

RECRUITER

United States Army Recruiting Command

Journal

October 2010

HARVEY

**RSD:
NOT THE ENEMY**

PAGE 18

PHOTO CREDITS CLOCKWISE FROM LEFT: STAFF SGT JEFF KNUTH; LISA SOULE, ASSOCIATE EDITOR; D. CHARON MONDAY; COLUMBUS BN



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ON THE COVER: Sergeant 1st Class William Harvey, Recruiting Standards Directorate NCO, inspects documents at the North Fort Wayne, Ind., Recruiting Station during a routine battalion inspection. Photo by Julia Bobick

RECRUITER Journal

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Year of the Station Commander

I'd like to start off with hearty congratulations on another successful recruiting year and extend my sincere thanks to every member of the USAREC Team for a job well done. It takes every one of you for this command to be successful. I sincerely mean that. Thank you for all you do!

With more than 30,000 Future Soldiers in the entry pool, we are certainly well on our way to another successful year in Fiscal Year 2011. With that healthy entry pool, however, come additional challenges. We have to keep our Future Soldiers engaged and motivated until they ship to training, which can be several months longer than in the recent past. It is a challenge for the entire recruiting team, not just the Future Soldier leader in a station. Every member of the team should be involved in Future Soldier management – it's got to be a team fight. The changes taking place this quarter in the Future Soldier Training Program will help us standardize the program across the command. We are also working more in sync with the training base to ensure we send them individuals who have met the standard and are prepared for the rigors of training.

Many of you might think recruiting is easy right now. But now is not the time to rest on our laurels – we've got to remain razor sharp because times will get tough again. When they do, it will be our station commanders who will be the continuity of this command and lead us into the future.

It's because of the critically important role they have in the future success of this command that we've designated FY 11 as the Year of the Recruiting Station Commander, which we will officially launch this month at the Annual Leaders Training Conference. It WILL be more than a slogan.

We are placing renewed emphasis on the station commander of the month awards and this year will be recognizing a station commander of the quarter at the national level.

We are investing in the future of this command by investing in the leadership, training and development of our station commanders. We place a great deal of responsibility on their shoulders and we owe it to them to ensure they are prepared. Our leaders and our teams need to be well-trained when times get tough. As an example of our commitment to training leaders, we've put the week of leadership training back in the station commander course – the most important course we will run in the next couple of years.

This business of recruiting is about leadership. The longer I'm here the more firmly I believe that. If we take care of Soldiers and we take care of families, the mission will take care of itself.

But we are doing more than training and talking – we are listening, too. While we have had – and will continue to have – several forums in which we solicit station commander feedback like the Best of the Best conference and ProNet forums, this year I am also implementing a formal Commanding General Advisory Board and will be inviting many of you to participate throughout the year.

Your candid opinions and ideas are important to me and to the command.

There are a lot of good ideas in recruiting stations all across the command. We'll only get better as an organization if we share those ideas and tactics, techniques and procedures (TTPs) across station, company, battalion and brigade boundaries. Communication is key – not only in sharing TTPs, but also in enforcing standards.

I'm calling on our station commanders – and all our NCOs – to hold each other accountable to the standards and to living the Army Values every day. We are Soldiers 24/7 365 days a year, whether in this profession for three years or 32 years like me.

Once again, thank you for all each of you does to make this command successful!

Hooah! Army Strong.



Master Badge, FY 11 Awards Program Guidance Out Soon

By Julia Bobick
Editor

Although the new Master Recruiter Badge is still in The Institute of Heraldry's approval process, Recruiting Command is implementing a new recruiter incentive awards program this month. Except for those working on their Recruiter Ring or Morrell Award who have until Phase Line December to do so, recruiters are no longer earning points for incentive awards based on production.

Under the new incentive program, recruiters will earn recognition based on their tactical and technical proficiency. USAREC Regulations 672-10 Recruiting Incentive Awards and 672-13 Annual Awards Program are being combined into a USAREC and DA Recruiter Recogni-

tion Program, which should be released this month.

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

Those who have earned their Gold Badge, Recruiter Ring or Morrell Award, or will earn them by the December deadline, will still be authorized to wear them.

The G3 Plans and Programs Division is finalizing program implementation. Details will be released once the recruiter recognition program regulation is complete. The USAREC unit awards program is also changing.

MAVNI Pilot Program Resuming Commandwide

The Military Accessions Vital to the National Interest (MAVNI) pilot program, which allows the enlistment of certain legal non immigrant aliens with specific foreign language skills, will resume this month across the command. There will be a cap of 900 enlisted MAVNIs from the date of the relaunch until Dec. 31, then 900 additional enlisted MAVNIs from Jan. 1 to Dec. 31, 2011.

Interested enlisted applicants should be directed to www.goarmy.com/info/mavni.

Health care professionals may register at www.goarmy.com/info/mavni/healthcare.

Applicants enlisting under this pilot will be further informed they are eligible to process for expedited naturalization upon arrival at Basic Combat Training.

Reference USAREC Msg 10-191.

Integrating Army Strong Stories With Your Facebook Page

Posting Army Strong Stories content to recruiting station Facebook pages is an easy and effective way to share information about Soldier life with recruits, Future Soldiers and COIs and help encourage conversation and interaction on the page.

Whether it's an inside look at the life of a Soldier, an explanation of education benefits or details about deployment experiences, Army Strong Stories is home to a wide range of relevant topics.

To begin integrating content onto recruiting station Facebook pages, follow these simple steps:

1. Read posts and stories daily either by visiting the site regularly or subscribing to relevant RSS feeds, so new content hits your RSS reader instantly.

2. Select the stories you'd like to feature on your Facebook page and copy the cor-

responding URL.

3. At the top of your Facebook wall within the "Attach" options, select "Link"

4. Paste the URL into the "Link" box and select "Attach."

5. If provided the option, select your desired thumbnail photo.

6. Type in your one- to two-sentence overview above the link. Include a call to action, such as "share your feedback."

7. Click the "Share" button when you're finished and watch the story appear in your feed.

For questions about posting Army Strong Stories content to Facebook pages, e-mail info@armystrongstories.com.

USAREC G7/9 has a SharePoint site for sharing Facebook TTPs. Visit <http://span.usaac.army.mil/pub/RC-G7G9/SN/default.aspx>

CG's Reading List

"Who Moved My Cheese," by Spencer Johnson

"Future Soldiers and the Quality Imperative: The 2010 Conference," Chapter 2, by Dr. Curt Gilroy, and Chapter 15, by Robert L. Phillips and Maxwell R. Thurman

"The Resilience Factor," by Karen Reivich and Andrew Shatté

"Outliers," by Malcolm Gladwell

"Sources of Power," by Gary Klein

"Crucial Confrontations," by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler

FM 5.0 The Operations Process

ProNet Wants You!

Below are a couple of the current topics being discussed on ProNet.

Cyber Recruiting in 2015

George Silva, USAREC G3 Cyber Recruiting Division chief, is asking members for ideas, suggestions or comments for the future of the command's cyber recruiting efforts.

Future Soldier Loss

Share your thoughts and ideas on this subject. Contributions/TTPs are being reviewed and consolidated by the doctrine division, which will publish them in a training publication.

Become a member to join the discussion and potentially affect change in the command.

Reserve Program Training

The Recruiting and Retention School-Forward Distributed Learning Division has released four new Army Reserve program training modules. The modules can be accessed online through the USAAC Learning Management System (LMS).

Log into the Enterprise Portal. On the left side, click the LMS application. Lessons are located under "Recruiting Courses"--AR Programs 2010.

This Month on goarmy.com

Beginning this month, goarmy.com will spotlight the Army's 2010 Best SAPPER Competition highlighting the Army's best combat engineers with videos from the two-day competition and 3-D models of the TALON robot, which is used for bomb disposal.

Year of the Station Commander

USAREC Focusing on Training & Leader Development

Like the CG, I'd also like to start off by congratulating the command on another successful year. Thanks to every member of the team for what you do to contribute to our success. It truly is a total team effort and each of you is an important part of that team.

I ask you to please pass on our thanks to your spouses and families, who are also an important part of our recruiting team. They make a lot of sacrifices so that we can serve, and they are truly appreciated. As we begin the season of annual training conferences, I encourage you to ensure your spouses are involved in your training events as much as they can be. They can benefit a great deal from participating in our training, learning more about what we do in the command and networking with each other.

This month we not only celebrate mission success, we also kick off the Year of the Station Commander. Fiscal Year 2011 is dedicated to our first-line leaders, who play a critical role in our continued success in FY12 and beyond. They are the driving force for the future of this command.

At the Annual Leaders Training Conference this month we will unveil a new Station Commander's Creed and Charge to the Station Commander. Every current station commander and every station commander course graduate will receive a copy of the creed and sign the charge to acknowledge their responsibilities as leaders in this command.

We will also be implementing a Stations of Excellence program this year to recognize excellence among our recruiting teams. Look for details in next month's Journal.

We are adamant that the Year of the Station Commander will be more than a logo, words on a banner or concepts on a slide. This year is about our NCOs; it's about leadership. It is about training today's leaders and developing the young leaders who will follow them. It's an investment – not only in those NCOs – but in the entire command.

We can never be too busy to train. Now, when we have such a robust entry pool, is the ideal time for us to focus on leader

training and sharpening our skills. Our goal is to develop leaders who know *how* to think. We don't want to tell our Soldiers *what* to think, we want to teach them *how* to think so they can effectively lead their teams. In this business, we need to focus on the fundamentals – they will be key to our success when times get tough again – and they will. Our station commanders will be the continuity in this command when they do.

When you do put training on your schedules, however, ensure you follow through with execution and train to standard. Leaders, it's up to you to remove any distracters from your Soldiers attending training; it's an investment in your team. Make sure it's worthwhile.

This year will also be about learning from one another, starting with the ALTC and your ATCs. In addition, we will be selecting station commanders to participate in events where they can provide their views on recruiting issues, share their best practices and get more involved in the development in command policies and guidance. Our station commanders have a wealth of knowledge and experience that we want to tap into to help propel the command forward.

I look forward to a great year with a new sense of teamwork as we share innovative ideas and TTPs across this command. I'm convinced that once we fully embrace the concept of team leadership, we will go farther in this command than we ever thought we could.

Finally, I encourage everyone to invest in your own personal and professional development. Each one of us has to make a personal commitment to self-development. Ask yourself, "What am I doing to make myself a better person, a better Soldier or a better leader?"

Army Strong!



Command Sgt. Maj. Todd Moore

CSM's ProNet Site

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

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

Leaders: Know Your Soldiers & Take Action

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

While stationed in Germany, I counseled an accomplished Soldier who, after excelling on the battlefield, was being separated from the military — against his will — eight months after redeployment.

At one time this Soldier had impressed his chain of command. As a specialist, he was made a combat engineer squad leader. His squad then deployed for a year as infantry.

But after he redeployed, his professional behavior deteriorated, becoming intolerable and incompatible with military service.

Confused as to how a good Soldier could take such a nosedive, I asked his first sergeant what happened to radically change the Soldier's behavior.

The first sergeant replied, "Sir, as far as I can tell, he went downtown with every other Soldier in this company and started abusing alcohol."

The Soldier was a bit resistant to see me, saying he didn't want to take up too much of my time.

Two and a half hours later, he'd shared with me — the first time he had shared with anyone — his fear and grief-filled experiences of combat. He had been dealing with it the only way he knew how — with alcohol. He placed all his hope for healing and emotional/spiritual resolution in the emotional numbing of intoxication.

He never talked about the mental and emotional pain of the experiences. He never gave himself permission to grieve his losses. Instead his anger grew at himself and at his chain of command.

He let his anger dominate his behavior, and now he's somewhere in our nation trying to make a living for himself.

I wonder when the Soldier's professional behavior began to change if anyone

asked why and if anyone took action to assist him instead of overlooking the initial unprofessional behavior.

It's important for us, as leaders, to know our Soldiers and to uphold and enforce standards of good order and military discipline. It's important for us, as leaders, to take action.

That is the first point I want to make in this article.

Sun Tzu writes in "The Art of War," "Regard your soldiers as your children, and they will follow you into the deepest valleys; look upon them as your own beloved sons, and they will stand by you even unto death.

If, however, you are indulgent, but unable to make your authority felt; kind-hearted, but unable to enforce your commands; and incapable, moreover, of quelling disorder: Then your Soldiers must be likened to spoiled children; they are useless for any practical purpose."

This scenario is happening throughout our Army. Good Soldiers are returning from combat and multiple deployments and months later their personal lives become complicated, greatly impacting their duty performance. Coworkers and/or leaders see these changes and sometimes do nothing because the Soldier has been a good Soldier.

