USAREC Pamphlet 608-2

# FAMILY ORIENTATION PAMPHLET

Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, Kentucky 40121-2726
1 December 2003

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**Personal Affairs**

# Family Orientation Pamphlet

For the Commander:

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**History.** This UPDATE revises USAREC Pam 608-2. Because of the extensive changes made, no attempt has been made to highlight changed material.

**Summary.** This pamphlet provides information to the Soldier and family transitioning to the United States Army Recruiting Command with an understanding of the living and working environment encountered by recruiters and their families.

**Applicability.** This pamphlet is applicable to all members of this command.

**Proponent and exception authority.** The proponent of this pamphlet is the Assistant Chief of Staff, G-1. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation. Proponent may delegate this approval authority, in writing, to a division chief within the proponent agency in the grade of lieutenant colonel.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCPER-HR-SF, 1307 3rd Avenue, Fort Knox, KY 40121-2726.

**Distribution.** Special: 20-each Rctg Bde; 20-each AMEDD Det; 50-each Rctg Bn; 20-each HCRT; 20-RRS; and 1-ea Directorate and Special Staff Section. This pamphlet is also available electronically on the USAREC Intranet Homepage at http://home.usarec.army.mil.

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*This pamphlet supersedes USAREC Pamphlet 608-2, 10 July 2000.

# WELCOME AND INTRODUCTION

## WELCOME

### TO THE SOLDIER

You will be joining a team of professionals dedicated to manning today's Army in the image of what the Army's leadership wants the Army to be. Whether you will be directly involved in the recruiting effort or performing duties in support of the recruiting force, you will be an important member of the United States Army Recruiting Command (USAREC) family, and your job will require 110 percent of your energies. Likewise, you have the right to expect a living and working environment that meets the needs of you and your family.

The purpose of this pamphlet is to provide you and your family with an overall orientation of the USAREC living and working environment, the associated hardships and challenges, and to make you aware of USAREC programs to enhance the "Quality of Life" for you and your family.

The Family Orientation Pamphlet is part of an ongoing process to keep you and your family informed. It is important for you to know the contents herein and to keep your spouse informed throughout your tour.

Once again, welcome aboard.

### TO THE SPOUSE

Your spouse will be joining a team of professionals dedicated to recruiting the high quality men and women necessary to maintain a combat-ready Army. Your spouse can be proud of joining the USAREC team and can look forward to a tour that is both challenging and rewarding.

Since many USAREC Soldiers and families live and work in the civilian community, remote from the military installation, it is very important for all to be oriented regarding the civilian community and to be informed about Army, USAREC, organization, and community programs to help the Soldier and family. The Family Orientation Pamphlet is the first step in an ongoing process to keep you informed.

Your spouse will be called upon to work long hours to accomplish the mission. The job will be demanding, and your spouse will need your understanding and support.

USAREC is committed to providing you and your spouse with a working and living environment that meets your personal needs and fosters a commitment to mission achievement. Keep this pamphlet! It may help you to better understand how this commitment to quality of life is pursued.

Once again, welcome to the USAREC family.

## HOW TO USE THE FAMILY ORIENTATION PAMPHLET

The Family Orientation Pamphlet is written to help the Soldier and family make the transition to the USAREC environment.

The pamphlet is designed particularly for the recruiter and family who will be living in the civilian community, remote from the installation. However, this pamphlet also contains a lot of good information for the Soldier who will be performing duties in support of the recruiting force and for the Soldier and family living and working on a military installation. If you are performing duties in support of the recruiting force, you should have an understanding of the living and working environment encountered by recruiters and their families.

### INSTRUCTIONS FOR USING THIS PAMPHLET

Here are some recommendations on how to use this pamphlet so that you can get maximum benefits from the material provided.

Try to read two articles a day. This will give you an opportunity to read the pamphlet before you report to the Army Recruiter Course (ARC) and allow you to absorb all this material gradually.

The first section you will read, "The Transition," provides you with an overview on the steps you will be following in making the transition to the USAREC working and living environment. This section also provides some good tips on what you can do to prepare for your assignment with USAREC to help make the transition as smooth as possible.

The second section, "The Working Environment," provides an overview of USAREC - what is recruiting like? What is involved in enlisting a Soldier? What does it take to be successful as a recruiter? What are the rewards for the successful recruiter? After you read this section, you will have a good idea about what recruiting is really all about.

The third section, "The Living Environment," provides some information to help you cope with the most common problems encountered by Soldiers and families in the living environment. How to cope with stress, how to manage your money effectively, and information about available health care for the Soldier and family living in the civilian community are some examples from this section.

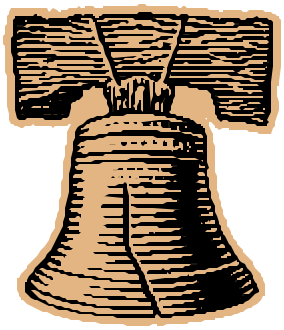
The fourth section, "Information and Assistance for the Soldier and Family," provides an overview of the information and assistance resources available to help the USAREC Soldier and family resolve problems they may encounter in the living or working environment.

The final section of this pamphlet provides an alphabetical listing of USAREC acronyms used throughout this pamphlet. The recruiting business involves many unique terms and acronyms, and this sec-

tion will be a handy reference to help you understand the language of the recruiter.

After you have reviewed this pamphlet, don't throw it away! Keep it as a handy reference throughout your assignment with USAREC. If you have a question about a particular subject in the pamphlet, you will be able to refer to the appropriate article and obtain the information you need or determine where you should go for further information or assistance.

## HISTORY OF ARMY RECRUITING



Recruiting for the US Army began in 1776 with the raising and training of "continentals" to fight in the Revolutionary War. USAREC traces its history back to 1822 when Major General Jacob J. Brown, Commanding General of the Army, started the General Recruiting Service. The first recruiting stations (RSs), called "rendezvous," were opened in New York, Baltimore, and Philadelphia.

Volunteerism has been the backbone of the Army during its history, with the draft having been in effect for only about 35 years, mainly during times of war and for a period of 20 years following the Korean Conflict. The last draftee entered the Army in December 1972. The only time conscription completely replaced volunteerism was during the latter part of World War II.

Recruiting was reestablished in August 1945 under the direction of the Army Adjutant General's Office. In 1962, the recruiting function was transferred to the United States Continental Army Command.

The present Recruiting Command was formed on 1 October 1964 with headquarters at Hampton, Virginia. USAREC was given responsibility of both recruiting for the Active Army and acting as the executive agency for the examining and entrance of volunteers of all services through a network of Military Entrance Processing Stations (MEPS), formerly called Armed Forces Examining and Entrance Stations.

Headquarters, United States Army Recruiting Command (HQ USAREC) was moved to Fort Sheridan, Illinois, during the summer months of 1973. This move was necessitated by the need for a more central geographical location and the expansion of the command's mission resulting from the implementation of the "All Volunteer" Army.

The examining and entrance function was transferred to the United States Military Entrance Processing Command, a joint Department of Defense (DOD) activity, on 1 July 1976. Since 1979, USAREC's mission has included recruiting for the United States Army Reserve (USAR).

HQ USAREC was moved to Fort Knox, Kentucky, during the summer months of 1992. This move was due to the closing of Fort Sheridan, Illinois.

Among the many persons who have served as recruiters was the late President and General of the Army, Dwight D. Eisenhower, who was assigned to the duty at Camp Logan, Colorado, during the years 1924-25.

# THE TRANSITION

## SELECTING THE RECRUITER

### WHO IS SELECTED?

Who is selected to be a recruiter? Who is chosen for the very important task of providing the strength of the Army? The answer to this question is you - the noncommissioned officer (NCO). You have been actively involved in the training of young Soldiers. You know what caliber of Soldier is needed in the Army. You can also attest to, from personal experience, what the Army has to offer. Before you can effectively sell the Army to someone else, you must have true love, dedication, and commitment for the Army. That's why you - the experienced, professional NCO, has been selected for this very important responsibility.

### THE SELECTION PROCESS

The selection process starts with assignment managers at the United States Army Human Resources Command who review the personnel records of Soldiers from all military career fields. The best Soldiers in each career field are nominated to be recruiters. The nominations are then sent to the nominee's immediate commander who must verify that the Soldier meets the high standards of AR 601-1 necessary to become an Army recruiter. Although most Soldiers are involuntarily selected for recruiting duty, 33 percent volunteer.

Whether you were selected or whether you volunteered, you can be proud that the Army considers you to be qualified to accomplish this very important job. You already have the most important attributes for success - your belief in the Army and dedication to keeping the Army combat ready. During your transition to becoming a professional recruiter, you will be given specific information on different techniques that will enhance success in recruiting. Your continued dedication to the Army and your professionalism as a Soldier, along with what you will be taught, will be the basis for a rewarding assignment as a recruiter.

# BEFORE YOU ARRIVE

Once you are officially notified of your selection for recruiting duty and are scheduled for attendance at the ARC, the transition to becoming a recruiter actually begins. To a large extent, the transition to living and working in the recruiting environment will be easier if you are prepared.

## PREPARING FOR THE COURSE

To ensure that your attendance at the ARC is as trouble free as possible, here are a few tips to help you prepare for the course.

- Civilian driver's license. To qualify as a recruiter, you must possess a current, valid state driver's license. If necessary, renew your civilian license prior to reporting to the school.
- Weight standards. As a recruiter, you will be constantly in the view of the public. Consequently, the Army weight standards must be strictly enforced. When you report to the ARC, you must meet the established weight standards. If you do not meet the standards, you will be returned to your current unit of assignment. Unaccompanied overseas returnees not meeting the standards will be reported to Department of the Army (DA) for reassignment.
- Physical fitness. You should arrive physically fit. Like the rest of the Army, you must pass the Army physical fitness test semiannually. Physical training is included in the ARC program of instruction.
- Time remaining in service. Upon completion of the ARC, you must have 12 months remaining time in service. If you do not meet this requirement, you must reenlist or extend your current enlistment prior to reporting to the ARC.

Specific instructions regarding your attendance at the ARC will be provided to you on a separate memorandum of instruction. You should read these instructions very carefully and follow the special instructions in the memorandum.

## WHAT TO BRING - ARC

When you report in to the ARC, you should have the following items in your possession:

- Uniforms.
- Class A (seasonal uniform as may be required for time of year) with all awards and decorations.
- Windbreaker or overcoat.

- Physical training gear.
- Up-to-date copy of your personal qualification record DA Form 2-1 (Personnel Qualification Record-Part II) and Enlisted Record Brief.
- Civilian driver's license.
- Most current copy of your leave and earnings statement (LES) (required only if you will be requesting advance pay when you arrive at the course).

## PREPARING FOR THE DUTY ASSIGNMENT

In addition to the above suggestions on how to prepare for attendance at the ARC, there are some things you can do to help you and your family make the transition to living in the USAREC environment.

- Communicate with your sponsor. Your sponsor will play a very important role in your transition to USAREC. To ensure that your transition is accomplished as smoothly as possible, it is very important that you let your sponsor know about the needs (i.e., housing, medical, education, etc.,) of you and your family. Your sponsor will also be providing you with specific information regarding the geographical area to which you are being assigned.
- Be prepared to meet initial deposits and expenses.
- Take advantage of the post exchange (PX). Since you may be living far away from any installation, you should obtain any item(s) that you may need from the PX, particularly those items that are priced far below the average costs in the civilian community. You should also consider what items of clothing you or your family may need at your duty assignment. For example, if you are being assigned to an RS in Minnesota, you should ensure that you have adequate winter clothing.
- Arrange for school physicals for your children. If possible, you should have current school physicals completed before you leave the military installation where you are currently assigned. Many civilian schools require current physicals for enrollment, and if you wait until you get out in the civilian community, you will probably have to have physicals completed by a civilian doctor.
- Visit the Army Community Service (ACS) office and the medical activity at your present duty station. Before departing the installation where you are currently assigned, you (Soldier and/or spouse) should visit the ACS office and the medical activity on the installation for the purpose of obtaining information about programs available to help the Soldier and family living in the civilian community. Of particular importance would be the TRICARE Service Center office.
- Ensure you have enrolled, at your losing military personnel office, your exceptional family members (EFMs) in the Exceptional Family Member Program (EFMP). The EFMP is mandatory and applicable to all Soldiers on active duty (AD). Enrollment is essential in order that your EFMs' needs may be taken into consideration for assignment purposes. It is also your responsibility to notify the military personnel office of any change in status of your EFMs.

## WHAT TO BRING - DUTY ASSIGNMENT

When you report (or return) to your USAREC duty assignment, you will need to have the below listed items in your possession. (Some of the items are needed to ensure timely receipt of your special duty assignment pay (SDAP). Other items are needed for inprocessing or will be needed to get established in the civilian community when enrolling your children in school, etc.)

- DA Form 201 (Military Personnel Records Jacket, US Army).
- DA Form 2A (Personnel Qualification Record, Part 1 - Enlisted Peacetime) and Enlisted Record Brief (qualification records).
- DA Form 31 (Request and Authority for Leave).
- Health records (to include family members).
- Shot records (to include family members).
- Dental records (to include family members).
- DA Form 348 (Equipment Operator's Qualification Record (Except Aircraft)).
- DA Form 137-2-R (Installation Clear-

ance Record).

- DA Form 669 (Army Continuing Education System (ACES) Record).
- ARC graduation certificate.
- Orders awarding initial SDAP.
- Orders awarding skill qualification identifier (SQI) "4."
- Children's school records and physicals.

# LEARNING TO RECRUIT

### THE ARC - WHEN AND WHERE

You will receive your basic instruction as a recruiter at the ARC. The ARC is approximately 6 weeks in length and is conducted at Fort Jackson, South Carolina (in the vicinity of Columbia, South Carolina).

### THE ARC - LEARNING BY DOING

During your attendance at the ARC, you will be given the basic instruction on how to sell the Army. The first portion of the course will consist of classroom instruction covering the basics of the recruiting business: Sales techniques, management techniques, Army enlistment programs, etc. During the second portion of the course, you will get to apply all of this knowledge in a series of practical exercises simulating what you must actually do as a recruiter. During this portion of the course, you will be contacting "applicants," interviewing them, and getting hands-on practice in the various activities that must be done by a recruiter.

| CURRENT STATION | FAMILY MEMBER STATUS | ARC ATTENDANCE |
|---|---|---|
| Continental United States (CONUS) | Not applicable | Attend school in temporary duty (TDY) status and return to unit for outprocessing and orders publication. |
| Overseas | Unaccompanied or without family members | Attend school TDY enroute to USAREC assignment. |
| | Accompanied | Report to USAREC assignment, attend school in TDY status, then return to USAREC assignment. |

# INITIAL ASSIGNMENT PROCEDURES

One of the most important questions on the mind of a Soldier selected for recruiting duty is, "Where will I be assigned?" This section outlines the basic procedures regarding your initial assignment as a recruiter. Note that the special procedures that will apply to you depend on whether you are currently stationed in CONUS or overseas. The assignment process is based on the needs of the command.

### PROCEDURES FOR SOLDIERS STATIONED IN CONUS

First 2 days of ARC. A representative of HQ USAREC will interview you. The purpose of the interview is to, first of all, ensure that you and your family have no personal or financial problems which would preclude you from being an effective recruiter and, secondly, to give you an opportunity to discuss any personal matters which should be considered when determining your initial assignment. At this time, a recruiter assignment worksheet will be prepared which will outline your overall qualifications. You will also have an opportunity to indicate three preferences for the recruiting battalion (Rctg Bn) to which you would like to be assigned.

Your initial assignment will be determined by HQ USAREC based upon the needs of the command. Your preferences, along with any personal matters brought up in the interview, will be considered in determining your assignment. However, it is not always feasible to assign each Soldier to the location desired by the individual.

First week of ARC. If you have any preferences or personal matters that should be considered by the Rctg Bn when determining your RS level assignment, list them on your preference sheet when you inprocess.

Fifth week of ARC. On Wednesday, the Rctg Bn determines your RS assignment and furnishes this to HQ USAREC.

Sixth week of ARC. On Friday, you will receive your RS level assignment.

