

Out With the New- In With the Old



Nathan J. Kerr

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Two Proposals to Modify or Replace Small Unit Recruiting

A Business Process Case Study

Nathan J. Kerr

Heider College of Business- Creighton University

Author Note:

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Abstract:

This paper is a case study on the evolution of the United States Army Recruiting Command its recruiting methods or practices from a “Legacy” model of one recruiter performing all the roles inherent of prospecting and enlisting an applicant through “ship-off” and the newer Team Recruiting Concept (TRC) leading to the even newer Small Unit Recruiting (SUR) which is set to evolve into the Pinnacle C or Pinnacle S model. I make the case that USAREC should not move further in the direction of Pinnacle C or S rather tweak the current SUR or replace the process with a Hybrid Legacy Recruiting Concept (HLRC). Implementing my ideas, one proposal will better compensate “prospectors” while saving USAREC nearly \$10 million per year and the second proposal would save literally over \$100-200 million per year while boosting morale.

Keywords: Legacy, Small Unit Recruiting, Team Recruiting Concept, Hybrid Legacy Recruiting Concept, Write-Rate, Engagement Team, Prospector, Recruiting Support Team, Processor, Future Soldier Leader, Center or Station Commander

1-1. Project Basics: The basis of my project is to explore where process change has really taken United States Army Recruiting Command (USAREC) and what are the basic changes needed moving forward after seeing the positive effects of the instituted change as well as the negative unintended consequences of the changes. It is of note that the Commanding Generals in USAREC are typically assigned as the Commanding Officer (CEO) for a period of two years. However, this is not always the case. If this process redesign were approved, the project sponsor would be the Chief Information Officer of USAREC which is currently Ronnie Creech or possible Ken Wood who works at USAREC's higher element of Human Recourses Command.

1-2. Calling it what it is: The process that was changed was one where individual recruiters were basically trained and treated as individual salesmen of the Army responsible for the prospecting, processing, enlistment, and shipping to training one "quality" or two "other" enlistments per month. A quality enlistment was typically considered any traditional high school graduate (a "high graduate" is one with two years of college or more) that scored above the 50% mark on the Armed Service Aptitude Battery. A verified soon to be graduating senior in high school senior scoring above the 50% could also be considered a quality contract as well as a junior in high school above 17 years of age with like scores for Army Reserve enlistment as they are allowed to do half of their initial entry training (IET) which is the basic combat training (BCT also informally known as "Boot Camp") between their junior and senior years and finish their Military Occupational Specialty (MOS or career field) training upon graduating high school.

1-3. LTC Rice: In or about 2006, a Battalion Commander for the northern Ohio "Cleveland Recruiting Battalion" named Lieutenant Colonel Rice had been influenced by a business book called "First Break All the Rules" by Marcus Buckingham and Curt Coffman which was really a

good read and mostly true. LTC Rice sought approval and was able to test the redesign on Cleveland Battalion. However, in an impulsive move, someone at the Brigade level (multi-state territory) immediately implemented the redesign for the entire 3rd Recruiting Brigade which basically extends to every recruiting station from Tennessee north to Michigan and west to the Dakotas. Eventually, this led to “Team Recruiting Concept” (TRC) which extended to all Brigades except 6th Brigade (basically California, Nevada, Oregon, Montana, and Washington) who remained on “Legacy Recruiting” (LRC) as a model.

1-4. SUR By 2011, the entire recruiting force was shifted to “Small Unit Recruiting” (SUR) which was built off the Team Recruiting Concept and is supposed to be a pre-cursor to a recruiting concept known as “Pinnacle-C” or “Pinnacle-S” which is still being debated upon. It is my personal opinion that Pinnacle-S is the same as “SUR” (and by proxy “Team Recruiting”) and will ultimately prevail as the chosen path. To clarify, the S stands for Soldier and the C stands for civilian or contractors. Basically, the C idea was to replace Soldiers as the processors of enlistees and have Soldiers only be the prospectors and Future Soldier Leader (FSL) thus being the forward face of the Army with civilians doing the mundane application for the applicant signing up to join. This is already primarily the case at the actual Military Entrance Processing Station (MEPS) where most finalization of contracts for enlistment is performed by civilians with a military officer overseeing the process and performing the “swearing-in” oath of enlistment. What I hope to show is a way forward capitalizing on the few good outcomes of the process change while reinstating what worked before.

2-1. The As-Is: Small Unit Recruiting (SUR) which is the standard recruiting model of today for USAREC was instituted by then Major General David L. Mann, at the time the Commander (CEO) of USAREC. The main purpose of SUR was that it “focuses on teamwork and leader development and continues the evolution of recruiting operations from a focus on individual achievement to command emphasis on what the Army is all about -- teamwork.” (Army Public Affairs, 2011). Although clearly not working as proposed based on missing quarterly missions (Batschelet, 2014), the Deputy Commander of USAREC in a YouTube message to the force stated (I paraphrase) that while Commanders have flexibility, no single recruiter will ever go back to the prospecting AND processing of a single recruit (Iacocca, 2014). This seems to make little sense especially seeing USAREC has poured millions of tax dollars into great IT automation software that would allow for USAREC to be selective of its prospecting team and eliminate its center level processing team. More on that later.

2-2. This is the structure of a typical Center concerning its set up as taken from USAREC Manual 3-06.



Figure 1 Current Makeup of Center. There are usually 50% assigned to Engagement Team to “prospect” and the Recruiting Support Team typically has half the number of the Engagement Team to “process”.

2-3. The Center Commander (CC) is the overall leader of the Center and is also in charge of a prospecting team more formally known as the “Engagement Team” (ET) which will be discussed below. The Assistance Center Commander (ACC) is the leader of the Center in the Center Commanders absence and in charge directly of the processing team more formally titled the Recruiting Support Team (RST) also discussed below. Both the CC and the ACC are collectively in charge of the Future Soldier Leader (FSL) who oversees the Future Soldier Training Program (FSTP) formerly referred to as a delayed entry program or the DEP. While the CC is the leader overall, the current process has the ACC answering most of the questions of the MEPS and Leadership above. Later I propose a rework of this.

2-4. The Engagement Team (ET) is the bread and butter of the entire recruiting process. They are the prospectors that are accustomed to engaging the public through schools and colleges to convince young men and women that the Army is a viable option to further their career and educational goals. USAREC Manual 3-06 defines it as:

“Members of the engagement team (referred to as ETs) directly engage the public. ETs are the face and voice of the Army in the community. ETs execute the *center’s school recruiting program (SRP)*, engage the market, and tell the Army story. ETs are the primary personnel who conduct Army interviews with prospects.

The ET may consist of 3 to 11 Soldiers. ETs are leaders, communicators, planners, public relations representatives, market analysts, and counselors. The ET is the face and voice of the Army in the community—they directly engage the market every day. At the direction of the center commander, ETs may support the *FSL or RST.*”

2-5. Although I will shortly show a bigger swim-lane “As-Is Process”, Figure 2 shows the way a typical Center is setup as presented in USAREC Manual 3-06 which is slightly inaccurate. The ET’s make most appointments face-to-face prospecting. While the RST is primarily processing, they are supposed to also “cold-call” leads by telephone or internet prospect using social media.

However, as I will explain, the RST is usually those that were able to avoid being on the ET as the pay and incentives are the same yet do not face the constant rejection so common with sales. In addition there is no commission per “sale” (or recruit) in recruiting which is different than most “sales” jobs in the civilian world so the idea of “cold-calling” takes second place to processing or making up processing tasks so as to run out of time to avoid cold-calling. The RST sees this as the ETs job.

2-6. Work to Time: In addition, recruiting has taken away any consequence and placed time caps on the recruiting day which is a departure of the past where Soldiers in recruiting worked to mission accomplishment rather than to the set (end of duty) clock-out time in today’s USAREC of 1700 (5pm).¹

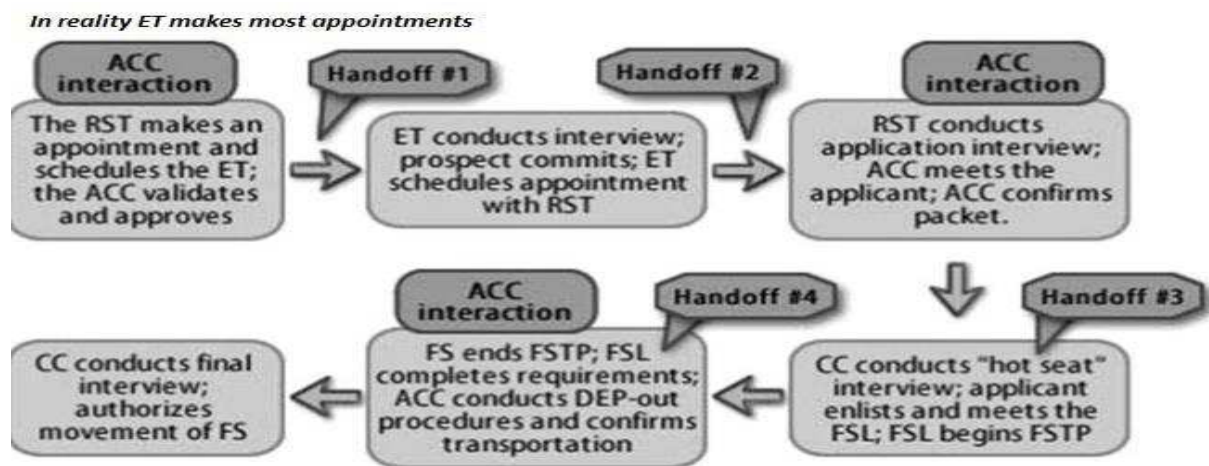


Figure 2 The process overview. For more detail, see Figure 5 below. Note that from “ACC Interaction” through “Handoff #3” at the end should take approximately 14 days per USAREC’s “Mission Accomplishment Plan” (MAP) shown in Appendix A at the end.

