

Training

Recruiting Station Production Management System

For the Commander:

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History. This regulation revises USAREC Reg 350-7, which is effective 31 March 2002.

Summary. This regulation establishes policies, procedures, and the use of the Station Production Management System.

Applicability. This regulation applies to recruiting station level leadership of Regular Army,

United States Army Reserve, and civilian recruiters. If any provision of this regulation not required by law, conflicts with the terms of a collective bargaining agreement, the collective bargaining agreement shall take precedence.

Proponent and exception authority. The proponent of this regulation is the Director of Recruiting Operations. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponents may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of lieutenant colonel or the civilian equivalent.

Army management control process. This regulation contains management control provisions in accordance with AR 11-2 but does not identify key management controls that must be

evaluated.

Supplementation. Supplementation of this regulation is prohibited.

Suggested improvements. The proponent agency of this regulation is the Office of the Director of Recruiting Operations. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC (RCRO-PP), Fort Knox, KY 40121-2726.

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*This regulation supersedes USAREC Regulation 350-7, 12 November 1998.

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Glossary

**Chapter 1
Introduction**

**Section I
General**

1-1. Purpose

This regulation establishes policies, procedures, and the use of the Station Production Management System.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A. It is essential that recruiting station (RS) command-

ers thoroughly familiarize themselves with recruiter responsibilities as contained within USAREC Reg 350-6 in order to properly supervise recruiter activities.

1-3. Explanation of abbreviations

Abbreviations used in this regulation are explained in the glossary.

**Section II
Concept**

1-4. Mission

It is the RS commander's mission to command, supervise, and train assigned recruiters in order

to accomplish the assigned monthly mission with absolute integrity while observing all current policies and regulations.

1-5. Production management

a. Production management techniques described in this regulation are structured to conform to the steps of the recruiting process as shown at figure 1-1. Production management instruments used by RS commanders are presented in appendixes B through R.

b. Use of the production management tools and the Army Recruiting Information Support System (ARISS) described within this regulation is mandatory.