Don't overlook lapses in military professionalism and discipline; this change in behavior could be an indication of deeper problems, which if not dealt with by the Soldier and chain of command can have a negative impact on the Soldier's career goals.

This brings me to my second point: An important aspect of leadership, as well as in life, is "Do unto others as you would have them do unto you," (Matthew 7:12) or "The Golden Rule." This is one of the

most well-known principles for spiritual living. Variations of the Golden Rule are found in 21 different religions.

In other words, it just makes good sense when we as leaders care for our subordinates as we would like to be treated.

Sun Tzu infers this principle in his leadership quote mentioned above.

When a Soldier's behavior begins to change, we need to ask, "Why the change?" We need to take action, talk to the Soldier, and get him or her the help he or she needs to get back on track.

Some of the more common signs of problematic personal issues follow.

- Late for formation
- Explosive anger at coworkers or senior NCOs/officers
- Turning their back or walking away during a discussion/counseling situation
- Making threats to leaders/coworkers
- Risk-taking behaviors: adrenaline producing activities, such as driving at excessive speeds, marital affairs, sexting
- Marital problems
- Alcohol/chemical abuse

Leadership is not easy; it is a learned art that requires personal investment and execution.

Leadership is not about the individual. It's about our subordinates and accomplishing our mission.

Making time to investigate reasons for a Soldier's behavior change is good and necessary leadership.

Too many Soldiers are complicating their lives due to bad decisions, poor coping skills, and alcohol/chemical abuse.

Wouldn't you want someone to help you if your life started falling apart? Doing to others as you would have them do to you is an effective principle for good leadership that, when utilized, will strengthen our team.

Imagine

An Army Free of Domestic Abuse

By Jack Nix
USAREC Sexual Assault Prevention & Response Program Manager

The Army has a comprehensive approach to the prevention of domestic abuse, ensuring all members of the Army community have the opportunity to prepare for the challenges that often occur in intimate relationships. The Army also provides a broad spectrum of resources everyone can use to prevent domestic abuse and develop skills to help restore stability and health, if needed. The entire community can work together as a team to protect victims and hold offenders accountable when abuse occurs.

The Army Values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage remain the foundation of prevention efforts. It is not easy to report abuse, especially when it occurs in a Soldier's own home or within a friend's home. Reporting abuse is always a matter of Duty, Honor and Integrity, and making the report often requires Personal Courage.

The key to effective prevention is a firm commitment from leaders and all members of the Army community to be prepared with knowledge about the signs of domestic abuse and how to report it. It is essential that every member of the Army community know about the many resources available to help prevent abuse, as well as provide support to at-risk families and victims of abuse. Whether you know it or not, someone in your life may be facing violence at home: a friend, a coworker or even a relative. For many reasons, it's hard for victims to acknowledge they are being abused – especially when the abuser is a loved one.

But there are lots of ways you can tell if something is wrong. Perhaps she* often has unexplained injuries, or her explanations of those injuries don't quite make sense. Perhaps you have noticed she cancels plans at the last minute without saying why or she seems afraid of making her spouse angry.

If your friend, relative or neighbor is being abused by her spouse, then she and her children need help – and you can take steps to prevent further violence:

Let her know you care. Gently ask direct questions about her situation. Give her time to talk. Ask again a few days later. Don't rush into providing solutions.

Listen without judging. Your friend, sister or coworker believes her abuser's negative messages about herself. She may feel ashamed, inadequate and afraid you will judge her. Let her know it's not her fault. Explain that there's never an excuse for physical violence in a relationship – not alcohol, drugs, financial pressures, depression or jealousy – not anything.

Tell her help is available. Encourage her to take advantage of the following prevention resources:

- Brigade Family Advocacy Program Managers assist Soldiers and families with prevention education materials and programs to increase awareness about domestic violence and abuse.
- Battalion/Brigade Soldier and Family Assistance program managers help Soldiers and families

with a wide range of services and information (similar to Army Community Services). For assistance, call toll-free at (800) 790-0963.

- USAREC Chaplains provide counseling and weekend training events to enhance family and marriage relationships.

- Military OneSource offers a variety of resources and counseling for Soldiers and families. The service is confidential and provided at no cost to Soldiers and families. Talk to a consultant at (800) 342-9647 or for more information visit www.militaryonesource.com.

• Local communities have domestic violence or crisis intervention centers to assist victims of domestic abuse.

• Call the National Domestic Violence Hotline at (800) 799-SAFE for assistance.



Prepare, Prevent, Protect

*Though the majority of victims are female, males are also victims of domestic abuse; feminine pronouns were used to simplify reading.



FISCAL YEAR 2011 BUDGET CUTS \$

WILL NOT AFFECT MISSION

By Fonda Bock
Associate Editor

The Recruiting Command has the resources it needs to continue accomplishing its mission, despite budget cuts that take effect this month.

Assistant chief of staff, G4/8, Shelley Antle, said the \$16 million reduction should go largely unnoticed by most in the command, especially among recruiters in the field.

“For the recruiter down at the station level, it should be fairly transparent,” said Antle. “And that’s been the goal — to look at how we can reduce costs without impacting the mission, and protecting the recruiter so we don’t make his or her job more difficult.”

Achieving the \$16 million reduction for FY 11 involved convening a Budget Tiger Team made up of headquarters and brigade staff members to develop cost reduction measures, prioritizing functions critical to mission success, taking an acceptable level of risk in some support

areas and buying down some of the FY 11 cost requirements.

“The largest offset to the \$16 million was achieved by accepting risk and underfunding the civilian payroll by about \$9 million, based on projected hire lag expected to occur while vacated civilian positions wait to be filled,” said Antle. “Given historical data and the protracted lag time we are currently experiencing in filling vacancies, I am comfortable the civilian payroll has been adequately funded.

It is important to understand that no one’s pay is at risk. We will monitor pay closely and make adjustments, as necessary, to ensure adequate funding is available.”

Funding across the Department of Defense is getting tighter, and is projected to continue on that path for the next few years, according to Antle.

“Continuing to achieve mission success while taking such large budget cuts has required us to step back and take a critical look at ourselves as a command,” said Antle. “The financial culture of the

command is undergoing change; we’re all becoming much more cost conscious, looking for ways to reduce costs and stretch our money to get the most for our dollars and assessing needs versus wants.”

Antle said despite the cuts, the command does have the resources it needs to meet the FY 11 mission.

“We’ve had some significant cuts and we’ve had to be very creative and resourceful in looking for ways to meet mission and live within those budgeted amounts,” said Antle. “Barring any further budget reductions, I am comfortable with the FY 11 budget provided.”

The immediate challenge for the new fiscal year is that Congress has not yet submitted an FY 11 budget to President Obama, according to Antle.

“This means we will begin FY 11 operating under a Continuing Resolution Authority that is expected to last through mid-November at a minimum. While a continuing resolution has some limiting rules, it is not expected to adversely impact mission.”

UBIS Eases Burden of Agency Checks

By Lisa Soule
Associate Editor

Recruiters are anxiously waiting for the day when gathering a quick set of fingerprints will replace the manual compilation of the various law enforcement agency checks they must gather on each applicant.

Recruiting stations that participated in the USAAC/USAREC Biometric Identity System (UBIS) pilot program recently took delivery on permanent systems that fingerprint applicants and return background checks. The program will see significant expansion in 2011 with a goal to complete fielding in 2012.

UBIS pilot program recruiting stations have seen huge savings in recruiter time and DoD funds, said Master Sgt. Joseph Flores, the fielding and development NCO for the Recruiting Command's UBIS program.

Traditional processing relies solely on an applicant's self admission to criminal charges, arrests and encounters with law enforcement. While recruiters do their best to obtain the records, they are limited not only to an applicant's recollection, but are also prohibited from paying the fees law enforcement agencies assess for a police agency check.

Accessions Command surveys show recruiters spend an average of four hours

per applicant processing these checks.

Radcliff, Ky., Recruiting Company 1st Sgt. Jason Stewart recalled how much time recruiters spent running checks before receiving the UBIS program.

"It was painful," Stewart said. "Our recruiters would have to run 15 or 20 places to get information on an applicant only to find out they had a record that would keep them from processing."



Sergeants 1st Class James Alston and Ishmael John unpack the Live Scan equipment at the Elizabethtown, Ky., Recruiting Center.

Accessions Command officials estimate recruiters spent more than 157,000 days in Fiscal Year 2009 faxing, mailing and personally visiting city, county and state agencies in an effort to retrieve criminal history information. In the same fiscal year, USAREC conducted more than 628,000 manual checks on 314,000 applicants. Of

those applicants, about 119,000 enlisted.

UBIS relies on biometrics — namely fingerprints — to provide a background check that vets an applicant through FBI and juvenile records. The simple process requires less than 10 minutes of a recruiter's time to enter information, capture fingerprints and submit the request. Results return in an average of an hour.

"Some applicants may forget they were arrested," Flores said.

The presence of a fingerprint scanner often helps applicants "remember" previous charges. By identifying previous submissions, the system also identifies "station hoppers."

By running the scan early on, recruiters don't have to spend valuable time processing unqualified applicants. The system also eliminates surprises at the MEPS and reduces losses in the Future Soldier Training Program and Initial Military Training.

In one pilot location, fraudulent enlistments due to undisclosed law violations cost the DoD more than \$416,000 in Fiscal Year 2009, and more

than \$1 million in each of the two previous years, Flores said. The deployment of the UBIS pilot cut those costs to zero.

Besides saving recruiter time, identifying charges in the early stage also prevents unqualified applicants from reserving a job seat. "You can't put a price tag on that," Flores said.

How One Recruiter

Between hateful e-mail messages and the snide comments directed his way while wearing his Army uniform, Sgt. Jerry Petty's first recruiting experiences in Central Wisconsin left a bad taste in his mouth.

"It was culture shock," said the Tennessee native. "Everywhere you have people who don't support the war but they do support the troops. Here, they don't support either one."

About 100 protesters carrying signs that read, "No recruitment in our schools," turned out in June when the Golden Knights descended on the Middleton High School Football field. Petty had worked for about a year to secure local approval for the parachute team's performance at the school pep rally. The local Veterans for Peace group tried to thwart those efforts with a last-minute appeal to the school board to nix the jump.

Assignments in the Milwaukee Recruiting Company come with a bit of a reputation, said 1st Sgt. Bobby Jones. "Attitude-wise, it's 180 degrees," Jones said, comparing it to his previous tours of recruiting duty.

The first sergeant recalled meetings with irate parents, a vandalized recruiting station and the harassment of some Future Soldiers as examples of the environment. "It's not the type of place where you get spit on. It's not at that level," Jones said. But in places like Madison, where Sgt. Petty works, the first sergeant said, "those doors are closed."

Petty quickly understood what he was up against. At first, he developed an attitude of his own. "I went through a phase where I had a general dislike for this place," Petty said. "You start to think that everyone has the same perspective."

But ultimately, the negativity he observed became a motivating force. The former Army Reserve Soldier, with eight years of active duty and two tours to Iraq behind him, called on his military experiences to form a personal battle plan. His goal was to get his job



CAPT. MICHELLE BAER

Sergeant Jerry Petty is a water purification specialist detailed to recruiting in Madison, Wis.

done and to improve the community's perception of the military.

First, he did his research. Minutes from local school board meetings revealed the palpable negativity toward the military. A vocal community expressed opposition to recruiting and to

Battles Perceptions

By Lisa Soule
Associate Editor

military ads on school property. Parents petitioned the school board to remove Army advertisements from scoreboards, with one calling the ads “toxic sludge.” Others urged board members to limit recruiter access and to withhold student’s information from recruiters.

Petty first approached the situation from outside the schools – among his neighbors and in the community.

“I struggled for awhile,” he said. “Then, I started introducing myself.” He met a restaurant owner who was a Vietnam veteran. He found a level of support and began developing that relationship. “What I learned was that everybody knows somebody else. It snowballed and I began to build my system up.”

He started volunteering in the community and in the schools. He worked concession stands. He helped with fundraisers. “They start to see you for you, instead of the Army,” Petty said. “I started to see some attitudes change. Their core attitude toward the military may not have changed, but they can’t vocalize that hatred of the military because they like you. They can’t express that view now, because they would be saying, ‘I hate you.’ In reality now, they have become a friend.”

Petty said his networking began randomly, but he learned to make it more focused. He soon found friends and allies in important places, like the Chamber of Commerce.

Although it was his biggest sticking point, Petty kept trying with the schools. “I talked with anyone who would talk with me,” he said. “I developed friendships with the counselors, the janitors and the security people. I volunteered at coaching events, attended Booster Club meetings and met with the student council.”

