

*"Strength
Starts Here"*

Recruiter Journal

**FUTURE SOLDIER
RETENTION &
READINESS**

page 16



PHOTO CREDITS CLOCKWISE FROM LEFT: SFC RODNEY LOGAN, FLORIN, CALIF.; STATION; FRED HERMSTEIN, KANSAS CITY; MIKE SCHECK, CHICAGO; BN



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ON THE COVER: Future Soldier Private Cody Matsumoto, Sacramento Battalion knocks out some pull-ups while participating in an obstacle course during a Future Soldier event Feb. 11. Matsumoto, 20, signed up to train as an automated logistical specialist. Photo by Sgt. 1st Class Rodney Logan, Florin Station.

BACK COVER: Future Soldier Private Jose E. Tapia-Ramirez seems to float above the sidewalk as he rounds a corner during the two-mile run of a physical fitness test at a Future Soldier event Feb 11. Tapia-Ramirez, 19, will train as a human resources specialist after basic training. Photo by Sgt. 1st Class Rodney Logan, Florin Station.

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Focusing on Future Soldiers

It is that time of year when we focus on the completion of our high school programs. Specifically, we must concentrate on Future Soldiers who may be in jeopardy of failing to graduate from high school. I am certain our recruiters are paying attention to their Future Soldiers and already know who will receive their diplomas. It is extremely important as we prepare to ship our Future Soldiers to training bases that we identify losses and reprogram training seats. Bottom line: our efforts play a critical role in maintaining a steady flow of Soldiers to units throughout our Army.

It is also not too early to start focusing on our FY 13 school programs. This year's juniors will soon become seniors and will begin to seriously discuss their options with influencers. I encourage everyone to establish contact with these students and ensure they are provided with information regarding the many opportunities in our great Army. Be there to help them.

I would also like to briefly discuss the importance of our Army Reserve prior service mission. As many of you know, the Army Reserve has spent much of this year transforming itself from a strategic force to an operational reserve in order to remain responsive to the needs of our Army.

Establish contact with these students and ensure they are provided with information regarding the many opportunities in our great Army. Be there to help them.

— Maj. Gen. David L. Mann

Our Army Reserve has proven itself over the last 10 years of war and will continue to meet our Nation's needs with their willing service and dedication. Part of this transformation is causing turbulence in unit vacancies and critical gaps in structure. The Army Reserve is currently at 120 percent skill level one. It is our mission to help them find leaders to fill leadership gaps...specifically with prior service sergeants and staff sergeants who will fill the mentoring roles the Reserve needs now. This is why our PS mission is such a key element to readiness, not just for the USAR but for the Total Army.

One final word on conferences — given the increased scrutiny on government-sponsored conferences, we need to re-look how we execute our events, in particular those we hold for COIs and educators as well as our training conferences. We must ask ourselves: Are our outreach efforts worth the time, labor, and money we are spending on them? Is there a clear return on investment? What are the best practices for outreach that provide the best value for the taxpayers' money?

It is our responsibility to the American public to ensure we are good stewards of taxpayers' hard-earned resources...I know you agree. Again, I am immensely proud of your many accomplishments, which truly are keeping our Army strong...for many years to come!

ARMY STRONG!



Maj. Gen. David L. Mann

Select Combat Jobs Now Open to Women

More than 13,300 combat related jobs in six MOSs formerly reserved for men are now open to women as of May 14.

Occupations are no longer closed to women solely because the positions are required to be co-located with ground combat units. Additionally, a sizable number of positions have been opened to women at the battalion level in select direct ground combat units in specific occupations.

The services will continuously assess their experience with these exceptions to policy to help determine future changes to the assignment rules.

"The secretary of defense has said this is the beginning, not the end, of a process," said Acting Under Secretary of Defense for Personnel and Readiness Jo Ann Rooney. "The department intends to continue to remove barriers that prevent service members from serving in any capacity in which they qualify."

Defense Secretary Leon Panetta has directed the services to update him in six months on assignment implementation, to include efforts to pursue gender-neutral physical standards, an assessment of the newly opened positions and identification of any further positions that can be opened.

"Women have contributed immeasurably to our efforts, here and abroad," said Rooney. "We simply could not do the mission without them."

If you have questions concerning the new MOSs open to women, contact your brigade or battalion operations.



429 Coyne Textile Services - Syracuse

Bn - Coyne Textile Services is one of the largest independently owned uniform rental companies in the United States with more than 83 years experience. They have 31 locations serving customers in 24 states, and hundreds of delivery vehicles on the road every day. Coyne has a great reputation within the community and will offer good employment and career opportunities to Soldiers. They will also be a great participant in Grassroots initiatives.

New Partners

430 Nueces County Sheriff's Office - San Antonio Bn - Nueces County sheriff's office has a good relationship with Corpus Christi Company. Because of this working relationship, valued veterans are a good fit for corrections positions.

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

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 could 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.

April's top idea for Small Unit Recruiting was submitted by Sgt. 1st Class Andrew Beistel from the Great Lakes Battalion. May's top idea for Innovative Ideas for the Command was from Staff Sgt. Christopher D. Botts from the Pueblo Station.

To view, visit sites <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1647301&lang=en-US> and <https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1667870&lang=en-US>.

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

FS Packing List

There's been an increase in the number of Future Soldiers arriving at training without the recommended combination lock for their personal equipment. For security purposes, ensure FSs include a combination lock with their IMT packing list.

Changes to the packing list can be found in the Guide for Future Soldiers and their Families, RPI 925 and on the Future Soldier Training Program website; www.futuresoldiers.com.

Also, inform FS the money on the stored value card issued to them during IMT, which has increased to \$350 from \$350, is an advance on their pay that will be deducted from their first pay check.

Reference USAREC Msg. 12-138.

New Enlistment

Body Fat Standards

The body fat standards have decreased 2 percent for both male and female applicants effective May 17. The standards for new accessions only are: 24 percent for males, age 17-20 and 30 percent for females, age 17-20.

Future Soldiers (FS), RA and AR, who entered the program on or before May 16, 2012 and ship prior to Sept. 30, 2012 are grandfathered in.

All FSs will be weighed once a month. FSs who are close to their maximum weight or are required to be taped will be weighed once a week. Only a male Soldier may tape another male. Only a female Soldier may tape another female.

At no time will recruiting personnel offer advice on weight loss, dietary supplements or weight loss goals. FSs must consult with their own health care professional for that advice.

Reference USAREC Msg. 12-136.

Antiterrorism Handbook Available

The handbook Antiterrorism Tactics, Techniques and Procedures for Standalone Facilities, (SAF) (recruiting stations) is available from the Office of Provost Marshal General (OPMG).

It can be downloaded from the OPMG Army Antiterrorism Enterprise Portal (ATEP) on AKO.

The Common Sense Approach to Future Soldier Readiness

This month I want to spend some quality time discussing the doctrinal approach to the readiness of our Future Soldiers. Future Soldiers are the direct result of hard work and continued efforts; they remain in the program until departing to initial training. We all play an important role in the Future Soldier Training Program (FSTP) and share responsibility, which does not end at the enlistment. It is during the execution of our tasks that we must apply a “common-sense approach to Future Soldier readiness.”

USAREC Regulation 601-95 governs the FSTP. This publication continues to evolve with the training needs of the Army and the transformation of this command under Small Unit Recruiting (SUR). Shortly we will release the first revision of this regulation since July 2002. This publication details requirements of the FSTP such as training tasks, completing forms, and Future Soldier follow-up. Additionally, it prescribes policies and procedures for the management of Future Soldiers and the responsibilities at all levels of the command. It provides us with the “what I must do” part of our doctrine.

We all know that keeping Future Soldiers interested in their new Army adventure and remaining qualified for service is the overall goal of FSTP. However, just as important is the level of critical thinking we apply to plans and requirements. Leaders at all levels must ensure that all FSTP members complete the mandatory items listed on USAREC Form 1137, USAREC Future Soldier Pre-Execution Checklist. Additionally, recruiters and center commanders must continuously motivate every Future Soldier to complete as many pre-basic training tasks in Section II as they can during their delayed entry time. It is within this area of our recruiting operating plans (ROP), from the recruiting center to the battalion, that our leaders must apply critical thinking in how we apply tasks and requirements.

Yes, leaders must ensure recruiting personnel use the tools provided by the command, but they must also apply a little common sense. Recruiting centers and stations task organize under the SUR transformation. How we apply time and effort against the FSTP is critical. Often during my travels, I ask how the center is executing the tasks written in USAREC Manuals 3-01 and 3-06. These manuals provide us with the “how to think about” recruiting and recruiting tasks at the recruiter and center commander levels. I continue to find units implementing policies and practices that may not support the SUR transformation and execution of center and Future Soldier leader (FSL) duties.

Consider Future Soldier meeting and training frequency. Are we providing value based training and fitness improvement or simply checking the block? What is the right tempo for Future Soldier training? Some units try to mandate weekly FSTP functions; are such requirements achievable under the SUR construct? I submit that weekly functions are far too frequent, given the time a Future Soldier spends in the FSTP. The fact is, you will not get the majority of your Future Soldiers to attend every week.

If leaders are not careful, they may find Future Soldiers losing interest after about five to six weeks because there is only so much you are going to teach them. The standard FSTP functions I see during my visits require the Future Soldiers to assemble at the Recruiting Center. This requires the Future Soldier to drive, or have a family member transport them; far too often with the price of gas today that adds additional burdens!

Leaders must apply common sense and consider second and third order affects when they create such requirements. When the FSTP requires Future Soldiers to report to the center weekly—and travel is an issue—we then require the FSL or other members of the team to drive out and bring those recruits back to the center. We must exercise better critical thinking when performing these tasks without disrupting operations.

Leaders must apply doctrinal practices found in USAREC Manual 3-06 when considering their recruiting functions analysis (RFA) and the centers’ recruiting operating plan (ROP). Geography, economy and structure under SUR demand that we apply personnel resources as required without disrupting other critical recruiting tasks, such as prospecting. Use the engagement team to conduct follow-up with Future Soldiers out in the area of operation as planned in their daily and weekly supporting plan to the ROP.

Leaders, embrace your responsibilities: enforce requirements of the FSTP, and apply common sense to Future Soldier readiness.



Command Sgt. Maj. Todd Moore

Saved by

Inner Strength

and the Strength of Others

By Chaplain (Maj) Douglas Gibson

This is a story about an Army family who went hiking along a swift, mountain river. All of a sudden the mother slipped and fell into the cold, deep, fast current and was quickly swept toward the high and tumultuous falls. Just before plunging over the waterfall, the mother managed to grab a small boulder just above the water line and hung to the jagged and slippery rock for dear life.

The rest of the family which included the father, son and daughter tried everything they knew to rescue her. First, they tried a human chain but the water was much too powerful. Next, they tried tying all their belts together to toss to her, but the belts were way too short.

Desperately the father searched nearby and found a nylon rope and then walked out into the water as far as he could and tossed her the rope, but unfortunately just as he tossed the rope he slipped and fell forward into the current; only managing to grab the same boulder his wife was clinging to.

Meanwhile, his wife was getting weak from the frigid cold and from the constant pressure of the river current trying to push her over the falls.

Her husband pulled himself around in front of her in order to take on the full brunt of the water rushing by. As time passed, he too weakened from being cold, tired and wet. His wife grabbed his head and looked straight into his eyes and told him over and over again, "Hang on! Help is on its way."

Fortunately for them a bystander observing the scene quickly called for help. Not long afterwards, a park ranger wearing a wet suit appeared and with a valiant effort the park ranger and others who gathered rescued the husband and wife.

Although the family was exhausted from the ordeal, nobody was seriously harmed. It turned out to be a happy reunion.