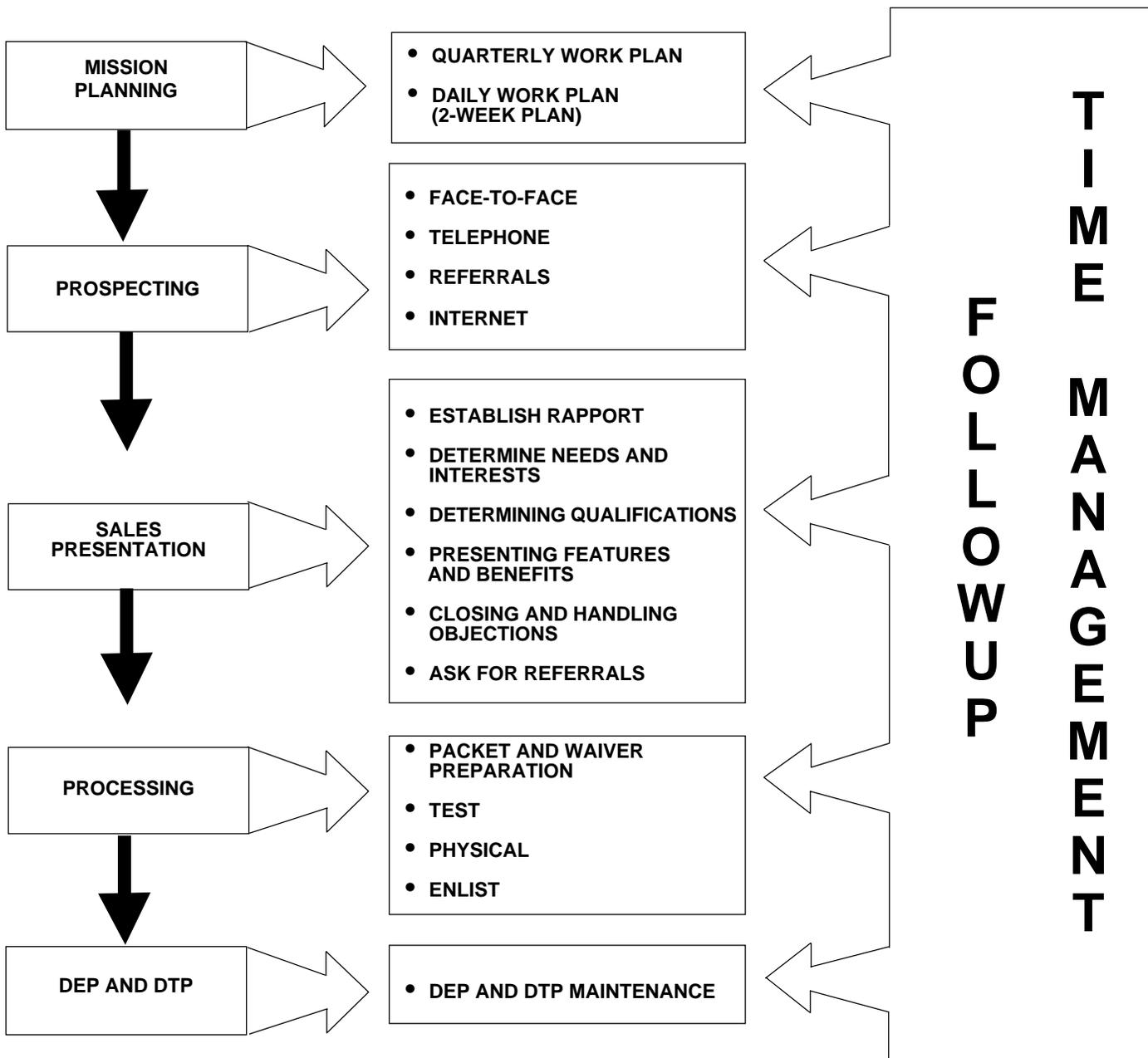


Figure 1-1. Processing cycle (RA and USAR) mission

Chapter 2 Command and Management

Section I General

2-1. Command functions

The RS commander is responsible for the supervision, training, and welfare of all personnel assigned or attached to the RS. RS commanders will receive command and management directives from the company leadership team (CLT). Although reports may be received or furnished by various personnel assigned or attached to the recruiting company (Rctg Co) headquarters, command and management functions are performed by the Rctg Co commander or first sergeant (1SG) only. RS commanders will train assigned recruiters to assume duties as RS commander in case of the RS commander's absence. Identify and designate a chain of succession to handle the RS commander's duties whenever necessary.

2-2. RS commander daily performance review

Daily performance review (DPR) between the RS commander and assigned recruiters is the method used to establish command and control of RS production. It is the most critical task that must be accomplished face-to-face with each recruiter each duty day. It is the process the RS commander uses to consistently evaluate the prospecting and processing activities of his or her recruiters and is not confined to a scheduled time of day. Intense RS commander DPR will enhance the recruiter's focus on the daily critical tasks that must be accomplished to achieve mission success. Your effectiveness in DPR will be reflected in your mission box accomplishment each month. The review of recruiters' activities is constant, as actions occur, allowing the RS commander to monitor and direct all production-related activities (see app M).

2-3. Reception and integration

RS commanders will ensure that newly assigned recruiters are adequately sponsored to achieve a smooth transition to the United States Army Recruiting Command (USAREC). At a minimum, the RS commander will brief the newly assigned recruiter on the New Recruiter Program (see USAREC Pam 350-2) and physically guide the newly assigned recruiter through the boundaries of his or her assigned area of operation. The RS commander will introduce the new recruiter to essential personnel in the assigned area to include high school (HS) counselors and other school officials. Brief the newly assigned recruiter on his or her purpose, responsibilities, and the past production history of the RS's area to include his or her competition. The RS commander will personally provide the new recruiter with a copy of the Rctg Co and RS standing operating procedures and policies, upcoming events in the area, future Rctg Co training dates, etc. The RS commander will also inform the new recruiter of support services available through the recruiting

battalion (Rctg Bn).

Section II Management Functions

2-4. Administration

Efficient administration of the RS minimizes the impact of distractions upon production recruiters. RS commanders will ensure an adequate supply of production-related materials are on hand and the RS reference and functional files are properly maintained. Additionally, RS commanders must ensure that recruiters have a fully functional recruiter workstation (RWS). Maintain all forms and records described within this regulation within the active files for a period of 15 months, unless specifically stated otherwise.

2-5. Security

RS commanders will ensure:

- a. All vehicles and equipment are secured in accordance with applicable directives.
- b. Recruiters are aware of actions to be taken in case of bomb threats, civil disturbances, or terrorist situations.

2-6. RS operations

RS commanders will file USAREC Form 816 (Recruiting Station or Company Assets Form), USAREC Form 635-B (Conversion Data Chart (RA)) and USAREC Form 635-B-1 (Conversion Data Chart (USAR)) in the active reference files. Maintain USAREC Form 1117 (Recruiting Inspection Log) and USAREC Form 660 (Recruiting Station Evaluation Checklist) in a three-ring binder. Refer to appendix O for use and disposition of USAREC Form 1117. Place a locator sheet, indicating the location of active files, in the appropriate file folders. RS commanders will:

- a. Conduct weekly production meetings and afteraction reviews (AARs) with the recruiters to discuss and evaluate the RS's performance.
- b. Evaluate assigned recruiters to determine training needs, then ensure these training needs are met in accordance with USAREC Manual 25-100.
- c. Establish hours of operation for the RS and ensure the RS is manned accordingly. Prominently display hours of operation at the RS's entrance.

2-7. Logistics

- a. The RS commander will ensure that:
 - (1) The RS presents a clean professional appearance.
 - (2) Janitorial services are provided in accordance with lease and/or janitorial contract arrangements.
 - (3) Appropriate space is provided to conduct interviews and administer screening tests.
 - (4) Each Government-furnished vehicle is used for official business only and maintained in accordance with USAREC Reg 56-1.
 - (5) Any domicile-to-duty travel is properly approved and documented.
 - (6) All assigned property is properly inventoried and managed.
 - (7) Required expendable supplies are on hand.
 - (8) Personal telephone calls are not made at

Government expense.

b. The RS commander may delegate some logistic functions to individual recruiters within the RS. For example: Supply noncommissioned officer (NCO), forms and publications NCO, recruiting publicity item and recruiter store NCO, Government-owned vehicle manager, etc. These functions can be listed on a recruiter's Noncommissioned Officer Evaluation Report (NCOER) as an additional duty.

Section III Operations and Production Analysis

2-8. RS operations and market analysis board

The operations and market analysis board provides RS commanders with a method of examining the RS market. Additionally, the RS commander can view achievements in relation to market segments, outline and examine RS zones and individual recruiters' areas of operations, and plan strategies to increase production. Construct and post the board in accordance with appendix C.