2-7. Funnel: I have also placed the “funnel” to show benchmarks for percentages of expected “shows” verses “no-shows” at each step of the process. This is known in Lean Six Sigma as “Key Performance Indicators” (KPI’s). This shows from top the prospective appointments made

¹ It is of note that MG Batschelet did loosen this requirement to reflect mission accomplishment so long as it is predictable.

flowing through a narrowing funnel with some not getting through to contract as “Future Soldiers” due to apathy (no shows or change of mind) or disqualifications (mitigated by better prescreening before entering the funnel).

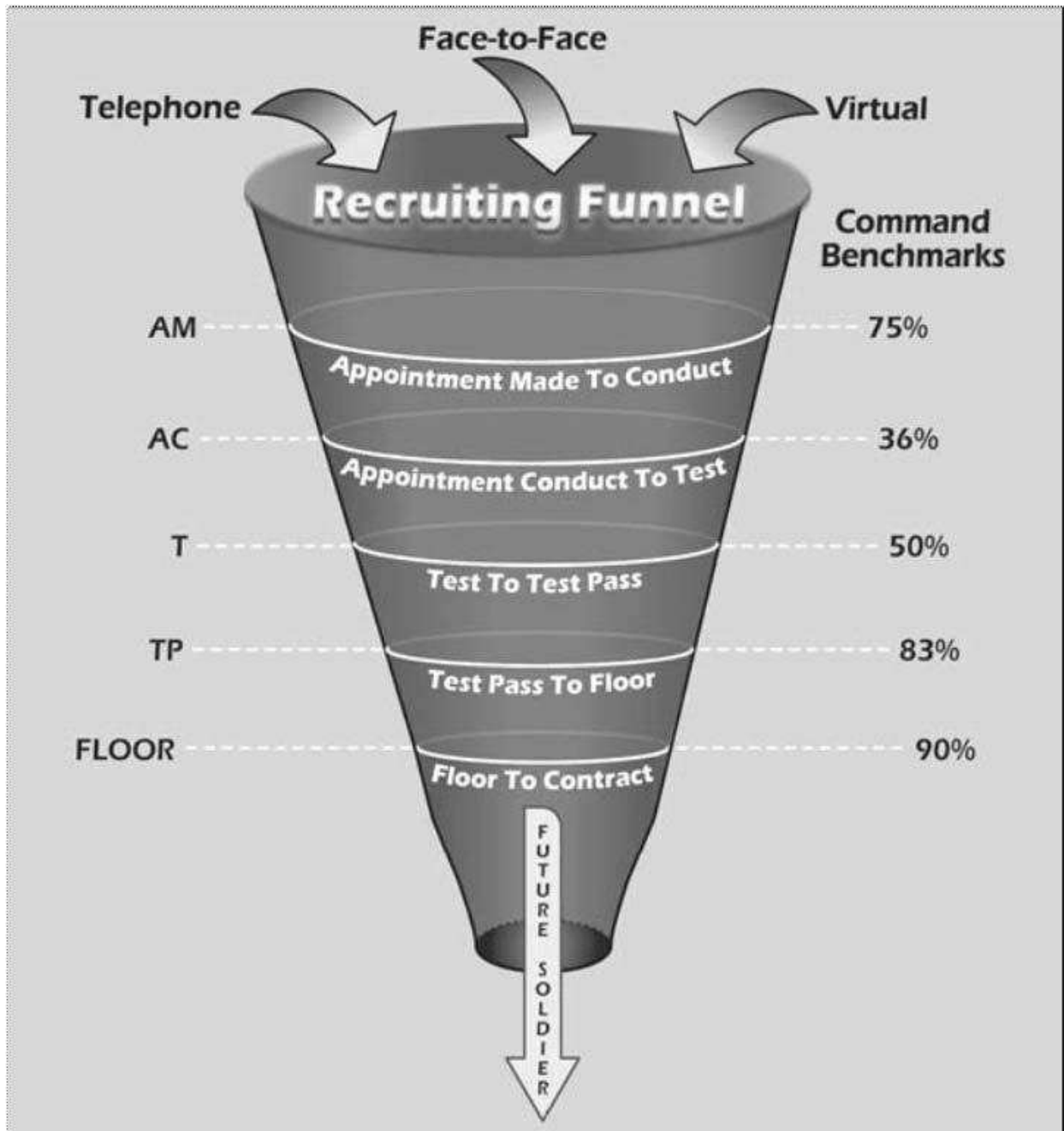


Figure 3 The funnel is the benchmarks that never changed even when switching models of recruiting. This image was taken from USAREC Manual 3-06.

3-1. Problems with current process: The problems with the current process is that it took a much simpler recruiting process and completely reformatted it to a much more complicated process which is the antithesis of business process management (BPM) employed in the civilian corporate world. This is a fair comparison as recruiting is closer to a “corporate” environment than any other portion of the Army with the possible exception of the newly created MOS 51C, “Acquisition, Logistics, and Technology (AL&T) Contracting Noncommissioned Officer (NCO)” USAREC Manual 3-0 titled “Recruiting Operations” correctly sums my position on page 10-1:

*“Army recruiting, at its core, is a simple activity. Recruiters recruit. This statement oversimplifies the recruiting mission, but recruiters have just one job: To seek out, interview, and process young Americans for enlistment or commissioning. Wise commanders do not try to overburden recruiters or *overcomplicate the process.*”*

3-2. Prospecting Problem: The reformation of USAREC finds its beginnings from the business book “First, Break All the Rules”. The pilot of this Team Recruiting Concept (TRC) was actually called the “First Break All the Rules” recruiting concept but was later renamed the “Marauder Project” after the iconic symbol of 3rd Recruiting Brigade being the Marauders. Although after missing missions repeatedly, the Marauder project’s TRC began to resemble the paradigm shift which influenced the program and was espoused in the book! The premise that surveys would be completed on a regular basis to assess the motivation and feelings of each recruiter within his or her assigned role quickly began to show the cracks of such a concept in a high stressed sales environment. The fundamental flaw was (and is today) that everyone in an administrative support role was happier on average processing the paperwork in the surveys (which have long been abandoned) and those feeling the hourly sting of rejection by prospects saying no to the

Army were not happy at all. Especially since the pay was the same and the hours worked for the prospecting team was actually longer in addition to being demotivating.

3-3. Sell or Tell? This is the case today. Prospectors are told to go and engage the public to “tell the Army story” and find recruits. This is flawed on different levels. First, under LRC, all recruiters were “prospectors” and they were never told to go out and simply “tell the Army story”. Rather they were definitively told that they were “selling” the Army way of life and were taught “closing techniques” including overcoming objections based on the actual scientific psychology of sales modeled after gurus like Bryan Tracy and Zig Ziglar. Further, every recruiter was evaluated after their first 6-9 months on the job and if deemed an unfit ‘salesman’, they were administratively relieved (this was non-rated time for evaluation purposes so as not to hurt career progression) and sent back to their former MOS.

3-4. The Bread: Secondly, prospecting is the bread and butter of any recruiting (or sales) organization. It is the foundation for which everyone else supports (i.e. Recruiter Support Team (RST), MEPS, and the Future Soldier Leader (FSL)). This is why typically in a civilian market, salesmen are paid on at least a partial form of commission or bonuses and the income potential can reach the six figures whereas those with static 9-5 occupations are paid a set salary and wages have actually stagnated as automation has decreased the need for these type of workers (Shierholz & Mishel, 2013).²

3-5. Unlike civilian counter-parts, in recruiting recruiters are generally randomly selected from the general population of junior or mid-grade non-commissioned officers (NCO’s) in the pay-grades of E5 or E6 (the same as the support team NCO’s) and most are not well suited to be

² Recruiting Command did pay a commission for a trial period of two or three years listed as “Sea Pay”.

prospectors. So most of the prospectors are those who simply do not have the personality traits necessary to prospect. Instead of evaluating a recruiter at 6-9 months, they are simply told (on paper) that they can be a processor- but not everyone can be a processor (spaces are limited and prospecting is the bedrock). USAREC needs prospectors!

3-6. Reserve Problem: Another major issue with SUR is that the realignment of roles is no longer specific to Regular Army (RA) or United States Army Reserves (USAR). A well intentioned but flawed policy of treating the Active Guard Reserve (AGR) recruiters (who are paid and equipped from USAR component funds) like that of RA detailed recruiting Soldiers by moving them every three years so they would have “promotion potential” is not only costly, but damaging to the USAR mission. This will be discussed again below, but the AGR recruiting program was meant to augment the RA to recruit specifically for USAR Soldiers for local units in their hometown areas where many have lived their whole life by piggybacking resources of USAREC and its RA budget and training model.

3-7. USAR is different than AR in that they are local “Citizen Soldiers” who reside as citizens first and Soldiers second so they may spend 20 years in one unit many times as neighbors and co-workers in civilian occupations as well. They are “activated” as needed in times of conflict mostly deploying as a total unit (not individually). The original intent was that they would administratively fall under USAREC to recruit for the local units in a given geographical area. It is of note that until around 2004 and the request to drop its mission and hand it back to USAREC, USAREC (being an RA element) did not even hold Uniform Code of Military Justice (UCMJ) courts-martial convening (prosecutorial) authority over USAR AGR recruiters and as late as the 13 May 2002 edition of Army Regulation 600-20 paragraph 2-5(i)- AGR officers were specifically barred from commanding USAREC units. To this day (unless changed), RA

recruiters are not supposed to drive the government vehicles paid for by USAR funds and vice versa.

