camp. “I enjoyed the opportunity to do stuff.”

Winners were awarded a bronze bulldawg, which they keep in the station and entitles them to bragging rights until the next Bulldawg Challenge.

Going to the Dogs

Boise Company Devotes Volunteer Day For Shelter Pet Testing

Staff Sgt Brian Souders of Boise Company plays with a Canyon County Animal Shelter dog Jan. 24 in order to assess its compatibility with a potential owner. The entire company volunteered that day to complete the testing for the shelter's 122 dogs.

By Boise Company

It was a dog's life for the Boise Company Jan. 26.

All company personnel gathered at the Canyon County Animal Shelter in Caldwell, Idaho, to volunteer for the "Meet your Match" Canine-ality Adoption Program.

Twenty-six Soldiers served as dog handlers, systematically testing the personalities of over 122 dogs with the program's "canine-ality" assessments.

"It is my goal as commander to have each of our Soldiers complete 20 hours of volunteer service in the community each fiscal year and this event was a great fit for us," said Capt. Christopher Collins, company commander. "The shelter needed a large group of volunteers and we met that need."

The goal of "Meet your Match" Canine-ality Adoption Program is reducing the number of adopted dogs that are returned to the shelters because they don't complement their new owner's needs or interests. Tests ranged from simple greetings to observation through video monitors on how the dogs acted when they were left alone in a furnished room.

Boise Company recruiters observed and documented the behaviors that would be eventually matched with an adopter who filled out a separate survey assessing their own personality and what they sought from a pet.

Paulina Roberson, a volunteer coordinator with the animal shelter, was grateful for the recruiters' assistance.

"After speaking with a few dedicated volunteers I realized that it was a much harder task to get a large group together than I had thought," she said.

It was a long day, said 1st Sgt. Chad Treloar, of assessing and rating 122 dogs, but he and the commander like to have the recruiters accomplish community service.

Boise Company was not the only help at the event. The county sheriff's department had volunteer prisoners there as well, doing clean up after the animals as they were being put through the tests.

Roberson credited the effort by all the volunteers as accomplishing a great help to the shelter, since its budget would not allow it to hire people to do the day-long testing.

Teens Experience Latest Army Technology



COURTESY OF ASB

Staff Sgt. Daniel Wade, North Augusta Station, assists a prospect touring the Army Adventure Van in January in Georgia.

By Megan Elliot
Columbia Battalion

The Army Adventure Van went down to Georgia; it was looking for some teenagers to impress.

Augusta was the city it visited in late January, stopping by Evans, Harlem and Fox Creek High Schools giving students the opportunity to see, hear and touch some of the gear Soldiers use in the field.

The latest technology in the Army's night vision sensors and lasers are demonstrated side by side with body armor, computer simulated battlefield scenes and decommissioned weapons.

"The simulator things and the statues dressed up in Army gear were cool," said Fox Creek High School freshman Will Fagan.

Christina Thomas, a junior at Fox Creek, thought it was "very informative and provided a lot of details."

The Humvee simulator allows visitors to interact with the battle technology just like a driving video game.

Two popular interactive exhibits were the Laser Shot and the XM-25. The Laser Shot is a timed shooting marksmanship exhibit that allowed the students to try their hand at using a decommissioned weapon with a laser sighting system. The XM-25,

also in a video-game format, allowed the students to see the battlefield from a Soldier's perspective and was very popular.

"It was hands-on experience that allowed us to learn more [about the armed forces]" said Fox Creek sophomore Madison Stoll.

For students considering Army service, the Army Career Navigator System visually displays options and, according to Fox Creek senior Josh Kastan, gave "perspectives on the different paths one could take," once enlisted.

The Soldier Adventure Van is one of 11 semi tractor-trailers from the Mission Support Battalion, Accessions Support Brigade, of Fort Knox, Ky., that tours the continental United States to bring the Soldier experience to the public.

"There is a sense of duty and honor in our day-to-day interactions," said Sgt. 1st Class Danielle DuBose, Adventure Van exhibitor. "There's not a lot of direct supervision, so we have to uphold our values ourselves."

Recruiters find that the vehicles are a great tool for dialogue with prospects. Augusta Company Staff Sergeant Steven Key said, "It's a great tool for opening those doors to a conversation about enlisting."

Find out more about the adventure van at www.facebook.com/MissionSupportBattalion.

Are You a

Good Driver?

By Jason Walsh

U.S. Army Corps of Engineers, Sacramento, Calif.

According to the National Highway Traffic Safety Administration, there were 32,788 deaths on American roads in 2010. That means one person died on our roadways every 16 minutes that year.

The good news is, according to NHTSA, fatalities have been declining during the past five years. Experts believe this is due to the strict enforcement of seat belt and car seat use, improvements in overall vehicle design safety and increased attention to safety when building or refurbishing roadways.

However, when it comes to staying out of the statistics column, the responsibility rests on you.

Ask yourself truthfully, "Am I a good driver?" Most of us would answer, "Yes, I'm a great driver." But are we?