2-9. Market share

It is reasonable to expect the Army share to exceed the other services in all cases. As part of the AAR process RS commanders must develop a plan to recapture lost markets or improve non-productive markets to ensure that this occurs.

a. RS commanders will formulate a comprehensive recruiting and local marketing plan using the following reports: Department of Defense (DOD) Market Share Report, Demographic Income Military Service Education, Out of Area Contracts, and RS production reports.

b. Quarterly, as a minimum, RS commanders will conduct a detailed analysis of their RS's market share data in order to formulate a proactive plan to recapture all ZIP Codes being lost to the other services and will brief the CLT on their mission box plan.

c. Monthly, all RS commanders will review their RS's Market Share Report. RS commanders will then initial and date the top page of the Market Share Report to verify that the monthly review has been accomplished.

d. The date from the Market Share Report will be posted to the operations and market analysis board as directed in appendix C.

e. Market Share Reports will be retained for 2 years.

f. Procedures for evaluating market share are in USAREC Reg 350-9, USAREC Manual 25-100, and can also be found on Recruiting Central in the SC toolkit.

g. The following hyperlink can be used to access the SC tool kit on Recruiting Central at: <http://learn.usarec.army.mil/rc/sc/tasks.asp>.

Chapter 3 Mission

3-1. Purpose

The RS commander is responsible for RS mission box success through leadership of subordinate recruiters and by maintaining a high level of sales proficiency through effective training and development of subordinates. Additionally, the

RS commander will ensure that all markets are worked and each recruiter achieves net positive contracts on a monthly basis.

3-2. Mission planning

Mission planning strategy focuses on several key components of measuring RS success. The USAREC minimum prospecting goal is four appointments conducted and one test per recruiter per week. DPR must focus on lead generation, prospecting, market penetration, markets of opportunity, scheduling and processing of applicants, and the management of the Delayed Entry Program (DEP) and Delayed Training Program (DTP). Mission analysis (planning) will include quarterly and monthly planning of available personnel to maximize mission accomplishment (leaves, schools, permanent changes of station, etc.).

a. Upon receipt of the mission, the RS commander directs and assigns recruiters daily, weekly, and monthly prospecting requirements. These missions are based on the RS's mission box requirements and conversion data available. The command minimum prospecting goal is four appointments conducted and one test per recruiter per week. This is the minimum standard that is designed to lead to the recruiter's primary objective of producing contracts. Mission box is the only measure of success for the RS and recruiter. The RS commander must direct prospecting efforts as needed to ensure the RS achieves mission box success by:

(1) Conducting a snapshot zone analysis based on all reports available: Demographic Income Military Service Education, Market Share (updated monthly), Out of Area Contracts, and RS production reports. These reports are found by accessing the Recruiting Central Web Site at:

<http://learn.usarec.army.mil/rc/>

Then select the Station Commander Tab, next select the SC Tools, and then select Market Analysis.

(2) Analyzing each recruiter's strengths and weaknesses by examining the individual recruiter's conversion data, lead source analysis, experience, and attitude. The Recruiting Central Web Site will also provide you with the steps necessary to analyze these reports. The following RS commander tasks are available by accessing the SC Tool Kit and selecting Station Commander Tasks:

- (a) Analysis.
- (b) Training.
- (c) Mission.
- (d) Performance Review.
- (e) Technology.
- (f) Access/Ship.

These tasks will assist you in conducting detailed analysis of your recruiters and RS.

(3) Developing a written plan to accomplish the assigned mission.

(4) Conducting weekly RS team production and AAR meetings to establish roles and responsibilities of each RS team member.

(5) Establishing goals with specific mission categories based on the RS's assigned mission.

b. Efficient management of all the tools available will allow the RS commander to consistently evaluate and establish command and control of RS production. The RS commander must be able to employ all the new recruiting technology and position his or her RS for success.

3-3. DPR

DPR is a vital part of mission accomplishment. Through DPR, the RS commander monitors the planning, prospecting, selling, processing, and DEP and DTP management of the assigned recruiters. DPR will be accomplished face-to-face with each recruiter daily (see app M).

3-4. Time management

Effective time management is required for successful mission box accomplishment (see app G). RS commanders will ensure recruiters use their time efficiently to enhance mission accomplishment.

Chapter 4 Prospecting

Section I General

4-1. Purpose

This chapter contains policy and guidance for managing the prospecting and lead generation efforts of recruiters. The RS commander must direct prospecting and lead generation activities based on the RS mission. Recruiters will prospect daily in order to achieve RS mission success.

Section II Policy

4-2. Recruiting areas of operation

RS commanders will ensure:

a. Each recruiter is assigned responsibility of a specific HS(s) and area of operation for development of centers of influence (COIs), community relations, and area posting.

b. Each recruiter is assigned responsibility of an area of operation that is clearly marked on the RS operations and market analysis board as directed in appendix C.

c. Recruiters are not authorized to actively prospect outside of their RS's boundaries, except when involved with Rctg Co prospecting programs (i.e., blitzing).

d. Current year seniors are protected until 90 days after graduation within the RS boundaries.

e. All territories within the RS boundaries are actively and aggressively worked for contracts.

f. Every ZIP Code and school within an RS's boundary will be assigned to a recruiter for the purpose of responsibility and the distribution of leads through ARISS using the RS commander distribution parameters (see app D). There will be no unassigned ZIP Codes, schools, or territories.

g. The breakdown of schools and territories for each recruiter is as equal as possible.

h. Assignment of processing responsibility is in accordance with USAREC Reg 600-22.