This story touched something inside of me. It happened when I read how when the wife was cold and exhausted, the husband provided his strength to support her and when he was out of physical strength, she found her inner spiritual strength to support him. Together they helped one another long enough to be pulled to safety by the park ranger and others.

I believe this story is just one example of how a resilient Soldier and spouse worked together through a life-threatening situation until help arrived from others.

I shudder to think what could have happened if the husband and wife did not support one another.

Surely, you agree with me that we are all glad to say the family crisis had a happy ending because others were there to help when the family needed it the most.

I also think this potentially tragic story turned out to be a good news story with a lesson for us.

There are many times in life when personal resiliency helps Soldiers, Army families and Army civilians through the normal activities of the daily Army operations.

There are also times in each person's life when our personal resiliency needs the combined effort of others in the Army to help us pull through a difficult and potentially life-threatening circumstance. That is why knowing about the Army way to build your personal resiliency and when to rely on help from others is so important.

One way to build your personal resiliency is by talking with an Army master resiliency trainer (MRT) in your unit. MRTs instruct Soldiers, Army families and Army civilians in Comprehensive Soldier Fitness (CSF).

CSF equips and trains our Soldiers, families and Army civilians to maximize their potential and face the mental, physical, emotional, social, and spiritual challenges of sustained Army operations.

It is an Army prevention model aimed at the entire force, which will enhance resilience and coping skills enabling people to grow and thrive in today's Army environment.

CSF is based on 30-plus years of scientific study and results, uses individual assessments, tailored virtual training, classroom training and embedded resilience experts to provide the critical skills our Soldiers, family members and Army civilians need.

As you know, it's an annual requirement for Soldiers to take the Global Assessment Tool (GAT), which can be accessed at the CSF Website, <http://csf.army.mil/whatiscsf.html>. Spouses can also take the survey by going to <https://www.sft.army.mil/SFTFamily/LoginSft.aspx>.

The anonymous survey provides a personal resiliency score, doesn't take long to complete and is easy to understand.

Personal resilience is necessary. The help of others is also necessary.

Like the story mentioned above there are times when personal resiliency needs the help of others to bring about a desired outcome.

We don't always know when a difficult situation will happen that might be beyond our personal resources and greater than our resilient efforts of past experiences. Nevertheless, in such times, help from someone or some Army agency or other professional agency is required to get you safely to the desired outcome.

So if you are encountering a difficult situation in your life, I encourage you to seek help beyond yourself before it is too late.

If you know someone who is struggling in a difficult situation and may go over the edge without seeking help, then be like the bystander in the story, and call for help right away. You might just save a life.



STAFF SGT. RUSSELL KUKKA

Fort Benning Prepares for female trainees

By Vince Little
Fort Benning

In quick response to the Defense Department's decision to allow women to pursue some combat related jobs traditionally reserved for men, officials at the 194th Armored Brigade at Fort Benning have said they can begin training female Soldiers right now, if necessary.

Training for Bradley and tank mechanics on the 91A M1 Abrams Tank System Maintainer and 91M Bradley Fighting Vehicle System Maintainer courses under the Armor School on Harmony Church is about to go co-ed. The other four specialties are in artillery.

"This is another subtle change to our culture, just like the Armor School coming here from Fort Knox," said Lt. Col. William Nuckols, commander of 3rd Battalion, 81st Armor Regiment. "We started working on this a year ago when we got a hint this might happen and began doing our prep and planning. But it's going to impact more than just the brigade. It will have an effect on many agencies and units across the Maneuver Center of Excellence."

Armor officials said it's unclear how soon Human Resources Command will start placing women in the two courses, but they plan to be fully prepared with a minor barracks overhaul and other infrastructure modifications by Sept. 1. When they do arrive, it'll be the first class with female Soldiers ever to go through training at Fort Benning for a combat role.

The 1994 DOD policy known as the Direct Ground Combat Definition and Assignment Rule had prohibited women from serving in combat units below the brigade level. An exception has now been granted allowing them to serve in some positions at the battalion tier.

The six MOSs had been closed to female Soldiers because they were normally collocated with direct combat units.

"There's been outstanding teamwork across the Maneuver Center of Excellence, or MCoE from multiple organizations to come up with a plan and get the necessary steps in place to make sure we're ready to assume this mission," said Lt. Col. Samuel Welch, the 194th Armored Brigade's deputy commander.

A \$42,000 project to set up a company operations facility inside the trainee barracks at E Company, 3-81 Armor, began in April, said Maj. Henry Delacruz, the brigade operations officer. The blueprint calls for a wall to be built in an existing bay upstairs to divide the male and female living space in half. Plumbing in the adjacent latrine is designed for an easy conversion of three urinals to toilets and partition installation, he said.

To meet the Army's separate and secure standards, the facility must include a video surveillance system in common areas and fire barrier wall with door alarms. Video will be linked to monitors at the charge-of-quarters desk and battalion headquarters.

"It's a preventive measure," Delacruz said. "We think we've gone above and beyond the regulation and what's required to make sure everybody is protected."

Brigade Command Sgt. Maj. James Daniels said the unit won't be able to put a female cadre member on duty at the command post every day. That's where the cameras come into play.

"They will ensure that we protect the Soldiers, cadre and command in case something happens," he said.

Collectively, the AIT courses will have two female instructors who'll double as squad leaders and two women assigned as platoon sergeants — the equivalent of a drill sergeant, Nuckols said. The four cadre members are expected on post by late summer. In addition, E Company will bring in a female executive officer.

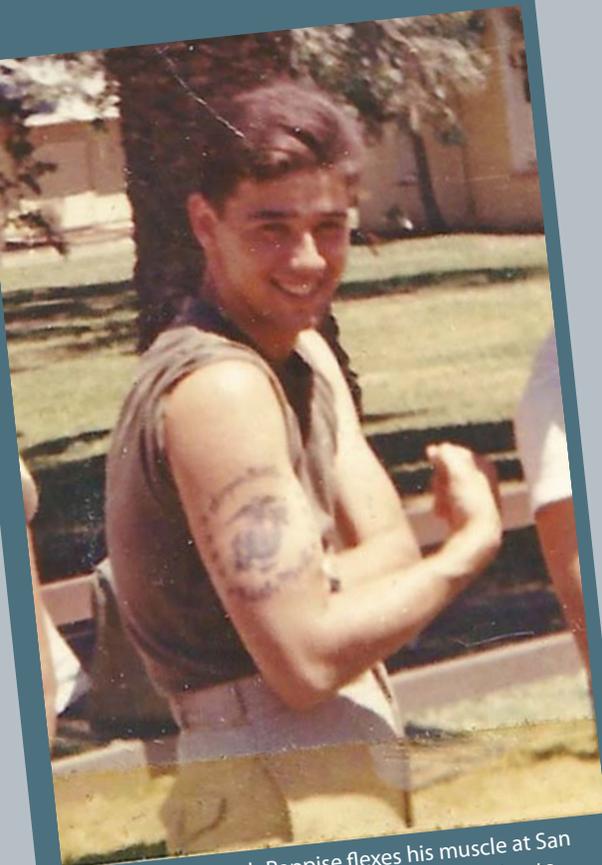
He said there will be no more than 21 female Soldiers going through the courses at any given time based on the model of three per class and unit's capacity to conduct seven sessions simultaneously.

Depending on how female Soldiers perform in tank and Bradley maintainer training, they'll also become eligible for the Armor School's Heavy Vehicle Recovery Course, Welch said. The top students in AIT get selected.

"Our female trainees won't be treated any differently than the male trainees," he said.

End of an Era

By Katherine Pearson
Columbia Battalion



A 19 year old Joseph Rappise flexes his muscle at San Diego Marine Base in 1969 just before deploying to Vietnam.

The retirement of an Asheville, N.C., recruiter on July 31, marks the end of an era. After nearly 27 years in the military, Sgt. 1st Class Joe Rappise, the last recruiter who is a Vietnam veteran, will take off his uniform and join the civilian world — this time — for good.

Rappise's military career began in 1969 when he joined the Marine Corps at the age of 18.

Tradition will have us imagine a young man's enlistment into the military as a noble, heroic moment, compelled by a sense of duty to his country. That was not the case with Rappise.

That year he found himself face-to-face with a judge in a courtroom as a result of some trouble-making. Faced with two choices, go to jail or join the Marine Corps; Rappise chose the latter and embarked upon a two-year tour with the Marines as a radio operator.

His first day in Da Nang, Vietnam, in October 1969, Rappise was told to follow a group of Soldiers sweeping for land mines. For nearly 12 hours every day for two years, the small group of men scoured the roads with metal detectors hoping their meager security would not be ambushed.

When his tour ended in 1971, he left the Marine Corps with a Purple Heart — which he jokingly refers to as the "I can't run fast enough award" — and a Marine Corps tattoo on his arm.

He then took a 16-year sabbatical from the military, during which time, he hitchhiked and traveled across the country from Alaska to

Arizona. His experiences ranged from the incredibly exciting, such as working as a cowboy driving cattle 1.5 million acres across northern Nevada, to the less exciting of stocking shelves in a convenience store. He ended up in New Jersey working as a waiter for a woman who eventually became his wife.

Then in 1988, feeling homesick for the military — although not ready to commit — Rappise started talking to an Army recruiter he'd met in a store about the possibility of reenlisting. Crediting the man's dogged persistence, Rappise joined the Army National Guard in 1988.

Last Vietnam Veteran Recruiter to Retire

A year later he switched to the Army Reserve and then became a recruiter in 1992.

During his 19 years as a recruiter, Rappise has enlisted almost 500 Soldiers, and in his 10 years with the New York City Battalion, he was continuously one of the top three recruiters.

The secret to his success, said Rappise, is not to try to sell anyone on the Army, but to just be honest telling potential recruits what he knows about the Army. He builds relationships in his community and shares stories of his own Army experiences, even with people he just meets on the street.

This approach helped him recruit Socrates Stalin Rodriguez, an immigrant from communist Venezuela, as well as recruiting an Islamic woman who had never been in public without her burka until she came to Rappise's recruiting station.

He even recruited a man he met while bass fishing in New Jersey by thrilling the fisherman with tales about trout fishing in the Owyhee River located in the Wild Horse Reservoir in northern Nevada, bass fishing in Shasta Lake in the Cascade Mountains of California, and surf fishing off the coast of Guam.

After learning Rappise was able to travel to all these places through the Army, the fisherman wanted to know the first step in starting an Army career. With a smile, Rappise replied, he had already taken that step when he started their conversation.

When Rappise retires, he will have spent a combined 27 years in the military — long enough to have earned the nickname “Viejo” (a Spanish term of endearment meaning “old man”), and long enough to witness many changes in the military.

Some of these changes Rappise approves of, such as the more merit-based system of promotion that replaced the old, much more political system. Other changes — not so much. Recalling the grueling basic training he went through in 1969 with in-your-face, screaming drill sergeants like those in the film “Full Metal Jacket,” he believes the Army has grown softer. It's an element of toughness he misses.

“We're the Army,” he said. “We're not nice people, but we're good people.”

However, he does endorse some of the Army's regulations for the treatment of Soldiers, particularly the rule that forbids drill sergeants from hitting Soldiers.

“Never hit [your Soldiers],” said Rappise. “If you have to hit them, then either you can't teach them or they can't learn.”

The military's been a good experience for Rappise, one he would absolutely do all over again.

Working in western North Carolina provides Rappise with constant reminders about what he truly loves about his job.

Many of the kids he recruited in Appalachia lived in single-wide trailers with three generations of family, their situations offering little opportunity and hope for improvement.

Today, these kids are educated, disciplined, have bright career prospects and often call Rappise to thank him.

“At the end of the day,” said Rappise, “take all the crap away, you're changing lives.”