Before departure from ARC. You will be given a copy of the message being sent to the personnel service center (PSC) at your current installation indicating your assignment instructions. When you get back to your unit, take a copy of this message to your PSC to facilitate publishing your orders.

When you depart the ARC. Return to your unit for outprocessing and publication of your orders. Your reporting date will be established as 45 days after you graduate; however, earlier reporting is authorized.

### PROCEDURES FOR SOLDIERS STATIONED OVERSEAS

The timeframe for initial assignment procedures for Soldiers stationed overseas will vary for each Soldier depending on their family status, date of notification, etc.

When you are accepted by the United States Army Human Resources Command for recruiting duty, a recruiter assignment worksheet will be used to determine your Rctg Bn and RS assignment. It is very important that you complete this worksheet and return it as soon as possible. When returned, USAREC will use this worksheet to determine your Rctg Bn assignment and appropriate assignment instructions will be furnished to the PSC servicing your unit. A copy of the worksheet is provided to the Rctg Bn to which you are being assigned for use in determining your RS level assignment.

Work closely with your sponsor in determining your RS assignment, especially if you will be reporting directly to the Rctg Bn with your family.

## ARRIVAL, ORIENTATION, AND TRANSITIONAL TRAINING

### ARRIVAL

Finally, the day you have been looking forward to has arrived - the day when you sign in to the Rctg Bn to start your detail as a recruiter. You will not be expected to jump right in and start recruiting at full speed. You will go through a period of orientation and be enrolled in the New Recruiter Program.

If you have been communicating with your sponsor, your arrival should be planned out. If you traveled to the Rctg Bn via train, plane, or bus, arrangements should have been made for your sponsor to meet you at the station or airport. If you traveled to the Rctg Bn via your privately-owned vehicle, your sponsor should have provided you specific instructions on where to report and how to get there. If you have been communicating with your sponsor, arrangements should have been made for temporary housing for you and your family. As you can see, it is important that you communicate with your sponsor, especially if your family will be accompanying you.

### PERSONNEL AND FINANCE INPROCESSNG

Within 10 days after you arrive, you may be placed on TDY for 1 day to the military installation responsible for personnel and finance support. Since this may be the only opportunity you will have for a total face-to-face meeting with the individuals responsible for keeping your personnel and finance records, you should bring up any questions or problems you may have regarding your records. Take copies of any documents pertaining to any personnel or pay problem with you. Take this opportunity to review your records and ensure that everything is correct. Should you not be placed on TDY, ensure your records are correct and up to date. The personnel services noncommissioned officer (PSNCO) will ensure your records are delivered to the supporting installation. Inquire about dislocation allowance.

### DELIVERY OF HOUSEHOLD GOODS

If you do not make contact with the supporting transportation office prior to arrival at the Rctg Bn, plan on doing so during the day you spend inprocessing at the Rctg Bn headquarters. Make arrangements for the delivery of your household goods as soon as possible. If you are not sure of the location of the supporting transportation office, you should contact your chain of command or sponsor for assistance.

### ORIENTATION

During your first several weeks, most of your time will be devoted to being oriented to the community in which you will be living and working. You will be oriented to the RS and the geographical area in which you will be working. The recruiting company (Rctg Co) commander will brief you regarding the specific policies and procedures for that area. The Rctg Bn commander and staff will orient you regarding resources available at the Rctg Bn to help you and your family in matters affecting your living and working environments. Another phase of orientation involves you and your family, with the assistance of your sponsor, getting out in the local community and getting familiarized with the facilities and resources available to your family. Take advantage of the orientation period, and find out all you can about the environment in which you will be living and working.

### NEW RECRUITER PROGRAM

NCOs who have completed the ARC are considered trained recruiters. The New Recruiter Program helps recruiters apply newly learned skills in the location where they will recruit. This is not a pass or fail program but a new recruiter program process to help recruiters avoid the difficulties of learning by trial and error. Your first sergeant (1SG) will initiate the program on the first day of the calendar month immediately following the month you report to the Rctg Co.

During this period, you will be working with experienced recruiters - your RS commander, your recruiting 1SG, and the master and senior trainers from your Rctg Bn who are experts in hands-on training and have the experience to help you. You will be following a formal schedule of training, and you will be periodically evaluated to determine how well you are applying the knowledge you have learned. If you are weak in any phase of recruiting, you will be provided the necessary assistance to help you improve. If you apply all that you have learned, you will have no difficulty in making the transition.

If you work hard and apply the knowledge you have been provided, before you know it, you will be an “ace” recruiter and will be instructing new recruiters coming into your area.

## ON-POST GUEST HOUSING

If your new duty station is within commuting distance of a military installation, it may be to your advantage to use available on-post guest housing until you locate permanent housing. Daily lodging rates for guest housing are substantially less than those for local hotels or motels. All AD Army personnel of all grades, accompanied or unaccompanied, receive Priority 1 placement

for guest housing incident to a permanent change of station (PCS). This allows you to reserve guest housing in advance. When requesting a reservation for guest housing, you must provide the billeting office with a copy of the PCS order or the special order number, date, and issuing headquarters. When orders are not provided with the request, the reservation is conditional until orders are provided to the billeting office.

You are authorized (Priority 1) to occupy Army guest housing for up to 30 days upon arriving at a new duty station or up to 7 days prior to departing an old duty station.

Guest housing may also be available at installations of other services on an "as available" basis. A military travel guide listing guest housing locations and telephone numbers around the world is available at many PXs. Before departing for your new duty station, you should obtain a copy of this guide and determine the availability of guest housing at your new duty station.

# PERMISSIVE TDY FOR HOUSE HUNTING

Permissive TDY for the purpose of house hunting, incident to a PCS, is authorized when Government housing or quarters are not immediately available or, if available, not required to be occupied at the gaining duty station. Since many Soldiers and family members incoming to USAREC will be assigned to the civilian community where Government housing or quarters are not available, permissive TDY for the purpose of house hunting is strongly encouraged.

## THE RULES

The housing referral office at the installation supporting your new station must provide a statement confirming that Government housing or quarters are not immediately available, or if available, not required to be occupied. This statement must be obtained before the TDY can be authorized.

The approval authority for the TDY is the Rctg Bn commander (or equivalent).

Permissive TDY may be taken in increments up to 10 days (AR 600-8-10, para 5-32f(10)).

You will not be reimbursed by the Government for any expenses, and you must report to the gaining on-post housing office prior to starting house hunting or you will be charged leave for that period (AR 600-8-10, para 5-32f(11)).

Soldiers on orders incident to separation or retirement are not eligible for this TDY.

## WHAT IS AUTHORIZED

Up to 10 days permissive TDY may be taken in increments up to 10 days (AR 600-8-10, para 5-32f(10)).

## WHAT YOU SHOULD DO

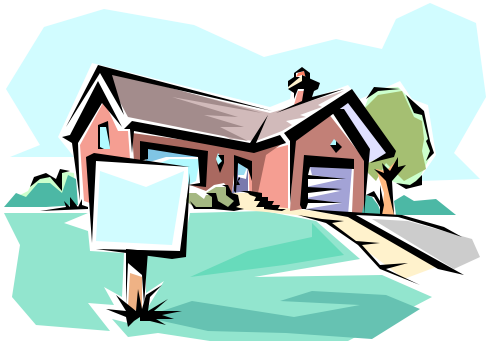
Step 1: Talk to your sponsor about housing availability and costs - ask for a list of available realtors in the community.

Step 2: If you desire to apply for TDY for house hunting, obtain the required statement from the housing referral office supporting your new duty station. Your sponsor or chain of command can help you accomplish this.

Step 3: Submit your request for TDY for house hunting to your chain of command (approval authority is Rctg Bn commander).

Step 4: Plan your activities during the TDY ahead of time with your sponsor.

# OBTAINING HOUSING IN THE CIVILIAN COMMUNITY



## OBTAINING HOUSING IN THE CIVILIAN COMMUNITY

Obtaining housing will be one of the first steps you will need to accomplish during the transition to living in the civilian community. If you plan ahead and make use of the resources that are available, you can minimize the personal and financial hardship normally encountered when moving to a new duty station.

## USE YOUR SPONSOR

Your sponsor will help you locate housing. Prior to your actual arrival date, communicate with your sponsor and let him or her know about your housing needs.

## UNIT HOUSING REPRESENTATIVE

A unit housing representative is available at each Rctg Bn. If your duty station is within commuting distance of a military installation, he or she can help you obtain information about on-post housing; if not, with information about real estate, how to obtain rental booklets, and names and addresses of realtors or realty associations. He or she can also provide information on local chambers of commerce and other community agencies that are available to assist in locating housing and in settling housing complaints in the community.

## CONTRACT LIABILITY

When obtaining housing in the civilian community, it's very important that you carefully review any lease you may sign and clearly understand your liability under that lease. You should ensure that the contract includes a "military clause" which will allow

you to terminate the lease when you receive military orders prior to the date your contract was scheduled to end. Your legal assistance officer can assist you in the writing of a military clause in your lease. If you have any questions regarding your lease and your liability under that lease, contact your legal assistance officer.

## ON-POST HOUSING

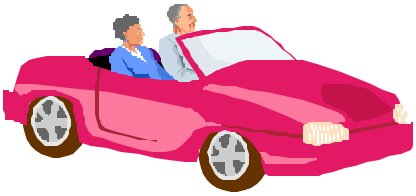
If married and your duty station is within 30 minutes commuting distance from a military installation, or if you are a bachelor and your duty station is within 1 hour commuting distance from a military installation, you are eligible for available on-post housing. If eligible, it may be necessary for your name to be placed on the waiting list. You will receive the same priority as those who work on the installation (Priority 2).

- If your duty station is within the specified commuting distance from an installation, you must report to the installation housing office before making arrangements for housing in the civilian community.
- If your duty station is within the specified commuting distance of an installation of another service, you may be eligible for any available housing. Any military installation with excess housing can provide quarters for Army families.

The installation housing office can also provide information on the civilian housing market and listings of housing available for rental or sale. Additionally, if you have a complaint about housing in your community, to include complaints of discrimination, the installation housing office can provide assistance, regardless of how far away you live from the installation.

## LOCAL POLICIES REGARDING DRIVER'S LICENSES FOR FAMILY MEMBERS

Some states require family members with a current license to obtain a driver's license for that state. You should contact local authorities to determine the policies in your area.



## INITIAL DEPOSITS AND EXPENSES

Soldiers and families making the transition to living in the civilian community should be prepared to have at least $1,500 in cash upon arrival to meet "out-of-pocket" expenses for initial deposits and essential first month expenses. Soldiers are authorized advance pay upon PCS to help defray some of the costs involved in moving. Information on the average cost of initial deposits and expenses for the area in which you will be assigned can be obtained from your sponsor. Army Emergency Relief loans are available to assist with initial rent and security deposits. Contact your recruiting brigade (Rctg Bde) or Rctg Bn soldier and family assistance program manager (SFAPM) for information concerning applying for these loans.

# THE WORKING ENVIRONMENT

## RECRUITING - THE CHALLENGE

### THE USAREC CHALLENGE

The mission of USAREC is to "Provide the Strength." This means recruiting individuals in the necessary numbers and quality for the skills to keep the Army combat ready. There are several factors that add to the difficulty of this mission. First of all, not everybody wants to join the Army. Secondly, not everybody meets the physical and mental standards needed in the Army. Thirdly, the Army must compete against the other armed services in the recruiting business. Finally, the interests of individuals need to be matched with the skills and specialties needed in the Army. As you can see, recruiting involves a lot more than just putting in "numbers."

### THE INDIVIDUAL CHALLENGE

As a recruiter, you must sell the Army on a person-to-person level. To be successful, you must contact prospective enlistees and sell the Army. In many cases, an individual will have reasons for not wanting to enlist. You will need to use selling techniques along with your knowledge of Army enlistment programs to persuade the individual that the Army can meet their personal needs. It may also be necessary for you to persuade an individual that the Army can meet their needs better than any of the other armed services. Then, you must match the individual's interests with career management fields needed by the Army. Finally, you will have to promote the Army with enthusiasm and recruit with integrity.

# RECRUITING - TO SUCCEED OR NOT TO SUCCEED

One of the biggest questions that will be on the mind of a Soldier who has just been notified that he or she has been selected for recruiting duty is, "Can I make it on recruiting duty?" Soldiers' anxieties are sometimes compounded by stories about disastrous things happening to recruiters who failed to meet their mission.

It will be primarily up to you as to whether or not you will be successful. Since the success of USAREC depends upon your success, you will be provided with the necessary training and assistance to be a good recruiter. It will be up to you to use the resources available to help you become successful.

# RECRUITING - THE CHAIN OF COMMAND

While assigned to USAREC, your chain of command will be an important source of information and assistance to you and your family. Since you may be living and working in the civilian community, and possibly remote from the installation, the role of your chain of command in providing you with information and assistance is especially important. While the USAREC chain of command is similar to the chain of command in a division, it is somewhat different from any other Army organization. So know and use your chain of command - it is there to support you.

## THE RECRUITER

The recruiter is the basic element of the USAREC organization. The recruiter is to USAREC what the infantryman is to the infantry division. Without the recruiter, USAREC could not accomplish its important mission of providing the strength for the Army.

## THE RS COMMANDER

The first person in your chain of command will normally be the RS commander. The RS commander is the senior Army NCO in charge of the RS. The RS usually consists of two to five recruiters. As a new recruiter, you will be assigned to a multiperson RS where an experienced recruiter will help you "learn the ropes." The RS commander will usually be in the grade of sergeant first class or a senior staff sergeant.

## THE RCTG CO COMMANDER

Several RSs are organized in a Rctg Co under the supervision of the Rctg Co commander. The Rctg Co commander is normally a captain. The Rctg Co commander is assisted by the recruiting 1SG.

## THE RCTG BN

Several Rctg Cos (usually four to six) are organized under a Rctg Bn. There are 41 Rctg Bns throughout USAREC. The Rctg Bn is commanded by a lieutenant colonel. A staff supports the Rctg Bn commander to assist with the recruiting effort. Some of the staff at a Rctg Bn headquarters include, among others, the executive officer, adjutant, operations officer, supply sergeant, and the PSNCO.

Additionally, the Rctg Bn sergeant major, the senior enlisted soldier in the Rctg Bn, advises the Rctg Bn commander on all enlisted matters. The Rctg Bn staff will be an important resource for providing you, through your chain of command, with expertise on personnel and pay matters, administrative and logistical support, and recruiting policies and procedures. When you inprocess at the Rctg Bn headquarters, you will meet various individuals on the Rctg Bn staff and will receive an orientation as to what they do to help you do your job.

## THE ARMY MEDICAL DEPARTMENT RECRUITING DETACHMENT

The Army Medical Department (AMEDD) is one of the most extensive and dynamic health care systems in the world. The AMEDD mission is to support America's Army at home and abroad, serving over three million beneficiaries.

Recruiting for AMEDD came under USAREC's command and control on 1 October 1995. The mission of the AMEDD Recruiting Detachment is to recruit high quality health care professionals to meet the needs of the US Army and USAR while continuously caring for all members of the command. AMEDD is comprised of the following six Corps: Medical Corps, Dental Corps, Medical Service Corps, Specialty Corps, Veterinarian Corps, and Nurse Corps.

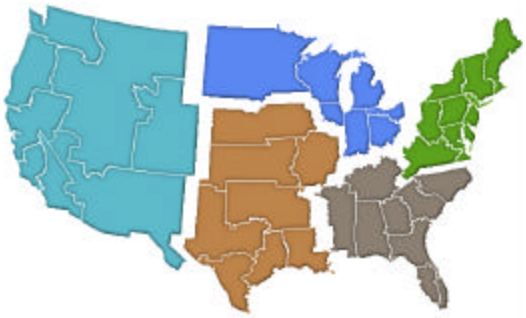
The structure of AMEDD recruiting is broken down into five AMEDD recruiting detachments, with several (four to seven) health care recruiting teams per detachment. The leadership structure of each AMEDD recruiting detachment consists of a commander (lieutenant colonel) and a 1SG. The health care recruiting team consists of a team leader, noncommissioned officer in charge, RS commander, recruiters (officers and NCOs), civilian technicians, and clerks.