One student e-mailed Petty to lend his support. “They made it clear they weren’t interested in joining the Army, but they wanted to help.”

In the end, it was the relationships he developed with students that helped win the school board’s approval of the Golden Knights visit. “Some people only look at the students as recruits,” Petty said. “In this case, they were the biggest supporters. There was some opposition, but ultimately what won the support was the student body saying, ‘We want this.’ Nothing had ever happened like that at this school.”

It was also students who advocated for and prevailed with “Red-Shirt Friday” – an occasion where students wear red shirts to school in a show of support for the troops.

In a place where doors were closed, Petty continues to nudge them open. One school that had relegated his visits to an office within an office, now lets him set up in the hallway. He has learned to deal with naysayers by inviting them to lunch to voice their views, rather than let them waste his time and distract him from getting leads.

One of his contacts owned a large fitness center. Developing that relationship paid off in terms of a prime location to conduct Future Soldier fitness training.

“He has been extremely successful overcoming obstacles,” Jones said of Petty. Before Petty worked the area, a local high

school released information on 100 of the 450 seniors.

“This year, that number has more than doubled to 250,” Jones said. “The grassroots approach he took building individual relationships parlayed into personal introductions with principals and counselors.”

Petty credits his command with giving him the leeway to work the area his way. “My approach was – we have nothing to lose,” he said. “The command is very supportive. They know firsthand how unwelcome we were in the schools.”

As a water purification specialist detailed to recruiting, Petty hopes to transition his recruiting success into a 79S career counselor role. Until then, he will continue to face his own daily battles. “This is a hard fight to fight,” he said. “Every victory that would be small anywhere else is a major victory for us in this type of environment.”



Veterans for Peace members hold signs protesting military recruitment outside the football field at Middleton High School. The protestors saw the Army’s Golden Knights parachute team demonstration as a blatant recruiting effort at the school.

COURTESY NICK PENZESTADLER, WISCONSIN CENTER FOR INVESTIGATIVE JOURNALISM

Preparedness &



LEN BUTLER, DALLAS BATTALION

Sergeant 1st Class Trenton Clark talks with Dallas Battalion Future Soldiers during the Dallas Ranger Stakes Mega-Future Soldier function. Future Soldiers tested and trained on a variety of initial entry training tasks.



HARVEY SPIGLER, MIAMI BATTALION

Sergeant Jeancarlos Rivera of the San Juan, Puerto Rico, Recruiting Company adjusts a Future Soldier's parade rest position during a training event.

Here's What's New

Future Soldier Pre-Execution Checklist

- ✓ Antiterrorism Prevention
- ✓ Army Suicide Program Training
- ✓ Sexual Assault Prevention and Response Training
- ✓ Equal Opportunity Training
- ✓ Prevention of Sexual Harassment and Resiliency Training
- ✓ Added Army Values and History Training
- ✓ APFT Test every 30 days
- ✓ Lifestyle Inventory
- ✓ Overall assessment of Future Soldier based on family, social, emotional issues

Predictability

By Lisa Soule
Associate Editor

Standardizing Future Soldiers' Training

USAREC will soon rollout a program to standardize the training Future Soldiers receive while they wait to ship. With new parameters for tasks, training and diagnostic fitness tests, officials hope to deliver a more prepared Soldier to Initial Military Training.

An overall lack of preparedness for initial training prompted the program changes, said USAREC Plans and Programs Division Chief Victoria Sorensen. "By introducing rigor into the program, we hope to achieve more predictability and preparedness."

For those who manage Future Soldiers, the changes will mean a replacement USAREC Form 1137 Future Soldier Pre-Execution Checklist that will document the progress of a Future Soldier while in the FSTP. Upon completion, the document will present a holistic assessment of the Future Soldier's performance.

This will provide drill instructors insight into the Future Soldier they will be training," Sorensen said. "They will know what each Future Soldier has done and what their accomplishments have been."

The new training program, which will be included in the FY 11 Operational Order, includes mandatory and training cycle tasks along with height and weight tracking and a diagnostic APFT test every four weeks. A lifestyle inventory has also been added to capture family, emotional and social information to

assist recruiters in assessing the Future Soldier and help drill sergeants better understand where their trainees are coming from.

Today's Future Soldier Training Program includes familiarization with military time, drill and ceremony, general orders, rank structure, phonetic alphabet, Army Values and land navigation. The new program will add training in antiterrorism, suicide prevention, sexual assault prevention and response, equal opportunity, prevention of sexual harassment and resilience training, along with added Army Values and history.

The new pre-execution checklist also includes a summary that must be completed within 30 days of shipping. This section gives recruiters an opportunity to draw on the Future Soldier's family, social and emotional status as well as performance while in the program, considering things like Army Values, training competence, bearing, leadership and responsibility/accountability when making a holistic assessment.

Once the plan is fully implemented, Sorensen said the FSTP record started by recruiters will be integrated into the Digital Training Management System (DTMS) and follow a Soldier through his or her career. At its inception however, recruiters will have to scan the completed forms into ARISS. Sorensen said the target date for the program's full implementation is projected for the second quarter of Fiscal Year 2011.



Staff Sgt. Andrew Wolter of the St. Cloud Recruiting Station, 1st Sgt. Steven Laick of Des Moines Recruiting Company, Staff Sgt. Scott Mackedanz and Sgt. Timothy Karels of Brainerd Recruiting Station, encourage Future Soldiers Johnathan Lokken, Ryan Axelson and Luke Pennington during a push-up challenge at an Army Strength in Action event at an NHRA race in Brainerd, Minn.

CHERYL MOORE

Know Your

Updated Form Helps Identify Stress

The Recruiting Command continues to address its challenges with increased suicides and Serious Incident Reports with the recently revised USAREC Risk Assessment and Counseling form.

This inspectable document was designed to prompt a conversation to help leaders identify the stresses and risks their Soldiers face.

"This is about leadership," said USAREC Commander Maj. Gen. Donald

M. Campbell Jr. during a semi-annual training brief. "Leaders should be sitting down with their Soldiers and learning about them and their families, not just checking the boxes on a form. The form just helps them start the dialogue and ask the right questions." Campbell said the ideal environment to perform the counseling is away from the office where they can have a conversation.

The command recently revised the assessment which was developed in the 82nd

Airborne Division. A former commander brought it to the 3d Recruiting Brigade and from there it was pushed out to the entire command.

While it was successful, the document needed to be modified to better fit the recruiting field force, according to Command Psychologist Lt. Col. Ingrid Lim.

"The initial tool overestimated risk," Lim said, explaining that the targets were so sensitive that a Soldier who had a few drinks a week, but no other mitigating

URAC Q & A

Q: There are so many things leaders already "have to do," is this another exercise in that category?

A: Yes. The URAC is mandatory because it is the right thing to do. The objective is not to just complete the exercise as a task, but rather to conduct an open conversation with a subordinate to determine their current status in a holistic manner. It is all about Soldiers' well-being and it is worth the effort as a leader.

Q: Depending on the unit, Soldiers already get daily and/or weekly reviews, end-of-month counseling and NCOER performance counseling. If this is done in conjunction with quarterly counseling, won't it send a mixed message?

A: The URAC is a monthly Risk Assessment and Counseling Checklist. It is a tool designed to: help leaders get to know subordinates better, build trust through respect and caring; engage in a safety/well-being check; discuss goals, successes and setbacks; discuss the effects of positive/negative stress on quality of life and work performance. It also provides a review of available resources to consider a way ahead.

Daily and weekly reviews, end of month counseling and NCOER Performance Counseling focus on production and duty performance. The URAC focuses on factors that directly impact Soldiers' current well-being:

- Family
- Spiritual/Social
- Personal Behavior
- Stress
- Substance Abuse

Q: Could the URAC be perceived by individuals as the Global Assessment Tool or some other tool?

A: The URAC complements the GAT. The GAT is a tool a Soldier will use to conduct a self-assessment regarding their emotional, social, family, and spiritual well-being. Based on these results, the Soldier is provided Distance Learning modules to increase and or strengthen rankings in each area.

The URAC is an interactive joint exercise between leader and

Soldiers

Issues and Issues on Monthly Basis

factors, might end up in the moderate risk zone. The document also included un-scored questions that tended to be ignored. “We really needed to standardize it to be able to determine the risks that could indicate adverse behaviors.”

Lim said while completing the monthly URAC is mandatory for Soldiers, answering the questions is voluntary. The URAC is a counseling tool, not a punitive tool. A Privacy Act statement, limited use policy and non-disclosure agreement are part of

the document to encourage sessions that are both open and truthful.

“The URAC is not a replacement for monthly counseling and it doesn’t replace other types of conversations,” Lim said. “But what the URAC can do is help leaders ask questions that bring issues to the surface. These are issues that might not otherwise be discussed.”

Lim said the URAC should be completed in pencil because it is intended to be a living document used over a

12-month period.

Center One and brigade psychologists have created training for using, interpreting and conducting a URAC session. Beginning this month, this training will be part of the Station Commanders Course. Leaders may also request the course through Center One.

More information about the form is available in USAREC Operation Order 10-0011 “USAREC Risk Assessment and Counseling Booklet Implementation.”

subordinate to develop a relationship that fosters open communication, identifies and mitigates risks and initiates countermeasures to keep the Soldier safe.

Q: Where can counselors find training?

A: URAC Counseling techniques can be found in the URAC presentation at: <http://span.usaac.army.mil/pub/recrCentral/rcresource/Pages/HQUSARECTrainingStandDownDay.aspx> Additional counseling techniques can be found in FM 6-22 Appendix B.

Q: How will the leaders know how to interpret the results?

A: Leaders can interpret Soldiers’ responses by using the scoring matrix located on page 8 of the URAC.

Q: I may not want to show vulnerability to my boss, or I may just tell them what they want to hear. Could we look at doing the counseling at the next higher level to put some distance between the direct line supervisor and subordinate?

A: It is imperative that first-line leaders conduct the URAC with

their Soldiers. Leaders two-levels higher do not have the day-to-day knowledge, understanding and awareness to effectively conduct counseling and analyze the Soldier’s responses. It is critical for a leader to establish an environment that is conducive to open dialogue, trust and respect. Soldiers with these types of leaders will not be reluctant to express their feelings or concerns.

Q: I have concerns about the confidentiality of this information. Who sees it, where is it filed and for how long? Also, when I switch bosses or locations, will my boss use this against me?

A: The URAC is an inspectable item for the purposes of compliance only and will be maintained in the Soldier’s counseling folder for two years. The “Limited Use Policy and Non-disclosure Agreement” on the URAC cover page requires the supervisor to safeguard information disclosed during counseling. The agreement warns that anyone who releases such information may be subject to punishment under the Uniform Code of Military Justice.

Restoring Memories

By Lisa Soule
Associate Editor



Veteran Scott Sharbutt lost six military medals in a home burglary. He received replacements from 2d MRB Commander Lt. Col. Jose Garcia at Decatur City Hall in mid-September.

Medical Recruiting Battalion Replaces Lost Medals

As the administrative officer for the 2d Medical Recruiting Battalion, Stephen Hogan is the keeper of Army medals waiting to be bestowed on those who have earned them.

So when Hogan saw a news story about a veteran whose medals had been stolen from his home, he knew there could be an easy fix.

Scott Sharbutt, 43, of Decatur, Ala., was an Army specialist who served as a tank mechanic in Desert Storm. He had long kept the medals he earned in a drawer, but he said one day he took a look at them and thought, "I'm getting old and I am so proud of them, I should hang them up and show them off." Sharbutt affixed the medals to a flag that hung inside the house near his window. He said he suspects the shiny medals may have looked like gold or silver to someone passing by. And in early September, Sharbutt said he inadvertently left the house unlocked as he took his son on a quick trip to the corner store.

"I came back, I looked at my window and I said, 'Wait a minute. Somebody stole my medals,'" Sharbutt said. He called the police and the report ended up making headlines in the local newspaper and on television news.

The news didn't sit well with Hogan, who also lives in Decatur, about 30 minutes from his office at the battalion headquarters at

Redstone Arsenal. "Being a veteran myself, I know ... those medals are sacred," Hogan said. "I was heart struck."

Hogan knew replacing the medals would be easy. He contacted the police, the news reporter and also verified that Sharbutt had officially earned the medals. Then he asked the 2d MRB commander if he would make the presentation.

Lt. Col. Jose Garcia was quick to come on board. "I thought this was a great opportunity to take care of one of our own," Garcia said. "Anytime you lose something of value, it's like steal-

ing your identity. Even though these were not the originals we hoped we could restore some of that identity and those memories."