Back row: Sgt. 1st Class John Davis, Staff Sgt. Larry Sloan, Staff Sgt. Eric Rasmussen, Sgt. 1st Class William West, Sgt. 1st Class Joseph Rappise. Front row: Staff Sgt. Larry Echelburger and Sgt. Albert Smith of the Asheville Station.

Learning to Stay Army Strong When Facing Adversity

By Fonda Bock
Assistant Editor

Resilience is the ability to grow and thrive in the face of challenges and bounce back from adversity. Resilient Soldiers are self-aware, self-regulated, and adaptive leaders that possess mental toughness, perform at optimal levels, possess enhanced leadership and communication skills, and present goal achieving attitudes.

These characteristics and being mentally, emotionally, and physically strong are what every great organization desires from its Soldiers, leaders and staff.

With that awareness, USAREC leadership coordinated with the Department of the Army-Comprehensive Soldier Fitness to conduct a Master Resilience Trainer course at Fort Knox, Ky., from May 7-17, 2012.

Over the 10-day course, 120 Soldiers from around the country, including recruiters, first line supervisors, and first sergeants learned how to cope productively with stressors and challenging events and then how to teach those skills to their subordinates.

“We are a high priority organization for implementing resiliency programs,” said Phil Tabor, Chief G3 Training for USAREC. “USAREC is unique because of our geographical make-up. Unlike our Army counterparts that can schedule and conduct resiliency training in the local company and battalion area with just a few trainers, we cannot.”

To ensure recruiters have the same opportunity to receive consistent resiliency training conducted by first-line supervisors, Tabor said the command needs to have many master resilience trainers.

In addition said Tabor, “within our command, just like the rest of the Army, we’re bringing in people from different cultures and nationalities and expecting everybody to think and react the same way and they don’t. And we’ve found that the resilience of today’s youth may not be as high as it was in the past.

“We deal with people from all walks of life, people telling us no, people totally against military service, and how do we relate to that when we’ve grown up in an organization that is proud of what we do. We take those feelings home with us, combine it with our combat experiences, and the stress of learning a new job, and it trickles down into our relationships. So resiliency provides us with the tools to be able to live and relate in life a lot more appropriately,” said Tabor.

During the course participants learned:

- Real-time resilience: how to shut down counterproductive thinking to enable greater concentration and focus on the task at hand.

- How to identify character strengths in self and others to build the best in yourself and others.
- How to use character strengths in challenges and leadership: Identifying character strengths in yourself and others to improve teamwork and overcome challenges.
- Assertive communication: communicating clearly and with respect, especially during a conflict or challenge. Using the IDEAL model to communicate in a confident, clear and controlled manner. (IDEAL) I=Identify and understand the problem, D=Describe the problem objectively, E=Express your concerns, A=Ask the other person for his or her perspective and ask for a reasonable change, L=List the positive outcomes that will occur if the person makes the agreed upon change.
- Active constructive responding and effective praise; responding to others with authentic, active and constructive interest to build strong relationships. Praising to build mastery and winning streaks.
- Hunt the good stuff; hunt the Good Stuff to counter the negativity bias to create positive emotion and how to notice and analyze what is good.
- ACT; identifying your thoughts about an activating event and the consequences of those thoughts.
- Avoiding thinking traps; identifying and correcting counterproductive patterns in thinking through the use of critical questions.
- Detect icebergs; identifying core beliefs and core values that fuel out-of-proportion emotions and evaluating the accuracy and usefulness of these beliefs. Identifying core beliefs and core values that promote rejuvenation.
- Problem solving; accurately identifying what caused the problem and identifying solution strategies.
- Put it in perspective; stop catastrophic thinking, reduce anxiety and improve problem solving by identifying the worst, best and most likely outcomes of a situation.
- Mental games; change the focus away from counterproductive thinking to enable greater concentration and focus on the task at hand.

Every participant received a certificate of completion and a skill identifier of 8R, which identifies them as a master resiliency trainer for the Army, not just for USAREC.

Currently the command has about 180 MRTs. Tabor says the goal is to eventually have 400 by the end of 1st Qtr FY13. Tabor emphasizes master resilience trainers are not counselors or psychologists; they are not financial or marital advisors but experts on training resiliency skills.

Study Finds

Resilience Training Effective

By David Vergun
Army News Service

The Master Resilience Training aspect of Comprehensive Soldier Fitness, like the one just conducted at Fort Knox, Ky., is working well. That's according to an Army report released in January covering a 15-month period of statistical evaluation.

The Comprehensive Soldier Fitness program was launched in 2009 to teach Soldiers how to be psychologically strong in the face of adversity, such as combat.

Designed at the University of Pennsylvania by behavioral specialists using proven research-based methodologies, it's also available to family members and Department of Army civilians.

Within CSF, all Soldiers, active, National Guard and Reserve, are required annually to take the Global Assessment Tool, an online questionnaire, which measures a Soldier's psychological health.

The GAT scores give Soldiers an indicator of where they are strong and where they can improve. Those needing improvement could take comprehensive resilience modules, which are online help tutorials, or seek professional counseling.

Master Resilience Training is the second aspect of CSF. The 10-day MRT-C course is taught at University of Pennsylvania, Victory University, or by the Mobile Training Team, which is available by request.

Leaders are taught to instill resilience in subordinates — meaning

they help fellow Soldiers learn to bounce back from adversity.

The study evaluated GAT scores of eight randomly selected brigade combat teams, known as BCTs. Four received MRT and four did not. Over the 15-month period, scores of the four BCTs receiving the training were significantly higher than the others, irrespective of other variables, such as unit leadership and cohesion.

"This report represents a significant milestone with respect to the Comprehensive Soldier Fitness program and the Army's broader efforts to develop a more resilient and capable force," wrote former Army Vice Chief of Staff Gen. Peter W. Chiarelli, in the report's foreword. "It is my hope that this report will spark fruitful discussions; leading to new and improved ways we may help our Soldiers, Army civilians and family members to improve their overall psychological health."

The study has demonstrated that the program is successful, said Army Brig. Gen. Jim Pasquarette, the CSF program director.

"I believe this is something we're going to have forever, similar to physical training," Pasquarett said. "I think in the future, even under this budget, we're going to fund it. We believe this will save us money through prevention [because] it helps our Soldiers, family members and Department of the Army civilians deal with adversity in their life and more importantly — thrive in their lives."

EDUCATION *NOT* AN OPTION it's a Requirement

Battalion partners with local colleges to promote Future Soldier retention

By Captain Jose Rivera Jr.
Cleveland Battalion

Many centers of influence still associate serving in the Army as a direct trade-off for a college education, so overcoming the misconception that the Army is not a viable option for college bound high school students is essential.

With a message that the Army creates opportunity for college education and the mantra “Education is not an option, it’s a requirement,” Cleveland Battalion recruiters have overcome this common misconception by showing that service in the Army and college education are mutually inclusive, accessible and important.

In collaboration with Cleveland-based colleges, Cleveland Metro Company developed the Future Soldier Campus Orientation Program.

The Future Soldier Campus Orientation Program promotes Future Soldier retention by providing a tangible campus experience for the Future Soldier and his/her influencers that show the strong partnership among the Army and colleges, a commitment to educating Soldiers, and an overview of educational benefits that are tied exclusively to completed honorable service in the military.

The program introduces Future Soldiers to the veteran services coordinators for the participating colleges that include public colleges and private Yellow Ribbon universities — those that subsidize a portion of the tuition. Current participating colleges include John Carroll University, which hosts a

resident ROTC department and is ranked seventh regionally by US News and World Report), Cleveland State University, Lake Erie College, and Cuyahoga Community College the largest community college in Ohio with a population of over 1000 student veterans.

Future Soldier campus orientations are held at college campuses with traditional brick and mortar facilities. During the FSCO, Future Soldiers and their influencers receive an overview from college veteran services coordinator covering the Post 9-11 GI Bill, GI Bill Chapter 1606 and 1607 benefits, Concurrent Admissions Program, and special veteran incentives provided by each college.

Following the briefing, Future Soldiers and their family members are given a full college campus orientation tour by students currently enrolled at the college. Colleges also provide catered lunches for the Future Soldiers as well as complementary tickets to sporting events being held the day of the FSCO — creating a no-cost Future Soldier event for the company.

For many Future Soldiers, this is the first time that they have visited a college campus. This tangible experience helps solidify the connection between a choice to serve in the Army and the opportunity to seek a college degree.

Additionally, parents and spouses of Future Soldiers are able to validate incentives described by Army recruiters during the Army interview and Future Soldier orientation briefings. Parents have

the ability to interface with college veteran services coordinators and verify that their sons’ or daughters’ decision to enlist in the Army is not a decision to forgo a college education.

The Future Soldier Campus Orientation program has been successful in Cleveland due to deliberate planning criteria established by participating colleges and the recruiting company.

Participating colleges are required to be service member opportunity colleges (SOC) and registered to participate in the Concurrent Admissions Program (ConAP). Additionally, the consortiums of colleges participating in the FSCO program have veteran services programs with full-time program coordinators and active veteran student organizations.

Participating colleges must have traditional campuses to conduct the orientation tours — as on-line or computer lab based campuses do not provide the experiential impact that a traditional campus setting offers.

The FSCO program is facilitated by the recruiters but run by the civilian veteran program coordinators and college faculty members. An introduction from the college president or director of admissions, and briefings delivered by veteran services coordinators creates continuity and reinforces information Future Soldiers have heard from their recruiters.

The Future Soldier Campus Orientation program is a deliberate partnership with colleges committed to veterans that reinforce the message to Future Soldiers that college is a

Components for Successful Future Soldier Campus Orientation Programs:

Create partnerships with a committed consortium of veteran friendly colleges that meet the following criteria:

- ✓ Has a veteran program director with a dedicated position
- ✓ Registered in a service-member opportunity college (SOC)
- ✓ Participates in the Concurrent Admissions Program College (ConAP)
- ✓ Has veteran enrollment with an active veteran student population
- ✓ Located at a traditional “brick and mortar” campus setting

The FSCO is attended by Future Soldiers and parent/guardian or spouse. Introductions and briefings are conducted by college officials, not by recruiters or the recruiting commander.

requirement for a successful career in the Army and in order to qualify to receive this educational opportunity you need to serve honorably — starting by shipping to Basic Combat Training.

Training Future Soldiers *Safely*

A Centers for Disease Control (CDC) report cited the instances of three previously healthy collegiate wrestlers in different states who died while each was engaged in a program of rapid weight loss to qualify for competition.

In the hours preceding the official weigh-in, all three wrestlers engaged in a similar rapid weight-loss regimen that promoted dehydration through perspiration and resulted in hyperthermia. The wrestlers restricted food and fluid intake and attempted to maximize sweat losses by wearing vapor-impermeable suits under cotton warm-up suits and exercising vigorously in hot environments.

Why should this be important to recruiters?

Because recruiters are reporting increased numbers of overweight applicants. Many are so overweight, they will never make standard. But some are working hard to lose the weight to enlist. Being at a healthy weight is a good thing, but not if an applicant or Future Soldier goes to extremes to get to and maintain their required weight. It could even be dangerous.

The deaths of these three wrestlers should serve as evidence for what can happen to someone who doesn't manage training or weight loss correctly.

Recruiters must pay particular attention to the physical conditioning routine Future Soldiers are performing to get in shape and stay in shape for their Army enlistment.