## THE RCTG BDE

Several Rctg Bns (seven to nine) are organized under a Rctg Bde. A colonel commands the Rctg Bde. There are five Rctg Bdes in USAREC.

| RECRUITING BRIGADES | |
|---|---|
| **RCTG BDE** | **LOCATION** |
| 1st Rctg Bde | Fort Meade, Maryland |
| 2d Rctg Bde | Fort Gillem, Georgia |
| 3d Rctg Bde | Fort Knox, Kentucky |
| 5th Rctg Bde | Fort Sam Houston, Texas |
| 6th Rctg Bde | North Las Vegas, Nevada |

**US ARMY RECRUITING BRIGADE BOUNDARIES**



| 6th Rctg Bde<br>North Las Vegas, NV | 5th Rctg Bde<br>Fort Sam Houston, TX | 3d Rctg Bde<br>Fort Knox, KY | 2d Rctg Bde<br>Fort Gillem, GA | 1st Rctg Bde<br>Fort George G. Meade, MD |
|---|---|---|---|---|
| Denver | Dallas | Chicago | Atlanta | Albany |
| Los Angeles | Des Moines | Cleveland | Columbia | Baltimore |
| Phoenix | Houston | Columbus | Jackson | Beckley |
| Portland | Kansas City | Great Lakes | Jacksonville | Harrisburg |
| Sacramento | New Orleans | Indianapolis | Miami | Mid-Atlantic |
| Salt Lake City | Oklahoma City | Milwaukee | Montgomery | New England |
| Seattle | San Antonio | Minneapolis | Nashville | New York City |
| Southern California | St. Louis | 3d AMEDD Detachment | Raleigh | Pittsburgh |
| 6th AMEDD Detachment | 5th AMEDD Detachment | | Tampa | Syracuse |
| | | | 2d AMEDD Detachment | 1st AMEDD Detachment |

# RECRUITING - MAKING MISSION

### HOW THE MISSION IS ESTABLISHED

The process starts with Congress, which dictates how large the Army can be. DA then determines how many enlistments (by category) are needed to keep the Army at the strength prescribed by Congress (based upon the projected strength of the Army, taking into account projected losses). The mission is then given to USAREC where it is broken down among each Rctg Bde, then each Rctg Bn, then each Rctg Co, and finally to each RS.

### WHERE THE MARKET IS

An important aspect of the "making mission" process is determining where the market is. As used here, "market" refers to the availability of the young men and women needed in the Army. Obviously, if the market isn't there, it will be difficult to make mission. As a result, the market throughout the US is constantly monitored to ensure that the location of each RS allows for maximum effectiveness of the recruiting effort.

### WHAT HAPPENS IF MY RS DOESN'T SUCCEED

Whenever the mission isn't accomplished at any level from HQ USAREC down to the individual RS, it is very important to determine what needs to be done to get back on track. If your RS doesn't make mission in a particular category, then personnel need to look at what they can do to improve their recruiting efforts in that category.

If the RS uses the tools available to help them recruit, plan their recruiting activities, and work hard, they should be able to make mission 99 percent of the time. If they don't follow the rules for being a successful RS, they can expect a trend of failure in making mission, and that's when they invite problems.

# RECRUITING - ENLISTING THE SOLDIER

### PROSPECTING

Once your RS has its mission, the process of finding individuals to enlist in the Army begins. The portion of the recruiting process which involves finding potential enlistees is called prospecting. Obviously, if you are to be a successful recruiter, you will need to devote a good portion of your time to prospecting, and that will require extensive daily use of the telephone.

The first step in prospecting is establishing rapport with influential leaders of the civilian community who can help you meet young people and provide you with specific names of potential enlistees. The USAREC term for an influential member of the community who supports the recruiting effort is center of influence (COI).

### COI EXAMPLES

- Clergy.
- Bankers.
- School officials.
- Business leaders.
- Civic groups.

Another important aspect of prospecting is getting involved in community activities, such as school and sporting events, where

you can meet young people and promote the Army. This will help you develop a good program for frequent visits to high schools where your primary quality market exists. If you have established rapport with the COIs in your community, you will have a good source of information and assistance when planning community activities.

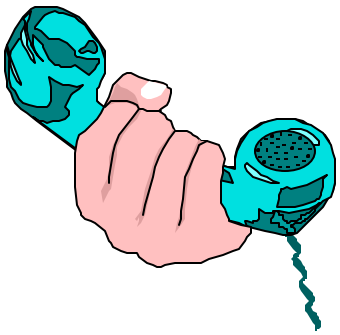
## FOLLOW THAT LEAD

The single most important part of recruiting to a recruiter is the lead. A lead is a specific name and address and/or telephone number of a potential prospect for enlistment.

- The School Recruiting Program includes the obtaining of current lists of high school seniors, as well as students in community colleges, universities, and vocational-technical schools with names, addresses, and telephone numbers from which you prospect.
- Area canvassing is a programmed activity designed to obtain leads and identify prospects for enlistment. These activities include, but are not limited to, sports events, civic activities, school functions, or any activity which places the recruiter face to face with the general public for the purpose of obtaining leads.
- Lead Evaluation and Distribution System (LEADS). As you know, the Army advertises nationwide in magazines, on television, and through direct-mail campaigns. When an individual completes and returns the preprinted reply, LEADS provides the individual with a personalized letter and an information packet. LEADS also provides information on the individual, as a lead, to the appropriate recruiter for followup.
- Hometown Recruiter Assistance Program. Under this program, Soldiers completing initial active duty for training or assigned to a permanent duty station, may volunteer to return to their hometown (maximum duration for a Soldier completing advanced individual training is 20 days, 16 days for permanent party Soldiers). The job of hometown recruiter aides is to promote the Army and get referrals through one-on-one contact with members of their peer group in their hometown.
- Referrals are another important source of leads (e.g., when someone has personal knowledge of a prospective enlistee, your business is to get the name, address, telephone number, and make contact). There are two primary sources of referrals. First of all, COIs may provide you with the names of prospective enlistees. If you have established rapport with the COIs in your community, you have good sources for referrals. The other primary source of referrals is other individuals you have previously worked with, to include individuals who have been enlisted in the Delayed Entry Program (DEP) and who are awaiting AD. Likewise, if you establish good rapport with the young men and women you talk with, you will have good sources for referrals.
- Operation SMART (Sergeant Major of the Army Recruiting Team) is a program which is designed for Soldiers to assist USAREC with our recruiting mission. This program is an initiative to assist our recruiting force in providing the strength for America's Army.

## THE CONTACT

When you have a lead, the next step is to contact the prospective enlistee. In the USAREC environment, the word contact refers to the personal or telephonic contact with an individual, by the recruiter, for the purpose of establishing interest in an appointment to discuss enlistment in the Army. As a recruiter, you will be calling the individuals on high school lists (and other lists) to promote interest in setting up an appointment with you for the purpose of discussing enlistment in the Army. You will be learning sales techniques to help you turn contacts into appointments, but the Army is just like selling anything else - you must persuade individuals that the Army has a program that fits their personal needs and interests. Knowledge of your product, enthusiasm, and interest in your client will go a long way in this environment.



Before we continue, let's look at some of the key selling points that are used throughout the recruiting process to sell the Army.

## SELLING THE ARMY

The recruiter interviews, counsels, and qualifies applicants for enlistment into the Regular Army (RA) and distributes and displays recruiting publicity material. He or she also identifies and cultivates community COIs, explains RA benefits, and prepares enlistment forms and documents.

Recruiters begin telling the Army story by first establishing rapport with the prospect. This is essential for getting and maintaining a harmonious relationship between the recruiter and the prospect throughout the sales process.

Once rapport is established, the recruiter needs to find out what the prospect's needs, goals, interests, and desires are. To do this, the recruiter will ask the prospect probing questions regarding training, education, adventure, money, and service to country. This will help the recruiter find the prospect's buying motives.

It is equally important to determine if the prospect meets the basic eligibility for enlistment. The recruiter must ask personal questions regarding age, physical status, prior service, law violations, education, marital status, family members, and previous testing.

The next step in the sales presentation is where the recruiter actually starts selling the Army. The recruiter will present the features and benefits of the Army. Features are nothing more than facts about the Army. They become benefits when they satisfy the prospect's needs that were uncovered earlier in the interview. When the recruiter feels he or she has satisfied the prospect's needs, he or she will ask for the commitment to enlist in the Army.

## PROCESSING THE APPLICANT

At such time that an individual agrees to and is scheduled for aptitude testing to determine enlistment eligibility, he or she is referred to as an applicant. The next step is to have your applicant undergo aptitude testing to determine eligibility for enlistment. From this point on, the recruiter works with MEPS. MEPS is a DOD activity responsible for the final testing and processing of applicants for enlistment in all of the armed services. Here is a brief summary of what is involved in processing the applicant.

- Paperwork. A formal application for enlistment must be completed, as well as several related documents. Acquiring accurate information during processing is

a very important aspect of your job; the papers have to be correct! Some of the eligibility requirements for enlistment may be waived. For example, if the applicant was involved in a serious violation of the law, he or she may be disqualified for enlistment; however, after reviewing the applicant's overall qualifications, you may elect to submit a request for moral waiver to the appropriate authority. An applicant may also have to provide documents to verify eligibility for enlistment.

- Police checks. As a recruiter, you must determine if applicants have had any records of law violations that would affect their eligibility for enlistment. Police checks with law enforcement agencies can be used to check out questions concerning offense records.
- Aptitude testing. Applicants must be tested to determine if they are mentally qualified and also to determine their aptitude in general military occupational areas (clerical, maintenance, etc.). Testing may be done at the MEPS or in areas remote from the MEPS; the latter is accomplished by the Mobile Examination Team.
- Physical examination. During the appointment, any medical problem, which the applicant may presently have or may have had in the past must be discussed. It may be necessary to have the applicant get a letter from a doctor in the community who has knowledge of the problem. The actual physical examination takes place at the MEPS and is a very thorough examination. During the physical, the medical officer may determine that additional information is needed before a decision can be made as to whether or not the applicant is medically qualified. The applicant may be referred to a specialist or may be required to get additional documents from his or her personal doctor.
- Guidance counselor (GC). When it has been determined that an applicant meets the eligibility requirements for enlistment and all the related paperwork is straight, the applicant sees the GC. GCs are assigned to Rctg Bns, but are physically located at the MEPS. The job of the GC is to match up the qualifications of the applicant with the needs of the Army. The GC has a computer link to the Recruit Quota System (REQUEST). REQUEST is a nationwide system that keeps track of training quotas. The GC inputs information on the qualifications of the applicant and REQUEST provides the GC a list of military occupational specialties (MOSs) needed by the Army for which the applicant is qualified. The applicant, with the assistance of the GC, then determines which MOS and/or enlistment option is desired. The GC then reserves the desired training through the link with REQUEST.

These are the basic processing areas that will usually apply to most applicants. The circumstances involving each applicant will determine exactly what processing is necessary. Sometimes all this processing can be very frustrating to the applicant, and you, as the recruiter, must keep the applicant interested and keep the processing on track. You must always show the applicant that the Army is sensitive to the needs of the individual, and you must always demonstrate the highest level of professionalism.

### THE ENLISTMENT

Finally, all of the processing is completed, the applicant is fully qualified and ready to enlist, and the enlistment contract is ready to go. The individual is sworn in, and you, the recruiter, have made an important contribution towards keeping our Army combat ready. But your job is not over.

Most individuals are now enlisted twice. The first time they are sworn in and enlisted into the DEP. An individual may be in the DEP for as long as 1 year. Enlistment in the DEP provides the individual an opportunity to take care of personal matters prior to going on AD and a chance to finish his or her current year in high school or college (if applicable). Enlistment in the DEP also allows a training reservation to be made for the individual in advance. The second time the individual enlists is upon reporting for AD.

Another important aspect of your job will be to keep in contact with individuals in the DEP. During the time an individual is in the DEP, you will be his or her contact with the Army. There are two ways you do this. First, you should organize functions where you can get members of the DEP together and orient them to the Army environment. Then, you need to continue to communicate with the individuals on a one-to-one basis to let them know that you and the Army are genuinely concerned in the individual. One of the results of a good DEP is that it provides another good source of referrals.

### RECRUITER PRODUCTION MANAGEMENT SYSTEM

As a recruiter, you will be involved at any time in all of the activities previously mentioned. Unless you have a well organized system for planning what you have to do and when you have to do it, you may find yourself "going around in circles" trying to make mission. You will be instructed in the Recruiter Production Management System. The Recruiter Production Management System provides the recruiter with a wide range of tools to use in planning day-to-day recruiting activities as well as assistance in developing long-range plans.

A lot of hard work goes into enlisting an individual in the Army. It can be very frustrating when things don't go quite as well as you had planned. While recruiting has its frustrations, it also has its rewards. One of the biggest rewards, however, is the pride of enlisting quality Soldiers.

## RECRUITING - A DAY ON THE JOB

The purpose of this scenario is to give you examples of various activities that may be encountered during a typical day on the job. Some of these activities (such as telephone calls) may occur daily, and other activities, particularly those listed for the early morning or evening, may occur less frequently. To reach your "market," some evening and weekend work may be necessary. However, if you plan your recruiting activities, the number of extra hours should be kept to a minimum.

Sergeant Human's day started when he rolled out of bed at 4:00 a.m. At 5:00 a.m., he went to pick up an applicant to take her to the MEPS for testing. When he got to the applicant's house, he found out that she had decided not to continue with the processing. Sergeant Human went home, got in a couple of hours sleep, and then went to the RS at about 8:00 a.m.

The first thing Sergeant Human did was to review his planning guide. He needed to make up for the applicant who had decided

earlier not to undergo processing. Sergeant Human decided that he needed to make 10 contacts per day, and that he should strive for two appointments per day. Sergeant Human then worked updating his lead refinement list and determining who he needed to call.

At 10:00 a.m., Sergeant Human went to one of the community high schools to give a presentation on the Army to the senior class. After the presentation, Sergeant Human talked with the school principal about school activities in which he could promote the Army. Sergeant Human had lunch with several seniors who had previously enlisted in the DEP.

At 1:00 p.m., Sergeant Human met with several business leaders in the community to discuss upcoming community events.

At 2:00 p.m., Sergeant Human had an appointment with a prospect and persuaded her to start processing. Sergeant Human started the necessary paperwork.

At 3:00 p.m., Sergeant Human made his telephone calls for the day. He made 12 contacts and got three individuals to agree to appointments.

At 7:00 p.m., Sergeant Human had an appointment in a home with a prospect and his parents. The prospect told Sergeant Human that he wasn't ready to start processing, but that he would get back with Sergeant Human after he had thought about it for a few days.

At 8:00 p.m., Sergeant Human went back home and spent time with his family. His day finally ended when he got into bed at 10:00 p.m.

# RECRUITING WITH INTEGRITY

## WHAT IS INTEGRITY?

How you recruit is just as important as making mission. You will be expected to recruit with integrity at all times. Integrity is defined as "strict compliance with a code of values." During your training, you will be receiving specific guidance on the rules of how to recruit, but recruiting with integrity will require you to use good judgment and common sense. To further ensure that you are aware of the rules of recruiting with integrity, a mandatory reading list will be provided to you. Be sure you know what the rules are, and then follow them.

## KNOW WHAT IS RIGHT AND DO WHAT IS RIGHT

As you go about your day-to-day recruiting activities, it should be clear to you what the rules are that you are expected to follow. As you face the day-to-day pressures of making mission, you will be subjected to the temptation to "bend the rules" and do something that you clearly know to be wrong. One of the most serious violations is to falsify or conceal information about an applicant for the purpose of making the applicant appear to be qualified for enlistment or to make an applicant appear to be in a higher test score or educational category.