4-3. Work ethic

RS commanders will ensure lead generation activities and prospecting efforts are sufficient to achieve RS mission box accomplishment. The RS commander's guidance and the individual recruiter's conversion data will determine the recruiter's work ethic. The RS commander will track individual recruiter achievements on a daily basis using USAREC Form 635-K (RS Production Collection Worksheet) (see fig 4-1). This form will be forwarded to the CLT on a daily basis.

NOTE: The minimum USAREC prospecting goal is four appointment conducts and one test per recruiter per week.

Section III Lead Generation

4-4. General

a. RS commanders will ensure prospecting efforts are developed using a broad variety of lead sources. This section lists the lead sources that interface with the ARISS Top of System (TOS) that recruiters will receive. It does not list all lead sources that recruiters use, refer to USAREC Reg 350-6, paragraph 3-6, for a broader variety. Lead sources that interface with ARISS are:

(1) Marketing Communications Systems (MCS), Inc. (advertising leads).

(2) Joint Recruiting Advertising Program (JRAP).

(3) United States Military Entrance Processing Command (Student Armed Services Vocational Aptitude Battery (SASVAB)).

(4) Total Army Personnel Database-Active Enlisted (TAPDB-AE).

(5) Total Army Personnel Database-Reserve (TAPDB-R).

(6) The Defense Manpower Data Center (DMDC).

b. These lead sources along with the other lead sources in USAREC Reg 350-6 must be effectively worked to ensure total market penetration. In order for leads to be received from the interfacing lead sources, the RS commander must establish the distribution parameters at the ARISS TOS for recruiters assigned to his or her RS. RS commanders will assign all recruiters ZIP Codes and schools in order for the system to know which recruiters get which leads (see app D). While all recruiters will receive leads from MCS, JRAP, and SASVAB only United States Army Reserve (USAR) recruiters in the RS will receive the leads from TAPDB-AE, TAPDB-R, and DMDC. The Lead Source Analysis Report (see app N) provides a method of analyzing how effectively leads are converted to contracts.

c. All leads received have priority codes assigned to them when they are received at the ARISS TOS. Leads entered by the recruiter will not have a priority code nor will the recruiter be able to enter one. These priority codes are found on the Find screen in the first column. RS commanders will direct their recruiters' work based on the priority codes on the leads received in addition to the other leads generated. Priority

Table 4-1
ARISS leads codes (RA and USAR lead sources)

Priority Code	RA and USAR Lead Source	USAR Lead Source	Contact Time Line
1	MCS, JRAP	MCS, JRAP, TAPDB-AE	Within 48 Hours
2	Not Applicable	TAPDB-R, DMDC	

Table 4-2
ARISS SASVAB codes

Priority Code	Armed Forces Qualification Test Range	Contact Time Line
1	50-99	Within 72 Hours
2	31-49	Within 5 Working Days
3	26-30	During Normal Prospecting Times

codes are set based on the type of lead that is received. The codes in tables 4-1 and 4-2 apply for the listed interfaces.

4-5. Troop program unit referrals

RS commanders and recruiters will maintain close contact with members of troop program units (TPUs) by attending USAR unit meetings, developing COIs among unit members, and aggressively seeking referrals.

NOTE: Normally, the best time to visit your USAR units is during drill assemblies; however, coordinate with the unit administrator to determine the best time.

4-6. Active Duty for Special Work Program

The Active Duty for Special Work (ADSW) Program is designed to provide recruiters with qualified leads and referrals by bringing outstanding USAR members onto active duty for training for limited periods of time. The purpose of the ADSW Program is to generate interest in USAR programs among peers of USAR unit members. RS commanders will ensure recruiters use this resource effectively and report the effectiveness of ADSW personnel in generating leads to their CLT. RS commanders will ensure that all ADSW soldiers report for duty with valid ADSW orders. A copy of the orders will be faxed to the Rctg Bn USAR operations section prior to the soldier's report date. Upon completion of the ADSW tour, RS commanders will verify the completed duty by signing the soldier's copy of the ADSW orders. Additionally, USAREC Form 979 (Recruiter Aide or Active Duty for Special Work Performance Report) will be verified for accuracy, and the number of referrals generated by the ADSW soldier will be annotated in the comments section. RS commanders will transmit a facsimile copy of USAREC Form 979 to the Rctg Bn operations USAR noncommissioned officer in charge for input into the ADSW database. A copy of the form will be kept on file at the RS for a period of 2 years and then destroyed. Additional

information and requirements relating to the ADSW Program are found in current command policy messages.

4-7. Area canvassing

The phrase "area canvassing" means that a recruiter is physically in his or her assigned area of responsibility actively seeking names, addresses, and/or telephone numbers. Additionally, the recruiter will be posting his or her area of responsibility and actively seeking very important persons (VIPs) and COIs. RS commanders will ensure the face-to-face method of lead generation is properly planned and entered in the recruiter's planning guide. This method of lead generation is designed to obtain exposure in the RS's area of responsibility, plus the benefit of telling the Army story in accordance with USAREC Pam 350-7 and USAREC Manual 100-5.

NOTE: Area canvassing is an activity that can be combined with face-to-face prospecting.