Other battalion members wanted to play a part and chipped in for a wooden case to display the six replacement medals. While five of the medals were easy

to find, Hogan said he had to call in a favor to replace Sharbutt's Saudi Arabian Medal for Liberation of Kuwait. This prized medal was granted by decree of then Saudi Arabian King Fahd Bin Abdul Aziz.

"He's really proud of his service," Garcia said after presenting Sharbutt the medals in a ceremony that included Decatur's mayor. "When we presented the medals, he got misty eyed. He was truly touched. I don't think he ever expected anyone to do this."

“I thought this was a great opportunity to take care of one of our own.”

*— Lt. Col. Jose Garcia
Commander, 2d Medical Recruiting Battalion*

Nashville CSM Leaves Them Laughing

By Lisa Soule
Associate Editor

Command Sgt. Maj. Lindsey Streeter has been making people laugh for years. But make no mistake – he is not some aspiring comedian.

“I’m a sergeant major,” Streeter said, striking a serious demeanor. “Comedy is strictly a hobby for me. It’s something I’ve dabbled and dabbled with.”

Streeter said he hasn’t ventured into a comedy club lately because his position at the Nashville Recruiting Battalion keeps him pretty busy. Still, he is quick to spot the funny side in the daily tasks of recruiting.

“I try to find humor in every situation,” Streeter said. “There’s a lot of humor in recruiting, from being hung up on, to the expressions we see and some of the obstacles we face putting applicants in. If I’m in front of a recruiting audience I can think of a lot of jokes that pertain to our craft – whether it’s about being chased by a dog or pretending to like a certain food a family offers you.”

Streeter’s humor has taken him from talent shows to a traveling Soldier team to get a laugh.

He found his on stage comedy niche back in 1990 while he was stationed at Georgia’s Hunter Army Airfield. He entered a talent show on a dare. “I ended up winning first place,” he said. He placed in two more comedy competitions before landing an assignment



Command Sgt. Maj. Lindsey Streeter performs at a comedy club in El Paso, Texas in July 2007.

in Illesheim, Germany. A talent show there spawned a four-man Soldier show that had Streeter telling jokes all over the country from 1992 to 1995.

The following year, Streeter was a finalist in a nationwide talent search. He was in the top 13 after five elimination rounds but didn’t make the cut that would have featured him on a cable movie channel. He continued to perform standup comedy when he returned stateside, playing in Washington, D.C., and in New York City.

Taking his comedy to the stage requires serious preparation. “I’m not up there just free gunning,” Streeter said. “It’s a thought-out, deliberate process. Some is trial and error, and you get better over the years.”

Streeter explained that he develops his arrangement so it flows, builds and transitions well between jokes. “You’ve got to allow the audience time to laugh and enjoy ... it’s not too fast, not too slow.”

As a Washington, D.C., native, the metro crowd was a familiar audience for the command sergeant major. “Most of my jokes come from my upbringing,” he said, explaining how he mixes a little truth and draws parallels in the stories he tells about growing up in the area.

Playing New York was a bit trickier, because the transient tourist audience is difficult to judge. “You can tell a joke on Friday night and bring the house down,” Streeter said. “When you use the same joke on Saturday night, no one finds it funny.”

Sergeant Maj. Todd Sherman works in the USAREC G-3 office and has known Streeter for about a decade. Streeter was the emcee at Sherman’s farewell when he left the 3d Recruiting Brigade. “Sergeant Major Streeter is light hearted, light witted and always quick with a joke to relax the environment,” Sherman said. “No matter how serious the situation, he can put people at ease, make them relax.”

Knowing the audience is key to his comedic success, Streeter said. While he is as comfortable with both civilian and military settings, he does play the crowds differently.

“Military audiences require a more restrictive style of comedy,” he said. “Even though we’re off duty, we’re governed by a code of ethics and conduct. There are areas that – though they’re funny – you wouldn’t go into.”

When it comes to his fellow recruiters, Streeter relies on the common ground they have in the ARISS application -- used to track leads and process applicants -- to spin an inside tale.

“I tell a joke about working long hours in recruiting and not being able to use the new technology ... not being able to sleep. The next morning when I wake up, my wife is staring at me and she’s mad. She says, “I wanna know -- who this ARISS is and why she’s got you up all night.”



Command Sgt. Maj. Lindsey Streeter meets comedian Dave Chappelle backstage at a comedy show.

RSD

Challenging the Misperceptions

Story and photos
by Julia Bobick
Editor

The light-hearted early morning banter among the recruiters quickly turned to uncomfortable silence replete with anxious glances around the room when the two noncommissioned officers walked into the North Fort Wayne, Ind., Recruiting Station and said they were there to conduct an inspection.

Unannounced station inspections by members of the Recruiting Standards Directorate or RSD – often still called ESD (it was formerly known as the Enlistment Standards Division in G3) or perhaps some other moniker recruiters have given them – usually evoke feelings of nervous apprehension and dread among recruiters.

“We hear the horror stories,” said Staff Sgt. Abram Pinnington, whose station commander was in training when the inspectors showed up, leaving him in charge.

“It’s always in the back of your mind that they could show up, but I never really thought they would,” said Pinnington, who had never before undergone an RSD inspection.

He admitted to being quite nervous and stressed – not because he thought the inspectors would find anything wrong, but because he didn’t know the process of what would actually take place during the inspection.

The first expectation for many, said Staff Sgt. Tyrone Davis, is “someone is in trouble.”

Sergeant James Cullen, who’d been on recruiting duty 18 months, called it an “intense experience,” as a result of not knowing what to expect.

Contrary to what some might believe, the RSD is not out to get recruiters; inspection teams do not set out to find faults or have competitions to see how many things they can find wrong at a station.

“They are not the enemy,” said USAREC Deputy Commanding General Brig. Gen. Bryan T. Roberts, who oversees the RSD. “It is a very professional organization. RSD is here to make our command better, to ensure we are adhering to the standards – doing the right things – and we’re recruiting with integrity. Where things are not being done right, we can immediately put a stop to it and fix the problem.”

He added, as the Commanding General Maj. Gen. Donald M. Campbell has often said, “It’s not about gotcha; it’s about getting you better.”

An organization not only has to set and communicate the standards, but it also has to ensure those standards are being adhered to, checked and enforced, Roberts said.

“It is important to have an organization like RSD outside of the unit being inspected that can come in with an objective set of eyes and call it like they see it – call a spade a spade,” Roberts said. “We’d all like to be able to fix ourselves, but it’s not always easy to fix yourself – it’s not always easy to truly see yourself. What these guys do is help you see yourself. Help you see your strengths, help you see your weaknesses, and help you come up with a plan to fix those things.”

He said the wealth of experience among the 11 team members, who have a total of 128 years of experience between them, is very important. They know the standards inside and out; they know how



Sergeant 1st Class Geoffrey Seay discusses a potential issue with Staff Sgt. Abram Pinnington during the inspection of his North Fort Wayne, Ind., Recruiting Station..



After getting the recruiters' permission, the NCOs methodically examined the contents of every desk drawer, combed through file cabinets, reviewed processing paperwork, checked records in GCR and looked inside government vehicles. They searched pretty much everything except personal backpacks/gym bags. Then they took extreme care to return everything they touched back to its original place.

to analyze recruiting data – hundreds of pages of data before every inspection – and identify potential problem areas. Stations essentially select themselves for inspection through their data on the Recruiting Management Reporting System, or Volume II Report, which helps identify negative trends and emerging trends that might indicate station issues or potential impropriety, according to Mark Pedron, chief of the RSD inspection division.

“There are a lot of misperceptions about how we do business,” said Sgt. 1st Class William Harvey, who’s been in the command since 1996 and on the RSD team for nearly a year. “We do everything we can to change those perceptions, to put recruiters at ease and thoroughly explain the process every step of the way.”

After announcing themselves at the North Fort Wayne Station, Harvey and fellow inspector Sgt. 1st Class Geoffrey Seay asked the recruiters to stop working and gathered them together to explain how they would conduct the inspection.

It’s a very thorough process. After getting the recruiters’ permission, the NCOs methodically examined the contents of every desk drawer, combed through file cabinets, reviewed processing paperwork,

checked records in GCR and even looked inside government vehicles. They searched pretty much everything except personal backpacks/gym bags. Then they took extreme care to return everything they touched back to its original place.

“I always try to treat the recruiters with respect. The first inspection I went on I was probably just as nervous as the recruiters. Sometimes it is uncomfortable, you just have to be professional and know it’s a job that’s got to be done.”

If they take a document for further inspection by the team or battalion staff, they explain to the recruiters why and what happens to it next.

The entire RSD team is focusing more on teaching and training as a part of the battalion inspection process, with the goal of reducing recruiter improprieties, according to Pedron.

“We tell them what they’ve done right, and show them what they’ve done wrong so they can improve,” said Seay, who has five and a half years experience leading stations in USAREC. “A lot of them don’t know what’s in the impropriety regulation (USAREC Reg 601-45). The No. 1 thing recruiters think is an impropriety is inappropriate relationships and it’s not – that’s

recruiter misconduct.”

If they spot issues that indicate a lack of education or training in a certain area, Harvey said they will provide training then and there. Before leaving the Fort Wayne station, Harvey and Seay sat in a circle with the station team and talked about improprieties and misconduct, answered their questions, explained what they found in the station’s Volume II report that prompted the visit to their station and even cracked a few jokes.

The inspectors, who on average inspect every recruiting battalion once every 36 months, are not just looking for the negative, according to Pedron. They also take the good things they see and share them across the command.

“What you end up with is another way to share best practices,” Roberts said “This is all about the health of the organization. When they do find problems, they can almost always offer a solution; many of the things they find can be fixed on the spot. As long as the command stays on top of it, those things will never be a problem again. It’s all about leadership. Leaders have to be receptive to assistance.”

Coming soon, Roberts said, “announced inspections. Stay tuned.”

One Team One Fight

Working Together to Enlist the Nation's Military

Synergy! It's a word you hear more and more these days — synergy with Army Reserve units, Army ROTC departments and educators. But how about synergy with other branches of the Armed Forces?

For a long time there's been a discussion about how the various branches of the Armed Forces might be able to assist each other in accomplishing their missions instead of always competing for enlistments.

Since every service has different needs, it is entirely possible that an applicant might not be qualified to enlist in one branch of service due to business rules, AFQT scores, or other issues, but might be eligible to enlist in another.

Since we are "One Team, One Fight," it's a win-win situation when an applicant can enlist to serve this great nation no matter in which branch.

Recently, the Charleston Recruiting Company was the recipient of 10 leads that led to enlistments. The leads were from Air Force recruiter Staff Sgt. Jeremy Smith. Smith has been very successful at recruiting for the Air Force in the Charleston area.

When applicants were unable to enlist in the Air Force for any number of reasons, instead of holding them until a later date, he provided the leads to the Army's South Charleston Station across the parking lot.

"We opened a line of communication with him some years ago and began building a relationship that



Sergeant 1st Class William Smith of the South Charleston Recruiting Station presents Air Force recruiter Staff Sgt. Jeremy Smith an Army Achievement Medal for his referrals that led to Army enlistments. The award was given at the U.S. Air Force Group Training conference in front of more than 300 Airmen.

has led to a win-win for the Armed Forces of the United States," according to South Charleston Station Commander Sgt. 1st Class Vonley Stanley.

Smith's actions brought new meaning to the phrase "One Team One Fight!"

Here are his suggestions on how you can develop relationships with recruiters from other branches.

1. Create Synergy: Search out local recruiters and meet with them often to discuss trends and how you can help each other toward mission accomplishment.

2. Win-Win: Know the qualifications and requirements of the other services in order to better understand how to help each other fill the ranks of all services.

3. One Team One Fight: Recognize sister services at unit awards ceremonies, giving others an incentive to participate.

In recognition of Smith's assistance in mission accomplishment, the assistant station commander for the South Charleston Station, Sgt. 1st Class William Smith, attended the U.S. Air Force Group training conference and presented his counterpart an Army Achievement Medal in front of more than 300 Airmen.

"It was a great event and many of the Airmen in attendance promised to go back to their respective areas and open a dialog with the Army recruiters in their area," said Sgt. 1st Class William Smith.

Year of the Station Commander

Recognizing Recruiting Heroes

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

October not only begins a new recruiting year, it also begins the “Year of the Station Commander.”

The Commanding General Maj. Gen. Donald M. Campbell Jr. wants to recognize the noncommissioned officers who lead and direct the real work of Army recruiting. Recruiters have successfully shouldered the recruiting mission year after year. Station commanders have led the way. They are the unsung heroes on whom the Recruiting Command relies.