## WHO GETS CAUGHT?

It is important to understand that USAREC has an ongoing system to ensure that recruiting is done with integrity. Even though you may be working in an RS far away from the headquarters, your work is monitored and systems have been established to show deviations from normal procedures. Needless to say, the chances of getting caught increase each time something is done against the rules. A couple of examples of how unethical behavior is discovered emphasizes the point:

- A dissatisfied Soldier who was enlisted may bring up an allegation of wrongdoing against his or her recruiter.
- Through the use of computers, discrepancies between test scores can be detected that may indicate that an applicant received unauthorized coaching by the recruiter for the purpose of making the applicant appear to be in a higher test score category.

These are only two examples of the systems of checks and balances used to ensure that recruiting is done with integrity.

## THE CONSEQUENCES OF UNETHICAL RECRUITING

The consequences of not recruiting with integrity are very serious and can have a long-range effect. If you ever face the temptation to do something that is not right, consider the following consequences:

- Your conscience. Whether or not you ever get caught, if you deliberately do something you know that is wrong, it will be on your conscience. You will have to live with the fact that you did something that was against the rules.
- Your career. If you don't recruit with integrity, you will be putting your career in jeopardy. There is a wide range of administrative and disciplinary actions that may be taken against a recruiter who doesn't follow the rules. Here are a few examples:
  - Adverse efficiency report.
  - Bar to reenlistment.
  - Court-martial.
  - Nonjudicial punishment (Article 15).
  - Official letter of reprimand, which may become a permanent part of your official military records.
  - Reassignment out of USAREC.
  - Reduction in grade.
  - Removal from promotion list.
  - Separation under AR 635-200, chapter 14.

If you are suspected of unethical recruiting, you will be provided all the rights of due process that all Soldiers are entitled to. This includes a thorough investigation to determine all the facts, your right to present matters in your behalf, and the right to legal assistance.

- Your integrity in the community. Your success in the civilian community is a function of the image you present to your community; the attitude of the community towards the Army is largely dependent upon the rapport you have with the civilian community. Anything you do that does not reflect professionalism or absolute integrity will damage your rapport with the civilian community. This is very important because if you portray a poor image, you, or any other recruiter, will have a hard time recruiting in that community.

### INTEGRITY AND MAKING MISSION

As has already been mentioned, making mission is important, but it must be done with integrity. Unethical recruiting will cause you a lot more problems than if you missed mission. If you are ever tempted to do something that's against the rules, think very carefully about the consequences - it is not worth it.

### OWNERSHIP

Ownership is closely related to recruiting with integrity. Ownership, as used in the recruiting business, means that you must have personal pride in each Soldier you enlist. Would you look forward to being in the same foxhole or the same tank with a Soldier you enlisted? It could very well happen. If you dedicate yourself to recruiting with integrity and putting the best Soldiers in the Army, we will continue to have a combat-ready Army that we can all be proud of.

### RECRUITING AND YOUR CAREER

If you succeed as a recruiter, you will help your career. First of all, success in recruiting is a good indicator that a Soldier can handle a high degree of responsibility. As a result, many successful recruiters are selected for assignments at higher levels of responsibility while they are assigned to USAREC and are considered for assignments with increased responsibility after they depart USAREC.

Success in recruiting also helps out when DA selection boards for promotions and advanced schooling review your records. Members of the selection board are well aware of the hard work involved in recruiting and of the high level of responsibility required to be a successful recruiter.

If you work hard and become a successful recruiter, you will be recognized and rewarded. As a successful recruiter, you can look forward to awards, various forms of special recognition, good assignments, promotions, and advanced schooling. So why not be the best?

## RECRUITING - RECOGNITION AND REWARDS

Throughout the Army, Soldiers who do a good job are recognized and rewarded. This is especially important in USAREC where the work is demanding, and the hours are sometimes long. Occasionally, you may feel that your hard work is not noticed, but that is not the case. In addition to all the forms of recognizing and rewarding good Soldiers that are used throughout the Army, USAREC has a special incentive awards program.

### ARMY-WIDE FORMS OF RECOGNITION

In USAREC, all the various forms of recognition used throughout the Army may be found. Recognition may be as simple as just a telephone call from the Rctg Co commander to let you know that you did a good job of making mission during the last month. Certificates of Achievement and Letters of Appreciation are regular forms of recognition and, of course, the Army-wide achievement and service awards are available.

### RECRUITING INCENTIVE AWARDS PROGRAM

In addition to standard Army forms of recognition, USAREC uses a Recruiting Incentive Awards Program to recognize successful RSs. The program involves a point system based upon overall mission achievement and achievement in specific mission box categories. Recruiters must earn the awards in a specified sequence. Here is a list of the various recruiting incentive awards in the order of sequence in which earned. (Each award also includes a certificate that is placed in your personnel records.)

- Silver Recruiter Badge.
- 1st Gold Achievement Star.
- 2d Gold Achievement Star.
- 3d Gold Achievement Star.
- Gold Recruiter Badge.
- 1st Sapphire Achievement Star.
- 2d Sapphire Achievement Star.
- 3d Sapphire Achievement Star.
- Recruiter Ring.
- Glen E. Morrell Award.

### OTHER ASPECTS OF THE RECRUITING INCENTIVE AWARDS PROGRAM

In addition to the above awards, there are other aspects to the Recruiting Incentive Awards Program. For example, the Secretary of the Army recognizes the top RA and USAR recruiters (selected from USAREC's annual awards board). Each year the "Recruiter of the Year" and the "USAREC Soldier of the Year" (support function) are selected. Local commanders also have their own programs of rewards

and recognition to supplement the USAREC program. Outstanding recruiters are also recognized in various command publications at all levels throughout USAREC.

### MERITORIOUS PROMOTION

Headquarters, Department of the Army (HQDA) has authorized USAREC to request meritorious promotions for deserving recruiters. Detail recruiters (RA) in the rank of sergeant who have earned the Recruiter Ring may be recommended for promotion to staff sergeant. Also, DA has allocated to USAREC 10 meritorious promotion allocations per fiscal year (FY) for career recruiters (79R) who may be promoted to the rank of sergeant first class. These Soldiers are selected through a combination of Rctg Bde commander selection and an HQ USAREC selection board.

Active Guard Reserve recruiters who have earned the Recruiter Ring in their first 36 months of recruiting duty are encouraged to compete for meritorious promotions. The USAREC chain of command can recommend both 79R and detail recruiters who are recognized as the command's very best. Rctg Bdes are limited to one meritorious promotion to staff sergeant or to sergeant first class for 79Rs (total of five) and one each to staff sergeant and one each to sergeant first class for detailed recruiters (total of 10). Detail recruiters that accept a meritorious promotion must convert to 79R as their primary military occupational specialty (PMOS). Additional meritorious promotions can be awarded in recognition of annual award winners. These are:

- USAR Recruiter of the Year.
- USAR Soldier of the Year.
- USAR Health Care Recruiter of the Year.

All meritorious promotions must be in accordance with AR 140-158, chapter 4, and the promoted Soldier must meet the requirements of AR 600-9.

# SUPPORTING THE RECRUITING FORCE

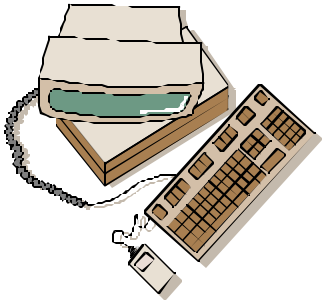
### SUPPORTING THE RECRUITING FORCE

Personnel (military and civilian) with various skills are also assigned to USAREC to support the recruiting force. These support personnel play a major role in providing the day-to-day support needed to keep the recruiting force going. Here are some examples of the various support positions throughout USAREC:

- Administrative specialists.
- Budget technicians.
- Computer specialists.
- Command chaplains.
- Education services specialists.
- Family Advocacy Program (FAP) managers and coordinators.
- Military personnel clerks.
- Operations NCOs.
- PSNCOs.
- Public affairs specialists.
- Recruiter training NCOs.
- Recruiting administrative assistants.
- SFAPMs (beneficiary counseling and assistance coordinators (BCACs)).
- Support services specialists.
- Supply sergeants.
- Rctg Co administrative support.

### ARMY RECRUITING INFORMATION SUPPORT SYSTEM

What is the Army Recruiting Information Support System? This system automates many of the administrative tasks recruiters and management performed manually in the past and augments the recruiter's sales presentation. It also helps prospects and applicants understand what the Army is all about through a set of multimedia compact discs. The RS's equipment consists of a laptop for each recruiter and portable printers. The laptops are the same as any business might use, but with additional software programs designed for the recruiter.



### SELLING THE ARMY WITH COMPUTER TECHNOLOGY

To give you an idea about how the computer enhances the recruiting effort, take a look at how it is used during a sales interview.

A prospect meets with the recruiter. The location does not matter since the laptop is portable and can work off battery power for several hours. The recruiter establishes rapport with the prospect and introduces him or her to the multimedia sales program. The sales program welcomes the prospect through a personalized message on the monitor and shows the prospect a short video segment of "What the Army's really like." From this point, the recruiter would probe the prospect's needs and interests by using open-ended questions such as what, why, and how, through a series of pictures on the monitor that deal with areas such as money, travel, training, education, and service to country. By asking questions, the recruiter can pinpoint possible buying motives for the prospect and later on in the interview, deliver a sales message based on the prospect's needs and interests. After the recruiter has discovered three different areas of interest, he or she would then determine if the prospect is qualified for an enlistment into the Army.

The recruiter then presents options and benefits based on the prospect's buying motives. The recruiter will state a verbal fact about an Army program and use a sales program to back up his or her claim. These video segments will tie into the specific Army program that would satisfy the prospect's needs and interests. The recruiter will show how this program would be beneficial to the prospect and then will close the sale.

During the appointment, an applicant processing program is also used to collect and store information that is later needed should the prospect agree to enlist. The system is also capable of administering a Computerized Adaptive Screening Test which can be used to predict how well the prospect will do on the actual tests administered at the MEPS. During the test, a series of questions are displayed on the monitor. The prospect's responses are entered into the computer. After a series of questions, the program can predict, to a large degree of accuracy, how the prospect will do on actual testing. The computer is used for many other functions in the RS, such as e-mail, word processing, Internet, and other office functions.

## THE COMPUTER AND THE RECRUITER

The computer offers a wide range of opportunities to help the recruiter show a prospect what the Army is all about. We have only tapped the surface of what the computer can do to enhance the recruiting effort. However, it will never replace the recruiter. Only a recruiter can provide the personal one-on-one contact necessary to enthusiastically sell the Army.

## CYBER RECRUITING

The command is pioneering, through technology and the GoArmy.com Web site, a chat room and e-mail capability to greatly enhance access for the public and increase the effectiveness of recruiters. Prospects, with interest in the Army, are searching for information on the Internet, asking questions to online recruiters about the daily life of a Soldier and his or her family, enlistment options and benefits, and the basic qualifications to enlist. The best qualified prospects are forwarded to recruiters, and due to their increased knowledge, the processing time is greatly reduced. This saves the Army, the recruiter, and the applicant, time, energy, and money. This program is only designed to support and supplement the recruiter.

## RECRUITER CELLULAR TELEPHONE USE

Each recruiter is issued a cellular telephone to be used only for the conduct of official business. USAREC has contracted for 1,000 minutes per recruiter per month. This gives each recruiter about 45 minutes per day of combined incoming and outgoing service. Each recruiter will not use more than 1,000 minutes per month. Cellular telephones should, therefore, not be used when other Government communications lines are available. They should not be used by the driver while the vehicle is moving. If recruiters receive a call on the cellular telephone they should move out of the traffic flow and come to a complete stop before using the telephone. Once a recruiter begins to outprocess, his or her cellular telephone will be turned in to the RS commander for management control and reissued to the replacement recruiter. Cellular telephone calls will be reviewed monthly and abuse will be handled by the chain of command.

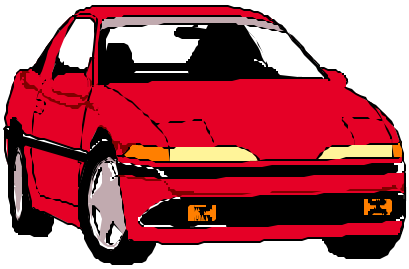
## USE OF GOVERNMENT VEHICLES

Each recruiter with a mission is authorized a Government-owned vehicle (GOV) (General Services Administration) to perform official duties in a timely and efficient manner. Title 31, US Code 1344, restricts the use of GOVs to "official purposes." The use of a GOV is restricted to official purposes, essential for the successful completion of a DA function, action, or operation, and consistent with the purpose for which the vehicle was acquired.

All users of GOVs will comply with applicable laws and regulations, including Federal, state, and local.

Applicable laws and regulations restrict the use of Government-furnished vehicles to official purposes. Official purpose dictates that Government-furnished vehicles may not be used for personal business or activities, such as transportation to or from:

- PXs and commissaries.
- Transportation of family members or retirees to medical or dental appointments (nonemergency). Military members may be provided transportation to medical and dental appointments.
- All other activities that are strictly unofficial.



## DOMICILE-TO-DUTY (DTD) - OFFICIAL USE OF TRANSPORTATION BETWEEN RESIDENCE AND PLACE OF EMPLOYMENT

DTD approval has been granted to this command by the Secretary of the Army. Approval must be requested and granted every 2 years. Personnel authorized DTD transportation privileges must be engaged in "fieldwork." Fieldwork is defined as official business performed away from the regular duty station.

DTD transportation in GOVs is authorized only for Rctg Co commanders, 1SGs, field recruiters on production, master trainers, senior trainers, and health care recruiters when engaged in fieldwork on a case-by-case basis. The purpose of the privilege is to promote recruiting when times, distances, and circumstances do not permit conformance with normal duty hours. It will not be extended to an individual solely for the purpose of commuting. Use of GOVs for DTD is on a case-by-case basis, there is no "blanket" DTD.

This program is subject to review by the US Army Audit Agency and will be a matter of inquiry during the course of inspections by the Inspector General and others. Commanders are advised of the necessity for continuous emphasis and followup to ensure compliance with established policy concerning DTD travel.

## TRANSPORTATION OF SPOUSES IN GOVERNMENT VEHICLES

In making determinations for use of Government-furnished vehicles for official business, the command policy for transportation of family members to official functions will be as follows:

The spouse of a Government employee may be transported in a GOV only when accompanying the military member or civilian employee in the GOV, the use of which has already been authorized to accomplish official business and there is space available. The ordering of additional or larger vehicles to take advantage of the spouse transportation shall be considered misuse. Such transportation can be provided only at no additional cost to the Government. The following rules will apply:

- Per diem will not be authorized for spouses.
- No other family members may be transported in the GOV.
- The Government will not pay for meals or increased room rates if TDY is involved.
- There will be no deviation in the route to pick up or drop off a spouse to accommodate personal business.
- Spouses will not operate GOVs.

# RECRUITING - PERSONNEL MANAGEMENT AND PROFESSIONAL DEVELOPMENT

To meet the objective of "providing the strength," USAREC must effectively manage its personnel to ensure that they are assigned where they are needed. On the other hand, USAREC must be sensitive to the needs of the Soldier and family and promote professional development. Since USAREC operates over 1,500 RSs throughout the United States and in several overseas countries, an effective system for personnel management and professional development is extremely important. As a recruiter, you must be aware of the basic policies and procedures involving your assignment and professional development while you are a member of the command. Since specific policies and procedures are often revised to meet the needs of the command, you should be alert to updated information you may receive that will be provided to you in various forms of written or verbal communications. Your chain of command and PSNCO can provide you with information on the specific policies and procedures currently in effect.

## DETAILING

You will be detailed to recruiting duty for 3 years, which means that you will retain your PMOS but will be actually working (or detailed) as a recruiter. When you complete the basic recruiter course, you will be awarded an SQI of "4."

## DETAILING AND PROMOTION

While assigned as a recruiter, you will compete against Soldiers Army-wide in your PMOS for available promotions.

- Sergeant and staff sergeant promotions: If you are recommended for promotion to sergeant or staff sergeant (or were recommended and put on a standing list prior to your arrival in USAREC), you are awarded promotion points based upon your overall qualifications, duty performance, and your evaluation by a promotion board. To be promoted you must meet or exceed the cutoff score published for your PMOS.
- Sergeant first class, master sergeant, and sergeant major promotions: DA selection boards meet annually to review the records of all eligible Soldiers and select the most qualified Soldiers in each MOS for promotion.