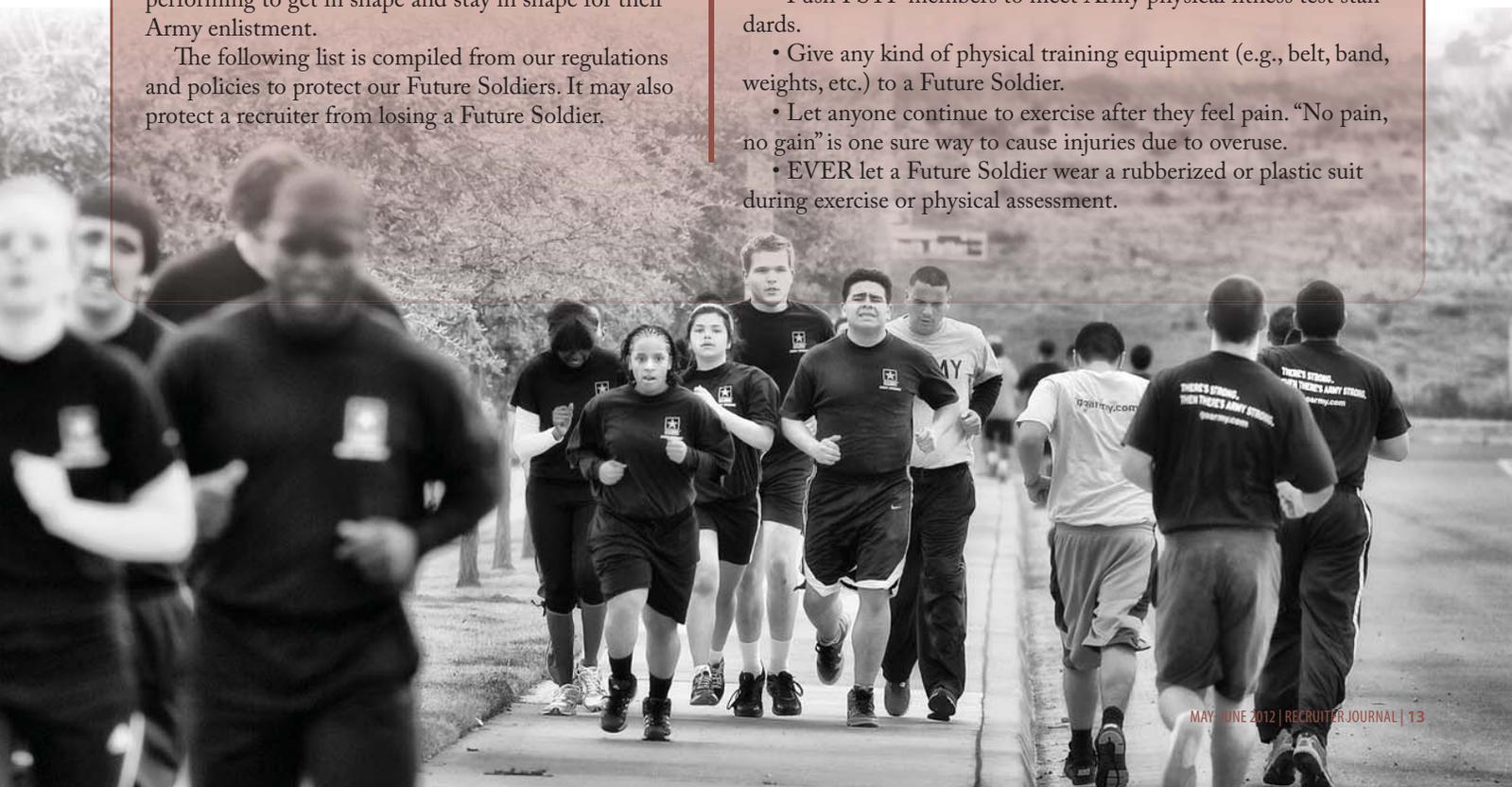
The following list is compiled from our regulations and policies to protect our Future Soldiers. It may also protect a recruiter from losing a Future Soldier.

DO

- Encourage FS to see a physician before starting a new physical regimen.
- Encourage FS to eat a well-balanced diet.
- Encourage FS to give up sweets and sodas.
- Follow a training schedule with warm-up and cool-down periods.
- Encourage FS to exercise with a training partner.
- Wear light-colored, comfortable clothing in warm weather.
- Layer clothing in cold weather according to personal preference to prevent frostbite.
- Avoid exposure to pollutants — including tobacco — before and during exercise, if possible.
- Stay properly hydrated.
- Ensure your FS has a copy of RPI 237, Army Pocket Physical Training Guide, and reads it.

DON'T

- Give or advise applicants/FS to use any pharmaceutical product, medicine, medication, or remedy, whether controlled, prescribed, or sold over the counter for the purpose of meeting enlistment or commissioning eligibility.
- Suggest purging as a way to control calories.
- Use the FSTP physical training to replicate basic training conditions and environment.
- Push FSTP members to meet Army physical fitness test standards.
- Give any kind of physical training equipment (e.g., belt, band, weights, etc.) to a Future Soldier.
- Let anyone continue to exercise after they feel pain. "No pain, no gain" is one sure way to cause injuries due to overuse.
- EVER let a Future Soldier wear a rubberized or plastic suit during exercise or physical assessment.



Leadership, One on One Attention:



JOE JOBIN

Recruiters and Future Soldiers from Indy South Recruiting Station gather around the guidon to celebrate their team's performance against the Future Marines in a flag football game.

By Stacie Shain
Indianapolis Battalion

One part leadership and three parts emotional investment in each enlistee is Sgt. 1st Class Jacob Gilmer's recipe for a successful Future Soldier training program.

As the Future Soldier leader for the Kokomo, Ind., Station, Gilmer spends quality time with each enlistee.

"I meet with them multiple times one on one, talk about their goals and aspirations, and map out a career plan with them," he said. "Once they are in my hands, I have an impact on their careers."

Gilmer's positive influence has made an impact on the Future Soldier loss rates of his station, his company and the Indianapolis Battalion.

The Kokomo Station has lost only two of 45 Future Soldiers to date, helping them maintain a 4 percent loss rate while achieving 119.4 percent of their mission. The Fort Wayne Company boasts a year-to-date loss rate of just 8 percent, while the battalion stands at a 9.2-percent loss rate.

Gilmer said his one-on-one sessions typically last between 30 and 60 minutes, allowing time for him to address key points with the Future Soldier and for the Future Soldier to ask questions.

In addition to his one-on-one meetings with each Future Soldier, Gilmer conducts three training sessions a week. On Wednesday afternoons, Gilmer holds a mandatory physical training class where he conducts the equivalent of sergeant's time training and Future Soldiers do cardio workouts. Nearly every Future Soldier in his station participates in these training sessions, during which, Gilmer gives them the knowledge they need for basic combat training and beyond.

"I give them knowledge about land navigation, marksmanship, how to clear a room, and how to call for MEDIVACs, for example."

On Tuesdays and Thursdays, Gilmer conducts what he calls "focused PT" for Future Soldiers serious about getting in the best shape they can before shipping and for those who are close to the maximum body weight who need extra motivation to maintain body weight standards.

"My philosophy is not to be a drill sergeant, but to make training tough and fun so that the Future Soldiers see the results of their training," he said.

Fort Wayne Company 1st Sgt. Cedric White said leaders holding Future Soldiers accountable makes them feel like a part of the Army team they've joined.

"It starts with ensuring they get the proper orientation to make sure they understand the standard they will be held to," White said. "They are now a member of the U.S. Army and should be held accountable as such. If we keep them working out and



JOE JOBIN

Future Soldier leader Sgt. Michael Shadel of In

Trains, Retains Future Soldiers

rewarding them for what they achieve, they'll feel more like a part of the team."

White also said that one-on-one meetings like Gilmer conducts are critical to maintaining the Future Soldier's interest in the Army and notes that he and Company Commander Capt. Chance Wirey talk to at least five Future Soldiers a day to ensure that each is on track and motivated.

Sgt. Michael Shadel, the Future Soldier leader at Indy South Station, said in addition to weekly PT and classes ranging from land navigation to first aid to finance, he also brings representatives from local colleges to meet with the Future Soldiers.

"The Future Soldiers meet with these college representatives, and I encourage them to enroll in CONAP," Shadel said.

He most enjoys the one-on-one training sessions with his Future Soldiers and solicits their feedback.

"I get to talk with them and answer all their questions, which sometimes they are afraid to ask in front of the group. We do AARs, and I ask them what they like so we can do more of it," he said. "They love physical activities, interactive training and the online courses they can take to earn promotions. They hate PowerPoint slides."

Future Soldier 19-year-old Adam Teeters most enjoys the ruck marches.

"The training that we're doing helps me prepare for this task so that I will be ready for it when I get there," he said. "The recruiters really care that the Future Soldiers are ready for basic training."

The attention has paid off, as the Indy South station has only an 8.7 percent Future Soldier loss rate.

The individualized meetings and mandatory training sessions have not only motivated the Future Soldiers to stay in the program but also led them to recommend the Army to their friends.

"A huge strength of our station is Future Soldier referrals," Gilmer said. "The Future Soldiers are so excited about joining the Army themselves that they refer their friends."

According to Kokomo Station Commander Sgt. 1st Class Brent Sweeney, 26 percent of the station's contracts are from Future Soldier referrals, far outpacing the USAREC standard of 10 percent.

One such referral is 22-year old Deric Finley. He was referred by Sean Ward, who shipped last month. Finley, in turn, has referred his 19-year old friend, Cory Hipshire. Finley's referral, along with his outstanding APFT scores and completed courses on the pre-basic training task list, helped him earn E-3 rank.

"The Future Soldier training has helped me get ready physically and mentally," Finley said. "Physically, I've lost two inches on my waist and put on 12 pounds. I'm confident going into basic training because I have Army knowledge now and I have been able to ask all my questions and get honest answers."

Finley who is married and had one child had questions about benefits that were answered by Gilmer.

"I got everything out on the table that I wanted to know."

Like Gilmer, Shadel relies on his station battle buddies to assist with Future Soldier training.

"Everyone in our office tries to share their knowledge and experience with the Future Soldiers," he said. "We have Soldiers who have Ranger and Sapper training, infantry training and food services training. I'm a finance guy. So, we have a lot of different experiences we can share with the Future Soldiers."



of Indy South Station leads some warm-up exercises before Future Soldiers and recruiters take the field for a flag football game against the Future Marines.



TRAINING BEYOND THE BASICS

PARTNERING WITH DRILL SERGEANTS TO ADD REALISTIC DIMENSION

Future Soldier Emmanuel Wollo makes a face during the two-minute sit-up portion of the Army Physical Fitness Test. Sacramento Battalion's Capitol Recruiting Co. hosted a mega Future Soldier event that started with the APFT in the morning and a nine-station obstacle course in the afternoon. Wollo, who ships on July 3, enlisted as a health care specialist (68W). "Never Quit! Always do your best no matter how much it hurts," he said.

Story by Cathy Pauley, Sacramento Battalion

Photos by Sgt. 1st Class Rodney Logan, Florin Station

S Station commanders, NCOs and officers from Sacramento Battalion Capitol Company's seven stations teamed up with 10 Army Reserve drill sergeants Feb. 11 to make a Future Soldier Training Program (FSTP) event much more than just a basic training readiness event.

The Future Soldiers were put into teams by ship date instead of by recruiting station. "This allowed the Future Soldiers to interact with other station Future Soldiers as well as being able to bond with those battle buddies they will ship with when heading to basic training," said Capt. Jamie Grymes, Capitol Company commander.

Competition revolved around a nine station obstacle course which included the 3-5 second buddy rush, push-ups, sit-ups, pull-ups, bear crawl, crab walk, hand grenade toss, a sprint, and litter carry relay. The drill sergeants provided training on correctly throwing a hand grenade and the 3-5 second buddy rush prior to the team competition.

"The competition really motivated the Future Soldiers during the event, and the following weeks," Grymes said. "It was a break in their training routine."