3-8. It is no coincidence that since this idea of moving AGR recruiters out of their home areas like that of RA recruiters, USAREC has struggled to meet its USAR mission when until this time, RA recruiters were specifically barred from recruiting USAR as it was seen as easier than RA recruiting the job of AGR recruiters to perform (although trading often took place of applicants who wanted one component over the other).

3-9. Additionally, to this day, AGR recruiters are rapidly promoted based on grade of position held and thus make the grade of E7 (Sergeant First Class) faster than their RA counterparts with the general knowledge that promotion beyond that is extremely competitive for AGR recruiters. Yet this well intentioned albeit misguided treatment of AGR recruiters like that of RA recruiters seems to create the idea that AGR recruiters should be moved into traditionally RA leadership positions so as to make the more senior grades (E8 and E9). In a sense, they are attempting to “want their cake” (faster promotions since they promote differently than RA NCO’s) and “eat it too” by unofficially lobbying for RA career positions to be converted to USAR leadership positions like Center Commander, First Sergeant, and Command Sergeant Major positions.

3-10. Although my point could be that RA career recruiters are hurt by this misguided policy, the real point for this essay is to say that moving AGR recruiters (who once was well known in the community, knew every key school official, the one weekend a month command teams etc.) out of this area created a knowledge vacuum in the local station and definitely in the local units. AGR recruiters need time to build new relations with USAR units which typically meet (“drill”)

only once per month. It may be anecdotal, but USAREC is set to miss its USAR mission for the third straight year including missing its USAR mission by over 4,000 in fiscal year (FY) 2013.

3-11. After attacking the first three problems with the prospecting, the chart below shows the as-is man hour time to effectively recruit one applicant which is called “flash to bang” or the time a prospect is first contacted until the prospect-turned-applicant is “contracted”. Later I will show the real fundamental fix that will not only reduce the flash to bang, but will eliminate the amount of recruiters it takes to recruit one applicant. This will equate to millions of dollars in pay and benefits saved for redundant recruiters.

3-12. Using inflation-adjusted 2012 dollars and comparing a true metric to efficiency in Army Recruiting- the Cost per Accession, USAREC was paying roughly \$22,300 in 2012 with 7,896 recruiters on ground despite a drawdown of the war and a favorable economy to the Army recruiters. In 2012, USAREC also enjoyed cheaper advertising through social –media but only had an average “write-rate” of .80 enlistments per recruiter per month. Compare this to the same inflation adjusted rate of roughly \$17,746 per accession in 2000 with a stronger economy (less favorable to Army recruiting) no social media, and prior to the mandatory No Child Left Behind Act of 2001 which mandates public funded schools and universities hand over its student information roles as “leads” to be recruited from. In addition the FY 2000 write-rate was 1.27 per recruiter per month (Halstead, 2001). Using even the worst year for recruiting where USAREC missed mission (coming off a caustic Presidential election centered on Iraq), the cost per recruit in inflation adjusted dollars was still \$3,500 less per recruit and the economy was in its near bubble peak (very unfavorable to Army recruiting) and experienced a write-rate of 1.28 (USAREC, 2013 & CBO, 2006). Put bluntly, according to a message by the current Commander of USAREC, FY 2014 is proving to be a major challenge as well (Batschelet, YouTube, 2014).

But what if USAREC could revert back to a modified version of Legacy and save the tax-payer hundreds of millions of dollars per year?

3-13. Toxic (Over) correction: A key facet (and a much needed positive change) to recruiting was the effort to reform the mindset of in USAREC, “production is power” but if one stopped producing, their career was through. I will give two examples of this poor leadership style. Several Command Sergeants Major (CSM’s) or key figures in recruiting to this very day (one is currently a high level civilian employee) would clearly berate Soldiers that did not make mission firing Recruiters or Station Commanders on a whim or sending them to “rot” in Minneapolis Battalion (which covers the tundra’s of the Dakota’s to the corn-fields of Iowa). One CSM still employed in the North East in USAREC knew a donut shop owner while in California. A term used to describe having zero enlistments for a given month was “rolling a donut or rolling a nut”. Reportedly (heresy I know) this CSM would force recruiters to work free of charge on their one day off we used to get since they love making “donuts”. These are stories (one verified) that typified the recruiting world of the past. These were not the exception, rather the norm. One only has to get on the blogosphere to find recruiter horror stories like this from a female recruiter by the blog name “SSG N” in 2007 who wrote (excuse the blog type grammar):

“OK so I am a little late starting this...I have been out here for 2.5 years. I have seen stuff out here that I never thought I would. I thought that leadership understood both parts of the NCO Creed...accomplishment of the mission and the welfare of my soldiers. USAREC fails to balance the 2.

Example:

A soldier's wife is pregnant. She has to have a C-section. They already have a 4 year old. The soldier requested 14 days of leave to take care of his wife (major surgery), newborn and the 4 year old. Guess what? DENIED. Make other arraigments. WTF? I say again...WTF?

How in the hell can they get away with that? The person telling the recruiter this? Yeah, he took emergency leave when his wife left him. He goes home on a regular

basis because he has to take care of his kids. I don't get it. The mentality here is *insane.*”

Other examples included ethical violations forced on the recruiter for which almost everyone knew was happening, yet it was the lowly recruiter that took the fall when the story hit the fan (usually the media).

3-14. While these were unfortunate days of USAREC brought on mainly by an unpopular war especially after the Kerry v. Bush election and a referendum on Iraq, USAREC went the polar opposite and this fostered an environment where to this day, I see less whining Specialist in the operational Army than some of the NCO's and spouses in USAREC. One only need look at USAREC Town-Hall's leveraged by the technologically savvy MG Batschelet to see that while many valid concerns are brought up, many all-out gripe fests manifest with this USAREC leader yelled at my husband and our feelings are hurt mentality.

Item Name	Work Time (Minutes)	Wait Time (Minutes) Business Rules included	Cycle Time (Minutes)	Personnel Involved
Prospect is engaged for Initial Appointment	0.5	4320	4320.5	Prospector
If Prospect agrees to sit for appointment, an Initial Interview is completed	120	4320	4440	Prospector
ET or RST enters 680-3 information and projects to test	30	4320	4350	Processor
Engagement Team hands off applicant through introduction to Recruiter Support Team	30	0	30	Processor
RST member takes applicant to testing site for ASVAB	240	120	360	Processor
RST discusses open MOS's for applicant based on ASVAB scores	60	60	120	Processor
Application Completed including scanning required source documents	1440	4320	5760	Processor
Center Commander QC and Hot Seat	60	0	60	Center Commander
Applicant takes MEPS physical	1440	4320	5760	Processor
Applicant takes Oath of Enlistment becomes Future Soldier (FS)	240	4320	4560	Future Soldier Leader
Future Soldier Program Induction	1440	43200	44640	Future Soldier Leader
MEPS Pre-clear to ship	1440	4320	5760	Center Commander
		Hours not including FST time waiting to ship	496	
		days	21	
		work weeks	4	

Figure 4 Current Cycle Times Here is a breakdown of the current as-is process and man-hours per recruit