## DETAILING AND ADVANCED EDUCATION

The DA board that selects Soldiers for promotion to sergeant first class also selects Soldiers to attend the Advanced Noncommissioned officers' course (ANCOC) for their PMOS. If you elect to stay with USAREC, you will attend ANCOC for MOS 79R. If you elect to return to duties in your PMOS, you will be scheduled to attend ANCOC for your PMOS.

## DETAILING AND SKILLS DEVELOPMENT TEST

While detailed as a recruiter, if you elect to remain with USAREC and have your PMOS changed to 79R, you can reclassify to 79R PMOS after 24 months on recruiting duty. No testing for PMOS will be required.

## STABILIZATION

You will be stabilized with USAREC for a period of 3 years. This means that you will normally have to complete your 3-year detail as a recruiter before you would be eligible for reassignment outside of USAREC. The purpose of this stabilization is to ensure that USAREC maintains the necessary level of trained and experienced recruiters to accomplish its mission. It should also be noted that attendance at an advanced recruiting course (for example, the GC Course) or reassignment with USAREC, under certain circumstances, may incur an additional period of stabilization.

## DECISION POINT

By the time you complete 24 months of your detail as a recruiter, you must make a decision as to whether you desire to remain in USAREC or return to duty in your PMOS. You will be counseled by your chain of command at the 18-month point concerning the benefits of reclassifying to PMOS 79R and your potential as a career recruiter. If you remain in USAREC, you will have several options for assignment.

| DECISION POINT | |
|---|---|
| When | Completion of 18 to 24 months on recruiting duty (12 to 18 months before completing detail). |
| Options | • Return to duties in PMOS.<br>• Retain SQI "4" or<br>• Remain in USAREC. (Requires recommendation from chain of command and approval from the United States Army Human Resources Command.) 79R becomes PMOS (this option is available at 18 months as an exception to policy; otherwise, 24 months is the norm). Previous PMOS redesignated as secondary military occupational specialty. |
| Assignment Options (remain in USAREC) | • No-cost or low-cost move:<br>- Individual entitlement and cost to Government must be less than $500.<br>- Move must be consistent with operational requirement.<br>• Cost move:<br>- Individual entitlement and cost to Government of $500 or more.<br>- Move must be consistent with operational requirements.<br>- Three years additional stabilization. |

NOTE: If you elect to remain in USAREC, you may request assignment to another Rctg Bn, following your initial 36-month stabilization. The above guidelines will apply.

### A CAREER IN RECRUITING

For many Soldiers, initial assignment as a recruiter is just the beginning of a career in selling the Army; selling the Army to people to enlist, or selling the Army to people to stay in the Army. If you elect to remain in USAREC, you can progress to positions of increasing responsibility. If you elect to depart USAREC, you will return to duty in your PMOS. The following table indicates opportunities for career development in the recruiting field.

| CAREER DEVELOPMENT IN RECRUITING<br>TYPICAL DUTY POSITIONS | |
|---|---|
| **Grade** | **Duty Position** |
| E-5 | Recruiter |
| E-6 | Recruiter; Small RS Commander |
| E-7 | Large RS Commander<br>Recruiting Staff Operations NCO (Rctg Bde, Rctg Bn, HQ USAREC)<br>Recruiter Training NCO<br>GC<br>Instructor |
| E-8 | Recruiting 1SG<br>Senior Operations NCO<br>Senior Recruiter Training NCO<br>Senior Instructor |
| E-9 | Rctg Bn Sergeant Major<br>Rctg Bde or HQ USAREC Command Sergeant Major |

### A CAREER IN RETENTION

Commanders must continually evaluate their Army Retention Program workforce, most notably, their career counselors. Commanders should be proactive in maintaining the readiness of the force through careful consideration of recommendations for selection, training, utilization, and relief of these Soldiers.

Soldiers currently assigned to USAREC and successfully performing duties as a recruiter or detailed recruiter are presumed qualified by AR 601-280, appendix B. For final approval, recruiters may apply through HQ USAREC to Commander, United States Army Human Resources Command. Detailed recruiters may apply for training and reclassification to the career counselor 9 months prior to completion of their detailed tour. Prerequisites for duty as a career counselor are in AR 601-280, appendix B. Typical duty positions are in DA Pam 611-21.

| CAREER DEVELOPMENT IN RETENTION<br>TYPICAL DUTY POSITIONS | |
|---|---|
| **Grade** | **Duty Position** |
| E-6 | Rctg Bn Career Counselor |
| E-7 | Rctg Bn or Rctg Bde Career Counselor<br>Instructor or Writer Recruiting and Retention School |
| E-8 | Rctg Bde Senior Career Counselor<br>Major Army Command or Installation Operations NCO<br>Senior Instructor |
| E-9 | Command Career Counselor (Division or Major Army Command) |

# THE LIVING ENVIRONMENT

## COPING WITH STRESS

### WHAT IS STRESS?

Stress is the pressure from outside that can make you feel tense inside. The pressure comes in from all around you, from work, home, school, etc. Stress is an unavoidable fact of life. While some stress is good for you since it keeps you on your toes, too much stress can interfere with your health and happiness.

### STRESS AND RECRUITING

In the recruiting environment where success is measured by how well you're "making mission," you may find yourself under more pressure than you were faced with in a typical military environment. To a large degree, your success as a recruiter will depend on how well you can cope with the day-to-day pressures of the recruiting environment. Fortunately, most Soldiers assigned to USAREC can successfully cope with these pressures. You can be successful too! To be successful, you must have a positive attitude and want to succeed.

### TIPS ON CONTROLLING STRESS

If you control stress, you improve your chances of being successful. If you don't, then stress will control you. One of the primary purposes of this pamphlet is to provide you with information on the USAREC environment and what resources are available to help. Understanding your working and living environment is an important first step in controlling stress, since unnecessary worry about things we don't clearly understand is a major cause of stress. Here are some tips to help you cope with stress.

- Think positively. Think positively and look for ways to be successful. If you worry all the time about failing and all the bad things that can happen to you, you are inviting failure.
- Discuss your problems. When you have a problem, no matter how small or big, get the problem out in the open and do something about it. Discuss the problem with somebody; boss, spouse, coworker, friend, minister, or anybody else you feel comfortable talking with. Identify what the actual problem is and what alternatives are available. Then do whatever is necessary to put the problem behind you and move on. In some cases, a problem may involve circumstances that you just can't do anything about. Therefore, you must have an understanding of what things can be changed and what things can't be changed. Likewise, if there is some aspect about your job you don't understand, talk about it with your chain of command. If you are constantly worrying about a problem or something you don't understand, you are inviting excessive stress.
- Plan your work and manage your time effectively. Determine what you have to do and develop a step-by-step plan of how to get it done. If you manage your time effectively, you can cut down the number of hours that it will take to get the job done. During your training to be a recruiter, you will be given instructions on various time management procedures that will help you plan out all your day-to-day recruiting activities. If you don't plan your activities and manage your time effectively, you may be putting all your energy into "running around in circles." Consequently, it will take you a lot longer to get the job done. As a result, you can expect to work extra hours and worry more about whether or not you will make mission. All this results in unnecessary stress that could have been avoided by planning your work and managing your time effectively.
- Learn to relax. Recruiting is hard work, and the opportunities to relax are often limited; therefore, it is especially important to get the maximum benefit out of any opportunity you have to relax. During the workday, get in a habit of occasionally taking a break and relaxing for a few minutes. When you go home, get involved in activities with your spouse and children that will help you take your mind off the pressures at work. Pursue hobbies and personal interests that help you to relax. Locate and use recreational activities in the local community. Exercise regularly. Swim, bicycle, jog, or do any other exercise that will help you let off steam and work out stress. Use and enjoy your leave.
- Be realistic. People who expect too much of themselves can get tense if things don't work out. Set goals that are realistic, yet challenging, and expect to be successful.

## YOU AND YOUR LEAVE

### WHY LEAVE IS IMPORTANT

The mission of USAREC to "provide the strength" often results in more pressures than in the typical military environment. Consequently, you need to use your leave. On the other hand, our mission must always be accomplished. The USAREC leave program ensures that each Soldier has an opportunity to take leave while at the same time ensuring that the mission can be accomplished.

### USAREC LEAVE PROCEDURES

The Rctg Bn commander is the approval authority for leave and considers the recommendations of Rctg Co commanders. Keep in mind that it may not be possible for everybody to take leave at the same time, especially during peak recruiting periods such as early summer, right after high school graduations. Leave must be planned throughout the entire year. Also, keep in mind that extended leave (over 2 weeks) must be planned for well in advance. You should consider taking more frequent short leaves (less than 2 weeks). This will give you an opportunity to get away from work more often.

Your chain of command can provide you with the details on local leave policies and procedures. Plan your leave and keep your Rctg Co commander informed. Enjoy your leave - you've earned it!

## YOU AND YOUR MONEY

### FINANCIAL SUPPORT

While you are assigned to USAREC, your finance records will be maintained at the finance office of the installation supporting your Rctg Bde. Therefore, you may be geographically separated from your finance records and need to know a few tips to ensure that you receive the pay you are entitled to in a timely manner.

### TDY

You may be required to go TDY. Here are a few hints that may help you.

- If eligible for a Government travel card you should apply at least 3 weeks prior to any scheduled TDY. See your unit agency

program coordinator for more details.

● Some TDY sites are categorized as high-cost areas. Go to www.dtic.mil/pdrates.html to determine if TDY lodging is within authorized per diem rates. Lodging costs not within per diem rates require authorized expense allowance approval for full reimbursement prior to travel.

● Receipts are always needed for any expense of $75 or more. They are also required for lodging and rental cars.

● As soon as you complete your TDY, submit a TDY settlement voucher to finance. Annotate any meals or lodging that were provided by the Government. Also, ensure the service charge for your Government travel card advance is claimed. Prior to submitting your TDY voucher to the finance office, it must be reviewed by your supervisor.

● USAREC Reg 37-14 provides detailed information on what to do if going TDY - information ranging from what expenses are reimbursable to how to fill out your voucher.

● Use of the Government travel card requires that you check the Split Disbursement in block 1 on the DD Form 1351-2 (Travel Voucher or Subvoucher).

● Your Rctg Bn budget office can provide further information or assistance regarding TDY.

## OTHER TIPS

● Make timely allotment changes - keep in mind that the changes will not be picked up until 1 or 2 months after you submit the change. Check with your PSNCO for your finance document processing time.

● Keep your immediate supervisor or commander informed of any action that affects your pay (promotion, eligibility for increased SDAP, marriage, divorce, change of address, etc.). If you are extending your expiration term of service date, the paperwork can only be submitted 120 days or less from the original expiration term of service date.

● Be completely knowledgeable of the information available on your monthly LES. By keeping a personal file on each LES and making monthly comparisons, you can usually answer your own pay inquiry. It's also a good idea to keep a file copy of any other documents pertaining to your pay, such as travel vouchers.

● Access your LES and Tax Statement (W-2), change Federal and state tax withholdings, change direct deposit and electronic funds transfer information, and more online at https://mypay.dfas.mil.

● Do not hesitate to submit pay inquiries if you have any questions about your pay. The Defense Joint Military Pay System is designed to provide accurate and timely pay and is responsive to changes and inquiries.

● If you receive an overpayment - DON'T SPEND IT - NOTIFY YOUR PSNCO - collection action is sure to follow!

● When on TDY, spend wisely and economically - there will be a delay before you are reimbursed. The use of the Government travel card is for travel-related expenses only; the TDY settlement should completely cover the charge card bill.

● A Government travel card may only be used for official use. Pay in full when the bill arrives.

## ADDITIONAL COMPENSATION

While you are assigned to USAREC, you may be entitled to additional pay and allowances not usually given to Soldiers and family members in the typical Army environment. Therefore, it is important that you understand what additional compensation is available, and some of the basic policies and procedures regarding each type of additional compensation.

## BASIC ALLOWANCE FOR HOUSING (BAH) OVERVIEW

January 1, marked another year of the housing allowance called BAH. BAH is based on geographic duty location, pay grade, and dependency status. The intent of BAH is to provide uniformed service members accurate and equitable housing compensation based on housing costs in local civilian housing markets, and is payable when Government quarters are not provided.

DOD and the Services developed BAH to improve and enhance housing allowances for all members, taking into account complaints with the old variable housing allowance (VHA) program. Noticeable improvements with BAH include:

● Rate protection. When new rates are published, no individual will see a decrease in the BAH they are receiving.

● BAH is linked to housing cost growth instead of pay raises. This protects members to further erosion of housing benefits over time.

● Fairer, more accurate measurement of housing costs, based on housing costs in each area, not what the member is spending.

● No need to furnish copies of lease or mortgage documents.

● Published BAH rates will not decrease with pay grade.

● No VHA survey.

● BAH based entirely on current housing market data.

Eligible members will receive one monthly dollar amount for BAH. Individuals will be entitled to the 1 January published BAH rate, or the amount of housing allowance that was paid 31 December, whichever is larger. Rate protection continues until the member incurs a change in status, defined as a PCS move, decrease in grade, or change in dependency status. Promotions are specifically excluded in the definition of a change in status. Like basic allowance for quarters, BAH distinguishes between with dependents and without dependents, but not the number of dependents. BAH rates are computed as whole dollar amounts, rounding to the nearest dollar.

A primary reason for the new BAH allowance was the awareness that the old VHA and basic allowance for quarters housing allowance system was unable to keep up with housing costs, and members were being forced to pay larger out-of-pocket costs than originally intended. The new BAH is designed to be inherently fair because the typical service member of a given grade and dependency status, arriving at a new duty station, will have the same monthly out-of-pocket dollar amount regardless of the location.

You can find additional information on BAH at the following Web site: http://www.dtic.mil/perdiem/bah.html.

## LEASED FAMILY HOUSING PROGRAM

Recruiting personnel are often assigned to locations where housing costs are not documented and not fully supported by BAH, and where military housing is not available within a reasonable commuting distance. To improve the quality of life for independent duty USAREC personnel and their families, DA has established a Government-Leased Family Housing Program. To be eligible you must fit the following criteria:

● E-7 and below, eligible for BAH at the with dependent rate and accompanied by dependents.

● Actual or anticipated out-of-pocket expenses, including utilities, must be greater than BAH plus 7.5 percent for FY 03, and

3.5 percent for FY 04.

- Permanent duty personnel in a location greater than 1 rush-hour commute from a military installation, and
- Have at least 12 months remaining at the current duty station at the estimated date of lease consummation.

The US Army Corps of Engineers, in conjunction with HQ USAREC, will procure leased housing. If adequate suitable housing is identified by the Corps but declined by the service member, he or she will be dropped from the program. They cannot reapply for the program until they have orders for a permanent change of duty station.

### RECRUITER EXPENSE ALLOWANCE (REA)

Another type of additional pay available is REA. REA can be considered as compensation for the cost of doing recruiting business. REA is like an "expense account." A recruiter will occasionally buy a meal, snack, or soft drink for a prospective enlistee. A recruiter may also need to pay for a birth certificate, grade transcript, or other required documents. Many recruiters also like to attend athletic events to meet prospective enlistees, and of course, they must pay to get in. All of these out-of-pocket expenses are reimbursable under REA.

The maximum REA payable in any one month is $75. Under exceptional circumstances, the Rctg Bn commander may authorize REA in excess of $75, but the exception must be authorized in advance.

Your PSNCO will have the necessary forms to be filled out to apply for REA. However, you must keep a daily record of actual expenses. Don't wait until the end of the month to "guess-timate" the expenses (the Inspector General checks on this during inspections).

Your chain of command and Rctg Bn budget office can provide you with further information regarding REA.

### SDAP

The final type of additional pay that may be new to the USAREC Soldier and family is SDAP. SDAP is provided to all Soldiers performing recruiting duty.

SDAP is effective immediately upon arrival and inprocessing at your new duty station. Soldiers will receive $375 SDAP per month.