The Capitol Recruiting Co. mega Future Soldier Training Program consisted of more than 115 Future Soldiers from the seven recruiting stations, 10 Army Reserve Drill Sergeants, and 35 recruiters and station commanders.



Sacramento Battalion's Capitol Company held a mega Future Soldier Training Program event Feb. 11. One of the nine team competitive events included the litter carry relay where the Future Soldiers run to cadence during the event.

Future Soldier Jose Tapia-Ramirez said the FSTP challenged him both physically and mentally. "I have learned my true capabilities through fun and challenging activities," he said. "I got to interact with real drill sergeants and simulate grenade throwing. I now know what is expected and I feel I am prepared for basic training."

Grymes said that the Future Soldiers were expecting a physically challenging event, but most were caught off guard at just how rigorous it turned out to be. He added that the challenge proved to be very motivating.

"I really liked how the NCOs trained with us, not just telling us how to do it," said Future Soldier Anias Logan.

Echoing that sentiment, Future Soldier Cody Matsumoto said "I liked the competitions, the way team-building is encouraged and the way the NCOs incorporated the Warrior Ethos during PT."

Sergeant Adam Montgomery from Rancho Cordova Army Career Center organized the competition, and Station Commander Staff Sgt. Geno Nash executed it.

"I felt the training was a great realistic environment for the Future Soldiers because of the drill sergeants' presence," said Nash. "In future events I will always implement drill sergeants into the events."



Army Reserve Drill Sergeant Sgt. 1st Class Phillip Mitchell with 1st Brigade, 415th Regiment, 104th Division (IT), assisted Sacramento Battalion's Capitol Recruiting Company in its mega Future Soldier Training Program event Feb. 11. The drill sergeants trained the Future Soldiers in the 3-5 second buddy rush and the proper way to throw a hand grenade.

for a

Successful Future Soldier Program

By Master Sgt. Kristopher Broadus
RRS-FWD, Doctrine Division

What is the status of your Future Soldier Program?

It is an undeniable fact that the individual Soldier is the Army's most important and precious resource. General George S. Patton Jr. reaffirmed this fact when he said: "The Soldier is the Army. No Army is better than its Soldiers." Twenty-four hours a day, seven days a week, Soldiers around the world perform their individual and collective tasks to help ensure our nation's security.

If no Army is better than its Soldiers, then it's of the utmost importance that our Soldiers are properly trained and well cared

for; training and mentoring that starts in the Future Soldier Training Program (FSTP).

The first step in this direction is taken at the Future Soldier orientation. This is when the recruiter or Future Soldier leader (FSL) meets with each new Future Soldier to reinforce their enlistment decision, answer questions and inform them of their responsibilities. Too many Future Soldiers develop buyer's remorse simply because they didn't fully understand the options and programs they enlisted for.

If a Future Soldier's questions go unanswered, their enlistment decisions are not reinforced, or if they are poorly led and trained while in the FSTP, they will more than likely end up a Future Soldier loss. Future Soldier losses not only cause units to miss their mission, they also cost the Army time, money and valuable training seats.

So how do we ensure our Future Soldiers receive proper training and mentoring? The FSTP and USAREC Form 1137, Future Soldier Pre-Execution Checklist are the tools for ensuring Future Soldiers receive the necessary pre-basic training and physical conditioning; however, leadership, counseling and mentoring can only be provided by the officers and NCOs who care for them.

Mentoring is a term used to describe a set of behaviors that form the core of leader development such as counseling, teaching, coaching, role modeling, advising and guiding. Mentorship refers to voluntary, developmental relationships between Soldiers of greater experience and Soldiers of lesser experience.

It is characterized by mutual trust and respect. DA Pam 600-25, states: "To be an effective mentor, you need the experience and wisdom of your years." You also have to care. If you really care about your Soldiers, then you will devote the necessary time and attention to guiding them. Mentoring can take place anywhere. It is a key way to lead and to strengthen Army values.

Future Soldiers with the Fredericksburg Station, Fredericksburg Va., work during a PT session.



SGT. SARAH BORJA

a., work together to lift roughly 500 lbs of tractor tires



Leading, training and mentoring are the key ingredients for a successful FSTP. However, they must be executed with innovation, creativity and Future Soldier participation. If properly combined, these ingredients will produce well trained and highly motivated future leaders.

The following TTPs, currently used by today's leaders, are good examples of leadership and caring for Soldiers.

- Sgt. 1st Class Ware of the Meridian station purchased rank insignia (E-2/E-3) for the Army Combat Uniform and gave them to Future Soldiers following their promotion from completion of the basic training task list (BTTL). This TTP was passed on to the company leadership and has since been used because it not only inspires the Future Soldier through a special promotion ceremony, but it also gives them something tangible to link to their promotion. This not only motivates the

Future Soldiers for future self-development, but it is also indirectly responsible for Boise Company's low Future Soldier loss rate since its inception — from 7 percent in 2010 to 4.9 percent in 2011.

- The Boise Station has incorporated a very robust physical readiness program and conducts physical training (PT) sessions twice daily to meet individuals schedules. They have also embodied a team identity and conduct morning PT with Boise State University ROTC cadets, a mutually beneficial program that also helps train the cadets to lead Soldiers. Overall, their objective is to prepare individuals for the physical rigors of basic training.

- Captain Damion Atchison and 1st Sgt. Brian Meadows of the Las Vegas Company had drill sergeants from the 1st Battalion, 415th BCT, 95th Division (Institutional Training) conduct a first day of basic training scenario, or "Shark Attack," during a mega Future Soldier event.

- They also taught them categories from the BTTL, including drill and ceremony, map reading, assembly and disassembly of an M-16, military time and rank structure. Out of the 175 Future Soldiers who attended the event, none left the training out of pure fright. In fact, three of the 20 referrals who attended the event turned into enlistments.

- The Atlanta Recruiting Company created the Wolfpack Nation Future Soldier Olympics, during which, more than 150 Future Soldiers competed on six teams representing each recruiting station in the company. Spouses, children and parents were in attendance to support their Future Soldiers. The event started with the lighting of the Olympic torch to get the crowd excited for the events, which included push-ups, sit-ups, pull-ups, a one-mile run, tug of war and drill and ceremony. The event challenged the Future Soldiers' physical abilities in a competitive atmosphere, helped improve Future Soldier retention and promoted the importance of maintaining physical fitness.

- Taking advantage of an established relationship with Hamilton High School's JROTC program, Staff Sgt. Richard Bernard of the Milwaukee Company assemble Future Soldiers and JROTC cadets at the school twice a week to conduct PT and common task training. They use the auditorium for stretching and warm up exercises and the hallways for cardio training and circuit drills just as the school's basketball team does.

The JROTC instructor said the relationship benefits both Future Soldiers and cadets. The cadets get the same training as the Future Soldiers, and the Future Soldiers get to use the school's facilities. PT with other Future Soldiers and recruiters makes everyone feel like part of a team where everyone supports each other.

- Not satisfied with a FS loss rate of 20 percent, Cookeville Center Commander Sgt. 1st Class Travis Eller wanted to find a way to get it under 10%. He determined a more robust and exciting FSTP would help build esprit de corps, and in turn reduce the FS attrition rate.

After contacting the ROTC unit at the local university, he learned some of the cadets were in leadership training, role playing with their peers, and thought, why not let them lead a group of Future Soldiers they have no relationship with.

The Future Soldiers were able to train and participate in the cadet labs and the cadets got leadership time with our Future Soldiers.

"It cost us nothing but the experience was invaluable to our Future Soldiers," said Eller.

Since that time, the two programs have maintained a strong working relationship.

"This training created an excitement within our Future Soldiers and made their time in the FSTP interesting and fun. As a result of partnering with ROTC, our FS loss rate dropped to below 5 percent, which we have maintained for the past two fiscal years," said Eller.

These TTPs are factual accounts of events executed by your peers — some posted on ProNet — that were successful and produced positive results. They are representative of the dedicated recruiters and leaders that are the heart and soul of this command. Who knows, they may work for you.

Pulling off a **Lamborghini** Production on a **Yugo** Budget

By Sgt. 1st Class Christopher Lockwood,
Kansas City Battalion

Dwindling local advertising budgets across the command could spell the end for top-tier Army recruiting footprints at major special events; particularly those planned and executed at the battalion level, however, a lack of dollars is not deterring Lt. Col. Vernon Jakoby, commander of the Kansas City Recruiting Battalion.

Jakoby's team recently planned and executed a Lamborghini-quality Army exhibit at the 2012 Kansas City International Auto Show March 7-11 on a Yugo budget. The effort was so successful, the Army walked away with the Kansas City International Auto Show's top award for interactive exhibits in the battalion's first year of participation at the event.

The footprint, which was about half the size of a football field, spanned 17,000 square feet of prime exhibit space at Bartle Hall Convention Center in downtown Kansas City. The effort generated more than a thousand quality leads in five days primarily with battalion assets and support from local units.

The opportunity to showcase the Army at the national event, which attracted more than 150,000 people in five days, fell into



Recruiting Command Deputy Commanding General, Henry Huntley administers the oath of enlistment to Future Soldiers at the Kansas City Auto show in March.

FRED HERMSTEIN

the lap of the battalion when the auto show made the Army an offer it couldn't refuse — free exhibit space.

"You don't often get \$86,000 worth of exhibit space donated," said Jakoby.

Determined to take advantage of the opportunity, the commander initially tried to secure Strength in Action interactive assets only to learn they'd all been committed to other national events for the winter. Refusing to give up, he embarked upon a course of action which is the foundation for the Army's success — teamwork!

"We reached out to anyone and everyone in the local area to make this event a success and found a number of organizations more than happy to pitch in," explained Jakoby. "I couldn't be happier with the support we received. Synergy is the name of the game."

One of the groups tapped for support was the Kansas City Military Vehicle Preservation Association, which provided a number of World War II era Army vehicles and other cool items that were among the crowd favorites, according to show organizers.

The 89th Sustainment Brigade from Belton provided a HUMVEE and HMETT wrecker with support personnel throughout the event.

The Special Forces Adventure Van was there courtesy of Mission Support Battalion, which also provided a number of other static displays that were sprinkled throughout the massive display.

USAREC Deputy Commanding General Brig. Gen. Henry Huntley administered the oath of enlistment to dozens of Kansas City area Future Soldiers during the event.

The idea to participate in the show was born in November 2011 when Manhattan (KS) AUSA Chapter President, Art Degroat was offered the free exhibit space. Degroat approached Manhattan Company Commander Capt. Trent Cleveland with the opportunity to feature a major Army presence at the 2012 Auto Show. Cleveland immediately contacted Jakoby to map out a vision.

Degroat and the Kansas City AUSA Chapter President, Mark Wiggins have a rock-solid working relationship with battalion Army recruiters and are always looking for ways to help the USAREC mission.

"Their assistance paved the way for our success," Jakoby explained.

Cleveland described the event as a "prime example of what we can accomplish when we focus on teamwork and leadership." Manhattan was one of three Kansas City Battalion companies which played a key role in the success of the car show.

Cleveland is confident the Army and Kansas City International Auto Show will be forever linked following the 2012 effort. Jakoby's already has his team focused on even bigger things in 2013 auto show.



Drill Sgt. Staff Sgt. Amber Jones assists a child in doing a pullup at the Kansas City Auto Show in March.

FRED HERMSTEIN

Innovative Gym Class Opens Doors to School

The Army's new physical fitness program is the foundation for a program recruiters from the Chicago Battalion's 47th Street Station used to gain periodic access to a hard to penetrate public high school.

Even though Bronzeville Military Academy employs a military structure in a disciplined environment where students concentrate on academic achievement and individual responsibility, the school's doors had been closed to all military recruiters last June due to an impropriety involving a recruiter from another service.