The truth is most of us, perhaps without thinking about it, engage in dangerous activities while driving that make us anything but great, safe drivers.

Ask yourself these questions:

- Do I text, dial a cellphone or engage in a thoughtful conversation with someone in the vehicle?
- Do I play with the radio or CD player while driving?
- Do I fish around in the glove compartment looking for something?
- Do I comb my hair or check or apply makeup?
- Do I engage in "dashboard dining" — trying to eat and drink while going down the road?
- Do I light a cigarette or fumble for a dropped lighter?
- Do I read maps or enter locations into my GPS while driving?
- Do I discipline restless children in the car or feed them snacks?
- Do I stare in amazement at how badly others are driving and then get upset or frustrated and drive aggressively?

Unfortunately, most of us can answer "yes" to at least a few of these questions. According to www.smartmotorist.com, there are four factors that contribute to accidents:

1. Equipment failure
2. Roadway design
3. Poor vehicle maintenance
4. Driver behavior

More than 95 percent of motor vehicle accidents involve some degree of driver behavior combined with one of the other three factors. When the facts are truthfully presented, however, driver behavior is usually the primary cause. Many accidents are caused by driving distracted, excessive speed or aggressive driver behavior. So what can we do to stay safe?

- Make sure you use cellphones safely. The safest thing is to make your calls before you set out. If you receive a phone call while you are driving, let the caller leave a message and then pull over and return the call. Drivers who use hand-held devices are four times as likely to get into crashes serious enough to injure themselves, according to the Insurance Institute for Highway Safety.

- Set a good example. Consider how your children might be observing your unsafe habits and assume your actions are something normal that everyone does. If you don't want your child talking on a cellphone while driving, don't let them see you do it.

- Be aware that using a hands-free device can still distract you. In fact, a study done by the University of Utah found using a cell-



phone while driving, whether it's hand-held or hands-free, delays a driver's reactions as much as having a blood alcohol concentration at the legal limit of .08 percent.

- Stop before checking maps and addresses, looking at paperwork or dealing with similar distractions.
- Plan and map out your trip before you leave home.
- Don't allow arguments or stressful conversations with passengers to divert your attention from the road.
- We know better than to drive while under the influence of alcohol or drugs, but fatigue, stress and strong emotions such as anger can also impair the ability to drive safely.

So how do you rate yourself now? Are you as great a driver as you first thought, or are there some areas where you need to improve? The good news is if you're reading this article, there's still time to change your driving habits and stay out of the statistics column. The responsibility is yours.

1. What determines a person's moral and ethical qualities, helps determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or the consequences?

- a. Esprit de corps
- b. Conscience
- c. Character
- d. Persona

2. Which of the following factors is not internal and central to a leader's core?

- a. NCO Creed
- b. Army Values
- c. Empathy
- d. Warrior Ethos

3. To create strong organizations and tight-knit small-unit brotherhoods, all team members must embrace which Army Value?

- a. Selfless service
- b. Personal courage
- c. Respect
- d. Loyalty

4. Which Army Value extends beyond everything required by law, regulation and orders?

- a. Duty
- b. Honor
- c. Integrity
- d. Loyalty

5. Which Army Value is the basis for the rule of law? The very essence of what the nation stands for?

- a. Integrity
- b. Respect
- c. Loyalty
- d. Duty

6. Which Army Value provides the moral compass for character and personal conduct for all members of the Army?

- a. Honor
- b. Integrity
- c. Respect
- d. Selfless service

7. The ability to see something from another person's point of view is called?

- a. Sympathy
- b. Role playing
- c. Transference
- d. Empathy

8. What do leaders display when they take full responsibility for their decisions and actions, even when things go wrong?

- a. Audacity
- b. Moral courage
- c. Initiative
- d. Innovation

9. What kind of behavior quickly destroys organizational morale and cohesion and undermines the trust and confidence essential to teamwork and mission accomplishment?

- a. Irresponsible
- b. Selfish
- c. Reckless
- d. Unethical

10. Which of the following actions should a Soldier take if they perceive they've been given an illegal order?

- a. Refuse to carry out the order
- b. Report them to the next higher command
- c. Make sure the order's intent is fully understood
- d. Carry out the order without question

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

Are you confused about how to post in Recruiting ProNet? Check out the tutorial, "Recruiting ProNet How-to Guide." It's available in the Recruiting and Retention School Forward SharePoint Site. To get there, type "SPAN" (without the quotation marks) in your browser's address bar and hit Enter. Look in the lower right corner under USAREC Staff and click on "RRS-Forward." On the RRS-FWD home page, click "Document Center" and look for the title in the "Relevant Documents" pane.

WOMEN'S HISTORY MONTH



**OUR
history
IS OUR
STRENGTH**

705

ARMY VALUES

Loyalty

Duty

Respect

Selfless Service

Honor

Integrity

Personal Courage

goarmy.com



U.S. ARMY

ARMY STRONG.®