Soldiers returning to recruiting duty will receive SDAP in accordance with duty assignment (e.g., $375 production recruiter, $275 Rctg Bn operations, $220 headquarters or Rctg Bde staff, etc.).

If you do not receive the correct amount of SDAP, contact your chain of command or PSNCO. Your chain of command and PSNCO can also provide further information regarding SDAP.

### PAYMENT OF TUITION FOR FAMILY MEMBERS TO ATTEND PUBLIC SCHOOLS

It is a DOD policy that no Solider should be required to pay a special tuition or assessment for his or her family member(s) to attend public schools. This policy applies to Soldiers and families residing on military installations who are not required to pay property taxes. (Public schools are largely financed through property tax revenues.)

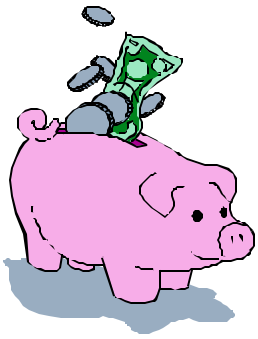
If you reside on an installation and are asked to pay tuition or an assessment before your family member(s) can attend public school, immediately inform the Staff Judge Advocate at HQ USAREC.

## MANAGING YOUR MONEY

Living on the civilian economy will require you to manage your household budget more closely than you have done before. For example, you will have increased costs for food because there is no commissary nearby. You will also need to establish yourself in the civilian community which will require that you have cash on hand for initial deposits and expenses. If you plan ahead and scrutinize how you spend your money, you can alleviate a lot of the financial problems and hardships encountered by Soldiers and families living in the civilian community.

### HOW TO PLAN A BUDGET

Making a simple budget and then sticking to it can go a long way towards effectively managing your money. If you spend money without following a plan, it will be difficult, if not impossible, to live within your income. The cause of overspending is usually due to a lack of an effective plan to budget money and control spending. A good budget will include three ingredients: A plan to save, a plan to control spending, and a plan to eliminate any debts.



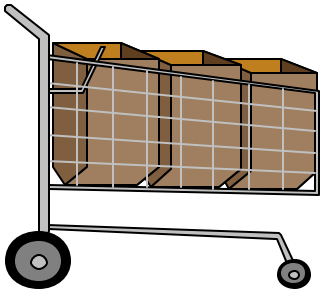
### SUGGESTIONS FOR MAKING AND FOLLOWING A BUDGET

- Get the entire family involved in the budget planning process - then get them to agree to follow the plan.
- Identify all monthly income (actual take home pay) from all sources.
- Make a list of all things which you now spend money for, such as food, clothes, household expenses, furniture, insurance, gasoline, etc. List these things under two categories, "must have" and "nice to have."
- Determine how much money you will need to pay for "must have" items.
- Determine how much money will be left over for "nice to have items." Prioritize these items and determine which ones you can afford.
- Remember to consider short-range expenses (living expenses, auto maintenance, vacations, etc.,) and long-range needs such as college expenses for your children.
- Set aside a fixed amount of money to be put into savings each month. Don't rely on saving what's left over at the end of the month.
- Review your budget at the end of the month to see how well you followed the budget and what adjustments you need to make next month.
- Avoid "impulse buying." A bargain is

a bargain only when you need the item you are buying.

## BUYING FOOD

Since you may not live close to a commissary, you can expect to pay as much as 20 percent more for food in the civilian community. Once again, if you plan ahead and scrutinize how you spend your money, you can cut down on the cost of food.



## SOME GOOD TIPS FOR FOOD BUYING

- Plan your menu for the week, then list those items needed to prepare that menu.
- Select a store offering "no-frills" discounts such as no baggers, no trading stamps, goods displayed in wholesale cartons, and less-known brands. Reduce the number of trips to the store. Gasoline prices must be considered when counting the cost of food purchases.
- Do not take small children with you when buying groceries. Children want those more expensive items that they've seen advertised on television.
- Avoid the temptation to buy "extra ingredient" items and "sugar-coated" cereals. These items usually cost more but have little nutritional value.
- Make maximum use of discount coupons for reduced prices or cash refunds.
- Look for "loss leaders." These items are the advertised specials that merchants actually sell at a price less than their cost as an inducement for you to shop in their stores. Buy those bananas at 10 cents per pound. Stay away from other overpriced items.
- Change your shopping habits. Try entering the center aisle first rather than the routine "end-sweep." Merchants normally place higher priced, impulse items in the areas that have easy access and where you normally have plenty of room in your shopping cart to toss in that unneeded item.
- Consider shopping with a friend to take advantage of "by the case" and bulk (quarter of beef) sales.
- As with other "budget busters," do not spend more than you had planned to spend prior to entering the store. When you've spent the budgeted amount, stop, take those items home, and look for ways to improve during the next shopping trip.

## YOU AND YOUR BANK

The bank will be an important resource to you while living in the civilian community. In addition to providing banking services, your banker can help you get established in the civilian community, provide you with names of possible enlistees, and provide you with speaking engagements and other opportunities to promote the Army in the community.

When you arrive at your new duty station in the civilian community, you should select a bank as soon as possible. When selecting a bank, "shop around" to see which bank provides the best services. You should ask the following questions when shopping for a bank:

- What are their operating hours? Is service available evenings and Saturdays?
- What are the charges for having a checking account?
- What free services are available to members (notary, counseling, money orders, etc.)?
- Are savings plans available that meet the needs of you and your family? Once you select a bank, introduce yourself to the banker. Let the banker know about your role in the community and what the Army has to offer to young people in the community.

Use of banking services can help you manage your financial affairs. Records of deposits, withdrawals, check payments, etc., are readily available whenever needed for audits, questionable claims of nonpayment, etc.

Many pay problems can be avoided by establishing a checking account and selecting the "check to financial institution" pay option. Your pay will be automatically deposited to your account without you having to pick up the check from your home, unit, or post office address.

## WHAT TO DO IF YOU'RE FACING SERIOUS CREDIT PROBLEMS

Sometimes, despite the best planning, you find yourself in serious financial trouble. Here are some suggestions as to what you should do.

- Make an appointment at the nearest military legal assistance office. Remember to ask what documents you should bring with you for the first interview. A legal assistance attorney can answer many of your credit questions, act as your attorney in contacting creditors, and advise you about consumer protection laws, bankruptcy options, and other legal issues.
- Seek budget advice at the nearest ACS office. Most ACS offices have a budget counselor on their staff. Your Rctg Bde or Rctg Bn SFAPM has information on the nearest commercial consumer counseling service in your area. Advice on management of personal finances is also available to Soldiers and their family members through your Employee Assistance Program (EAP). See your Rctg Bde or Rctg Bn SFAPM for user identification and password to access this service.
- Write a letter to your creditors (keep a copy for your files). Creditors want you to pay off your loan and often will arrange an alternate payment program. If possible, contact an attorney prior to talking to your creditors.
- Avoid borrowing any more money or buying anything else on credit.
- If you have legitimate complaints about one of your creditors or a collection agency,

consult your local Chamber of Commerce, Consumer Affairs Office, or the consumer Hot Line of your Regional Federal Trade Commission.

### BE WISE - THINK MONEY WISE

As a member of the USAREC team, you will be expected to keep your financial affairs in order. This will be extremely important since, to civilian communities, the USAREC Soldier and his or her family are the Army. You can alleviate most financial problems if you control your spending and scrutinize where your money goes. A variety of tips to help you spend your money wisely is provided, on a continuous basis, in magazines, newspapers, pamphlets, and as a public service on radio and television stations.

If you are having money problems, get help and work out a plan to pay your debts and live within your income.

Failure to keep your financial affairs in order can result in adverse action, to include a letter of reprimand being placed in your official records, suspension from recruiting duty, an adverse efficiency report, or even separation from the Army. Fortunately, these actions rarely happen to Soldiers assigned to USAREC. If you spend your money wisely, you can keep these actions from happening to you.

Be wise - think money wise.

## PAY COMPLAINTS AND ASSISTANCE PROCEDURES

Any pay action should be submitted to the PSNCO at your Rctg Bn. This also applies to pay inquiries or complaints. The PSNCO can contact the finance liaison NCO at Rctg Bde headquarters. The finance liaison NCO will then contact the finance office maintaining your records to resolve the problem or answer your question. If your problem is not resolved, it should be elevated to the Rctg Bn commander or executive officer who will bring your problem to the attention of the USAREC staff finance officer who will contact the finance office at the supporting installation.

### CHAIN OF COMMAND

Give your chain of command first chance to solve the problem. The Inspector General, like the chaplain or your member of Congress, can help on occasion. But to help you, they must all work through your chain of command. You might as well begin there yourself.

## HEALTH CARE FOR THE SOLDIER AND FAMILY

While you are assigned to USAREC, you may not be within commuting distance of the medical facilities normally found on a military installation. Consequently, it is very important that you be aware of the policies and procedures for obtaining health care in the civilian community and for reimbursement for health care received. If you obtain health care in the civilian community without following the established procedures, you may face a significant delay in receiving reimbursement from the Government. If you don't follow procedures, you may also have to spend extra money out of your own pocket for medical care. There are two programs for obtaining health care in the civilian community. TRICARE - All AD uniformed service members are enrolled in TRICARE Prime at no cost for AD and priority care at all military treatment facilities (MTFs). AD family members have three plans to choose from: Prime, Extra, and Standard.

TRICARE Prime Remote (TPR) - Provides health care coverage through civilian providers for those US uniformed service members and their families who are on remote assignment. It applies to members of the Army, Navy, Marine Corps, Air Force, Coast Guard, US Public Health Service, and the National Oceanic and Atmospheric Administration. You must live and work more than 50 miles or approximately 1 hour's drive time from the nearest MTF. TPR is offered in the 50 United States only. TPR provides no-cost health care for AD members.

### BCAC

A BCAC (health benefits advisor) is available at each Rctg Bn, Rctg Bde headquarters, and HQ USAREC for the purpose of helping the Soldier and family in all matters pertaining to health care. Rctg Bn and Rctg Bde SFAPMs have been trained as BCACs. When you inprocess at the Rctg Bn, you will meet the BCAC (SFAPM). The BCAC will brief you on the policies and procedures for obtaining health care for you and your family. The BCAC (SFAPM) will also be providing you a health care folder which includes further information about your health benefits as well as several copies of the necessary claim forms. Each Soldier upon inprocessing at the Rctg Bn must be seen by the BCAC (SFAPM) for a TRICARE enrollment and/or portability briefing. This includes TRICARE regional information, enrollment forms, enrollment addresses, and/or telephone numbers, and assistance in procuring primary care managers (PCMs). It is a Federal law that all AD personnel be enrolled in TRICARE Prime or TPR.

### HEALTH CARE PROGRAM

TRICARE is a regionally-managed health care program for AD and retired members of the uniformed services, their families, and survivors. TRICARE brings together the health care resources of the Army, Navy, and Air Force. It also

supplements them with networks of civilian health care professionals to provide better access and high quality service while maintaining the capability to support military operations.

TRICARE is being implemented throughout the United States, Europe, and the Pacific as a way to:

- Improve overall access to health care for beneficiaries.
- Provide faster, more convenient access to civilian health care.
- Create a more efficient way to receive care.
- Provide choices for health care.
- Control escalating costs.

All AD members and their families, retirees and their families, and survivors who are not eligible for Medicare may participate in at least one of the three TRICARE options. One of the central features of TRICARE is the choice of health care plans it offers. While all AD members are automatically enrolled in an option called TRICARE Prime, they must complete an enrollment form any time they are reassigned into a new TRICARE region. Once they have enrolled in their new region, they must disenroll from their previous region. The TRICARE Service Center or the Rctg Bn or Rctg Bde BCAC can assist you with this process. Other eligible individuals (family members and retirees) may choose among TRICARE Prime, TRICARE Standard (CHAMPUS), and TRICARE Extra. The options are especially designed to fit individual preferences and lifestyles, and ensure efficient use of military health care resources.

TPR is an option available for AD service members and Reserve Component members on orders for AD for 30 days or more who meet the following criteria:

- Reside more than 50 miles from an MTF, and
- Work more than 50 miles from a n MTF (workplace is defined as where you go to work on a regular basis, not necessarily where your unit address is located).

It is mandatory that you complete and mail in an enrollment form to be able to access TPR. If you do not have an enrollment form you can call the toll free number at 1-888-MHS-MMSO (1-888-647-6676) or access the form online at http://www.tricare.osd.mil/tpr/forms.cfm.

TRICARE is managed by a senior military health care officer, the lead agent, in each of the 12 geographical regions in the United States, Europe, and the Pacific.

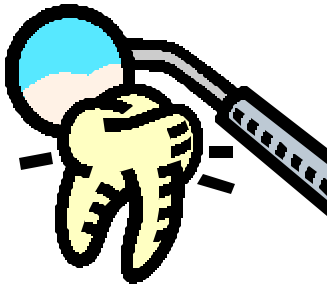
Visit the Soldier and Family Assistance Web site at http://www.usarec.army.mil/hq/hrd/SFA/index.htm or see your BCAC for further information on TRICARE availability in your area.

## TPR FOR AD FAMILY MEMBERS

TPR for AD family members began September 2002. To be eligible, AD family members must reside with their TPR-eligible sponsor. A TPR-eligible sponsor lives and works more than 50 miles (or approximately 1 hour's drive) from the closest MTF. Your Defense Enrollment Eligibility Reporting System (DEERS) information must be accurate and up to date. TPR provides you and your family members with access to quality, convenient health care and all other benefits of TRICARE Prime when you're stationed far from an MTF.

## DENTAL CARE FOR THE SOLDIER

Routine dental care from civilian sources is not authorized unless prior approval is obtained from the Rctg Bn commander and the cost of treatment does not exceed $1,500 per calendar year. If these conditions are not met, the Army will not reimburse you.



- Dental care that exceeds $500 requires you to obtain written approval in advance from the supporting military dental facility if you plan on being reimbursed.
- Orthodontic (braces, plates, etc.,) care from civilian sources is not authorized for military personnel.
- Annual dental exams are required but must be approved in advance by the Rctg Bn commander and may not exceed $500.
- Elective dental care in civilian facilities is not authorized.
- Emergency dental care (relief of the immediate emergency) is authorized from civilian sources, does not require prior approval, and is reimbursable.

Your AD benefit under the TPR Program includes access to dental care. There is no preferred dental network so you may select from any licensed dentist in your area. Dental care issues are not managed through the regional contractors. Enrollees may contact their service point of contact directly for information and authorizations related to dental treatment.

Preauthorization for routine dental treatment is not required for dental care that costs less than $500 per episode of care. Routine dental treatment includes diagnostic (exams, x-rays) and preventive procedures (temporary filling, cleanings, and periodontal scaling), routine restorations (amalgams or composite fillings), extractions, root canal treatments, and minor periodontal treatment (e.g., root planing and curettage).

Preauthorization is required for dental treatment that involves more than $500 per episode or more than $1,500 per calendar year. Extensive or specialty care requires preauthorization from your service point of contact prior to initiation. These conditions may be referred to an MTF or dental treatment facility for evaluation or treatment prior to authorization. This category includes, but is not limited to: Crowns, bridges veneers, implants, surgery, and temporomandibular joint dysfunction treatment.

Orthodontic services are not a covered benefit unless specifically indicated by a military orthodontist.

You may contact the military medical support office (MMSO) customer service representative at 1-888-MHS-MMSO (1-888-647-6676) for general information or questions pertaining to preauthorization, claim processing, or to check on the status of a dental claim. Claim forms and additional dental information is available on the TPR and MMSO Web sites at:

- http://www.tricare.osd.mil/remote
- http://mmso.med.navy.mil/mmso

## DENTAL CARE FOR FAMILY MEMBERS

TRICARE Dental Plan (TDP) is a voluntary comprehensive dental plan offered to all AD family members by the Federal Government through the Office of Civilian Health and Medical Program for the Uniformed Services. The plan is administered and underwritten by United Concordia who was awarded a contract for 5 years. Whenever the contract expires, bidding will be open to various dental corporations. AD family members will have continuous dental coverage, regard-

less of which agency is awarded the contract.