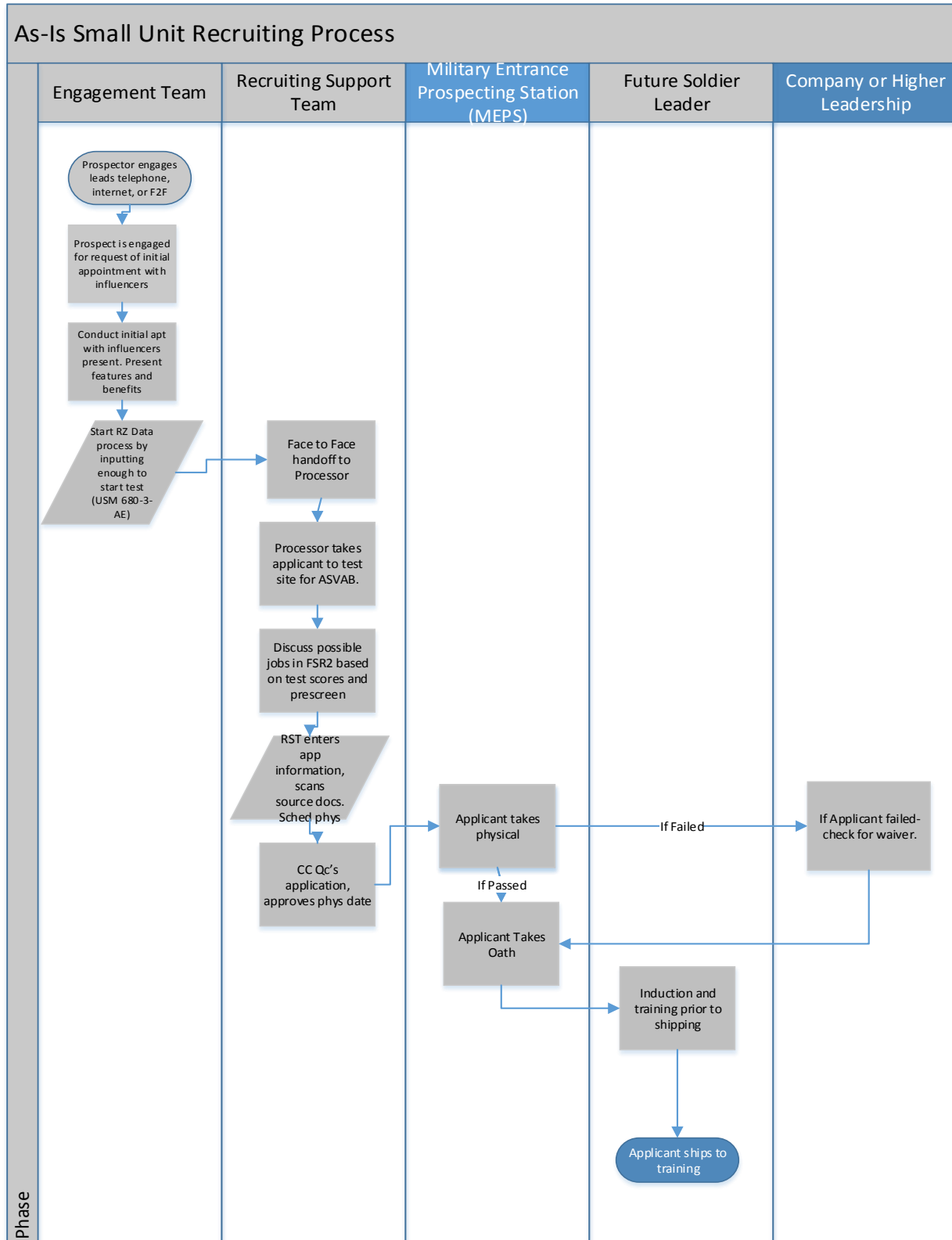


Figure 5 Swim lane process of current the current recruiting process

Lean Six Sigma- SIPOC Diagram- Army Recruiting’s Voice of the Customer

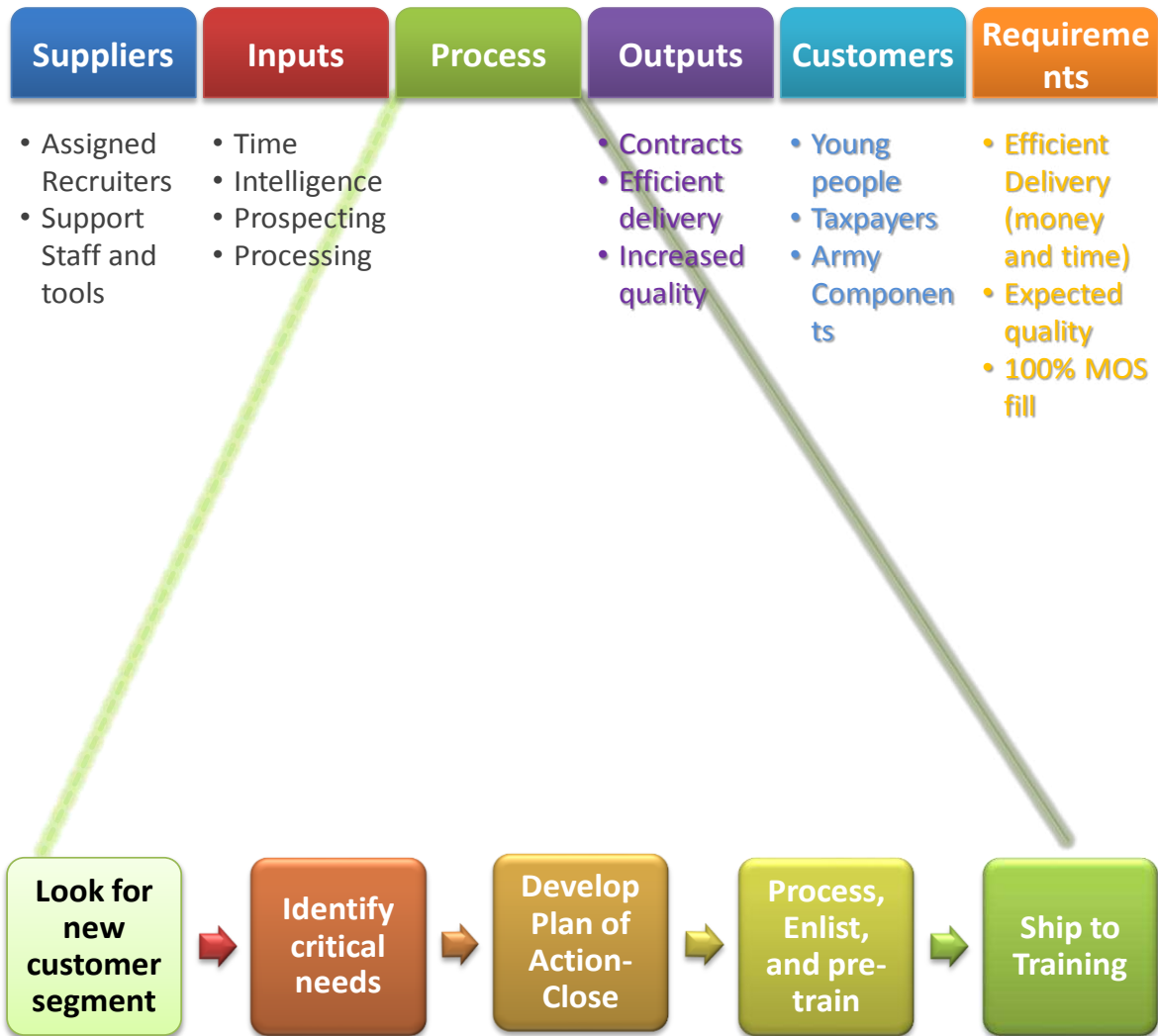


Figure 6 Lean Six Sigma SIPOC diagram to identify “voice of the customer”

4-1. 'Should Be' Introduction- The word "Legacy" has become a sort of a "cuss" word within the USAREC officer realm for which I feel is an unfair indictment based on a culture that infected a good program. This is reinforced in a message from Colonel Jim Iacocca, USAREC's Deputy Commander in a speech over YouTube on 31 Jan 2014 where he clearly states, "One thing I want to assure you (speaking to the force) is, we will not return to individual missions." (Individual missioning was done away with long before a team concept was in the works)³. COL. Iacocca goes on to state, "We will not have a Soldier process an applicant from start to finish. We will continue to do this as a team."

4-2. Turning the ship away from the toxic leadership that once permeated USAREC to a whole other extreme was an over-correction. As mentioned, a challenging yet rewarding three-year tour for recruiters who are expected to make mission, and are recognized for doing so is the position for which I will academically advise we take. The question is, can we find the right balance? What write-rate is acceptable to USAREC and the ultimate customers- the Army and the taxpayers?

4-3. With that question in mind, I propose two solutions. The **first proposed solution** is to keep the existing process with a major and a minor caveat. As Special Duty Assignment Pay (SDAP) is being reduced for the recruiting force (as it should since it is no longer a hardship tour of long hours like Drill Sergeant duty), completely eliminate the pay for all recruiters EXCEPT those assigned as a "Prospector" on the Engagement Team. As mentioned above, the pay as it stands now is the same and reality is most non-sales oriented Recruiters hate rejection and want to be in the office performing administrative tasks.

³ USAREC had station missions but each recruiter had to carry his or her weight with at least one quality enlistment or two "others" which was not specific so as to keep a station mission.

4-4. Assuming 7,000 recruiters are assigned in actual SDAP⁴ positions (mainly RST, ET, and FSL), eliminating 50% of the those currently eligible (RST and FSL) entitled to the current SD-4 level of \$300 monthly (previously SD-6 of \$450 until this drawdown and budget sequestration) while incentivizing Soldiers to be prospectors by paying only the ETs (prospectors) the original SD-6 level \$450. Assuming 50% of the ground recruiting force is prospectors, the costs would more than off-set itself and the write-rate would no doubt increase as people would fight to remain in the higher compensated special duty of prospecting. Being a Prospector would be a SDAP incentivized privilege tied to the amount of quality enlistments garnered off the Mission Accomplishment Plan (MAP). Any substantiated and convicted recruiting improprieties (RI's) would immediately result in loss of SDAP in addition removal from USAREC (or the Army altogether).

4-5. This fits within the Army G1's (personnel office) Sergeant Major's stated intent of SDAP when he said, "The Army regards SDAP as a valuable tool to encourage Soldiers to volunteer to perform extremely demanding duties or duties demanding an unusual degree of responsibility..." (Sgt. Maj. Allen Clifton, Office of the Deputy Chief of Staff, G-1, 2013)

Currently- 7,000 X \$300 = \$2.1 million

Prospectors only but higher SDAP (50% of force) @ \$450 while eliminating all other SDAP for all others assigned = \$1.575 million per month.

Total annual savings (based on example force size) while compensating the harder role of Prospector = \$6.3 million per year.

⁴ There are six SDAP pay bands:

-- SD1 - \$75

-- SD2 - \$150

-- SD3 - \$225

-- SD4 - \$300 (current level of most recruiters in USAREC below Battalion level)

-- SD5 - \$375

-- SD6 -- \$450 (former level of all recruiters- proposed level for "prospectors" only under prop. 1)

4-6. In addition, I would suggest that the Center Commander remain in the Center answering the calls of MEPS, First Sergeant and above etc. while exercising true command and control (C2) of the happenings in the Center. The Assistant Center Commander would be the leader of the ETs and would also be compensated with SDAP as such. This would also incentivize those more senior Staff Sergeant 79R's, junior Sergeant First Class 79R's or USAR recruiters into remaining in the role while waiting for new Center Commander positions open up.

4-7. This proposal would be the least costly of all to implement and would still garner savings in single digit millions to the tax-payers. Morale will continue to be high as the correct compensation would go to the highest stressed portion of the Center. In addition, toxicity would still be limited as the shift being minor would not disrupt the current flow (or lack thereof) of the Center. The con to this measure would be the further loss of SDAP to processors and the FSL would initially shock the morale, but with proper messaging that Soldier's in USAREC work no more hours than those in line units (and never deploy or go to the field) and definitely less hours than Drill Sergeants, why should SDAP be afforded to anyone but the prospector who at least meets the requirement of "...volunteer(ing) to perform extremely demanding duties or duties demanding an unusual degree of responsibility..."(ibid.)