In addition, said Station Commander Sgt. 1st Class Deven Williams, the parents there aren't necessarily interested in having their children enlist. They want the structure and discipline the military academy offers but also want their children to go to college.

Williams said they cracked open the door by offering to teach an alternative to gym class at the school.

"We approached the faculty using the physical fitness angle to promote healthy living in light of statistics showing that 13 million American children are obese," Williams said. "This was our way to interact with the students, allow them to have some fun and simultaneously promote the Army."

The program is based off of the Army's new physical fitness program of the Physical Readiness Training's (PRT) secondary goal, which instills confidence and the will to win as well as develops teamwork and unit cohesion.

The anchor of the program is an obstacle course where students perform push-ups and sit-ups and sprint between the various stations. The stations include the basketball toss and football toss where students are given three attempts to complete the task. Point values are assigned to overall speed and proficiency at the various stations and an overall winner is determined for each class.

Despite the approach, which fits well with the academy's military and disciplined structure, school administrators were still leery but gave recruiters a chance to prove themselves.

The program turned out to be a major success and a real coup for his station.

"The attitude of the staff has completely turned around for the better," Williams said. "We started with the freshmen and through their positive response to the program the facility asked us to return three more times to conduct it for the sophomores, juniors and seniors. Many faculty members even participated in the program along with the students."

Subsequently, because of the rapport that was established by the event, recruiters have been invited to participate in upcoming school sponsored events.

"With this event we were able to overcome that obstacle and find a happy median that worked for all parties involved," said Williams. "Ultimately, creativity and out of the box thinking allowed us to mitigate an issue and help students at the same time. Consequently, we've enlisted two seniors as a result."

The key to the success of the program is in the advanced planning and your presentation to the school, said Williams.

"Begin by outlining your intent and use visual aids when making your presentation. Make it look as professional as possible and present it with a positive attitude, heavily emphasizing to the schools the Army's message on combating obesity and promoting a healthy lifestyle."

So you've got the plan and the assets, now how do you sell it to the schools who've heard it all before? Williams says to allay the fear the schools have at the event being purely recruiting, suggest offering the program to the freshmen class.

"Use positive student impact to influence the faculty to offer the program to other classes. Draw on the momentum of the program by utilizing the battalion's dog-tag machine and H3, take lots of pictures and post them on facebook and make formal award presentations to the winners."

Most importantly, said Williams, follow-up with all leads because — bottom line — that's the mission.

Williams plans to build on the success at Bronzeville by marketing the program to other schools within the station's footprint.

But already, the word has spread to other Military Academies with Air Force Academy High School requesting the same event be conducted on their campus in May for 80 cadets.



A Bronzeville student threads the needle at the football toss station during his run through the obstacle course.

Sinking the Shot

Coaching Basketball Earns Recruiter Community's Trust and Respect

Story and Photos by Mark Rickert
Baltimore Recruiting Battalion

Sergeant Andrew Young remembers his first basketball game and, more importantly, his first successful free throw. At thirteen, he hated throwing foul shots. The crowd's quiet anticipation and the necessity of that single shot created a miserable experience for him.

One night in November of 1997 was no different. Toeing the line, steadying the ball, he froze in the grip of terror. Nearly crippled by panic, he threw, and somehow scored.

Years later, Young admits that luck, more than anything else, helped him sink the shot. Even so, his coach made that moment possible by believing in him and giving him the chance.

Today, the roles have reversed. Hoping to return that same sort of opportunity to a young person, Young now coaches basketball for the Parks and Recreations Teams of Frederick County, VA.

Twice a week in the hours following his workday, Young, a recruiter for Baltimore Battalion, Winchester Station, hits the recreation center. His team, the Bobcats, is comprised of boys 13 to 14 years old. Aside from running them through drills and offering game strategies, Young also finds it important to convey life lessons that only a Soldier can give.

According to Robert Rigglesman, recreations advisor and overseer for Fredrick County Parks and Recreations, the players stand to gain more than just sports skills. The social aspects of teamwork are important to their growth as individuals. For this reason, the county insists its volunteers go through a crash course in sports ethics and positive mentoring. That's why, for Rigglesman, bringing a Soldier on board made perfect sense.

"It's a given," said Rigglesman. "Soldiers are mentors and teachers. They serve their country. I can trust that Young will devote his time to carry out his coaching duties and to develop them as a team."

A prior reconnaissance specialist with the 1-61 Cav, and having served year-long deployments in Iraq and Afghanistan, Young has adopted strong leadership attributes that allow him to mentor with confidence. Moreover, he grounds his coaching philosophy in the Army Values, a value system that he feels works well with the sport.



Sgt. Andrew Young assesses his players shooting hoops.



Sgt. Andrew Young prepares his players for a basketball drill during evening practice at the recreation center.

“All the Army Values work with basketball,” said Young. “I talk about respecting coaches and referees; taking honor in what they do; having integrity and doing what’s right; having personal courage when my kids get nervous. Selfless service, discipline — they all work.”

“To teach and share the Army values with the community — to make stronger and better citizens out of these kids — that’s a great thing,” said Riddleman. “[Young is] a positive role model. The kids see him, the parents see him, and he has a big impact on them.”

This wasn’t always the case. When Young first arrived,

his uniform seemed to encourage stare-downs in the middle of the grocery store. He felt isolated from the community. Coaching basketball changed all that. By reaching a large portion of Winchester’s small community, he has become a familiar face rather than a walking uniform.

“Coaching has allowed me to get my face into the community,” said Young. “The community constantly sees me on a professional basis and a personal basis, too. I’m not just a recruiter. I’m part of the community. They know that I’m personable. They can talk to me.”

Aside from indirectly supporting the recruiting mission by promoting a positive image for the US Army, Young takes personal satisfaction in cultivating the future of America. With an appreciation for the gravity of his position as coach, he approaches each training session as an opportunity to develop his players as athletes and maturing individuals.

“To have a positive impact on kids’ lives is an honor and a privilege,” said Young. “These kids are our future, and they’re not going to be good people when they grow up if they don’t learn to be good people right now.”

“I think he’s building a strong foundation,” said Matthew G. Hott, Superintendent of Parks, Frederick County, VA. “I see the value in what he’s doing. At that age, kids don’t usually get to interact with a Soldier. So this is a chance for them to get to know the person behind the uniform. Then the kids might say, ‘This guy’s a Soldier, a recruiter, and he’s a good guy. Maybe that’s a career path for me when I get out of school.’”



Sgt. Andrew Young monitors a basketball drill during evening practice at the recreation center.

Med Student to Med Student: Army Has Incredible Offer

Story and photo by Lisa Simunaci
2nd Medical Recruiting Battalion

If doctors can best recruit doctors, then who better than medical students to speak to their peers about a future Army medical career?

The Medical Recruiting Brigade used that philosophy to participate in the Student National Medical Association's annual leadership conference in April. More than 1,000 current and future minority medical school students attended the event in Atlanta.

"We know from years of experience that speaking peer-to-peer works best in the medical recruiting arena," said Atlanta Medical Recruiting Station Commander Capt. Eric Moorman. "For that reason, we often rely on Army physicians to serve as subject matter experts at many of our recruiting events."

Besides Army healthcare recruiters and physician experts, the brigade enlisted the help of five Army Healthcare Professions Scholarship Program recipients to tell their stories at the student conference. The HPSP program commissions its recipients as second lieutenants and pays full medical school tuition along with a stipend for up to four years. Upon graduation, these HPSP Soldiers earn the rank of captain and move on to their residency program.

"Our message is unusual," said 2nd Lt. David Shahbodaghi, a third-year HPSP student at West Virginia University School of Medicine. While most

medical students consider how to pay for their education, the Army program provides a tremendous opportunity. Having a student deliver that message gives it even more impact.

"The biggest thing I have to offer is that I am their peer," Shahbodaghi said. "That holds so much credibility. It's priceless."

This is Shahbodaghi's second opportunity to work the student convention. Last year, the event netted more than 50 leads.

Signing up students for the scholarship program equates to more than a quarter of the Army's medical recruiting mission. The Army granted 496 medical, dental and veterinary corps scholarships last fiscal year.

For 2nd Lt. Chris Johnson, who will soon begin his orthopedic residency at Eisenhower Army Medical Center at Fort Gordon, Ga., the Army scholarship provided an opportunity to graduate from the Medical College of Georgia debt free.

"Medical school has become a lot more expensive than when I started," Johnson said. "Even at this public school, my classmates have seen a 20 percent increase over the past few years."

Johnson said he is looking forward to his residency program and his future as an Army officer and physician. "It's very satisfying to take care of Soldiers and their families," he said.



Second Lt. David Shahbodaghi talks with two med students from Mercer University about opportunities in Army medicine in April.

How to Build a Strong All Volunteer Force

Iraqi Generals get Advice From USAREC

By Maria Hernandez
Recruiter Journal

As the Iraqi Ministry of Defense (MOD) builds a military of volunteers, its desire to learn recruiting techniques brought the Ministry's personnel chief to U.S. Army Recruiting Command headquarters in April.

USAREC Deputy Commanding General Brig. Gen. Henry Huntley warmly welcomed Staff Lieutenant General Ra'ad Hashim Kadim, the Iraqi MOD Deputy Chief of Staff Administration, and his staff of four generals for a command briefing and a recruiting station visit.

Presenting a command briefing in English and Arabic, USAREC staff directors spoke about the aspects of successfully recruiting a strong all-volunteer force to include, market intelligence, social media, outreach efforts, the Future Soldier Training Program and the multi-dimensional market analysis that one must consider for recruiting.

Huntley reiterated, "We are an all volunteer force and not every citizen wants to join. This allows us to select those who have the best qualities for our service. We want Soldiers who want to be a part of our army."

Also accompanying the Iraqi delegation was Kadim's current American military personnel advisor, Air Force Col. Michael Gall, and Gall's predecessor, Army Col. Anita Dixon.

"The MOD generals are here to learn and discover mission about how the U.S. Army and Air Force use their personnel and administration systems," Dixon said. "It's important that they develop promotions, retirements,

assignment management for enlisted and officers, and personnel records automation."

The Iraqis visited Human Resources Command the previous day while at Fort Knox, receiving a command brief and tour.

Dixon said that the Chief of the Office of Security Cooperation — Iraq, Army Lieutenant General Robert Caslen, Jr., recommended the trip for Kadim so he could see how the United States built the world's largest and strongest all-volunteer Army.

Kadim and his team expressed their gratitude in traditional Arab fashion, presenting Huntley a plaque representing their homeland. In return, the deputy commanding general presented each Iraqi visitor with the USAREC Liberty Bell plaque and a history book about Kentucky.

Kadim and staff also visited the Virtual Recruiting Center where they received another briefing. Iraqi Staff Maj. Gen. Kasim Muhamed Saleh was especially interested in the operation, asking many questions.

After lunch the group toured the Elizabethtown Recruiting Center where Staff Sgt. Michael McCloskey, assistant center commander, explained a more detailed breakdown of the recruiting process and showed off some of the tools in the center used to attract recruits.

As the group was departing the center, the Iraqi generals were excited to meet an applicant who was meeting with his recruiter. They asked him some questions and with a big smile Kadim told him "Yes, you should join the Army, this is the best place that you could join for your country."

Iraqi Staff Lt. Gen. Ra'ad Hashim Kadim, through his interpreter, talks with a Future Soldier at the Elizabethtown, Ky., Recruiting Center.



Recruiting Command Deputy Commanding General Brig. Gen. Henry Huntley greets Iraqi Staff Lt. Gen. Ra'ad Hashim Kadim upon his arrival at U.S. Army Recruiting Command Headquarters in April.