Section IV
Prospecting Methods

4-8. Blueprinting

RS commanders will ensure that their recruiters blueprint prior to initiating any type of prospecting efforts. Blueprinting prior to prospecting will lead to more effective prospecting efforts by the recruiter. RS commanders and recruiters will blueprint using their automated lead refinement list (ALRL) and their paper-based USAREC Forms 539 (Lead Refinement List). Using either the Find screen or the Create List can minimize blueprinting efforts using the RWS. By setting specific parameters, RS commanders and recruiters can pinpoint areas that need attention (e.g., leads received but not contacted, school programs, and COIs and VIPs just to list a few).

4-9. ALRL

RS commanders will ensure that each recruiter

initiates an ALRL for each assigned school (HS, college, vocational-technical, etc.) on the RWS; additionally, USAR recruiters will create an HS junior list and prior service (PS) list.

4-10. Telephone prospecting (P-1)

RS commanders will ensure telephone prospecting is conducted to complement other prospecting efforts (telephone prospecting is the most cost-effective prospecting method and should be done daily). Direct the recruiter's telephone prospecting toward RS mission accomplishment using the school ALRLs, lead refinement lists (LRLs), and all leads that are distributed through ARISS by priority (see tables 4-1 and 4-2). Particular attention must be paid to telephone prospecting in the high school diploma graduate (HSDG) market by using the LRLs of previously graduated HS classes and college lists.

4-11. School prospecting

RS commanders will accompany their recruiters to their assigned schools at least once each school year (SY). RS commanders will ensure:

- a. Before each school visit, a goal is established for generating new leads and scheduling appointments (if appropriate).
- b. Prospecting activities are not restricted to a particular market; however, the majority should be accomplished among students taking courses which indicate they intend to further their education (i.e., chemistry, biology, geometry, trigonometry, calculus, etc.), in order to increase the probability of contact with test score category I-III A students.

4-12. Face-to-face prospecting (P-3)

The phrase "face-to-face prospecting" means that a recruiter is physically in his or her RS's area of responsibility for making face-to-face contact with the general public. The purpose of face-to-face prospecting is to actively seek appointments for a sales interview. Face-to-face prospecting is accomplished in person by the recruiter, not tele-

phonically. RS commanders will ensure the face-to-face method of prospecting is properly planned and entered in the recruiter's planning guide. The recruiter's activities must be planned in advance to target locations where prospects are likely to gather. This method of prospecting is designed to secure Army exposure in the RS's area of responsibility, obtain appointments, and tell the Army story in accordance with USAREC Pam 350-7 and USAREC Manual 100-5.

NOTE: "Hot knocks" (cold house calls) should be incorporated into the recruiter's face-to-face prospecting plan. A hot knock should be planned when a prospect cannot be contacted via the telephone or when contacting a prospect at his or her home would be more effective than other prospecting methods.

4-13. Referral prospecting (P-2)

a. Referrals can be extremely effective lead sources. Referrals tend to be more receptive to the Army than applicants from other lead sources. They have been referred by someone they know and trust, which gives the recruiter instant credibility in the eyes of the referral. RS commanders will ensure that all recruiters actively solicit referrals. Sources for referrals include:

(1) DEP, DTP, and unit members. This is the primary source for referrals. Satisfied DEP and DTP members are a walking advertisement for the Army and Army Reserve. Use them to your advantage. USAREC Pam 350-7 includes more details on prospecting via DEP, DTP, and unit members.

(2) Applicants. They have heard the Army story directly from a recruiter. Who do they know that could benefit from what the Army has to offer?

(3) HS guidance counselors. Your counselors need to be sold on the benefits of an Army enlistment. Counselors talk to your target audience everyday and advise them on decisions that affect their future plans.

(4) Retirees. They come into the RS all the time and love to talk about the Army. Ask them to solicit referrals from their contacts within the community.

(5) Coaches. They are seen as authority figures. Few people are held in higher esteem in a school environment than the coaches. They know which students are getting scholarships or not and can help steer applicants your way.

(6) Barbers. Everyone needs a haircut. Get your hair cut at a different barbershop each time. Ask to put up a poster and solicit referrals.

(7) Prospects. Whether you get the appointment or not, always ask for a referral.

(8) Everybody. Teachers, local politicians, law enforcement officials, restaurant managers, the list is endless. Anyone you talk to could be a source of referrals, never forget to ask.

b. Ensure that your recruiters are asking for referrals. Referral prospecting is as easy as saying, "Who do you know that could benefit from the Army's programs?"

c. Ensure that your recruiters are asking for referrals properly. Asking, "Who do you know

that could use a \$12,000 cash bonus?" or "Which one of your friends could benefit from \$50,000 for college?" will produce better results than "Do you know anyone who is thinking of joining?"

4-14. Internet prospecting (P-4)

As the newest type of prospecting, Internet prospecting can reach more people more quickly than any other type. A greater number of people are spending more time on the Internet every day, so there is a growing and enormous potential to contact and spark interest in these "cyber prospects." Research Web sites, chat rooms, discussion groups, and newsgroups that are popular in your recruiting area. Once identified, inquire about posting links to the GOARMY.com Homepage from these Web sites and direct people to the Recruiter Chat area. Additionally, inquire about posting your RS or individual recruiters' e-mail addresses on colleges, technical colleges, universities, and employment agencies Web sites. By accessing the USAREC Homepage and going to the recruiter area you will find "How to use E-Mail to assist your recruiting efforts." This section contains information that can be used to formulate a plan to use e-mail as a combat multiplier. Use good judgment when online and comply with USAREC policies concerning Internet usage, access, and content. Prior to using the Internet or e-mail for prospecting contact your Rctg Bn advertising and public affairs office for guidance. Share ideas with fellow recruiters to further develop this form of prospecting.