4-8. The **second proposed solution** is much more drastic and that is to revert back to a "Hybrid Legacy Recruiting Concept (HLRC). This would be where every Soldier is compensated with the current \$300 SDAP⁵ as it would be considered a hardship tour (much like Drill Sergeant Duty). Major General Batschelet has already begun to inadvertently revert some of the policies back to

⁵ The savings of SDAP would not be realized, but could further explore moving back to SDAP 6 with the savings realized overall.

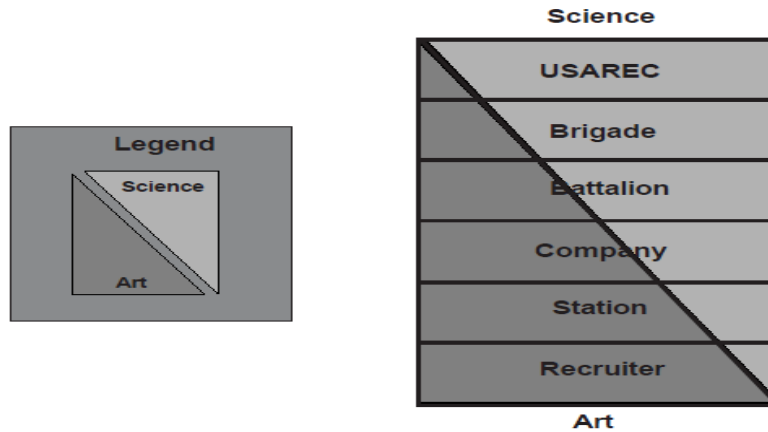
mission requirements which aligns with the motto of “train (work) to standard, not to time”. It is to note that unlike former legacy recruiting; the work day absolutely must end (except in a rare situation) no later than 19:00 (7pm) and must be predictable for families and the normal duty day should end no later than 17:00 (5pm). This is in contrast to Drill Sergeants who work under the same higher headquarters of USAREC called Training and Doctrine Command (TRADOC) working many more hours but receive the same level of SDAP (\$300). The difference is, Drill Sergeants still come into the job (like former USAREC under legacy) understanding that it is a hardship tour tied to SDAP and will be tough, but a career progressing couple years away from their normal MOS. After-all, the lowest rank in USAREC or as a Drill Sergeant is that of a Sergeant- one that lives by the NCO creed that in part reads, “...Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind: The accomplishment of my mission and the welfare of my Soldiers.”

4-10. Another change (a step forward) being ordered by MG Batschelet is that USAREC “will no longer talk in terms of team recruiting, small unit recruiting, or pinnacle.” This is a good segue into this proposal at starts to diminish the terminology synonymous with SUR/ TRC. It is my belief that this is a direct result of a Commanding General who recognizes the challenge of USAREC, the fact that we must make mission to precisely fill the MOS’s, and that USAREC should be seen as a real-time hardship duty which allows for greater respect at promotion boards setting the volunteer recruiters up for career success knowing that members of the board see they did a job most would dread.

5-1. Implementation Part One- Onboarding: The new proposed on-boarding process would begin prior to accepting a recruiter into recruiting school. Recruit the Recruiter (RTR) staff would be assigned a tangible mission to search out and find at least 50% of the recruiting force by assigning 175 actual RTR's to Army installations worldwide. These RTR's (in addition to normal procurement leads from MOS branch manager selections) would find only those deemed personality fit for recruiting. This is testified in USAREC Manual 3-0 par. 6-9:

“Recruiters must believe in the Army. More importantly, they must believe in themselves and their ability to tell the Army story. Confidence is an essential element for success. A positive attitude boosts self-esteem and goes a long way in passing on a positive image of the Army.”

5-2. Personality Testing Software: A personality test similar to those used by many employers (approximately 20%) in today's civilian labor market could aid in predicting the personality traits deemed necessary for a recruiter (especially for the prospecting role). This is because recruiting is an art the lower the level of the recruiting staff member. Two popular tools currently in use are The Sixteen Personality Factor (16PF) Questionnaire and also the Dominance, Influence, Steadiness, Conscientiousness (DISC) test which many sales companies find the most useful (Donston-Miller, 2014).



USAREC uses science of recruiting while recruiters use art of recruiting.

Figure 7 The higher the element the more science of recruiting is involved whereas the lower the level, the more “art of selling” is involved. This is skewed in that at station and company level, there is more science involved that shown here. This may be the fundamental flaw to SUR/ TRC as USAREC needs prospecting artist rather than processing scientist. Image is from USAREC Manual 3-0.

5-3. Interestingly, a similar process takes place when lower performing applicants of the Army take the Assessment of Individual Motivation (AIM) test designed by the U.S. Army Research Institute for the Behavioral and Social Sciences which assesses work ethic and temperament⁶ (Knapp, 2004). USAREC command psychologists used to do testing on Recruiting School students as part of the school day at Fort Jackson, SC. In today’s selective environment, this could be a huge plus in considering who represents the Army in the hallways of America’s schools and colleges.

5-4. Onboard Mental Examination: Upon successful completion of this test, the prospective recruiter would then be given a mental background scope by any installation behavior health physician (or practitioner) searching for uncontrolled anxiety and depression and any form of current addiction, marital stress, and sexual deviance. This would mitigate (in often unsupervised and remote areas) the amount of stress both on marriage and self as well as help mitigate the propensity to commit sexual misconduct in the schools for which they serve. This certification

⁶ Although still in use, the predictive outcomes were lower than what was expected under the hypothesis.

could be used to ease showcase USAREC's care for the community and would allow parents and schools to be comforted knowing that only screened recruiters were dealing with their adolescent and young adults.

5-5. Soldierly Appearance: Third step in the process would be a tattoo screen as well as a DA photo to be sent to a mini board of recruiting professionals at USAREC to determine a Soldierly appearance prior to acceptance. In addition, Recruiters would revert back to the dress uniform as the standard uniform. This is crucial in that it demonstrates professionalism and the other services are already competing against USAREC in their dress attire (think of the pretty blue uniforms the USMC wear daily into our schools). This also forced recruiters to maintain proper weight and to regain pride in uniform lost since the days of no spit-shining boots and frumpy looking ACU's. Recruiters used to look the sharpest in Class B's taking enough pride to wear "garters" or "shirt-stays" as some call them to ensure their shirts remained tucked in tight. In order to save on supplementary clothing items, this could be the norm for Engagement Teams only and further shows why the ETs should get SDAP level 6 and the rest of the Center no SDAP. USAREC Manual 3-0 paragraph 6-8 correctly states:

"A recruiter gets only one chance to make a good first impression. The recruiter's personal appearance sets the tone of the meeting. Appearance is a form of nonverbal communication. To convey a sharp professional image, the recruiter must give careful attention to:

- Uniform. A clean, neatly pressed uniform speaks volumes about the recruiter's self-image and the Army. Likewise, civilian recruiters must dress to convey a professional image....

Appearance includes the recruiter's personal grooming, physical fitness, and military bearing."

5-6. School Selection: The fourth step for onboarding would be to schedule a slot for the Recruiter's Course (moving to Fort Knox, KY from Fort Jackson, SC).

5-7. Permanent Change of Station (PCS): Upon completion of the school, the Soldier will be sent back for 90 days to his or her duty location where the normal reassignment process takes place. Within 120 days, the recruiter will be on assignment and beginning a 6-9 month new recruiter program.

5-8. Recruiter Retention Board: Upon successful completion of this program, the recruiter and immediate supervisor will appear before a battalion board and a final determination will be made. This determination almost always will be retain as the steps identified above are to reduce the chance of wasteful money spent on a school slot and costly change of station moves in the first place.

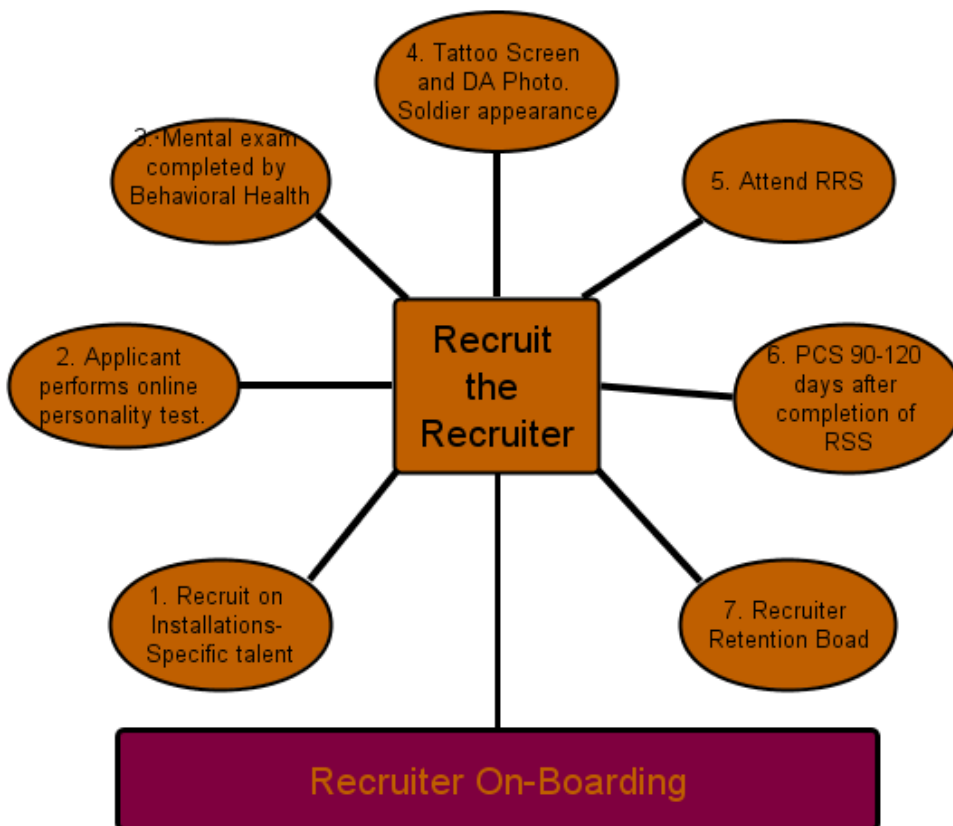


Figure 8 On-boarding process

6-1. Implementation Part Two- Mission and Write-Rate: In order for proposal two to be a reality, the Army mentality must be one that heavily rewards a successful recruiting tour. Rewards could mean the “meritorious promotion” system once in place for the highest performing (taking into effect mission success, graduation rates of initial entry training, and lack of substantiated RI’s) junior NCO’s and automatic promotion to Sergeant First Class to the best who are chosen to remain in USAREC under the MOS 79R. Absent meritorious promotions, regularly convened promotion boards would give high weight to a three year recruiting tour on a Soldier’s promotion record. In addition, assignment of choice after recruiting could be an incentive as well.