Spouses and children of all AD uniformed service members who live in the United States, District of Columbia, Guam, Puerto Rico, US Virgin Islands, and Canada are eligible to enroll. Sponsors must be on AD for at least 30 days and must intend to remain on AD for at least 12 months in order to enroll their family members. NOTE: Only spouses and family members are eligible for this plan. To avoid eligibility problems, sponsors must ensure that family members' information in DEERS is accurate and up to date. Enrollment in TDP is for a minimum of 12 months. To enroll, sponsors must fill out a United Concordia Form 5579B at their personnel office or download the form from United Concordia's Web site at www.ucci.com.

- Coverage begins the first of the month after the month in which the sponsor enrolls and a premium payroll deduction is taken. For example, if the sponsor enrolls in January and a premium deduction is taken in January, your coverage is effective February 1. If your premium changes from a single family member plan to a family plan (or from family to single family member), the change is also effective on the first day of the month after the month the enrollment change is made and the payroll deduction begins.
- Payroll deductions for the TDP must be verified before making an appointment with a dentist. You can verify the deduction by checking your sponsor's LES. Your BCAC can tell you the current monthly deduction for a single premium (one family member) or for a family premium (two or more family members).
- Ensure the dentist participates in the TDP prior to making an appointment, and that he or she knows you are a TDP participant.
- Before you agree to treatment, discuss your cost share (if any) with the dentist. Some services are covered at 100 percent, but many other services are covered at 80, 60, or 50 percent. You may have no cost share or your cost share can vary from 20 to 50 percent. Some services are not covered at all, so you will be responsible for the full cost. Details of coverage are fully described in the TDP Benefit Booklet.
- If you are uncertain whether a particular procedure will be covered under the TDP, or if you want an estimate for the amount the plan will pay, your dentist can submit a predetermination request. The predetermination request is a pretreatment, nonbinding written estimate of both plan and patient cost share. A predetermination should be available for any covered procedures and is recommended for more complex and expensive procedures, such as crowns, inlays, prosthetic, periodontal, and orthodontic services.
- United Concordia dentists do not require full payment at the time of service, just the cost share if any. They will accept United Concordia allowance for covered services and cannot charge the family member for any difference between their fee and United Concordia allowance.

If you have any questions about the TDP, contact your BCAC (SFAPM) or call United Concordia Customer Service at 1-800-866-8499 (Monday through Friday from 8 a.m. to 8 p.m. eastern standard time).

The dental benefit coverage in the TPR Program is for AD service members only. If your family members need dental coverage, you must enroll them in the TDP through your nearest personnel office. If your family is not currently enrolled in the family member dental plan, you can obtain information by calling 1-800-866-8499 or you can access their Web page at: http://www.ucci.com/was/ucciweb/tdp/enrollin_tdp.jsp.

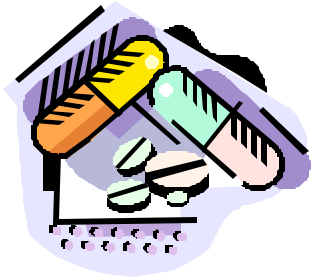
Service member's responsibilities concerning health care:

- Ensure you are enrolled in TRICARE Prime or the TPR Program, as appropriate in your region.
- Ensure important information about you and your family is regularly updated in DEERS.
- Use your PCM or provider for all routine health care.
- Seek medical care from a specialist only when referred by your PCM or regular provider and approved by the health care finder. If there is no PCM assigned to you, call the health care finder for authorization.
- Get an annual dental exam to ensure you maintain your dental health and readiness status. Submit dental claims to the MMSO for processing.
- Call your TRICARE regional contractor after you move to a new location to ensure you are enrolled and have a current address.
- Contact your BCAC (SFAPM) or regional beneficiary services representative at 1-888-MHS-MMSO (1-888-647-6676) when you have questions regarding the TPR Program.

# ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL PROGRAM

Alcohol and drug abuse is a very real problem. It affects the Soldier and the family. In view of the need for a combat-ready Army where each Soldier is mentally alert and physically fit, the abuse of alcohol or drugs by a Soldier cannot be tolerated. The Army also recognizes that since the welfare of the Soldier depends upon the welfare of the family, an effective Alcohol and Drug Abuse Program must also consider the needs of the family.

An effective program to prevent and control alcohol and drug abuse is very important in USAREC. The day-to-day pressures of the recruiting environment can easily result in alcohol and drug abuse



as an escape to avoid confronting your problems. Obviously, alcohol and drug abuse cannot be tolerated in the recruiting business where you will have to be on the go continuously and where you are always in the view of the public.

## THE PROGRAM

The goal of the Army's Alcohol and Drug Abuse Prevention and Control Program is to prevent and control alcohol and drug abuse.

- Prevent abuse: The goal of this aspect of the program is to discourage the abuse of alcohol and drugs by providing objective information on the consequences of alcohol and drug abuse.
- Control abuse: This aspect of the program involves the identification and rehabilitation of the Soldier or family mem-

ber with an alcohol or drug problem. A Soldier who fails to show progress in a rehabilitation program or who repeatedly abuses alcohol or drugs will be separated from the Army.

**LEADERSHIP IS BY EXAMPLE**

Soldiers and officers in the grade of sergeant and above, and all Soldiers with 3 years or more of total military service, Active and Reserve, will be processed for separation upon discovery of a drug offense.

**THE FIRST STEP**

If you have an alcohol or drug problem, the first step is to recognize that you have a problem and that you need help. Involvement in a rehabilitation program is confidential in itself and does not have a negative impact on your career. However, if you fail to get help, then you must face the consequences of your behavior and duty performance. For the Soldier, this can include separation from the Army.

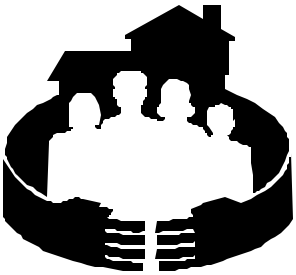
Enrollment in a rehabilitation program is confidential - information about an individual's enrollment in a rehabilitation program can be released to those individuals with a need to know - primarily the Soldier, the supervisor and/or commander, and the counselor. Additionally, the "limited use" policy prohibits the use of certain evidence against a Soldier in actions under the Uniform Code of Military Justice (UCMJ) or on the issue of characterization of service in separation proceedings.

# INFORMATION AND ASSISTANCE FOR THE SOLDIER AND FAMILY

## CHAIN OF COMMAND

The chain of command should normally be the first step whenever you need help or information. The chain of command is genuinely concerned about your welfare and will do what is necessary to help resolve a problem or get your information. Keep your immediate supervisor informed of any personal or family problem or potential problem; don't wait until it becomes a big problem. Support your chain of command, and it will support you.

There may be an occasion where you would feel more comfortable talking to someone outside of the chain of command, or you may want to get some quick information from the experts. In such cases, a number of resources are available. Your Rctg Bde chaplain is available for spiritual, confidential, and privileged communication counseling.



## SFAPM

The SFAPM coordinates the services usually provided on installations by ACS personnel (i.e., EFMP, FAP, Information and Referral, Army Emergency Relief, Family Member EAP, Consumer Affairs and Financial Assistance Program, Army Family Action Plan (AFAP), Volunteer Program Management, Family Readiness Groups (FRGs), Relocation Assistance Program, Standard Installation Topic Exchange Service, Disaster Preparedness, and Army Family Team Building (AFTB)). The SFAPM is also the BCAC. The SFAPM is the primary advisor to the commander on matters pertaining to soldier and family assistance programs at Rctg Bn and Rctg Bde levels. Rctg Bn SFAPMs can be reached by calling 1-800-790-0963 and then following the menu instructions to reach the appropriate Rctg Bn SFAPM.

**AFTB**

The AFTB Program is a commander's program designed to enhance personal and family preparedness. It is volunteer led and provides education and training in a wide variety of knowledge, skills, and behaviors intended to significantly enhance the overall readiness of the recruiting force. The program has three separate tracks: One for Soldiers, one for DA civilians, and one for family members. Educating, advising, and assisting family member volunteers with respect to the AFTB Program falls within the responsibility of the Rctg Bde and Rctg Bn SFAPMs.

**AFAP**

The AFAP is a grassroots process of identifying issues of concern to America's Army family. Through this process, issues requiring action are prioritized, given measurable objectives for acceptable change, and assigned to a lead agency to be worked. The focus of the process is on four distinct levels: Unit (Rctg Bn), Rctg Bde, HQ USAREC, and HQDA. The AFAP process begins at unit level. Rctg Bn SFAPMs direct the AFAP process for their Rctg Bns. Members of the Army family identify, develop, and prioritize issues. Most issues introduced at a conference are specific to that area of interest. In most cases, issues that are strictly local and can be resolved at the Rctg Bn or lower level

are retained for resolution. Issues requiring Rctg Bde or higher level are forwarded to the Rctg Bde family symposium, and if necessary, on to HQ USAREC and HQDA for resolution.

### FAP

The FAP provides services designed to prevent spouse and child abuse by improving family functioning, easing the kinds of stress that can aggravate or trigger patterns of abusive behavior, and create a community that is supportive of families. The program within recruiting is managed by the FAP manager and assistant at HQ USAREC and an FAP coordinator located at each Rctg Bde headquarters. This FAP management staff is supported by SFAPMs at each Rctg Bn and Rctg Bde. The FAP staff offers a variety of preventive programs to enrich marriage relationship skills, promote family wellness, build effective parenting skills, and promote stress and change management. The FAP is designed to break the cycle of spouse and child abuse by identifying abuse as early as possible and providing intervention and sources for treatment for affected family members. The FAP staff will ensure that each unit commander is briefed on the FAP within 45 days prior to or following assumption of command and that all personnel are informed annually about the seriousness of spouse and child abuse, including the causes, effects, and remedies.

### EFMP

The EFMP is a mandatory enrollment program that is based on public law and DOD mandates. It works with other military and civilian agencies to provide comprehensive and coordinated medical, educational, housing, community support, and personnel services to families with special needs. The Army defines an EFM as any family member, regardless of age, who has a disability that limits that individual's ability to function on a daily basis and requires ongoing special services. Soldiers enrolled in EFMP will receive recognition of their EFM's special needs as a factor to be considered during the assignment selection process; however, enrollment is necessary before such actions can be fully processed. The program is mandatory and applicable to Soldiers on AD only. USAREC will try to assign recruiters to an area where the special needs of the EFM can be accommodated; however, if no recruiter vacancies exist in the requested area, USAREC will make the assignment based upon the needs of the command. It is the Soldier's responsibility to enroll their EFMs in the program and to update their records if and when the status of the EFM changes.

### FRGs

An FRG is an organization composed of family members, volunteers, and Soldiers belonging to a unit and provides information and assistance to members of that group. The FRG is designed to be a link between units and families and provide a network of communication between family members and the chain of command. Through an attitude of people helping people, the FRG enhances a climate of mutual support within the group and contributes to positive spouse attitudes. There is a strong correlation between these positive attitudes and mission readiness and retention. Stress is reduced and mission focus improved when Soldiers know that their families are being cared for.

### EAP

During your tour in USAREC, an EAP can help you cope with and solve the work and/

or life problems that sometimes arise. EAP can provide comprehensive services to Soldiers and families assigned to USAREC. It offers assessment, short-term counseling, and referral services for a wide range of personal problems as well as a variety of work and life issues. This employment service benefit is provided at no cost to Soldiers or family members assigned to USAREC. You may use the service through a Web site or by calling a toll free number. Contact your Rctg Bn SFAPM at 1-800-790-0963 for the telephone number, Web site user identification and password, and additional information.

### SPOUSE ORIENTATION AND LEADER DEVELOPMENT

Spouse orientation and leader development, a process whereby spouses are educated and empowered, develops spouses as community leaders and connects them in a positive way to the Army. It accomplishes this mission by connecting spouses to each other through active family readiness and networking groups. The process facilitates employment opportunities for spouses, both paid and nonpaid, by establishing, documenting, and managing leader requirements and providing tangible and intangible forms of recognition for spouses who assume and fulfill leadership roles.

## FAMILY MEMBER EMPLOYMENT ASSISTANCE

### PROCEDURES FOR APPLYING FOR FEDERAL EMPLOYMENT

If you have never worked for the Federal Government before, you should begin the employment process by accessing the Office of Personnel Management's (OPM's) Web site at http://www.usajobs.opm.gov for helpful, up-to-date information. You may also contact a State employment service office, Federal Government personnel office, or the Civilian Personnel Advisory Center or Human Resource Office on a nearby military installation.

Many Federal agencies fill their jobs like private industry by allowing applicants to contact the agency directly for job information and application processing. The application form for Federal employment is OF 612 (Optional Application for Federal Employment). In lieu of submitting an OF 612, you may submit a resume. Your qualifications for a position will be based on the experience, education, and training you describe on your application. If you are not sure what kind of work you want, members of the offices mentioned above may be able to suggest a type of work for which you may qualify.

USAJOBS, the Federal Government's

Employment Information System, provides worldwide job vacancy information, employment information fact sheets, job applications, and forms online at http://www.usajobs.opm.gov. It has online resume development and electronic transmission capabilities, and you can apply for some positions online. USAJOBS is updated every business day from a database of more than 12,000 worldwide job opportunities and is available in a variety of formats to ensure access for customers with differing physical and technological capabilities. It is convenient, user friendly, accessible through the computer or telephone, and available 24 hours a day, seven days a week.

Additionally, many DA military spouses may have eligibility for immediate employment in the Federal service (e.g., via reinstatement eligibility, a disability appointment, a Veterans Readjustment Appointment, an appointment under the Veterans Employment Opportunities Act, or if they are a veteran of the uniform service with a 30 percent compensable disability).

### MILITARY SPOUSE PREFERENCE

As a military spouse you might be eligible for military spouse employment preference. If so, it provides priority in the employment selection process when you are relocating as a result of your military spouse's PCS.

- Spouse preference does not apply to separation or retirement moves.
- Spouse preference may be used for most vacant positions in DOD and applies only within the commuting area of the permanent duty station of the sponsor.
- Spouse preference is not limited to the branch of military in which the sponsor is serving or to only those who have previously worked for the Federal Government.
- Preference does not mean that positions will be created or made available especially for a military spouse. Preference does not provide any guarantee of employment.

For more information regarding employment opportunities and military spouse employment preference, you should contact the Civilian Personnel Advisory Center or Human Resource Office in the local area to which you are moving.

### STUDENT EDUCATIONAL EMPLOYMENT

OPM has consolidated the previous programs (e.g., Cooperative Education, Stay-in-School, Federal Junior Fellowship, and Summer Aid Programs) into the new Student Educational Employment Program. This program gives students the opportunity to earn money and continue their education, to train with people who manage the day-to-day business of the national Government, and to combine their academic study with on-the-job experience. Most Federal agencies use this program. Some develop additional student, intern, or fellowship programs to meet their specific business needs.

The program consists of two components:

- Student Career Experience Program.
- Student Temporary Employment Program.

The Student Career Experience Program offers students valuable work experience directly related to their academic field of study. There is no requirement for students to meet any economic or income criteria for eligibility. Students who have met all the requirements of this program may be noncompetitively converted to a career or career-conditional appointment in an occupation related to their academic training and work study experiences.

The Student Temporary Employment Program offers students temporary employment. Employment can range from summer jobs to positions that can last for as long as the individual is a student. These employment opportunities need not be related to the student's academic field of study.

This program is available to all levels of students: High school, vocational and technical, associate degree, baccalaureate degree, graduate degree, and professional degree students.

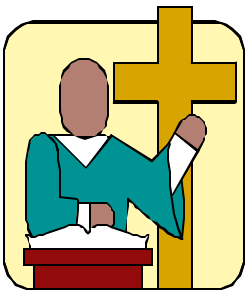
Students should contact their school guidance office, career planning and placement office, or Federal agency employment office where they are interested in working to find out about student employment opportunities.