4-15. Walk-in and call-in prospects (P-3)

a. Because of Army advertising and work done by recruiters within the RS's zone, RS commanders may expect a certain amount of walk-in and call-in traffic.

b. RS commanders will develop and use a system (i.e., roster, office day person, etc.) which will ensure equitable distribution of walk-in and call-in applicants that are not currently protected.

Section V School Recruiting Program

4-16. General

The school program is one of the primary means of finding qualified young men and women to enlist in the Regular Army (RA) and USAR. This section provides guidance for the management of the School Recruiting Program by the RS commander. The program, when properly planned and executed, supplies the RS commander with historical data about each of his or her assigned schools. It also provides information that can be used to formulate a plan directed at greater penetration of the HS in order to maximize enlistments.

4-17. Management of the School Recruiting Program

This section outlines specific actions that must be taken by the RS commander to manage the School Recruiting Program. The RS commander

manages the School Recruiting Program by ensuring the recruiter has a detailed plan to penetrate and promote the Army in the school. Activities that can be used to formulate this plan are found in USAREC Reg 350-6, USAREC Pam 350-13, and USAREC Manual 100-5. During DPR the RS commander ensures the recruiter has planned his or her time to accomplish essential activities and followup in a timely manner. This is done to evaluate and determine if time invested was worthwhile. All information is documented in USAREC Form 446 (School Folder) and in the School information, School Activities Screens of the RWS. Recruiters will utilize and maintain the school folder and be prepared to present it to the RS commander during DPR. Additionally, recruiters will use the ARISS School Information and School Activities function and ensure that it reflects everything that is being planned and accomplished in the School Recruiting Program.

a. Review of the school folder, ARISS School Information, and School Activities screens can provide the following information:

(1) Historical data as to how receptive the school has been to the Army in the past.

(2) What changes in the market have taken place?

(3) What has been done to penetrate the HS in the past?

(4) Who are the school points of contact?

(5) Production trends.

(6) Identify weaknesses in the School Recruiting Program and training needs.

(7) SASVAB receptivity.

(8) Data for RS zone analysis.

NOTE: Intent is to provide the RS commander with historical data to measure past performance of the School Recruiting Program and to provide information to assist in formulating a plan for increased penetration.

b. In order to effectively manage the School Recruiting Program the RS commander will:

(1) Ensure that all recruiters thoroughly understand that each and every assigned school of responsibility is a priority school. All schools have the potential to be productive schools when worked properly and diligently. RS commanders will ensure that all schools are given adequate attention by the responsible recruiter and that all schools are being aggressively worked.

(2) With assistance from the CLT, establish production goals for each school. DEP and DTP goals will be established based on an estimate of the school's potential for contracts. This estimate is achieved using past DOD productivity, likely mission levels and mix (grad and senior mission slices), student population, attitude of the school administration towards the Army, and input from the recruiter assigned to the school.

(3) Ensure each school is assigned to an on-production recruiter for responsibility. The distribution of schools within the RS boundaries is in accordance with the most recent recruiting market analysis.

(4) Colleges are open to all recruiters in the RS to which the college is assigned for prospect-

ing and enlistment. The RS commander will designate a recruiter as point of contact for college administrators. The designated recruiter is also responsible for the college school folder(s), ARISS School Information, School Activities screens. Detailed information on college recruiting can be found in USAREC Reg 601-104.

NOTE: In the case of large colleges and universities, the CLT may elect to open the campus to all recruiters in the Rctg Co. In these cases, the responsible RS will still maintain the school folder. All activities and DEP information must be reported to the responsible RS to ensure that all recruiting efforts and information are captured on the school folder. Planned events, such as table setups and prospecting activities, should be coordinated through the responsible RS to reduce duplication of efforts.

(5) Monitor and manage recruiter efforts to schedule the SASVAB in each assigned school and increase student participation in testing through adequate pretest advance work.

(6) Monitor and manage recruiters' activities to obtain directory information. If list is not provided by the school, ensure a list is constructed in accordance with the milestones specified in USAREC Reg 350-6 using yearbooks, Joint Advertising Directors of Recruiting lists, DEP members, newspaper clippings, telephone books, etc.

(7) Ensure the usage of the Rctg Co school plan by both RA and USAR recruiters. Keep a record of essential historical information and planned activities. USAREC Reg 350-6 and USAREC Manual 100-5 have a calendar of activities that the RS commander could plan with the recruiter and schedule in the school folder, ARISS School Information, School Activities screens. All school plans will be completed.

(8) Ensure that all recruiters read and refer to USAREC Pam 350-13. The pamphlet is a resource manual and reference guide designed to assist recruiters in gaining access to the school market.

Section VI

Scheduling Appointments

4-18. Documentation

Following successful prospecting efforts, an appointment for a sales interview will be made. RS commanders will ensure the following administrative actions are accomplished:

a. The recruiter initiates a prospect data record (PDR) on the RWS immediately following the lead's agreement to an appointment. The RS commander must validate all appointments prior to approving status change from Lead to Prospect during DPR. The following status descriptions will be used:

(1) Lead: A name with an address and/or telephone number for which no appointment has been made. All new leads will have this status.

(2) Prospect: Someone that has committed to an appointment, or a person that an appointment has been conducted with but has not committed to process. The record must be changed from "Lead" to "Prospect" when a lead has agreed

to an appointment. Once a person has been changed from a "Lead" to a "Prospect," they will never be recoded as a "Lead." The record will be given an appropriate suspense date and followed up as a prospect.