The command’s fiscal year 2010 enlisted recruiting mission was 74,500 Regular Army and 17,000 Army Reserve. Recruiters overachieved in both missions, and station commanders played the key role in every enlistment. The

same operations take place in special missions—health professions, chaplains, band and special operations. Station commanders planned the recruiting operations and led the prospecting and processing that put young Americans in boots.

How can we define and understand the role of the station commander? In the Army, it is rare for an NCO to wear the title of “commander.” Why commander and not leader or manager? The answer is quite simple. Station commanders wear two hats—they both lead and manage.

Field Manual 6-22, Army Leadership, discusses legitimate (or formal) leaders. The station commander is the first legitimate leader of recruiters. They are responsible for everything that happens or fails to happen in their area of operations.

They are also the operations manager of the recruiting station or recruiting center.

The station commander is responsible for every aspect of day-to-day operations. They perform market intelligence and mission planning. They assign duties to members of the team, counsel them and evaluate their performance. They identify training needs and allot time to train. They coach and mentor their Soldiers to develop their leadership skills.

Besides leading their uniformed subor-

platoons, troops and fire teams. They train, mentor and coach their Soldiers to attain unit proficiency while developing their Soldiers into leaders.

Commanders on the other hand are responsible to lead their units to complete demanding missions by providing necessary support, direction, guidance and vision. They are in effect operations managers guiding their subordinate units. The combination of these two roles pretty much defines the position and importance of the station commander.

Command includes leadership, authority, responsibility and accountability—all of which define the role of the station commander. Station commanders display initiative, make decisions and seize opportunities. These leaders must build in their

subordinates what General of the Army George C. Marshall called “that quality of unswerving determination to carry through any military task....”

These qualities have never been more important than now, as USAREC transitions from a focus on individual mission accomplishment to a focus on team performance. Technology has enabled a high degree of situational awareness. Even so, the small unit leader—the station commander—must still make decisions that take advantage of opportunities on the ground.

Army Values, the NCO Charge, the NCO Vision and the NCO Creed each provide guidance and inspiration to lead from the front. Station commanders must live every day by the NCO Creed and include it their daily business. The Creed will guide them through the tough times and situations.

Station commanders wear two hats – they both lead and manage.

ordinates, the station commander must also direct a pool of Future Soldiers, who renew the strength of the Army. The station commander must ensure their recruiters or Future Soldier leaders train, counsel and care for these volunteers for Army service.

Station commanders manage a small fleet of government-owned vehicles and ensure their safe operation. They must ensure the station or center has all the resources the team requires, from postage stamps to computers, and the work space itself. They are responsible for quality assurance and that the team’s performance is effective and efficient.

Army NCOs are responsible for executing the organization’s mission and for training their subordinates so they are prepared to execute their missions. NCOs are first line supervisors leading their squads,

Taking Advantage of **FREE** Assets

By Fonda Bock
Associate Editor



D. Charone Monday, Columbus Battalion Public Affairs Specialist, was an Army broadcaster while on active duty in the late '80s and has 22 years of experience in video and TV production and public affairs in the private sector.

Sergeant Robert Dodge made his television and radio debut in August. As a guest on the weekly public access television and radio show “Get Social” in Tipp City, Ohio, he talked about what it was like being deployed, what kind of benefits the Army offers and what kind of questions students ask during high school visits.

“It was good publicity,” said the Huber Heights, Ohio, recruiter, because the area where this show was broadcast “is one of the harder areas for us to get into the schools.”

Turns out, show host Mike McDermott was so pleased with Dodge’s presentation, he’s agreed to a request by Columbus Battalion A&PA specialist D. Charone Monday to have the recruiter on every three months to talk Army.

“Free is always good,” said Monday, who seizes on opportunities to get free publicity for the recruiters in her battalion. She made the request to McDermott after he approached Dodge during a recent air show. The TV host was so impressed with the latest Army technology displayed at the Army exhibit he invited Dodge to be on his show — a one-time appearance. Monday thought talking about the Army could fill up more than one show and made a pitch for additional appearances.

“Now, Sgt. Dodge will be able to get his face in his community in his school area at least every quarter on a show that he’ll have at least 20 minutes to talk about whatever he wants. And we’re going to [coordinate with the host what kind of topics to discuss on each show], so we’ll be able to get a lot of bang for the buck on the kind of jobs, training and education benefits kids get after they go in.”

This is not the first time Monday has taken advantage of the free air waves offered by public access TV. She produced a series of 12 15-minute shows titled “In The Know,” that aired over the course of a year on 10 television stations throughout 3d Brigade.

Hosted by Sgt. 1st Class Michael Kyle, the series includes shows answering the top 20 questions prospects have about basic training, candid talk about what to expect from drill sergeants, Future Soldiers talking about why they enlisted, what it’s like to be in the Army Reserve and Soldiers discussing life in a war zone. All the questions are answered by Soldiers. Each show aired an average of eight times in different time slots and on different days of the week. Feedback reported back from the stations was positive.

“They were just impressed with the subject matter,” said Monday. “The first one we showed was ‘Life in the War Zone.’ It showed the heart of Soldiers, not the shoot them up, blow them up things. I think people started seeing Soldiers more as people who are really doing a great job to defend their freedom as opposed to Soldiers with guns shooting and killing people.”

Since public access doesn’t gather ratings, it’s hard to gauge who’s watching what, but Monday said people do tune in.

“It’s probably more about reaching the COI than the applicant, and we all know that a ... COI can take someone who wants to [enlist] and talk them out of it because they have misinformation.”

Recruiters have also been showing the videos to prospects, parents, educators and COIs at schools and events. Any recruiter can download the videos from the Columbus Battalion SharePoint site. Sergeant 1st Class Chad Bailey showed the Future Soldier video to a shy, skeptical referral at the Hamilton, Ohio, station.

“After watching the Future Soldiers and the transformation that had happened

to them, it convinced him he could do it,” said Bailey. “He was definitely an introverted guy, lacked self confidence, but he ended up enlisting.”

Monday got much the same response from a group of Future Soldiers who viewed the videos just prior to shipping off.

“They said, ‘I feel so much more confident now. I know the drill sergeant if probably going to yell at me, but that’s OK.’ It made them feel more competent and capable before going to basic. So if you have a kid who’s a Future Soldier and not leaving for eight or nine months and maybe his parents or peers are telling [him] negative things, our videos actually show a more proper perspective of what the truth really is.”

Even though the videos were shot in the Midwest, Monday said any potential recruit can relate to them.

“I made sure I got video of the jock, the cheerleader, the computer nerd, the kid who’s scared to death, the girl with pimples all over her face, every kind of kid so they could see themselves in these.”

Monday said 100 percent of respondents in a battalion-led focus group found the videos to be credible because they provide honest, uncensored answers by Soldiers about becoming and being a Soldier.

Columbus Battalion Commander Lt. Col. Matthew Carran showed the video during a recent educator tour and found them to be very beneficial.

“It really resonated with the educators, especially seeing real Soldiers talking about what it means to be deployed, be considered a hero and how proud they are to be Soldiers. It had a lot of the educators in tears.”

Public access channels typically offer free training and the use of production equipment to anyone who wants to produce a show. Because Monday already had video production experience and access to equipment through her battalion, she produced the shows before she pitched them to TV.

Monday said her battalion is willing to make broadcast quality copies of all the shows for any public access channel that has agreed to air them.

TIPS FOR USING PUBLIC ACCESS

1. Find all the public access channels in your footprint by searching online at [globalvillagecat](#) and/or [timewarnerpublicaccess](#). You may have to make some phone calls; some of the stations listed may no longer be on the air.
2. Be persistent when trying to get in touch with the program managers. They may be hard to reach by phone since they’re typically busy and the stations are under staffed.
3. In order to use public access TV someone involved with the production has to live in the viewing area. More than likely a recruiter will live in the area.
4. Someone may be required to go to an orientation that usually last about half an hour.
5. There might be a minimal annual membership fee; find out what it is and if your battalion is willing to pay.
6. If someone from the battalion is interested in producing his/her own show or video ask the station about training on their equipment and using their studio.
7. Find out what shows are on the public access channels and network with the hosts. They need guests. Find out if they’d like to talk to a recruiter and about the Army.
8. Do your research; watch the program and assess the host’s portrayal of our Army.
9. Choose a recruiter who’s comfortable being on camera.
10. Work with the host to find out what questions he or she will have for the recruiter, if possible, and help the recruiter rehearse the answers. Offer to provide the host with a topic of discussion and questions to ask the recruiter.
11. Those who want to pitch the shows produced by the Columbus Battalion can let the station managers know they are already fully produced, 15-minute programs and the battalion has all the copyright permission to all content, video and music.



TV host Mike McDermott asks Sgt. Robert Dodge a question about his deployment. Dodge's appearance on McDermott's program in August led to the opportunity to be a quarterly guest on the show, which is broadcast throughout his recruiting area.

Become Part of Your Community Through Public Access TV

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

Public access TV is an unknown gem available to most recruiters who work in large cities. It provides an opportunity to tell the Army story and to publicize recruiters within their community.

With advertising budgets shrinking, getting free television exposure will benefit any recruiter and the recruiting station.

Recently, Sgt. Robert Dodge of the Dayton Recruiting Company experienced the benefits of appearing on public access TV when he was a guest on the show "Get Social" that is broadcast in his recruiting area.

The show began with host Mike McDermott asking Dodge questions about his deployment to Iraq, which provided him the opportunity to speak about the nation building role that Soldiers play. Since most people only know what they see on the nightly news, hearing firsthand from someone local who has deployed helps set the record straight.

"The most important thing that we accomplished today was to

let viewers see that people in the Army are normal. Being in the Army isn't what most people think it is or what's shown on TV. It gives them a Soldier's perspective not a reporter's perspective," Dodge said.

McDermott added, "I cringe when I watch the TV news and see the sensationalism that goes on in TV because I know there's another story out there and I don't think we see enough of it."

Not to be confused with the Public Broadcasting System, public access TV allows anyone who lives in the station's broadcast area the opportunity to produce his or her own TV show and have it aired locally.

These local broadcasters are always looking for guests to appear on their shows. Their need for interesting and unique interviews opens the door for recruiters. If you give a relaxed and interesting interview, the host will usually be open to you being a repeat guest. That means parents, students and COIs will be watching and seeing you as more than just a recruiter.

Dodge is scheduled to appear quarterly on "Get Social" and will continue discussing topics related to the Army, such as educational benefits, available job training, benefits of being in the Army Reserve, the HRAP program and more.



Recruiter Lands Role in Award-Winning Film

By Lisa Soule
Associate Editor

When a Missouri recruiter talked with a troubled teen who wanted to collect a \$40,000 enlistment bonus, he had quite an audience.

Staff Sgt. Russell Schalk said the multiple cameras and 20 or so onlookers made him nervous as he portrayed himself in a role for the independent film titled “Winter’s Bone.” During several takes, Schalk spoke candidly with an actress playing a 17-year-old who wondered if she could join the Army to collect the money she desperately needed to help support her mother and two younger siblings.

Schalk, 26, said he relied on his recruiting training – not acting lessons – to take him through the scene. For the machinist detailed to the Seminole Recruiting Station, the on-stage performance was a first. “I have never done anything like this,” Schalk said. “I’ve never even been in a high school play.”

Movie Director Debra Granik called Schalk’s performance “soulful.” Since its debut, “Winter’s Bone” has garnered much acclaim, including the Best Picture grand jury prize at this year’s Sundance Film Festival.

“Winter’s Bone” tells the story of teenager Ree Dolly as she searches for her dad who disappeared after pledging the family’s house in exchange for bail. Dolly searches for answers among her outlaw relatives as she tries to protect her family from a life in the Ozark woods.

Schalk’s audition for the movie role came largely by chance. He happened to answer the recruiting station telephone

when the film’s casting director called looking for a recruiter. When Schalk passed the information and the phone to station commander Sgt. 1st Class Todd McVey – the commander accepted the call, but issued a challenge. “My boss thought I was joking,” Schalk said of McVey. “He told me if it was true, that I was going. That’s kind of how I got the audition.”

Schalk and another recruiter showed up for the open audition where other actors had taken the trouble to dress up in Army uniforms. “The audition was supposed to entail memorizing and reading lines,” Schalk said. “I didn’t think I was going to get it, so I winged it. I’m a recruiter, so I can talk.” Besides, he wanted to take the opportunity to correct some misleading information. Schalk’s input ultimately helped rewrite the scene.