6-2. Millions in Savings: Increasing the average write-rate back to a level of 1.3 per recruiter per month (including-in the average the 30 days of leave per year⁷ meaning on production months average 1.5 or higher) would save the tax-payer on an assumed mission of just 80,000 new recruits countless millions based on the “on-production” recruiting force being reduced to around 5,130 from its current level of 7,896 (even taking 766 as support Soldiers to the mission this is a reduction of 2,000 NCO’s pulled away from their actual war-readiness mission). Assuming on the same 80,000 recruit mission reducing \$3,500 (or more as this is the savings from a horrendous FY 2005 recruiting environment) cost per recruit, as stated above, the gross monetary savings alone would equate to over \$280 million per year or \$2.8 billion over a decade. If ensuring the mitigation of RI’s would force the average write rate to just 1.1 write-rate which is still a 31.5% difference in efficiency would equal a force needed of 6,060 recruiters in stations a decrease of 1,836 from current levels.

⁷ All NCOES schools would be delayed (with waivers for promotion potential) to take place as a TDY enroute to new duty location at end of tour. This should also apply to other SDAP positions such as Drill Sergeant.

6-3. OPSC: The HLRC station would be set back up under the old system where smaller stations would be led by a junior Sergeant First Class who converted or is about to convert to 79R as an “on-production” Station Commander (OPSC) missioned on an average one-per-month write-rate and any subordinates on a 1.5 per month mission so a small station of three are missioned monthly for four enlistments or a write rate of 1.3 per recruiter assigned. This is because the OPSC still has command tasks to accomplish such as developing a plan of action and attending meetings at Company or Battalion level.

6-4. LPSC: A large station would be missioned at the same 1.3 write rate average including the one “limited production” Station Commander (LPSC) and the Future Soldier Leader for the large Stations. An example would be a large station having eight assigned (with one being the LPSC and another being an FSL responsible for providing one enlisting DEP referral per month) having a monthly mission of 10 which would roughly equate to 1.25 write rate. The LPSC would only recruit in the unexpected absence of a team member pushing the FSL to normal status (temporarily) and assuming the one referral enlistment mission in addition to performing his very busy tasks as Station Commander.

6-5. USAR Mission: The make-up would be having one assigned and dedicated USAR only recruiter that would be responsible for a mission of 2 per month (out of the mission of ten) as was expected prior to moving and treating these faster promotion USAR NCO’s as RA recruiters. The leadership experience gained by these USAR detailed recruiters would be as Assistant Station Commanders who remain in charge in absence (even for a day) of the LPSC. This is similar to the Garrison Headquarters I work in now where the Garrison Commander is a Colonel and his Deputy is a civilian with command power who is the long term continuity of the command team (the Commander and the Command Sergeant Major are Soldiers that rotate in

and out of positions where as the civilian Deputy Commander is a civilian there for career status). The USAR recruiter used to know every center of influence and key person needed in a 50 mile radius to get the mission done.

6-6. 2 ½ Changes: There are two (and a half) major changes in the Hybrid Legacy Recruiting Concept (HLRC) in comparison to old LRC. To address the “half” major change first is simply to read the last paragraph. USAREC and USARC (the United States Army Reserve Command) had an understanding early-on that USAR recruiters promote like other USAR members that only work once per month. That is they are promoted more based on rank of position held than on the other processes involved and strictly adhered to on the RA side. So an activated USAR AGR recruiter even in the grade of E5 (Sergeant) typically promoted faster than her RA peers because the AGR recruiter position is that of a Sergeant First Class (E7) and they promote quickly into slot held.

6-7. AGR Longevity: Unlike detailed recruiters in the Regular Army who are pulled from their normal full-time Army occupation to recruit for three years and then return to their trained job, AGR recruiters apply for an activated position (maybe indefinitely) to simply recruit for the local units (usually within a 50 mile radius of the station). USAREC and USARC intentionally left very-few higher positions opened only as needed to support specifically the USAR recruiting goals (i.e. Each Battalion MEPS has a USAR guidance counselors which are AGR Master Sergeant’s E-8, another Master Sergeant E-8 position at the USAREC Battalions to be liaisons to its AGR recruiting force and a very select few AGR Sergeants Major E-9 in higher headquarter positions.)

6-8. FSL Position: The first “full” change is the infusion of an Future Soldier Leader entirely running and getting shipped off to training the Future Soldiers (formerly known as “DEP’s” which was the Delayed Entry Program) which used to be handled by the assigned recruiters who recruited the Future Soldier in addition to their prospecting and processing duties.

6-9. Command Climate: The other full change is that of the command climate. Gone are the days of toxic leadership which has been proven beyond doubt to be ineffective providing at most enough mission accomplishment to get by with zero incentive or emotion to go the extra mile in case another recruiter is in a slump.

6-10. The Rare Disruptor: This does not negate the fact that a small minority may have a compliance issue and must be dealt with directly. For this, a proper training plan (annotated on the DA Form 4856 “Counseling” with follow-up) should be put in place to rehabilitate this rare minority and if necessary discipline and remove the Soldier. However, in most cases, it may be a training issue and remedial training should take place on Friday mornings when “Sergeant’s Time Training” is supposed to take place.

6-11. Benefit of the Doubt: In only last resort cases should the Station Commander or First Sergeant be assumed to be “toxic” based on disgruntled employment which in my opinion is rampant in USAREC. Too many Station Commanders, First Sergeants and Company Commanders feel handcuffed over the fear of an unfair Equal Opportunity or toxic leadership complaint from a few recruiters ganging up and concocting a story. Some leadership take an easy and lazy way out and remove the Station Commander further reinforcing false allegations from naturally stressed recruiters.

6-12. Due-Process and the OER/ NCOER: Each allegation is (as should be) taken seriously and informally looked into. However, under the current Army Regulation 15-6, a detailed junior officer (usually a Captain or below barely out of college) operating as an “investigator” of the complaint received (regardless of almost always having no investigative or law enforcement training) finds plausibility or “substantiates the claim”, then regardless of the outcome of a Courts-Martial trial or Article 15, UCMJ, (both Constitutionally protected “due-process” guarantees) even if found “not-guilty”, the NCO evaluation (or Officer evaluation) must reflect a substantiated complaint and a “no” block for “Supports Equal Opportunity” which in effect means a career ruined⁸. Imagine if arrested and charged with a sexual-crime in the civilian world but later found not-guilty in a court by jury trial, but still had to register as a sexual offender. This is an issue that must be fixed in the special operating environment of USAREC being so far removed from higher command elements⁹. This must be changed to reflect NCOER/ OER annotation only after due-process review through magistrate (Commander’s role in an Article 15 hearing) or a court (i.e. Courts-Martial).

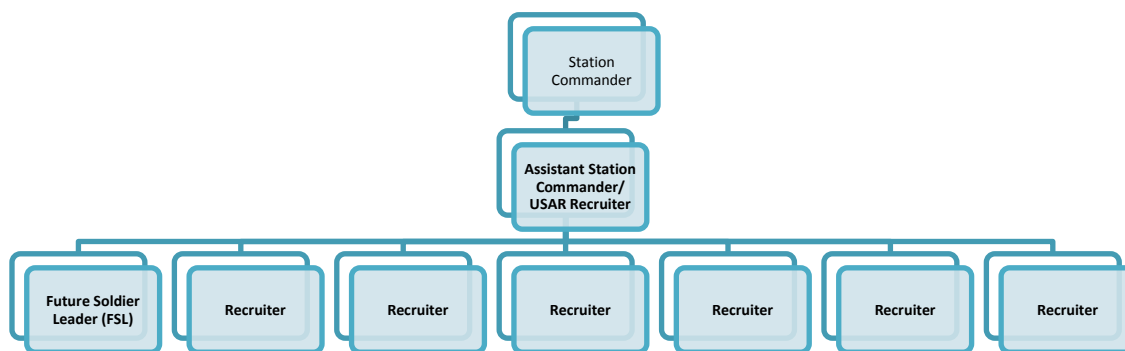


Figure 9 HLRC Large Station Format

⁸ In today’s drawdown, it may even mean discharge (or firing) from your Army career.

⁹ Since being outside of today’s USAREC, I have noticed a direct difference in discipline in the operational “flag-pole” Army of even junior enlisted as compared to some of the incessant complaining performed by NCO’s in recruiting.

7-1. The (Hybrid) Legacy Process or Modified SUR Information Systems: In chapter five I discussed implementation part one- the onboarding process moving forward to ensure only the most capable recruiters are brought into the force. In chapter six implementation stage two in which I discussed the two and a half needed changes from the old LRC. Now I will discuss the Information Systems of both. Information systems are defined as hardware, software, people, processes, and data. Here I will discuss mainly the software, hardware and data needed for both proposals.