(3) Applicant: The record is changed from "Prospect" to "Applicant" when the person enters into the processing cycle, but has not enlisted. Once a person has been changed from a "Prospect" to an "Applicant," they will not be recoded as a "Lead" or "Prospect." The record will be given an appropriate suspense date and followed up on as an applicant.

NOTE 1: For the purpose of ARISS status codes, a processing phase is defined as:

— When a prospect takes the Armed Services Vocational Aptitude Battery (ASVAB) test.

— Signs a USMEPCOM Form 714-A (Request for Examination) for an HS SASVAB test score conversion.

— Requests another services ASVAB conversion.

NOTE 2: The RS commander must approve or disapprove all status changes during the DPR process.

b. Leads generated by the TOS will remain coded as "Lead" until an appointment is made. When the Lead agrees to an appointment the status will be changed to "Prospect."

c. The recruiter enters all appointments into his or her planning guide.

d. Recruiters are on time for all appointments and their personal appearance is impeccable.

e. Privacy Act requirements are observed by recruiters (includes telephonically).

4-19. Applicant processing list

a. Once the RS commander has approved the status change from a lead to a prospect and replication (see USAREC Reg 350-6, app I) has been completed the applicant processing list will be populated. This report will provide the RS commander a tool from which to manage recruiter activity.

b. Entries on the Contact History screen (RS commander approval and remarks area) are made by the RS commander during recruiter DPR or as information becomes available. RS commanders will provide specific guidance concerning the nature and timeframe of followup to be accomplished for each lead, prospect, or applicant. RS commanders will ensure recruiter followup is accomplished in all instances.

Chapter 5

Selling

Section I

General

5-1. Purpose

This chapter contains policy and guidance concerning management by RS commanders of the conduct of the sales interview. USAREC Pam 350-7 and USAREC Manual 100-5 provide guidelines and techniques for conducting sales interviews.

5-2. Policy

RS commanders will ensure:

a. All PDRs are properly annotated on the RWS with information as it is received from the prospect or immediately upon completion of the sales interview.

b. Recruiters will administer the Windows Computerized Adaptive Screening Test (WINCAST) or the Enlistment Screening Test (EST) to all applicants, except those with passing scores from the ASVAB or SASVAB tests taken within the last 2 years. When unable to do so during the initial sales interview, every effort will be made to administer the WINCAST or EST before administering production tests. Strict adherence to testing procedures is required to ensure WINCAST and EST results are useful as a predictor of ASVAB results. Enter screening test scores in the Leads/Reports application, Test screen (Screening Folder). Instructions for WINCAST and EST administration are contained in USAREC Reg 611-4.

c. Recruiters will not guarantee a particular enlistment option or military occupational specialty (MOS) to their prospects.

Section II

The Sales Interview

5-3. RS commanders' responsibilities

a. It is the responsibility of the RS commander to ensure his or her recruiters are knowledgeable and able to conduct a sales interview utilizing the Sales Book and all appropriate multimedia sales presentations.

b. If a recruiter is unable to sell effectively, the RS commander will assess the problem to determine what training is needed, then plan and conduct the training.

c. Through careful analysis of the recruiter tracking tools, the RS commander can pinpoint what type of sales training an individual recruiter requires. The troubleshooting guide can also be used to pinpoint training needs (see app E).

d. RS commanders will ensure recruiters attempt to gain referrals from each prospect upon conclusion of the sales interview.

Chapter 6

Processing

Section I

General

6-1. Purpose

This chapter provides policies and guidance to RS commanders regarding the processing of applicants for enlistment.

6-2. Policy

a. All enlistment procedures will be accomplished in accordance with AR 601-210.

b. RS commanders will set an ethical example and ensure recruiters process all applicants with the utmost honesty and integrity in accordance with all regulatory guidance.

c. Recruiter of credit changes, once an appli-

cant has begun processing, can only be approved by the chain of command. All recruiter changes of credit will be documented within the enlistment packet in accordance with USAREC Reg 600-22.

Section II Applicant Testing

6-3. Testing procedures

a. RS commanders will monitor testing activity to discourage recruiters from spending valuable time testing applicants who fail to demonstrate the potential for mental qualification via screening tests. RS commanders will use the MET Processing List at the ARISS TOS to analyze the results of ASVAB testing and monitor processing of applicants.

b. RS commanders will ensure recruiters are using the RWS to schedule applicants for all initial ASVAB and special testing or retesting at Mobile Examining Test sites or the Military Entrance Processing Stations (MEPS) and to retrieve test scores from another service through Replication/Projection (see USAREC 350-6, app I). Recruiters will follow testing guidance contained within USAREC Reg 350-6 and USAREC Reg 611-4.

NOTE: This can be accomplished from any location where a telephone is available.

c. RS commanders will ensure recruiters complete an automated USMEPCOM Form 714-A and schedule the applicant for testing by using the Replication/Projection feature on the RWS. You may complete a manual USMEPCOM Form 714-A when away from the RS (i.e., house calls, school visits, etc.) or when Replication/Projection is not available.

NOTE: The MEPS must receive the signed USMEPCOM Form 714-A prior to loading data into the system.

d. In the event an applicant fails to qualify, recruiters will recommend termination or retest to the RS commander. Termination or retest is the RS commander's decision and will be based upon his or her estimate of the probability the applicant will successfully pass the retest.