During his scene, Schalk is behind a desk in a high school classroom where students waited to talk with him one-on-one. The actress inquires about the \$40,000 sign on bonus, hoping she can join the Army and use the money to help her family.

With a few probing questions, Schalk finds out Ree is 17-years-old and explains she would need parental consent. He also let her know she wouldn’t get the \$40,000 immediately and that she would not be able to take her siblings along with her to basic training. After the short conversation, Ree decides to put her plans to join the Army on hold.

For Schalk, the conversation was all too familiar. “It happens all the time, a bunch of people think 17-year-olds can join, or kids see the poster for the enlistment bonus



Staff Sgt. Russell Schalk
Seminole, Mo., Recruiting Station

and they think it’s an automatic thing.”

In his four-star review of “Winter’s Bone,” Kansas City Star entertainment columnist Robert Butler describes the interaction like this. “... There’s a scene between Ree and an Army recruiter — she naively thinks that if she signs up now her enlistment bonus will beat the bail bondsman to her door — that is so real, true and heartbreaking that you’ll have a hard time getting past that lump in your throat. (Kudos to Russell Schalk, a real-life Army recruiter who finds compassion beneath the military decorum).”

While critics have lauded Schalk’s performance, McVey suspects the recruiter wasn’t really acting. “It sounds like one of his actual appointments,” the station commander said of the movie scene.

Schalk is now eligible to be a card-carrying member of the Screen Actors Guild, something he said he has no interest in pursuing. Instead, he is trying to keep the four hours of work he did in one weekend from bringing too much attention his way.

“I’m excited about it and it’s kind of neat,” Schalk said. “Everyone in the office has seen the movie. It has stirred up a bunch of publicity, but I try and keep it on the down low.”

Lead Generating Event Attracts Math, Science Students

By Marie Haberstroh
Cleveland Battalion

High school students in the Toledo, Ohio, area were invited to Cleveland Battalion's latest "Bridge the Gap" event developed to inform prospects and the public about what the Army has to offer in all areas.

About 1,500 students participated in this event, titled "Engineering your Future," which showcased the science, engineering, biomedical and technology career opportunities available in the Army.

Students with an interest and aptitude for math and science were targeted to attend.

Army assets showcased included a Stryker vehicle, an alternate fuel vehicle and a CH-47 helicopter.

A dragster owned by nationally known race car driver Don Graham were on display. Graham autographed his cards and gave away free tickets to a future race.

A Future Soldier Trainer was made available and students were treated to the experience of wearing Army apparel such as bulletproof vests, camo nets, a rucksack, body armor, LBV and Kevlar. Samples of Meals-Ready-to-Eat were also served.

"The camo face painting was very popular with the students," said Toledo Company Commander Capt. Andrew Lee.

Other displays included a three dimensional printer and exhibits from the University of Toledo's engineering department.



High school students paste on camo face paint at Cleveland Battalion's "Engineering your Future" "Bridge the Gap" event in Toledo Ohio.

GREG BECKER, CLEVELAND BATTALION

The University of Northern Ohio and Owens Community College were also on hand with displays. Mercy College, Bowling Green State University, AMEDD nurses and ROTC departments also participated.

A March2Success (M2S) tent was set up where the program was staffed with education services specialists from 3d Brigade and the battalion.

Teachers overwhelmed by the capabilities of March2Success requested additional information about the program and one of the schools wants to integrate the M2S into their SAT/ACT curriculum for next year.

"It was a great opportunity to show that we are more than just recruiters," said Sgt. 1st Class Steve McCarroll. "We are able to give back to the community through highlighting the educational and different career opportunities that maybe the students had not considered."

"This event was an awesome opportunity for the general public — mainly students — to see the new technology that the Army offers," said Sgt. Lucas Reutter. "In addition, they were able to try on military equipment

at this event. It was impressive for the students."

To encourage students to visit all of the tables, the battalion created a checklist to be signed at each table. Students submitted the completed forms in exchange for a dog tag or PPI.

Cleveland Recruiting Commander Lt. Col. Patrick Powers was pleased with an interview a school official gave to the local media.

"She explained how the school had invited us to partner with them and changed media opinions by explaining the partnership between the school, local businesses and the Army highlighting science and technology. This turned into a tremendous event for everyone."

The news broadcast described it as a career expo for students.

Cleveland Battalion plans to conduct five more "Bridge the Gap" events this year, including one on health and fitness and one on career and life skills.

The battalion plans these events, then arranges for the schools to transport students to the venue.



VERNETTA GARCIA, COLUMBIA BATTALION

Columbia Battalion Holds Team Building Events

Columbia Battalion held battalion-wide teambuilding events in June, which included a hot dog eating contest and an Iron Chef Columbia competition. Seven two-person teams competed in the hot dog eating contest. One team consisted of first sergeants, the rest of the competitors were recruiters. The first sergeants claimed victory by downing more than 11 dogs. In the Iron Chef competition teams were given a whole chicken, two cans of baked beans and one hour to prepare a delicious meal. Teams were judged on taste, presentation and marketing. The Iron Chef trophy went to Florence Company. Pictured, Sgt. 1st Class Timmy Green (standing, left) of the Greenville Company talks to the judges about the presentation. The judges are Capt. Jarrod Knowlden, company commander of Augusta Company (seated right front.) Seated next to him is Columbia Battalion Commander Lt. Col. Chuck White.

Wounded Warrior Supporting Recruiting Finds Bicycle as a Way to Reach People

By Chief Warrant Officer 2 Adam Sternglass
Elizabeth, N.J. Recruiting Station

Last May, I came home to Elizabeth, N.J., six months early from Kabul with no great fanfare, except from my immediate family. I had a non-combat seizure at the NATO compound; I awoke in our little base hospital.

This resulted in a nine-month profile: No driving. On the Forward Operating Base, that's no big deal. But back home in Northern New Jersey, it is.

The Army Wounded Warrior Program arranged for me to help the local recruiter, which is a 10-minute walk from my house. I would serve out the remainder of my Reserve Mobilization there.

This is actually good fortune for me, my wife and kids. A few years earlier, I was away for 16 months.

The six recruiting NCOs here are nice, respectful and professional. I am a Communications warrant officer. We address each other accordingly. Outside, we salute.

But I started working as a crippled specialist. Since I could not drive, I was tied down to a desk making cold calls in the back room. Also, a storefront recruiter doesn't need an onsite S6 or OIC.

Then an idea hit me. I bought a mountain bike. My profile said nothing about that. I biked home from the local bike shop feeling like a kid again.

Elizabeth, N.J., is a mid-size city populated with the successful and not-so-successful. A man on a bike can reach all of them.

So I bike through good neighborhoods and bad. I pull up in front of groups of young people, who normally aren't in a hurry. A Soldier on a bike? How could they not listen to my pitch? I hand out business cards, as well.

I visit school yards, shopping malls, bus stops — everywhere. I could truly stop on a dime or turn in a second.



EWIN PEREZ

Chief Warrant Officer 2 Adam Sternglass waits on a train platform to catch the next train in Elizabeth, N.J.

Citizens young and old would wave me down. One Operation Iraqi Freedom veteran said I was better than a billboard, "This is amazing, sir," he said. "A few hundred people just saw you zip by in your ACUs and bike helmet. You registered with them."

If I could drive, I would miss all this.

For the townships farther away, I take my bike on the train. On average, NJ Transit stops every 20 minutes. Our office is a few blocks from the station.

Now, I pretty much laugh every day. I would like to add that I don't pretend to work under the same pressures of a 79R. Some recruiters joke that combat is easier. The six NCOs I work with are persistent and industrious.

My doctor should end my profile next month — I hope. Driving the wife and kids will be good.

But for recruiting, I'll stick with my bike.

Celebration

JUMP

California Recruiters Take to the Sky

By Sgt. 1st Class John L. Kirk
Salinas Recruiting Station

Why would anyone jump out of a perfectly good airplane? Ask any Soldier and they may answer, “To use a perfectly good parachute!”

That’s just what recruiters from the Salinas recruiting team in Salinas, Calif., did recently. While Future Soldiers watched, their recruiters participated in a 15,000 foot sky-dive over what was once Fort Ord, Calif., with the help of a local sky dive company.

It was the first jump for Staff Sgt. Robert Hicks, an Army mechanic who has been recruiting in Salinas for nearly three years. “It was a good thing I did that. I should’ve gone airborne,” Hicks said.

The Salinas team, led by Station Commander Sgt. 1st Class Marc Baker, is positioned for “Best-In-The-West” honors, at the annual 6th Brigade Awards Ceremony. This station was near the bottom of the brigade rankings three years ago. A lot of the changes happened – in part because recruiters stressed physical fitness training.

Staff Sgt. Robert Durham, a former fourth-grade teacher and recruiter, sees it firsthand. “They’re unhealthy and have horrible habits regarding both nutrition and exercise. Just because it’s sold at a restaurant doesn’t mean you have to eat it. Really, if you eat chips every day, it acts like poison over time.” Of course, that means recruiters need to do more to prepare their Future Soldiers for the Army.

Future Soldier Pvt. Raymundo Diazleal agrees. “These sergeants make training fun for us. I wanted to jump with them, but Sergeant Kirk felt I should do it after I got back from training,” he said. “I mean, we’re always watching what we eat and working out with them. We do some good PT. Anyway, I already paid to jump when I get back from training!”

The Salinas station conducts PT and pre-basic tasks training with 40 or more Future Soldiers three days a week. Staff Sgts. Truong Phan and Michael Rosario, the station Future Soldier Trainer and Assistant Station Commander respectively, challenge them enough that even Reserve Soldiers will attend with Future Soldiers to maintain their fitness levels. “If you are overweight, quit complaining and do something about it,” said Staff Sgt. Daniel Luaces who also pushes his Soldiers. So, it seems natural for recruiters to challenge each other to some extreme outdoor sport like sky-diving.

On jump day, the pre-jump training began inside the airport hangar. The recruiters were shown a short video, signed some documents and trained on actions within the aircraft and during

the jump. Some Future Soldiers watched their recruiters prepare. Training included jumpers lying on a wheeled platform while their jump leaders coached them on proper body form.

Shortly afterward, the recruiters, guests, Future Soldiers and jump leaders boarded a small bus to the end of the airport runway. A twin-engine airplane waited there under mostly sunny skies.

Climbing the short ladder up into the plane revealed the seats had been replaced by long, narrow, metal benches. Once everyone was seated, a clear Plexiglas door was pulled closed over the entrance and the plane shot aggressively forward. It rose to an elevation of 15,000 feet in less than six minutes and banked over the cold, blue waters of Monterey Bay.

Over the fields surrounding the airport, the jump leaders raised the door. The rush of cold air and the roar of the engines excited the senses. Two at a time, they approached the opening, which felt even tighter now that they were each joined to their jump leaders. The 8-inch platform outside the door seemed much smaller now. The view below, however, was an awe-inspiring matrix of tiny roads and buildings, scattered among the verdant hues of lettuce, strawberry and artichoke fields memorialized in John Steinbeck’s novels.

As the jump leader called-out, “three, two, one,” hearts raced and then they pushed off into the open air. Instantly, the roar of the plane was gone, replaced by the deafening rush of cold air slapping against them, and the sense of being very small.

For 70 seconds each Soldier fell almost imperceptibly at 120 mph toward the ground. Then, when it seemed like it would never end, the jump leader checked his altimeter and released the parachute. To make it more interesting, each recruiter grabbed the toggles and controlled his chute’s direction of descent.

After a few turns, the jump leader took control and the recruiters raised their legs for landing as rehearsed. The ground came up fast, but the landing was less of an impact than stepping off a curb. A few high-fives, some excited talk, and it was over.

The sky-dive was an exceptional way to celebrate recruiting achievements and to motivate Future Soldiers. The Salinas Recruiting team plans another jump soon.



LORRINE FREELY/KIRK

PHOTO: Sgt. 1st Class John Kirk jumps tandem with a member of a California skydive company.

Westridge Recruiter Receives Purple Heart for Combat Injuries Suffered in Sadr City

Story and photo by Deborah Marie Smith
Phoenix Battalion

A recruiter from the Westridge, Ariz., Recruiting Station received the nation's oldest military decoration — a Purple Heart — for combat wounds suffered while serving in Iraq.

Thirty months ago, Staff Sgt. Harrison Anderson was performing duties as the JSS Sadr City Mayor when an improvised rocket assisted mortar (IRAM) attack began. The IRAM struck the building where he worked.

"I could see the latrine got hit too, and I knew there were Soldiers in there," Anderson said.

When there was a break in the incoming fire, Anderson moved to the latrine to assist wounded Soldiers and help them evacuate.