7-2. Software: USAREC has done a remarkable job in its evolution of automation and software over the past decade and a half. The RZ suite of hybrid-cloud software can be used regardless if the easier proposal one is implemented or this more robust proposal two is implemented. From the 1983 era Joint Optical Information Network (JOIN) and the later Electronic Information Delivery System (EIDS) to today's Recruiter Zone (RZ) which allows:

- Single location to view, contact and manage all records.
- Integrated with the Lead Refinement Center, contact history and pre-qualification entries are shared between the recruiter and the Lead Refinement Center.
- A duplicate check is performed when a lead is created. New recruiter generated leads are checked against other records by name and email address, SSN, phone number or Zip Code to reduce duplicate leads.
- Recruiter Zone allows recruiters access to any record assigned to their RSID. Using Recruiter Zone, recruiters are now able to take a record from Lead to Future Soldier (FS) without leaving the web based application. Recruiters are also able to Project any applicant record within the RSID.
- A recruiter's efforts are captured by the prospecting method used. When a recruiter creates a new lead they will indicate the prospecting method used and use either Recruiter or Referral as the lead source.
- There is one copy of a record shared by RA and AR recruiters, rather than having two leads sent to the Center.
- The recruiter is able to view all records in the Center when using the "Search By Recruiting Station ID" code (RSID) feature. The view that a recruiter sees is normally based on the traditional distribution parameters of assigned schools and Zip Codes.
- Automated email prospecting allows the recruiter to select from approved electronic RPI's to send email campaigns to interested people with just a few steps.
- An electronic Planning Guide is used to integrate prospecting plans and events. Recruiters will submit this calendar electronically to their Center Commander for review and approval. Recruiters in the Center have the ability to view and add events to any recruiter's calendar in the Center. The recruiter will receive an email notification of the change to their calendar.
- A Reminders section is available for recruiters to set reminders for appointments and events. Reports are provided for recruiters, Center Commanders, the Company Commander and the First Sergeant to analyze prospecting efforts.
- School Zone allows the recruiters and chain of command to complete or update electronic school folders.

- Route Map allows a recruiter to plan their face-to-face prospecting effort using the Google Earth mapping tool.
- Refer To allows recruiters to transfer records to the Air or Army National Guard, Reserves, AMEDD, Chaplain, Marines, Navy, Coast Guard, and ROTC.
- Army Career Exploration (ACE) tool allows applicants to complete their own records from the GOARMY website and then submit their records to the recruiters. The recruiter can also send an applicant record via email to applicant to complete it from the GoArmy.com website.
- COI/VIP allows the input of recruiting centers identified helpers that are centers of influence/ very important people and also input any pertinent data such as appointments, important dates.
- Recruiter Zone has a functionality called All Inclusive View. This functionality is the first phase of a single person view. It provides the capability to see duplicate records in other Recruiting Stations...This does not include National guard records.
- ROAM (Recruiter Offline Applicant Module) allows Recruiters to check out applicant records for offline packet completion.
- Recruiter Zone has the ability to upload documents into the enlisted Records Management (ERM) database. This is the same functionality that is in Future Soldiers Remote Reservation System (FSR2S)1.
- Live Scan link allows for the input of personal data and the completion of the Moral Screening of prospects and applicants

7-3. Secured iPad: If proposal one is implemented, I encourage the CIO G6 and the CG to consider cost saving measures of removing traditional laptops from the prospecting teams replacing them with a fully functional (including mobile broadband) iPad's that are capable of presentations (e.g. can be hooked to flat screen in public presentations), able to remotely access Future Soldier Remote Reservation System (FSR2S) to demonstrate to key influencers guaranteed training, and a host of loaded (or internet available) sales presentation software that is also locally customizable to the Prospector (e.g. add his own digital "I love me book").

7-4. A highly secured mobile web application should be developed that can be used to start the RZ application remotely at least enough to build and digitally sign a US MEPCOM 680-3. In addition, leave in place the smart phone capability issued in 2013 for quick "hip-pocket" presentations. To mitigate loss, the iPad has a "locate" function that can be locked so as never to be turned off and can track recruiter location as well as find lost or stolen iPads.

7-5. Explore MacBook loaded with Office 365: The processing team for proposal one should continue to be issued lap-tops and mobile broadband for in-home or at MEPS capability to

process applicant paperwork. In addition, explore mobile scanning capabilities that are not cumbersome. The current DS mobile may be the best currently available but Bluetooth technology of a MacBook versus the current Dell would allow for Bluetooth scanning capabilities. As RZ moves further to the cloud, the RZ functions could easily cross function to MacBook and the MacBook is more identifiable with today's tech-savvy youth and younger recruiters.

7-6. Office 365: Office 365 is cloud backed and continuously updated without the need to push updates. The costs are lower for mass licensing and can fluctuate based on additions or reductions in force.

7-7. HLRC Needs: In the event that all recruiters become prospectors/ processors, then the MacBook alone would be a viable option for all. This is advantageous as the battery life is amazing in comparison to the normal notebook. In addition, the MacBook has a more secure shell conducive to the traveling and mobile operating environment of the recruiter.

7-8. The Surface Tablet: A mobile solution for HLRC could also be the surface tablet which allows it to be used both as a docked "notebook" or a tablet using the security of Windows as its platform. At this time, I would only recommend the Surface with a keyboard cover if USAREC stays with a Windows based platform. Unfortunately based on reviews, the quality of the product is not comparable to the harder shell iPad or MacBook.

8-1 Bring Back the Basics: What I like about the idea of HLRC is that fact that when all else fails, old recruiting advice was to go back to the basics and rebuild from there. Instead of a complicated process that involves one recruit being “handed-off” four times to separate people (see Figure 3), HLRC will allow for one handoff in large stations and no handoffs in small stations. How is that for personalized attention? Imagine the recruit who is nervous as it is builds rapport with a recruiter only to be handed-off four times before he ships? Imagine the reason FS leaders in these Centers are having a hard time caring and building trust with a Future Soldier after feeling as if he was an orphan gaining a new family at every step of the process! To this day, I remember my recruiter’s name. I could not for the life of me remember even the Station Commanders name or any of his colleagues. But I remember my one and only recruiter and it has been 17 years. **Imagine buying real-estate and having to be handed-off four times.** The HLRC process is simple:

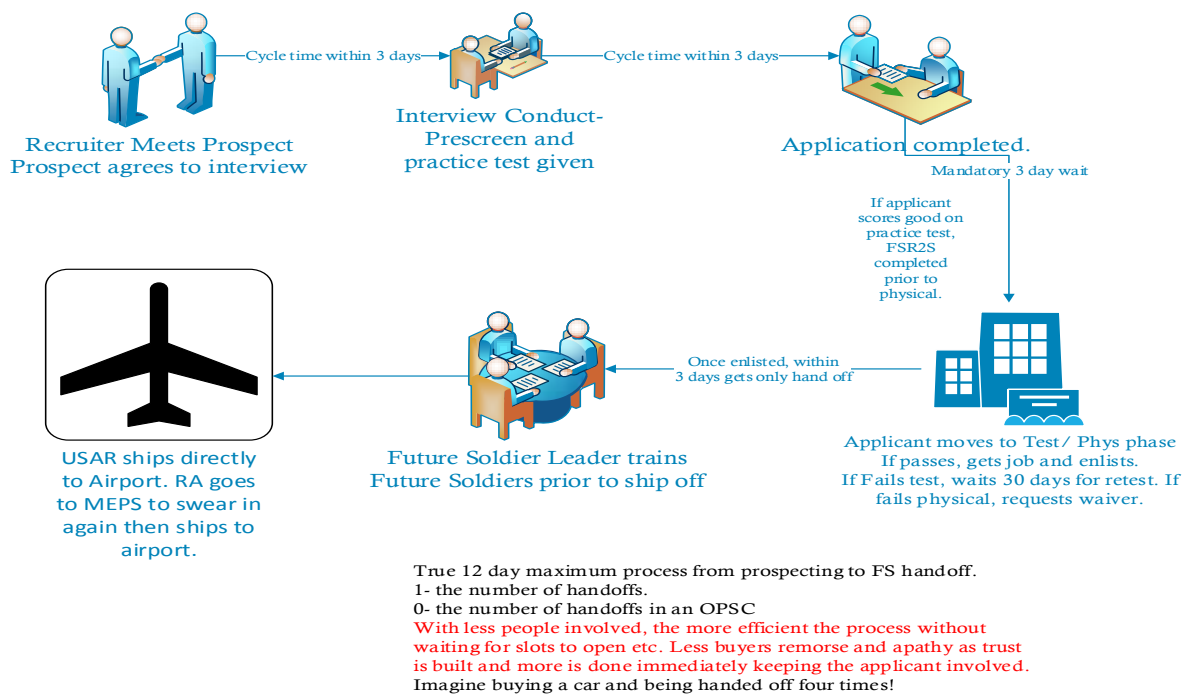


Figure 10 The “Should-Be” process of recruiting.

8-2. The Details: Recruiting whether TRC, SUR, LRC, or HLRC involves the five basic processes or steps. They are Prospecting, Interviewing, Processing, Future Soldier Training, and Follow-up (ask for for referral). USAREC Manual 3-01 “The Recruiter Handbook” version 2008 is pre-Small Unit Recruiting and has been updated to the 2011 version which is fully changed to reflect the SUR model. Regardless of terminology, the main functions remain the same except newer manuals correctly infuse “Intelligence” gathering prior to prospecting. This is a key to success in order to fine the “needle in a haystack” based off probability and past data. Imagine the haystack being infused with grid-lines and 80% of the needles were found in a certain grid, you would want to search their first. This is the same with zip code analysis and which area of a vast operating zone you want to prospect first.