Grassroots Event Inspires Chaplain Prospects

Story by Fonda Bock, Assistant Editor
 Photos by David Zoller

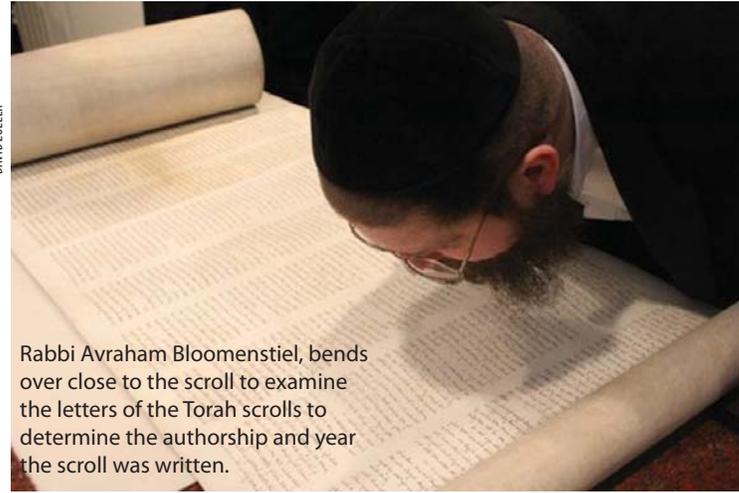
An extremely rare 350 year old Torah took center stage at a grassroots initiative held recently at Southern Methodist University in Dallas, Texas.

The Torah, also referred to as the “Five Books of Moses,” — written in feather pen and ink on a goat skin — is from an ancient Jewish community in Kia Fang, China, and is the most sacred document of the Jewish religion.

Housed in the SMU campus library, Chaplain Maj. Ira Ehrenpreis, South Central Chaplain Recruiting Team, became aware of it last fall during a visit to the university and began organizing a grassroots initiative targeting the sacramental community of SMU using the sacred book as the focal point.

Held in February, the event featured a presentation about the Torah by subject matter expert and writer of Torah scrolls, Rabbi Avraham Bloomenstiel to an audience of university bible professors, scholars and staff. Ehrenpreis followed up with a presentation to SMU graduate seminary students about how chaplain diversity works on the battlefield.

Ehrenpreis said one student requested more information about the U.S. Army Chaplaincy and three provided leads for seminary students who’d expressed an interest in serving as an Army chaplain. All expressed a willingness to assist in the grassroots effort through social media sites they were already using.



Rabbi Avraham Bloomenstiel, bends over close to the scroll to examine the letters of the Torah scrolls to determine the authorship and year the scroll was written.

DAVID ZOLLER



DAVID ZOLLER

Army Recognized at Basketball Game



The Oklahoma City Thunder basketball team partnered with the Oklahoma City Battalion for Military Appreciation Night at Chesapeake Energy Arena on March 16.

Fans experienced interactive military vehicle displays during pregame and an observed an oath of enlistment ceremony at halftime conducted by Brig. Gen. Brian J. McKiernan, commandant of the United States Army Field Artillery School at Fort Sill, Okla.

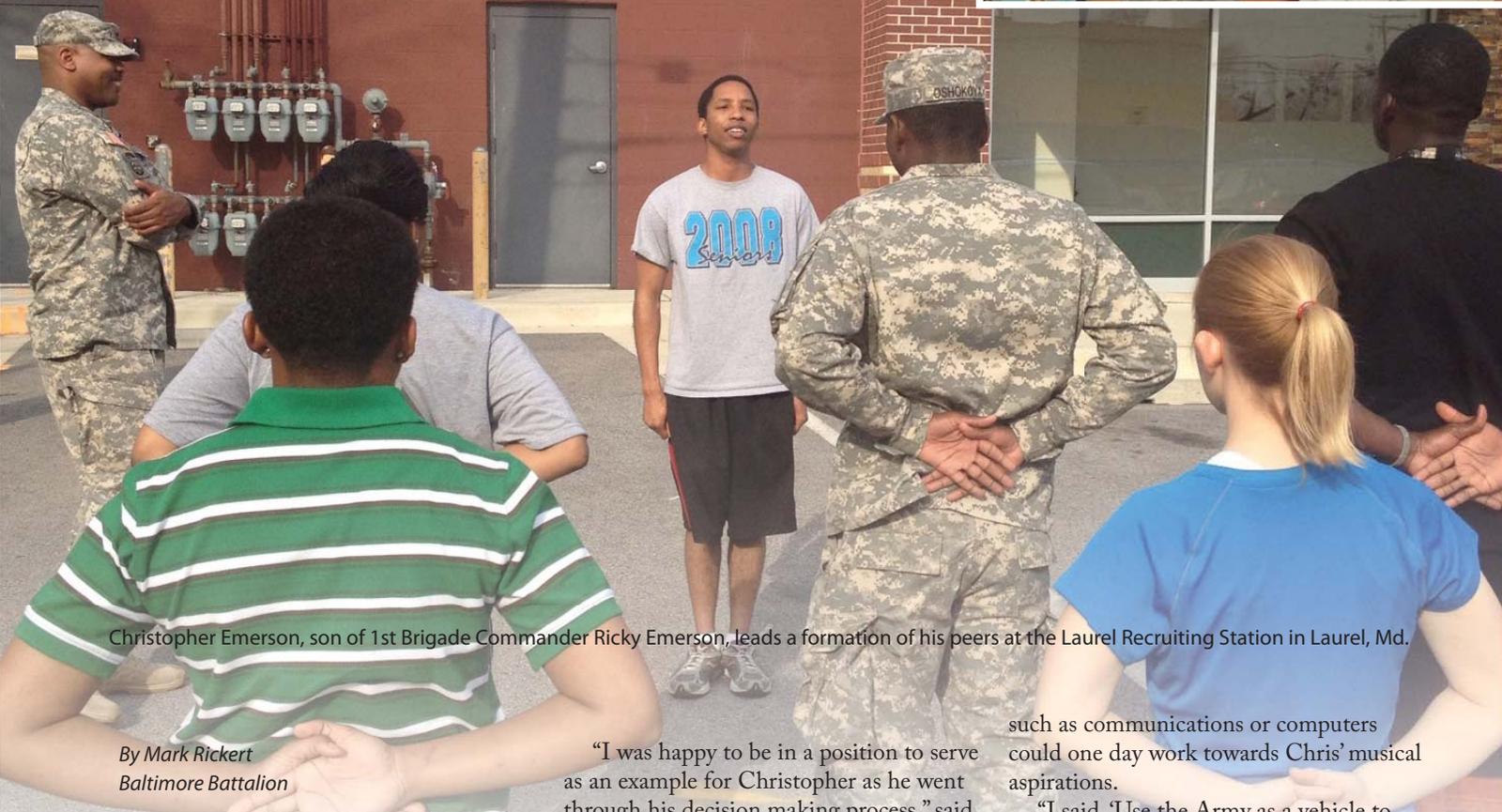
Battalion commander Lt. Col. Ty D. Bonner and operations NCO Sgt. 1st Class Roderick Wellendorf could also be seen belaying from the arena rafters to the court with Thunder mascot Rumble just before tipoff.

DANIEL GILBERT

Going Army Strong: Son Marches In Step with Father



SGT 1ST CLASS MICHAEL J. ALVES



Christopher Emerson, son of 1st Brigade Commander Ricky Emerson, leads a formation of his peers at the Laurel Recruiting Station in Laurel, Md.

By Mark Rickert
Baltimore Battalion

It was a proud moment for 1st Recruiting Brigade Commander Col. Ricky Emerson when he administered the Oath of Enlistment to his son, Christopher Emerson, 21, March 5 at the Military Entrance Processing Station (MEPS) at Fort Meade, Maryland.

Chris decided to “Go Army” after exploring options with other branches. Initially, he worked with a Navy recruiter and nearly joined. But fate intervened when MEPS discovered a document missing from Chris’ file. They sent him away without a contract. Nor could the Navy offer him a career until he enlisted.

Until this point, Chris’ father had given him the space needed to find his own path in life. But when Chris had nothing to show for all that time spent with his Navy recruiter, Col. Emerson intervened, pointing out how the Army could offer more up front.

“I was happy to be in a position to serve as an example for Christopher as he went through his decision making process,” said Emerson.

Several days later, with his heart still somewhat set on the Navy, Chris visited the Baltimore Recruiting Battalion’s headquarters in Fort Meade, where he spoke with Soldiers about Army life and how it could enhance his current situation.

“Basically, I told Chris my Army story,” said Sgt. 1st Class Robert Metzger, the assistant operations NCO for the Baltimore Battalion. “I said, listen, this is what the Army did for me. It can do the same for you.”

Army recruiter Staff Sgt. Shawn Atkinson, Columbia Company, went further to paint a potential Army story for Chris by presenting him with career options that correlated with his hobbies and long-term goals. While Chris enjoys playing guitar, he didn’t meet the qualifications for Army Band; however, Atkinson showed him how other options

such as communications or computers could one day work towards Chris’ musical aspirations.

“I said, ‘Use the Army as a vehicle to achieve your future goals,’” said Atkinson. “Who knows? You could work in computers and one day find yourself in a situation where you’re making beats in a studio with a computer.”

Going Army soon started to make more sense for Chris, especially when he had some say-so in his career options.

“The Army gave me options before I enlisted,” said Chris, who will soon train to become a nodal network systems operator-maintainer (25N). “This made it easier for me to decide which way to go. When you join the Navy, you have to enlist before you can select a career. I didn’t know that.”

Currently, Chris is preparing to leave June 4 for basic combat training at Fort Jackson, S.C.

“I feel good about it,” said Chris. “I’m excited to get out and meet different people, and I look forward to the adventure.”

Aqua Smarts:

Megan Conn

U.S. Army Corps of Engineers, Fort Worth, Texas

Playing Safe in the Water

I was finishing a long day of lake patrol when I heard a voice over the radio say, “There has been a report of potential drowning.” Immediately, my body went numb. All I could think was, “Please let it not be true.” I’ve spent four years as a park ranger for the U.S. Army Corps of Engineers and, unfortunately, seen the same scenario replayed repeatedly — lives lost from both carelessness around the water and lack of education concerning water safety.

According to the Centers for Disease Control and Prevention, drowning is one of the leading causes of unintentional deaths in the United States. It’s estimated that 10 people die each day as a result of drowning. Sadly, a large portion of those victims are would-be rescuers. Before attempting to rescue someone, always keep in mind Reach, Throw, Row and Don’t Go.

- **Reach.** If someone near you is drowning, first try reaching out to him or her with something near you such as a pool toy, branch, fishing pole or anything sturdy. Remember not to lean too far over and keep your feet firmly planted where you are standing to prevent yourself from falling in and also becoming a victim.

- **Throw.** If the person is too far out to reach, throw something to them. Make sure you throw something that floats (e.g., an ice chest, life preserver, throw cushion, ring buoy, etc.). If possible, it is best to tie the object to something secure to pull in the victim.

- **Row.** If reaching and throwing are not feasible and you have access to a boat, you can row to the victim.

- **Don’t Go.** Unless you are a trained professional in water rescue (e.g., a trained lifeguard), never go in after a victim. A drowning person will try to climb on top of the rescuer, forcing them under the water in an effort to stabilize themselves and get air.

There are a few rules everyone should remember when swimming or boating. First, never swim alone. We aren’t invincible, and you never know what will happen. Nobody plans to drown, and it only takes seconds. A drowning person doesn’t make a lot of noise; try gasping for air and screaming and you’ll see it doesn’t work very well.

Second, know your limits. It only takes enough water to cover a person’s nose and mouth for them to drown. So many times we try to be the “cool guy” and push or exceed our capabilities. I have seen too many bodies pulled from the water as a direct result of pushing limits and taking unnecessary risks.