### APPOINTMENT ELIGIBILITY FOR CERTAIN FORMER OVERSEAS EMPLOYEES

On 30 July 1990, the President issued Executive Order 12721. This order revoked all previous orders and provides the authority for appointment of family members returning from overseas who served in noncareer positions overseas. It enables a family member who performed a minimum of 52 weeks of satisfactory overseas service to qualify for direct appointment to competitive service positions when they return to the United States. To be eligible for such an appointment, you must be a US citizen, meet all the qualification requirements for the position, and apply within 3 years of your return to the United States. For more specific information regarding this program, contact a local Federal personnel office or access OPM's Web site at http://www.opm.gov.

## WHAT THE CHAPLAIN CAN DO FOR YOU

The USAREC Unit Ministry Team is dedicated to taking care of Soldiers and families. The USAREC Chaplain and the five Rctg Bde chaplains provide pastoral care and ministry for the religious, spiritual, moral, and emotional well-being of USAREC personnel and their family members. Each chaplain has a chaplain assistant to help accomplish their ministry mission.



During your tour with USAREC, your Rctg Bde chaplain will be an important resource to you and your family. The chaplain is available for personal and family counseling, religious ceremonies, and crisis intervention. Due to geographical size of Rctg Bdes, the chaplain augments his or her ministry with assistance from USAR chaplains in your community.

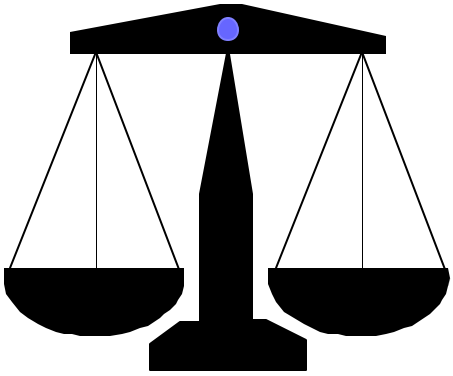
The local clergy in your community can provide spiritual and personal counseling for you and your family. The local clergy can also help you develop your image (and therefore, the Army's) in the community through their contacts.

The chaplains and local clergy sponsor growth groups for the family:

- Marriage encounter.
- Parent effectiveness training.
- Building better families.
- Family prayer adventure.
- Neighborhood Bible studies.

For assistance contact your Rctg Bde chaplain or the USAREC Chaplain at (502) 626-0533 or 0535 or DSN 536-0533 or 0535.

# LEGAL ASSISTANCE FOR THE SOLDIER AND FAMILY



The military legal assistance attorney is the lawyer for the Soldier and family for civilian legal issues except criminal charges and private business activities. Army legal assistance is governed by AR 27-3. It outlines what areas of law legal assistance offices must give advice on, which are optional, and which are prohibited. Legal assistance will be provided as indicated below:

● Family law. Legal assistance will be provided in marriage, annulment, legal separation, divorce, financial nonsupport, child custody and visitation, and paternity cases. Legal assistance in adoption and other family law cases may be provided based on the availability of expertise and resources.

● Estates. Legal assistance will be provided on wills, testamentary trusts for the benefit of minors, guardianship, and the designation of beneficiaries under life insurance policies (including the Servicemen's Group Life Insurance). Legal assistance will also be provided on preparing health care directives, including living wills, powers of attorney for health care, and anatomical gift designations. Legal assistance on other aspects of estate planning may be provided based on the availability of expertise and resources.

● Real property. Legal assistance will be provided to tenants on leases and landlord-tenant issues and disputes involving a client's principal residence, including the termination of preservice leases under the Soldiers' and Sailors' Civil Relief Act (SSCRA). Legal assistance may be provided on matters relating to the purchase, sale, and rental of a client's principal residence and other real property. Legal assistance may include the drafting of documents or recommended provisions within those documents.

● Personal property. Legal assistance will be provided to those purchasing personal property on all legal matters relating to the purchase, including, but not limited to, contracts, chattel mortgages, security agreements, warranties, cancellations, and other consumer affairs matters. Legal assistance to those selling or leasing personal property to others may be provided based on the availability of expertise and resources.

● Economic.

●● Legal assistance will be provided to debtors on disputes over lending agreements and to those requiring help on bankruptcy, garnishment orders, involuntary allotment applications for judgment indebtedness, debt, banking, credit card, property insurance problems, and non-government claims (including Article 139 claims). Legal assistance will also be provided on limiting interest on preservice obligations including mortgages under the SSCRA.

●● Subject to certain restrictions, legal assistance will also be provided to those seeking reemployment under the Uniformed Services Employment and Reemployment Rights Act of 1994 and comparable state statutes.

●● Legal assistance to creditors on disputes over lending agreements may be provided based on the availability of expertise and resources.

● Civilian administration. This category of cases includes administrative and quasi-judicial matters within the primary jurisdiction of a municipal, state, federal, or foreign agency (e.g., state-licensed driving privileges). Legal assistance will be provided on requests for notarizations. Legal assistance may be provided on name change, immigration, naturalization, welfare assistance, and other cases based on the availability of expertise and resources.

● Military administrative. Legal assistance will be provided to clients on military administrative matters if required by law or Army regulation. In the absence of such requirement, a supervising attorney may decline to provide legal assistance. At some installations, a local memorandum of understanding with the trial defense service (TDS) will assign responsibility for some or all of these types of cases to TDS attorneys; therefore, it is important to indicate the type of action which is pending when making an appointment.

● Torts. Legal assistance will be provided on invoking whatever protections may be afforded under the SSCRA on matters relating to the prosecution or defense of civil lawsuits based on alleged tortuous conduct. Subject to the availability of expertise and resources, other legal assistance may be provided, but such assistance will be limited to counseling and assistance on retaining a civilian lawyer.

● Taxes. Legal assistance will be provided on real and personal property tax issues and on the preparation of Federal and state income tax returns. Legal assistance may be provided on estate, inheritance, and gift tax matters, electronic filing of income tax returns, and appealing tax rulings and other findings based on the availability of expertise and resources. Tax assistance on private business activities is outside the scope of the legal assistance program.

● Civilian criminal matters. Legal assistance may be provided on civilian criminal matters based on the availability of expertise and resources. Clients seeking assistance on civilian criminal matters may be provided general advice, such as explaining the nature of the criminal charge, possible punishments, and criminal procedures. Attorneys providing legal assistance may contact civilian court or prosecuting officials to obtain information and to request delays in proceedings, dismissal or reduction of charges, and other such matters. Except for cases pending before a US Magistrate on a military installation, attorneys providing legal assistance may not provide in-court representation to clients in civilian criminal proceedings. Clients may be provided assistance on retaining a civilian lawyer.

Actions which require assistance by a legal assistance attorney or TDS counsel include: Line of duty investigations, reports of survey, officer evaluation reports, noncommissioned officer evaluation reports, relief for cause reviews, memoranda of reprimand, Article 138, UCMJ complaints, inspector general investigations for military personnel, other investigations, hardship discharges, correction of military records, compassionate reassignments, and officer unqualified resignations by reason of pregnancy and resignations in lieu of discharge because of failure to meet statutory or regu-

latory requirements, officer elimination actions, officer resignations in lieu of administrative elimination proceedings and resignations for the good of the service, enlisted separation actions (AR 635-200, chaps 5, 7, 9, 10, 11, 13, 14, 15, and 18), and reductions in grade.

Legal assistance for the following actions is optional and may vary from installation to installation based upon availability of attorneys: Physical evaluation boards, flying evaluation boards, medical evaluation boards, Qualitative Management Program, expungement of military records, military driving privileges, bars to reenlistment, waivers to allow reenlistment, security clearance revocations, suspension of favorable personnel actions, inspector general investigations for civilian personnel, and recruiter misconduct.

USAREC Reg 27-2, table 5, provides a list of all legal assistance offices. TDS offices are listed in table 6, and claims offices in table 3.

The legal assistance office can prepare powers of attorney and notarize documents, frequently on a walk-in basis, during specific times. Many legal assistance offices maintain a limited supply of legal forms, such as bills of sale, promissory notes, leases, and tax forms.

Normally, legal assistance attorneys are not authorized to appear in civilian courts on behalf of a Soldier or family member; however, the legal assistance office may have a list of civilian attorneys in the civilian community who have indicated an interest in representing Soldiers and family members.

Many attorneys will not give legal advice over the telephone because they are unable to ascertain sufficient facts during a telephone conversation to provide appropriate legal advice. If time and distance prevent travel to a legal assistance office, you may need to mail or fax copies of the applicable documents to the legal assistance office after coordination. Before traveling there, you should always call the legal assistance office to make an appointment or learn when walk-in services are available.

All AD and retired military personnel and their family members are entitled to receive legal assistance at any Armed Forces (Army, Navy, Air Force, Marine Corps) or Coast Guard legal assistance office. (Note that other services may not offer the full range of legal services contained in AR 27-3.) Individuals who report for an appointment or other legal services will be required to present an identification card prior to receipt of legal assistance services. There is no cost to the Soldier or family member.

For legal assistance attorneys to provide individuals with adequate legal advice, they will need two things. First of all, the legal assistance attorney will need time to adequately discuss the problem with the individual. Secondly, the legal assistance attorney will need to know all the facts pertaining to the problem. To ensure that you provide the legal assistance attorney with all the facts, you should bring correspondence you have pertaining to the problem. It's also a good idea to make a checklist of all the facts and questions you would like to discuss with the legal assistance attorney. These steps will help you remember to cover all points during the appointment and ensure that you receive adequate legal advice.

# USAREC INSPECTOR GENERAL

An Inspector General is available at HQ USAREC. As a representative of the Commanding General, the Inspector General monitors the health, welfare, and morale of the command and reports directly to the Commanding General. The Inspector General monitors the health, welfare, and morale of the command through periodic inspections of organizations and facilities throughout USAREC. Equally important is the role of the Inspector General in resolving complaints and providing assistance. The USAREC Inspector General is available upon request to provide assistance or answer complaints. The USAREC Inspector General processes complaints or allegations regarding any wrongdoing.

The Inspector General at HQ USAREC may be contacted telephonically or in writing. You can reach the Inspector General at 1-800-223-3735, extension 60414, or an assistance officer at extension 60415.

Indicated below are some of the areas for which specific redress channels are available. If you desire more information about any of these areas, refer to the reference(s).

Before you contact the Inspector General, review these tips:

- Be sure you have a problem, not just a peeve. If the cooks consistently turn out lousy chow, that's a problem. If a Soldier doesn't like a certain meal, that may be just a peeve. The Inspector General deals with problems, not peeves.
- Keep in mind the policy limits on an Inspector General. The Inspector General doesn't set policy. To change a regulation you believe is flawed, submit your proposal on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the proponent.
- Be honest with the Inspector General. Failure to do so wastes time and effort. The Inspector General will probably discover the truth in any case. There are penalties for knowingly submitting false information.
- Keep in mind that the Inspector General can only recommend, not order, the resolution of your complaint. Only the commander can order. The role of the Inspector General is to advise the commander.
- Keep in mind that the Inspector General can only resolve a case on the basis of fact. For example, your claim that a supervisor has violated the rules doesn't make it fact. You must support your case with evidence.
- Inspector General replies will be based on the facts of the case and the appropriate regulatory guidance.

## OTHER REDRESS PROCEDURES

Even after consulting the chain of command, the Inspector General may be the appropriate means for seeking help. In some cases, laws or regulations require specific channels for redress to be used. Requests for Inspector General assistance in these areas will be referred back to the individual. For these problems, the Inspector General gets involved only if the chain of command fails to make the appropriate regulations or assistance available. If, after using the appropriate redress procedures, a Soldier still desires Inspector General assistance, action of the Inspector General will be directed primarily toward ensuring that the requester was afforded due process and that the requester's rights

| REDRESS PROCEDURES FOR SPECIFIC ACTIONS | |
|---|---|
| **Action** | **References for Redress Procedures** |
| Court-Martial | UCMJ<br>AR 27-10<br>AR 15-130<br>AR 15-185 |
| Nonjudicial Punishment (Article 15) | UCMJ<br>AR 27-10 |
| Requests for Action by the Attorney General under the Civil Rights Act | Contact legal assistance office in your area. |
| Officer Evaluation Reports | AR 623-105<br>AR 15-185 |
| Reductions | AR 600-8-19 |
| Reports of Survey | AR 735-5 |
| Type of Discharge Received | AR 15-130<br>AR 15-185 |
| Pending or Requested Discharge | AR 600-8-24<br>AR 635-200 |
| Complaints Against a Commanding Officer | UCMJ<br>AR 27-10 |
| Equal Opportunity Complaints (Military Personnel) | AR 600-20<br>Complaints should be addressed to the equal opportunity staff officer. |
| Complaints by Civilians | Personnel complaints should be addressed through Federal Personnel or Civilian Personnel Office channels. Complaints or allegations against third parties and reports of alleged misconduct, mismanagement, or other matters requiring command attention would be appropriate for the Inspector General. |

were protected as intended by law and regulation.

A commander can refer an individual for a mental health evaluation, but the individual has rights. The commander will give written notice of the referral that must include the date and time of appointment; explanation of why referral is considered necessary; name of mental health professional the commander consulted; attorneys and inspectors general names and telephone numbers that can assist the individual; and the individual's signature attesting receipt of the above information. The individual's rights are: An attorney to advise the member on ways to seek redress; to be evaluated by a mental health professional of the member's own choosing; 2 business days to meet with an attorney, inspector general, and chaplain prior to the evaluation; and a DOD Inspector General will conduct investigations of allegations of violations of this law.

Any type of disciplinary or other type of adverse action against you for registering a complaint is prohibited; however, if under the guise of presenting a legitimate complaint to the Inspector General, you knowingly make untruthful statements, you will be subject to disciplinary action.

In summary, if you have a personal problem, seek help through your chain of command. Complaints or allegations regarding any wrongdoing should also be addressed to the chain of command; however, if you are not satisfied with the results by the chain of command or are hesitant about contacting them, then you should contact the USAREC Inspector General.

## Glossary

**ACS**
Army Community Service

**AD**
active duty

**AFAP**
Army Family Action Plan

**AFTB**
Army Family Team Building

**AMEDD**
Army Medical Department

**ANCOC**
Advanced Noncommissioned officers' course

**ARC**
Army Recruiter Course

**BAH**
basic allowance for housing

**BCAC**
beneficiary counseling and assistance coordinator

**COI**
centers of influence

**CONUS**
continental United States

**DA**
Department of the Army

**DEERS**
Defense Enrollment Eligibility Reporting System

**DEP**
Delayed Entry Program

**DOD**
Department of Defense

**DTD**
domicile-to-duty

**EAP**
Employee Assistance Program

**EFM**
exceptional family member

**EFMP**
Exceptional Family Member Program

**FAP**
Family Advocacy Program

**FRG**
family readiness group

**FY**
fiscal year

**GC**
guidance counselor

**GOV**
Government-owned vehicle

**HQDA**
Headquarters, Department of the Army

**HQ USAREC**
Headquarters, United States Army Recruiting Command

**LEADS**
Lead Evaluation and Distribution System

**LES**
leave and earnings statement

**MEPS**
Military Entrance Processing Station

**MMSO**
military medical support office

**MOS**
military occupational specialty

**MTF**
military treatment facility

**NCO**
noncommissioned officer

**OPM**
Office of Personnel Management

**PCM**
primary care manager

**PCS**
permanent change of station

**PMOS**
primary military occupational specialty

**PSC**
personnel service center

**PSNCO**
personnel services noncommissioned officer

**PX**
post exchange

**RA**
Regular Army

**Rctg Bde**
recruiting brigade

**Rctg Bn**
recruiting battalion

**Rctg Co**
recruiting company

**REA**
recruiter expense allowance

**REQUEST**
Recruit Quota System

**RS**
recruiting station

**SDAP**
special duty assignment pay

**SFAPM**
soldier and family assistance program manager

**SQI**
skill qualification identifier

**SSCRA**
Soldiers' and Sailors' Civil Relief Act

**TDP**
TRICARE Dental Plan

**TDS**
trial defense service

**TDY**
temporary duty

**TPR**
TRICARE Prime Remote

**USAR**
United States Army Reserve

**USAREC**
United States Army Recruiting Command

**VHA**
variable housing allowance

**1SG**
first sergeant