8-3. Margin of Error: As mentioned in 8-1, the difference is how many people it takes to “screw that light-bulb”? Using an example from the newer UM 3-01, it speaks of the need for effective hand-offs etc. But like any operation (mechanical or human), the more hand-off functions the more room for error. The more moving parts the more room for error. The more people involved in a process the more room for error or personality conflict. Don’t believe me? Watch “Sister Wives” on TLC about a real life man married to four women and seventeen children! This becomes a “six-sigma” night-mare for rates of error.

8-4. KISS – Keep It Simple, Stupid: The 2008 and prior manuals on recruiting has one recruiter who performs **intelligence** in conjunction with the subject matter expert (SME) the 79R Station Commander. Together they build an informal Mission Accomplishment Plan (MAP- see Appendix A) and determine based on past personal data, how many appointments made typically result in an ultimate enlistment further refined to how many of the makes must be a conducted appointment, how many appointments should agree to test, how many testers will pass on

average and then take the physical and enlist. This is also broken down to how many graduates on past 12 month averages, seniors in high schools, and “others”. With this information, they develop a plan for the month based on zip code analysis, favorable high schools and colleges to the mission, etc. With today’s analytics, the Station Commander can get into the automated system and literally tell the recruiter how many average cold-calls result in an appointment being made or even enlisted and at which time of the day his area picks up the phone most. This data also provides how many typical “no’s” one gets before attaining a “yes”. Imagine if a single recruiter had this data on Friday nights of how many potential dates say no before one (quality I hope) says yes!

8-5. Prospect and Interviewing. The recruiter, armed with past data and a Recruiter Operations Plan (ROP) then proceeds to exercise this plan through telephone prospecting at the right time of day, face to face (and school) prospecting, and internet prospecting. Given the need to balance the typical week, the recruiter operates off the 40-30-20-10 model (beginning on Monday) for prospecting and the reverse for processing beginning on Tuesday 10-20-30-40 (culminating on Friday). This says that 40% of the week’s prospecting success should take place on Monday, 30% more success on Tuesday (70% total of appointment makes), 20% more on Wednesday (90% prospecting completed for the week) and the final 10% completed on Thursday. Monday is pure prospecting and as the week edges on prospecting gives way to the reverse processing (in this case appointment conducts etc.) See Figure 11.

8-6. Processing. Defined loosely, interviewing is both prospecting and processing as a successful interview will turn into immediate application for at least a commitment to test. It is optimal to get a commitment to enlist so a recruiter can do the application on the spot (even on Monday as backwards planning says that if you get a contract commitment, you made your

weekly requirements already if the applicant tests and especially enlists!. But prospecting is still the bread and butter of recruiting!) If the processing can begin immediately (assuming applicant passed pre-test and pre-screen) and a projection to test/ physical/ enlist can be made, then all else stops. Remember the write rate of 2.0 is optimal and if you have it, enlist it! Get excited- applicants feed of success. See figure 11.

Day of typical week.	Prospecting (Apt makes and maybe conducts)	Processing (Appointment conducts and testing, physical, enlisting.	Comments (assuming data says Recruiter Joe needs to make 7, conduct 5 appointments (that will show), and test 1 this week).
Monday	40%	0%	Notice that 40% of Joes makes should happen today (7 makes needed for the week means 3 apts should be made through an aggressive day of only prospecting. Only prospecting takes place on Monday. 0% processing.
Tuesday	30%	10%	This day, 30% of the 7 apts needed should be make for a total of 70% of the total needed for the week and 10% of the week's processing should take place. So today, Joe should make an additional 2 apts (5 so far for the week) and possibly conduct or process 1 (10% of this weeks need.)
Wednesday	20%	20%	Hump day is usually a 50/50 mix of makes and conducts (or tests). 90% of all prospecting for week should wrap up today and 30% of all conducts and processing should wrap up by close of Wednesday. This equates to 6 of the 7 makes needed and process 1 or 2 more of the 5 needed or 1 tester.
Thursday	10%	30%	Today the processing trumps prospecting with the final 1 apt made and 60% of the week's conducts/ tests processed. 3 people should be processed today (conducted or tested or application).
Friday	0%	40%	Today 0% prospecting should take place and all processing activities be completed by close of business. This is the day applicants are prepped to physicl or test Monday or Tuesday next week. Keep in mind the SC can drive to MEPS or you can prospect telephonically from the MEPS with the issued smart phone on next Monday!

Figure 11. Time management is key to recruiting success. It is easier to manage time with less recruiters schedules involved.

Keep in mind that Processing leads to enlistment or a change of mind. This is where the next step is paramount to success.

8-7. Follow-up: The 2008 version of UM 3-01 (LRC model) is much more aggressive than the more weak-kneed SUR model in the 2011 version. UM 3-01 par. 7-1 (2008 version) bluntly states:

“No one can argue that persistence accounts for more recruiting successes than any other single factor. More enlistments are lost due to a lack of follow-up than for any other single reason. Ask any successful recruiter their secret to success and they’ll tell you it’s the result of persistent and well planned follow-up”.

8-8. Future Soldier Training Program (FSTP): This has been discussed prior to this period. But the FSTP can “make or break” the recruiting flow. A solid program is one where recruits are excited to attend and bring friends with them. These friends can be viable leads for whichever model USAREC may choose. Under proposal one and the large stations of proposal two, the FSL should be responsible for garnering one solid enlistment per month. Good leadership is an NCO providing purpose, direction, and motivation to Future Soldiers to refer friends. Purpose: “Private Snuffy, I need your help and so does your team here at the station, I need a referral.” Direction: “Next week, find two of the nerdiest kids (that are within standards) who have always wanted to hang out with you to the FS function.” Motivation (their emotional side): “If one enlists and passes the ASVAB with a 50 or higher, this could be an automatic promotion to E2 which is more money in training and a head-start beyond your peers. Who knows, maybe the nerd is cool after all as well!” The FSTP also keeps Future Soldiers motivated to ship as the contract they sign will never truly be enforced and it is now illegal for a recruiter to show induce them to ship regardless of the verbiage on the contract.

9-1. Conclusion: The Army has a lot to offer youth of today and will always be a viable option. The delivery is the key and USAREC has regressed buy making the process harder and more muddied with extra (un-needed) steps. This paper has presented two options and both will save the Army millions. The second option is more aggressive but will save hundreds of millions of dollars whereas option one will save about \$6-9 million per year. In addition, both options will provide more motivation to complete the task as soon as compensation (proposal one) is correctly aligned and the Center Commander is back in their Station/ Center. Option two will provide the pride of getting enlistments and meeting and really getting to know his recruits without four hand-offs.

9-2. Not All-Inclusive: At this point, this paper is nearly 40 pages long and I could go on longer with suggestions. This includes the individual awards program being brought back. Real Annual Training Conferences that take place with family members and a “dining-in” etc. But hopefully, I have shown changes that are possible involving the people, processes, hardware, software and data.

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Appendix A.

MISSION ACCOMPLISHMENT PLAN (MAP)

	Prospecting week one 2 wks prior to new month 5 25%	Prospecting week two Final week prior to new month 5 25%	Wk 1 processing 5 25%	Wk 2 processing 5 25%	Wk3 processing In 5 week months 0 0%	20 Number of Prospecting Days	Totals column for entire month
	GRD SR OTH	GRD SR OTH	GRD SR OTH	GRD SR OTH	GRD SR OTH		GRD SR OTH
Appointments made Required	11 11 0	11 11 0	11 11 0	11 11 0	0 0 0		44 45 0
Appt made Achieved						Next months prospecting MAP would begin here in last two weeks of current month. Note how it would fit like a puzzle.	
Conducted APT Required	9 8 0	9 8 0	9 8 0	9 8 0	0 0 0		34 31 0
Conducted Apts achieved							
TESTERS	GRD SR OTH	GRD SR OTH	GRD SR OTH	GRD SR OTH	GRD SR OTH		GRD SR OTH
Required	4 2 0	4 2 0	4 2 0	4 2 0	0 0 0		17 7 0
Achieved							
Test Results	2 1 6	2 1 2	2 1 6	2 1 6	0 0 0		6 3 25
PHYSICAL	GRD SR OTH	GRD SR OTH	GRD SR OTH	GRD SR OTH	GRD SR OTH	GRD SR OTH	GRD SR OTH
Required							5 3 8
Achieved							
Contracts required							4 2 5
Achieved							

Category	GA	SA	GB	SB	OTH	VOL
Mission	4	2	0	0	5	11
FS Loss	0	0	0	0	0	0
Total Mission	4	2	0	0	5	11

	A/M	A/C	Test	T/P	Floor	Cont Fee
GD	10.76	8.5	4.2	1.5	1.23	GA
	44	34	17	6	5	4
SR	22.06	15.45	3.38	1.48	1.12	SA
	45	31	7	3	3	2
OTH	14	10.16	2.37	4.95	1.58	OTH
	70	51	12	25	8	5

Theory is that what is made at the top flows down to contracts achieved over a 14 day period. Each column represents once week of work. The fifth column take into consideration the few 5 week months in the calendar year.

% is 'percentile'

GA= Graduate of High School top 50% of ASVAB considered 'quality'
 SA= Senior ready to graduate HS top 50% of ASVAB considered 'quality'
 GB= Graduate of HS between 31% - 50% (lower than 31% is failure level)
 SB= Senior ready to graduate HS 31% - 50% (lower than 31% is failure level)
 OTH= GED holders when allowed- for practical purposes GB and SB are 'other' and 'non-quality'

USAREC used to require each assigned recruiter to attain 1 quality or 2 others or a combination of the two per month