The most important thing any of us can remember is to wear a personal flotation device. I have never seen a drowning victim that was wearing a PFD. There are many types of PFDs available for water-based activities. Choosing not to wear one should never be an option. The difference between choosing to use a PFD and going without one could be your life. Nobody is waterproof, so always wear your PFD!

Following simple rules and using good judgment around water will save your life and possibly the lives of others. Don’t end up drying out in the morgue.

DID YOU KNOW?

The U.S. Army Combat Readiness/Safety Center has created an interactive, web-based product designed to increase water safety awareness and to reduce the incidence of water-related deaths and injuries. The Water Safety site presents safety-related content to users through links, videos and entertaining and informative challenges.

Check it out today by visiting <https://safety.army.mil/SafetyCity/>.

Challenge your friends, beat the high score and show off your skills by competing in our water safety challenges.



1. When in the enlistment process does the first handoff take place?

- a. After the appointment is conducted.
- b. After the ASVAB test.
- c. After the "hot-seat" interview.
- d. After a lead agrees to an appointment.

2. Who hands off the new Future Soldier to the Future Soldier leader?

- a. Assistant center commander.
- b. Recruiting support team member.
- c. Center commander.
- d. Engagement team member.

3. What should face-to-face prospecting activities coincide with?

- a. Telephone prospecting activities.
- b. Area canvassing activities.
- c. Battalion directed prospecting.
- d. Area posting.

4. The internal network provides information in a variety of ways to accomplish three basic objectives. Which of the following is not one of the basic objectives?

- a. Boost recruiting efficiency and focus.
- b. Develop a common operating picture.
- c. Ensure simultaneous market penetration.
- d. Reach and engage people effectively.

5. You probably won't have much success in your schools if you ignore the major influencers. Which of the following is not a major influencer?

- a. Custodian.
- b. Principal.
- c. School secretary.
- d. Teacher.

6. At the beginning of each SY, each MEPS provides a list of Army-assigned schools for the ASVAB. Who must contact the schools and market the test?

- a. The Education Services Specialist (ESS).
- b. Military Entrance Test Site Specialist.
- c. Company commander.
- d. The assigned recruiter.

7. Who is responsible to collect and provide timely information to the unit commander?

- a. Engagement team.
- b. Recruiting support team.
- c. All team members
- d. Future Soldier Leader/Future Soldiers

8. Which memory tool is used to gather and transfer awareness and assessment information through the center commander to higher echelons?

- a. METT-TC
- b. ASCOPE
- c. PMESII-PT
- d. DOTMLPF

9. When telephone prospecting, what is the first step of the phone call?

- a. Establish trust and credibility.
- b. State the reason for the call.
- c. Identify the need for a plan to achieve their goals.
- d. Identify yourself and the Army.

10. What USAREC publication provides the advanced and sustainment training programs necessary for recruiter skill proficiency and are administered by the center commander?

- a. USAREC Reg. 350-1
- b. STP 12-79R35-SM-TG
- c. USAREC Manual 3-01
- d. USAREC Reg. 601-107

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

If you want to see the answer key, you must be a member of Recruiting ProNet. If you're not already a member, you're missing out on a great way to learn from other recruiting professionals. To apply for membership, click "Become a member" on the Recruiting ProNet home page: <https://forums.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_Post_Document." http://span2010.usaac.army.mil/pub/RC-RRST/Docs/Documents/Recruiting%20ProNet/Recruiting%20ProNet%20how-to_Post_Document.ppsx. It's also 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.

1ST BDE

RSID	STATION NAME
1A1D	Albany
1A4C	Milford
1A4T	Southbridge
1A6W	Shelton
1G6M	Jamaica
1B1C	Columbia RS
1B2W	Wilmington RS
1D1V	Waterville
1D4F	Malden
1D6S	Narrangansett RS
1E2V	York Center RS
1E3D	Harrisburg
1E7J	State College
1E9F	Bethlehem
1K3A	Upper Darby
1K4K	Tinton Falls
1K40	Willingboro
1K6C	Cottman
1K8M	Bloomfield RS
1K8W	East orange RS
1N4S	Toms River
1O4A	Lynchburg
1O4K	Charlottesville
1O5B	Richmond West
1O5E	Chesterfield
1O5H	Mechanicsville
1O8I	Suffolk
1O9N	Little Creek

2ND BDE

3D8C	Gastonia RS
3D8E	Monroe RS
3D6W	Shelby
3D2E	Sandhills
3D2K	Dentsville
3D2N	Rockhill
3D2P	Lexington
3D7D	Dillon
3D7M	Myrtle Beach
3H4W	Spanish Fort
3E1A	ST Augustine
3E1P	Jacksonville South
3E1G	Jacksonville North
3E4V	Waycross
3E5A	Albany
3E6A	Columbus West
3A3A	Milledgeville
3A3G	Lawrenceville

3E2G	Midtown
3E2M	South Dekalb
3A7C	Chattanooga East RS
3A5B	Blue Ridge
3A5D	Carrollton
3A5V	Rome
3J1G	Fayetteville Main
3J1R	Rockingham
3J2G	Goldsboro
3J2J	Greenville
3J2W	Rocky Mount
3J3B	Burlington
3J3F	Durham
3J3M	Raleigh Main
3J3V	Chapel Hill
3J5R	Kernersville
3J5W	Wilksboro
3J6D	Clinton
3J6N	New Bern
3J6P	Kinston
3J6W	Wilmington
3T4R	Southaven
3T5C	Cortana
3T7F	Gulfport
3T7P	Gautier
3T9C	Alexandria
3T9M	Monroe
3T9N	Shreveport North

3RD BDE

5A3N	Chicago South Side RS
5A7A	Merrillville RS
5A7D	Valparaiso RS
5D2R	Columbus West Center RS
5D3D	Huntington WV Center RS
5D6F	Dayton South RS
5H2D	Fort Wayne North Center RS
5H2K	Kokomo RS
5H4D	Decatur RS
5H4Q	Quincy RS
5H5L	Indy North RS
5H5P	Indy West RS
5I2P	Mount Pleasant
5I7B	Flint Center RS
5J1V	Marquette Center RS
5J5H	Madison East Center
5K1C	Cambridge RS
5K1T	White Bear RS
5K2G	Rapid City RS
5K7H	Wilmar RS
5N3S	Maryville RS

5N5C	Clarksville Center RS
5N5S	Hopkinsville Center RS
5N8E	London Center RS

55TH BDE

4C6C	Corsicana RS
4E1R	Orange RS
4E2L	Lake Jackson RS
4E4J	Cypress RS
4E4K	Katy RS
4E5E	Bryan RS
4D1F	Fort Collins RS
4D1L	Loveland RS
4D1V	Scottsbluff RS
4D3A	Pueblo RS
4D2N	Park Meadows RS
4D6D	Aurora RS
4D7M	Montrose RS
4G8G	North County RS
4J3J	Midwest City RS
4K4K	Kerrville RS
4K5N	Walzem RS
4K5T	San Antonio NW RS
4P1D	Flagstaff RS
4P2G	Prescott RS
4P4Z	Arizona RS
4P5C	Clovis RS
4P6D	Trans Mountain RS
4P6R	Roswell RS
4P6V	Viscount RS



6TH BDE

6N1H Hanford RS
 6N1K Fresno RS
 6N1S Selma RS
 6N7S Mountain View RS
 6N9D Gilroy RS
 6N9M San Jose East RS
 6F3B Lakewood Center RS
 6F3H Long Beach Center RS
 6F3V Huntington Park Center RS
 6H2S Scrappoose RS
 6H3S The Dalles RS
 6H7J Japan RS
 6H7K Korea RS
 6H7N Saipan RS
 6I0K Sparks RS
 6I1C Crescent City RS
 6I1P Grants Pass RS
 6I3N Auburn RS
 6I4S Sonora RS
 6I4V Stockton RS
 6I50 Woodland RS
 6I5P Placerville RS
 6I5S Folsom RS
 6I6S Vallejo RS
 6J1R Roy RS
 6K2B Orange RS
 6K4F Santee RS
 6K5G Mission Viejo RS
 6K6A Hemet RS
 6K8S Mira Mesa
 6L4S Tacoma Lakewood RS

MRB

9A1B MRS Charleston
 9A1C MRS Cherry Hill
 9A1E MRS Elkridge
 9A2B MRS Boston Metro
 9A2M MRS Manchester
 9A2N MRS Burlington
 9A3L MRS Landstuhl
 9A4S MRS Syracuse
 9A4W MRS Wilkesbarre
 9B1A MRS Marrow
 9B1B MRS Birmingham
 9B1C MRS Columbia
 9B1M MRS Mobile
 9B1N MRS Charleston
 9B1S MRS Columbus
 9B2J MRS Jackson
 9B2L MRS Lexington
 9B2M MRS Memphis
 9B2N MRS Nashville
 9B2R MRS Raleigh

9B3G MRS Gainesville
 9B3M MRS Miami
 9B3O MRS Orlando
 9B3S MRS San Juan
 9B3T MRS Tampa
 9B1Z MRS SP CORP RCTG
 9C1B MRS Bloomington
 9C1M MRS Milwaukee
 9C1S MRS Sioux Falls
 9C2D MRS Deerfield
 9C2I MRS Indianapolis
 9C2W MRS Westchester
 9C2Z MRS SP CORP RCTG
 9C3A MRS Akron
 9C3D MRS Dearborn
 9D1D MRS Dallas
 9D1L MRS Lubbock
 9D1S MRS San Antonio
 9D2K MRS Kansas City
 9D2W MRS Wichita
 9D3H MRS Houston
 9D3L MRS Little Rock
 9D1Z MRS SP CORP RCTG
 9E1A MRS Aurora
 9E1E MRS El Paso
 9E1S MRS Salt Lake City
 9E3C MRS Sacramento
 9E3J MRS San Mateo
 9E3S MRS Seattle
 9E3V MRS Vancouver
 9S1B SF Katterbach
 9S1C SF Fort Benning
 9S1D SF Fort Stewart
 9S2B SF Fort Campbell
 9S2D SF Fort Riley
 9S3A SF Fort Carson
 9S3B SF Fort Lewis
 9S3C SF Fort Bliss
 9S3D SF Hawaii
 9S4A SF Fort Bragg
 9S4D SF Fort Drum
 9S4F SF Airborne North
 9X1A Northeast Chaplain RT
 9X1B Southeast Chaplain RT
 9X1E West Chaplain RT

Station of Excellence Selection Criteria

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

Screening Criteria

Stations must have met all criteria:

- Achieved gross mission (RA and AR)
- No substantiated misconduct
- No at fault accidents
- No substantiated RIs
- No negligent loss of laptop
- Must have active updated Facebook page

Centralized Evaluation Criteria

Stations must have met 6 of the 18:

- Submitted an "acceptable" idea through the innovation programs
- Average PT score above 250
- Meets 6 of 8 FMR for MEDPROS
- In compliance with AR 600-9 (Overweight Program)
- All NCOES requirements met, enrolled, or scheduled
- No more than 50% FS losses less than 30 days to ship
- Have had at least one FS "Team Building" event during rating period
- Have conducted at least one Joint Partnership event during rating period
- Must write 1 AR Prior Service or submit RA/AR OCS packet
- MRB OBLC to include Pre-OBLC No shows, height, weight, APFT failures <15% (SORB) not included
- MRB-Have at least one Future Officer "Team Building" event during rating period (SORB) not included

Local Evaluation Criteria

Stations must meet 7 of the 9:

- In compliance with URAC policy
- In compliance with leader development policy
- Station appearance
- Conduct one community event per quarter
- Station volunteerism (1 activity per rated period).
- Adhered to training schedule
- Adhered to time off policy
- No late PCS awards
- No late NCOERS