"That's when an IRAM hit the latrine and threw me against the wall of the adjacent building," he said.

The blast caused a concussion and hearing loss in his right ear and he was evacuated to Combat Outpost Ford for medical treatment.

Although Anderson has not fully regained his hearing, he has no qualms about the possibility of a future deployment.

"I would deploy again; that's my job," Anderson said. "Right now my Stryker squadron is in Afghanistan and I feel guilty I am not with them. Even though it's not the type of medal you really want, I am very honored to have received a Purple Heart and I would do it all again."



USAREC Commander Maj. Gen. Donald Campbell presents Westridge Recruiter Staff Sgt. Harrison Anderson a Purple Heart Medal in the presence of Anderson's daughter, Lila, in June.

Phoenix Battalion Commander Lt. Col. Alfonso Mandujano Jr. said, "We are proud of Staff Sgt. Anderson for his meritorious service, for his valor and clear thinking while in a combat situation. While under fire, he eagerly assisted wounded Soldiers."

Future Soldiers, Tempe Recruiter Make Major League Play at Arizona's Chase Field

By Lisa Soule
Associate Editor

Military Appreciation Day at Chase Field, home of the Arizona Diamondbacks, was significant for the 50 Future Soldiers who took their oath of service. It was equally special for Tempe Recruiting Station's Sgt. Bernardo Martinez.

Standing proud in his dress uniform, Martinez belted out an a cappella version of the Star Spangled Banner. Singing in front of the Major League Baseball fans marked his largest audience yet. "This is something I have always wanted to do," Martinez said. "I considered it an honor to stand there in uniform and show people out there that we have talent in the Army."

The recruiter sang in his high school choir at Lamar Consolidated in Rosenberg, Texas. But since his graduation 10 years ago, he hasn't had the opportunity to command such a large crowd.

Martinez said he was caught off guard when he found out he would be singing at the game. He had auditioned for the honor, but is not really comfortable hearing the sound of his own voice. "When I got the call, I just thought, 'Wow, here's your chance.'"

Other opportunities have slipped away



Sergeant Bernardo Martinez sings the National Anthem as Future Soldiers stand at attention during pre-game ceremonies at Chase Field in August.

from him. While stationed at Fort Lewis, Wash., Martinez said he was all set to audition for the Soldier Show, but a field training exercise got in the way. And he has never quite worked up the courage to audition for "American Idol."

"I did recently send something to 'America's Got Talent,'" he said.

Recruiting Station Commander Staff Sgt. Michael Muldraw said the event provided great exposure for the Army. "The swearing in showed that we still have a lot of people joining the military," Muldraw said. "The singing shows that we have talented people who are proud to serve."



Gopher Broke

Drill Instructor Staff Sgt. Jonathan Short from Fort Knox, Ky., encourages a University of Minneapolis student decked out in gold during the Army Challenge Course. The student was one of 289 U of M Gophers to accept the challenge at TCF Stadium in Minneapolis Sept. 11. The student performed 200 sit-ups, 21 chin-ups and 70 push-ups. Short is part of a Drill Sergeant Expeditionary Program that is on a Fitness Crusade in the Minneapolis area, visiting high school physical education classes and college events.

KEN PLANT, MINNEAPOLIS BATTALION



ALISA FELDMAN, MIAMI BATTALION

Members of the Grassroots Advisory Board watch an enlistment ceremony along with Capt. Ronald Reid and Sergeant Maj. John Milsap from Miami Recruiting Battalion.

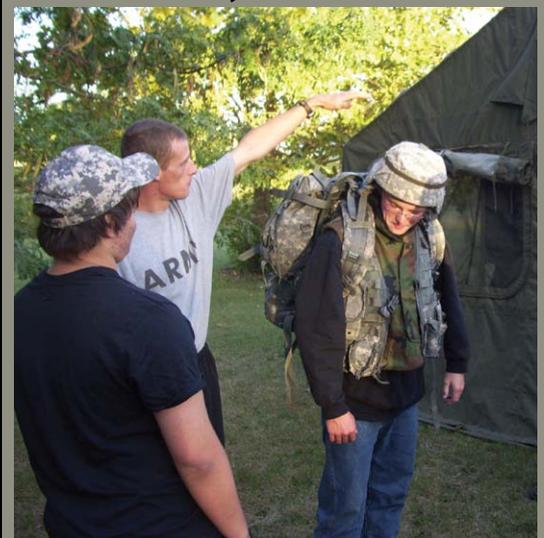
Grassroots Advisory Board Tours Miami MEPS

Miami Recruiting Battalion's latest grassroots advisory board meeting wasn't held around the table. Instead, local influencers took a trip to Miami MEPS to see what it's like to process into the military.

Soon-to-be Soldiers, Sailors, Airmen and Marines moved through stations for fingerprinting, physicals and job classifications. Others waited on the bus to ship out for basic training. Board members were especially interested in the ASVAB testing area – most didn't know it was available.

Witnessing several applicants take the oath of enlistment was the highlight of the tour. The tour was so successful that the next meeting will include a visit to a Miami-area recruiting station.

Hays Recruiter, Reserve Soldiers Teach Military Skills to Teens



SPC KATE HOWLAND, 388TH MEDICAL BATTALION

Jake Hays listens as Pvt. Donald Eggleston of the 388th Medical Battalion explains the Army equipment demonstrated by Brandon Williams.

Recruiter Staff Sgt. Geoffrey Alley teamed with the Army Reserve 388th Medical Battalion in Hays, Kan., to give some teenagers a taste of Army training during a Military Exploration Encampment. The July overnight trip at Camp Dane G. Hansen in Kirwin, Kan., included climbing, rappelling, first aid, drill and ceremony and tactical maneuvers.

Master Sgt. John 'Mike' Summers of the Charlotte Military Entrance Processing Station and his wife, Cindy, at 2d Brigade's annual marriage retreat in Myrtle Beach, S.C.,



VERNETTA GARCIA, COLUMBIA BATTALION

Sharing the Gift of Hope

Soldier's Wife Survives Cancer, Gives Back

By Yalonda Wright
Columbia Battalion

"I've got to wake up and face death every day," said Cindy Summers. "The thought of helping others keeps my mind occupied, they are helping me."

Cindy, wife of Master Sgt. John 'Mike' Summers of the Charlotte Military Entrance Processing Station, was diagnosed with breast cancer in 2008. Six months later she endured a double mastectomy. This all happened at a time when her family was looking forward to marking 20 years in the Army. It was a life-changing experience.

"Getting hit with the diagnosis of breast cancer was not in our plan," she said. "Initially I was crushed and angry. Why me? I asked. Why did I have to be the first one on either side of the family?"

The cancer survivor has found the answers to her questions and begun healing by encouraging and helping others.

Summers operates Cindy's Hope Chest, a non-profit organization that emotionally and financially supports women who are battling cancer. She and other volunteers prepare gift baskets with nonallergenic and organic items, socks, wigs, hats, journals/diaries, inspirational materials and hard candy to give to the women. They also provide services such as house cleaning, transportation, grocery/drug store errands, hair styling, visits and preschool service.

Summers also uses blogging to help families affected by cancer and has found it beneficial in healing herself. Although the blog, www.armygirlsx4.blogspot.com, was originally started to stay in touch with people she met along the Army pathway, Summers said after the diagnosis she blogged daily. Now, she realizes that sharing her experience is helping people all over the country.

Her family has been a major source of support. During the many visits to doctors and specialists, her husband was her rock, her ears and her rationale.

"You're not really processing anything," she said. "All you're thinking is I'm going to die."

But her husband and three children would not allow her to think that way. "I'm not going to let you lay here and feel sorry for yourself," Mike told her.

While Summers said it was very difficult explaining her illness to the her daughters, Alexa, 13, Madison, 11, and Savannah, 9, she said, "They inspired me to wake up every day."

Alexa crafted a bracelet with the word BELIEVE in the center. Summers says she has not taken it off since putting it on in 2008. Alexa's hope was to have someone in every state wear a bracelet and pray for her mother.

With her immune system not being as strong as it once was, she decided to home school as a way to fight the germs spread among children.

Summers' hope and commitment to help others battling the disease seems to be helping. Her cancer is currently in remission.

As she put it, she is, "fighting like a girl — I've become a much better person. I'm stronger and more compassionate." Though she adds, "I am scared, I won't lie, but I'm much more at peace now and I know my purpose."

Summers was recently featured on Lifetime's "Army Wives Give Back," a special series honoring Army wives. The show presented her a donation of \$5,000 to Cindy's Hope Chest and an all-expense paid trip to Hawaii for the family.

For more information about Cindy's story, visit www.cindyshopechest.org or www.armygirlsx4.blogspot.com.

Two Soldiers to Receive Medal of Honor for Actions in Afghanistan

Staff Sergeant 1st Living Recipient Since Vietnam

Army News Service

A Soldier who bounded forward to recover wounded during an ambush in Afghanistan will be the Army's first living Medal of Honor recipient since the Vietnam conflict.

Staff Sgt. Salvatore Giunta got a call Sept. 9 from President Barack Obama, letting him know he will receive the medal for the efforts he made in Afghanistan to save the lives of fellow Soldiers, even though doing so put his own life in the balance.

It was for Giunta's actions Oct. 25, 2007, in the Korengal Valley's Gatigal Spur in Afghanistan that he earned the nation's highest honor. It was then, serving as part of 1st Platoon, Battle Company, 2/503 (Airborne) Infantry, that he and his team were ambushed by Anti-Afghan Forces armed with AK-47s, machine guns and rocket-propelled grenades.

"Everyone in our squad had a round go through their equipment or clothes in some way, or was wounded or killed," said Spc. Kaleb Casey.

Two of the Soldiers in Giunta's unit -- Sgt. Charles Brennan and Spc. Franklin Eckrode -- were injured by the enemy fire. The squad leader, Staff Sgt. Erick Gallardo, was also hit. Giunta made efforts, without regard for his own safety, to assist all three injured Soldiers and was himself hit by enemy fire.

Giunta first came to the aid of his squad leader, Gallardo, and pulled him to safety. During that effort, he was hit in the chest, though he was protected by his body armor. He was also hit on his back, near his shoulders. That round destroyed the shoulder weapon-disposable he was carrying.

After ensuring Gallardo was safe, Giunta moved his unit forward to destroy the enemy's ambush and to make contact with the downed Soldiers Brennan and Eckrode. The team threw hand grenades at the enemy in order to stop their attack long enough to move forward to assist their fallen comrades.

Though Brennan later died of his injuries, as did fellow Soldier Spc. Hugo V. Mendoza, Giunta's efforts during the incident were deemed worthy of the Medal of Honor.

"Specialist Giunta's selfless disregard for his own safety while defeating a determined enemy ambush and rescuing his comrades was of the quality and nature of previous Medal of Honor recipients," wrote Gen. David Petraeus, then the commander of U.S. Central Command. "His demonstrated valor was in keeping with the finest traditions of military heroism."



SF Soldier to be Posthumously Awarded

Army News Service

President Barack Obama will present the Medal of Honor Oct. 6 to the family of a fallen Special Forces Soldier for his heroism and valor in combat while serving in Afghanistan in January of 2008.



At 24 years old, Miller impressed everyone on his team. The youngest member of A Company, 3rd Battalion, 3rd Special Forces Group (Airborne), Fort Bragg, N.C., quickly earned a reputation for taking on difficult challenges and leading from the front, according to numerous interviews with other Operational Detachment-Alpha (ODA) Team Members.

Miller was often called on because of his expertise in weapons and languages. His teammates recalled how quickly he picked up Pashto (one of Afghanistan's native languages) and how the local villagers loved to spend time with him and teach him their language and culture. According to one team member's recollections, the villagers developed a bond with him over evening meals while drinking chai tea; they respected and trusted him.

On Jan. 25, 2008, while serving as a Special Forces Weapons Sergeant for his team, Miller volunteered to take lead on a nocturnal patrol in the Konar Province near the Pakistan border. Because of his Pashto language abilities, he led and directed the small local contingent of Afghan National Army Soldiers from the front. As they approached their target area his team was attacked by insurgents.

In the ensuing chaos Miller showed his mettle by directing fire and providing cover for his men. Miller deliberately moved forward making himself vulnerable as he engaged several enemy positions to provide suppressive fire, buying time for his teammates to take cover. Exposing his position repeatedly, he drew fire from more than 100 enemy fighters, ultimately saving the lives of his fellow Green Berets and 15 local ANA Soldiers.

Miller was born in Harrisburg, Pa., on Oct. 14, 1983. His family moved and he grew up in Wheaton, Ill. He attended Wheaton North High School and was a respected gymnast and all-around athlete. He enlisted in the Army Aug. 14, 2003 as an 18X Special Forces candidate, with the hope of becoming a Green Beret. He graduated from the Special Forces Qualification Course Sept. 26, 2004. After his enlistment, Miller's parents moved to and currently reside in Oviedo, Fla.

This was his second combat tour to Afghanistan, the first being from August 2006 to March 2007.

To view all MOH recipients of the Iraq and Afghanistan wars, visit www.army.mil/medalofhonor/.

1. Leadership is the process of influencing people by providing purpose, direction and _____.

- a. Vision
- b. Inspiration
- c. Motivation
- d. Support

2. Which of the following are some of the foundations of Army leadership?

- a. History and loyalty
- b. Discipline and confidence
- c. Both a and b
- d. None of the above

3. Which of the following is not an Army Value?

- a. Honor
- b. Integrity
- c. Never leave a fallen comrade
- d. Personal courage

4. Which of the following is one of the major factors that determine a leader's character?

- a. High morals
- b. Resilience
- c. Innovation
- d. Empathy

5. Influencing is getting people—Soldiers, Army civilians, and multinational partners—to do what is necessary. What spurs initiative when something needs to be accomplished?

- a. Direction
- b. Purpose
- c. Vision
- d. Motivation

6. What is crucial for helping subordinates improve performance and prepare for future responsibilities?

- a. After action review
- b. Developmental counseling
- c. In-process review
- d. Commander's intent

7. Leaders at all levels recognize the Army is a team as well as a team of teams. Leadership within the teams that make up the Army usually comes in two forms _____ and _____.

- a. Direct and indirect
- b. Operational and supportive
- c. Staff and line
- d. Legitimate and influential

8. The loyalty of subordinates is a gift given when a leader deserves it. Leaders earn subordinates' loyalty by _____, treating them fairly, and living the Army values.

- a. Training them well
- b. Enforcing standards
- c. Delegating authority
- d. None of the above

9. The Army relies on leaders who possess high moral standards and who are honest in word and deed. Leaders are honest to others by not presenting themselves or their actions as anything other than what they are, remaining committed to the truth. This leader attribute is called _____.

- a. Honesty
- b. Courage
- c. Integrity
- d. Selfless service

10. The impression a leader makes on others contributes to his or her success in leading them. How others perceive a leader depends on the leader's _____.

- a. Demeanor
- b. Outward appearance
- c. Actions and words
- d. All of the above

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

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

GOLD BADGES

FRESNO
SGT Stephen Porter macias
SSG Matthew Funk
SSG Daniel Luaces
SGT Albert Jaramillo
SGT Antonio Alers
SSG Ronald Morgan
SGT Daniel Nowland
SGT Benjamin Neuman
CPL Jaime Delacruz
SSG Benjamin Eaquinto

RECRUITER RINGS

3RD MRB
SFC Andrew Hartsoe

ALBANY
SSG Ryan King
SSG Fred Pedro

BALTIMORE
SGT Andrew Dugger

BATON ROUGE
SSG Shane Hill
SSG Joseph Rodrick

BECKLEY
SSG Joshua Dutton
SSG Jonathan Jeter
SSG Daniel Martinez
SFC Robert Stevenson

CHICAGO
SSG Julius Frazier
SSG William Jacobs
SSG Michael Kasper
SSG Jose Lopez
SSG Patrick Mullins
SSG Nathan Press
SSG Craig Simmons

COLUMBIA
SSG Latecka Harris
SSG Michael Mosley
SSG Richard Zimmerman

HOUSTON
SSG Jace Halbrook

JACKSONVILLE
SFC Jon Ladig

ALBANY
SSG David Rodden
SSG Joseph Akompi

OKLAHOMA CITY
SGT Deangela Black
SGT Maurice Jordan

PHOENIX
SGT Julio Armenta
SGT Raymond Garcia
SSG James Mize
SSG Joshua Starkey
SGT Joel Alicea
SSG Kelvin Turnbull

KANSAS CITY
SFC Robert McClinton

FRESNO
SSG Francis Mamangon
SGT Sean Salie
SSG Eric Tran
SFC Alfredo Zaragoza Fresno
SSG Joan Gonzalez
SSG Robert Hicks
SSG David Portis
SFC Rosalio Quintanilla

LOS ANGELES
SFC Farmarris Briggs
SGT Sokhoeun Fallon
SGT Michael Magdaleno
SSG Richard Myung
SGT Milton Perez-Camacho
SSG Jose Sanchez
SFC Angela Thomas

MINNEAPOLIS
SGT Adam Keller
SSG Adam Mcnicol
SFC Lloyd Peterson

MONTGOMERY
SSG David Fant

NASHVILLE
SSG Daniel Brown
SFC James Ferguson

NEW ENGLAND
SGT Jarrod Cameron
SFC William Maldonado

OKLAHOMA CITY
SSG Noah Burton

HOUSTON
SSG Victor Velez
SPC Clinton Williams
SFC Ruben Murillo

JACKSONVILLE
SGT Jeffery Davis
SSG Kevin Miller
SSG Carlos Reyesoliveras
SSG David Roberts
SSG Hal Courson
SSG Sheadrich Brooks
SGT Nicholas Walters
SSG Bobby Cumby

PHOENIX
SSG Lisa Bennett
SSG Jonathon Clark
SSG Joshua Cobabe
SGT Jeffery Dozer
SSG Christopher Facko
SSG William Rodriguez
SSG Paul Rogers

PORTLAND
SSG Robert Gauvin

RALEIGH
SSG Arthur Ashley
SSG Ahmad Brunson
SFC Norman Bunton
SSG Jason Burkee
SSG Adam Conaway
SSG Phillip Fontes
SGT Patrick Fults
SSG Charles Graham
SSG Rusty Hurley
SSG Barrett Jackson
SSG Bryan Osborne
SSG Anthony Roberti
SSG Michael Sell
SFC Ronald Tolbert
SSG Phillip Williams

SACRAMENTO
SSG Joseph Hummer
SGT Paul Kang
SSG Nicholas Lavers
SSG Geno Nash
SGT Joshua Pace
SGT Scott Thompson

SoSOUTHERN CALIFORNIA
SSG Letitia Hampton

TAMPA
SGT Thomas Misner

MINNEAPOLIS
SSG Joseph Pederson
SGT Michael Smith
SSG Darrome Morris

SALT LAKE CITY
SSG Elias Boice
SGT Jermaine Nurse
SGT Andrew Nutter

NEW ENGLAND
SGT Ross Dennison
SGT Ryan Hayes
SSG Chadburn Campbell

GREAT LAKES
SSG Kenneth Hubbard

NASHVILLE
SFC Deon Tabron
SSG George Gamble
SSG Michael Leinweber
SGT Benjamin Shaw

TAMPA
SSG Thaddies Wingate
SSG Marketa Springer
SGT Chauncey Hendrix
SSG Adelourdes Tanelus
SSG Sequenia Billue

MORRELL AWARDS

ALBANY
1SG Kartan Harris

BALTIMORE
SSG Joel Abendanio
SFC Michael Johnson

BATON ROUGE
SFC Wesley Smalls
SSG William Ortega
SSG David Irby

BECKLEY
SSG Joseph Tyler
SSG Terrence Pugh

CHICAGO
SSG Brandon Meredith
SSG Jeffrey Thompson
SSG Pat Bishop
SSG George Laqua
SFC Michael Artis
SFC Richard Wooton

COLUMBIA
SSG Joseph Striebich
SSG Stephanie Jones
SSG Flete Fausto
SSG Sharieka Yates

FRESNO
SFC John Kirk
SSG Deborah Stafford
SFC Paul Yoder
SSG Jonathan Stafford
SSG Joshua Taylor
SSG Stephen Coghill
SSG Joshua Wenzel

JACKSONVILLE
SSG Latisha Howard
SSG Shedrick Swain

KANSAS CITY
SFC Tony Winn
SSG Pahco Maresh

LOS ANGELES
SFC Anthony Torres
SSG Devon Perrymon
SFC Phillip Montalvorodriguez

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SSG Eric Olson

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SSG Keith Pinkowski
SSG Henry Steedley

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SSG Raymond Lowd

PHOENIX
SSG Virgil Tucker

PORTLAND
SSG Joshua Stubbs

RALEIGH
SSG Melissa Pendergrass
SSG Asaad Brown
SSG Byford Fitzgerald
SSG Jonathan Qualls
SSG Wesley Woods
SSG Gordon Dowden
SSG Mark Schad
SSG Timothy Bishop
SFC Audrey David
SFC Ernest Brooks
SSG Hassan Fuller
SSG Robert Niemeier
SFC James Medina
SFC Brett Caudill

SACRAMENTO
SSG Jerry Keener

PHASE LINE SUCCESS



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Brigade

August Fiscal Year 2010

Top Large Station

Newport News
Beckley

Aguadilla
Miami

Clarksville
Nashville

Superstition
Phoenix

Garden Grove
Southern California

Santa Ana
6th MRB

Top Small Station

Torrington
Albany

Metairie
Baton Rouge

Rapid City
Minneapolis

Beeville
San Antonio

Santa Maria
Fresno

Anchorage
6th MRB

Top Company

Europe Detachment
Albany

Jacksonville
Jacksonville

Minneapolis
Minneapolis

Arapahoe
Denver

Tacoma
Seattle

Atlanta
2d MRB

Top Battalion

Beckley

Jacksonville

Indianapolis

Phoenix

Seattle

6th MRB



ARMY SAFE
FALLWINTER
 NO TIME TO CHILL



ARMY STRONG



U.S. ARMY COMBAT READINESS/SAFETY CENTER
<https://safety.army.mil>

ARMY SAFE
 IS ARMY STRONG



A BAND OF BROTHERS
 & SISTERS

NCO CREED

NO ONE IS MORE PROFESSIONAL THAN I.

I AM A NONCOMMISSIONED OFFICER, A LEADER OF SOLDIERS. AS A NONCOMMISSIONED OFFICER, I REALIZE THAT I AM A MEMBER OF A TIME HONORED CORPS, WHICH IS KNOWN AS "THE BACKBONE OF THE ARMY." I AM PROUD OF THE CORPS OF NONCOMMISSIONED OFFICERS AND WILL AT ALL TIMES CONDUCT MYSELF SO AS TO BRING CREDIT UPON THE CORPS, THE MILITARY SERVICE AND MY COUNTRY REGARDLESS OF THE SITUATION IN WHICH I FIND MYSELF. I WILL NOT USE MY GRADE OR POSITION TO ATTAIN PLEASURE, PROFIT OR PERSONAL SAFETY.

COMPETENCE IS MY WATCHWORD. MY TWO BASIC RESPONSIBILITIES WILL ALWAYS BE UPPERMOST IN MY MIND—ACCOMPLISHMENT OF MY MISSION AND THE WELFARE OF MY SOLDIERS. I WILL STRIVE TO REMAIN TECHNICALLY AND TACTICALLY PROFICIENT. I AM AWARE OF MY ROLE AS A NONCOMMISSIONED OFFICER. I WILL FULFILL MY RESPONSIBILITIES INHERENT IN THAT ROLE. ALL SOLDIERS ARE ENTITLED TO OUTSTANDING LEADERSHIP; I WILL PROVIDE THAT LEADERSHIP. I KNOW MY SOLDIERS AND I WILL ALWAYS PLACE THEIR NEEDS ABOVE MY OWN. I WILL COMMUNICATE CONSISTENTLY WITH MY SOLDIERS AND NEVER LEAVE THEM UNINFORMED. I WILL BE FAIR AND IMPARTIAL WHEN RECOMMENDING BOTH REWARDS AND PUNISHMENT.

OFFICERS OF MY UNIT WILL HAVE MAXIMUM TIME TO ACCOMPLISH THEIR DUTIES; THEY WILL NOT HAVE TO ACCOMPLISH MINE. I WILL EARN THEIR RESPECT AND CONFIDENCE AS WELL AS THAT OF MY SOLDIERS. I WILL BE LOYAL TO THOSE WITH WHOM I SERVE: SENIORS, PEERS AND SUBORDINATES ALIKE. I WILL EXERCISE INITIATIVE BY TAKING APPROPRIATE ACTION IN THE ABSENCE OF ORDERS. I WILL NOT COMPROMISE MY INTEGRITY, NOR MY MORAL COURAGE. I WILL NOT FORGET, NOR WILL I ALLOW MY COMRADES TO FORGET THAT WE ARE PROFESSIONALS, NONCOMMISSIONED OFFICERS, LEADERS!