Section III Enlistment Packets

6-4. Procedures

a. RS commanders will do a quality control check of enlistment packets before forwarding to MEPS. RS commanders will verify all supporting documents required for enlistment. RS commanders will sign USAREC Form 794 (Enlistment Processing Worksheet).

b. If the RS commander receives authority to process a prospect that is not a part of the RS's assigned area, the change will be annotated in the "Remarks" section of the DD Form 1966 series (Record of Military Processing - Armed Forces of the United States) in accordance with USAREC Reg 600-22.

6-5. Scheduling applicants for processing

RS commanders will ensure recruiters under-

stand that a shorter time between commitment to process equates to more contracts. When advised of an applicant's commitment to process, RS commanders will:

a. Ensure that recruiters use the ARISS Replication/Projection procedures (USAREC Reg 350-6, app I) to project applicants for processing. Check to ensure each projection has passed edits and have recruiters resubmit any projections that failed to pass edits.

b. Ensure the enlistment packet is provided to the guidance counselor quality control non-commissioned officer in sufficient time to allow for quality control checks in accordance with local policy.

c. Interview (hot seat) all applicants before their departure to MEPS. The purpose of the hot seat interview is to uncover any information which could delay or halt MEPS processing. The primary areas to concentrate on are:

(1) Is the applicant committed to joining the Army?

(2) Is the applicant presold on a particular option or MOS?

(3) Did the applicant reveal all law violations?

(4) Did the applicant reveal all medical problems and tattoos?

(5) Was the applicant truthful about drug and alcohol use?

(6) Was the applicant's height and weight verified?

Section IV Waiver Preparation

6-6. Procedures

a. RS commanders will ensure the time spent preparing waivers will be beneficial for the applicant and the Army. Follow waiver processing procedures outlined in AR 601-210 and USAREC Reg 601-56, and make appropriate entries on the RWS.

b. RS commanders will review and perform a quality control check of all waiver requests to ensure accuracy and compliance with regulatory guidance before forwarding.

c. RS commanders will ensure that all waiver screens have been completed; additionally, replication must be accomplished (see USAREC Reg 350-6, app I) so waivers can be tracked properly.

Chapter 7 Enlistment Maintenance (DEP and DTP)

Section I General

7-1. Purpose

a. Taking care of your DEP and DTP soldiers is more than maintenance; it is getting the DEP and DTP soldiers involved, making them know and feel that they are part of a team. They are a part of the Army of One.

b. This chapter provides the RS commander with guidance and procedures for managing the DEP, DTP, and unit members maintenance ef-

forts of recruiters.

c. USAREC Reg 601-95 describes specific information regarding DEP, DTP, and unit members maintenance.

Section II Policy

7-2. Update procedures

Upon enlistment, RS commanders will ensure that the applicant's status is changed from applicant to DEP, DTP, or unit member as appropriate on the RWS.

Section III Shipment of RA and USAR Enlistees

7-3. RS commanders' responsibilities

a. RS commanders will ensure that recruiters have fully prepared applicants for processing at the scheduled date and time. This includes ensuring that applicants have all required documents in their possession and no more than the personal items specified within the DEP packet provided at enlistment. In addition, verify that appropriate transportation of the applicant to the MEPS for shipment has been arranged.

b. Transporting applicants in privately-owned vehicles by recruiting personnel is prohibited. After shipping DEP, DTP, or unit members the RS commander will ensure the shipper's PDR file disposition code is changed appropriately.

7-4. Enlistee and accession followup

Following DEP-out, RS commanders will perform a thorough review to ensure all status and disposition codes have been changed appropriately at the next scheduled DPR.

Chapter 8 Training

Section I General

8-1. Purpose

Training is a vital part of RS success. RS commanders must evaluate his or her recruiters, plan and conduct training, and maintain the skills needed to achieve RS mission box. It is a fact that all recruiters will not attain the same level of salesmanship or product knowledge. Therefore, training must be an ongoing process utilizing all assets to train the recruiting force. This chapter contains policy and guidance concerning the duties and responsibilities of the RS commander as a trainer. Details of the programs within this chapter can be found in USAREC Manual 25-100 and USAREC Pam 350-2.

8-2. Policies

a. Training will be conducted as situations dictate. RS commanders will review market penetration, mission accomplishment, and market expansion weekly during the RS production meeting and AAR process. RS commanders will conduct weekly production meetings and AARs with

recruiters to discuss and evaluate the RS's performance. RS commanders will direct appropriate actions to improve the RS's mission performance based on the information revealed during the RS production meeting and AAR. The RS commander and recruiters must understand that training is essential for success. The RS commander must tailor training based on the changing market environment as well as the identified training needs of the recruiter to ensure mission box accomplishment is achieved. RS commanders are the primary trainers of recruiters and will conduct RS training as frequently as necessary.

b. RS commanders will tailor training for individual recruiters reinforcing skills taught institutionally, increasing the level of the recruiter's proficiency. The RS commander is responsible for the training of new policies and procedures, or when a systemic problem is identified. If the RS commander identifies individual problems, one-on-one training will be provided to correct those deficiencies. Time management is important and as such, training should be direct and focused on identified needs. In addition to training needs identified during the RS production meeting and AAR process, the following sources may be used to formulate training ideas. This list is not all-inclusive and any other source may be used.

- (1) Command policy.
- (2) Conversion data.
- (3) Common task testing summary report.
- (4) Inspector general findings.
- (5) Observations during DPR.
- (6) Station training assessment review (STAR).
- (7) Market analysis.
- (8) USAREC Form 660 results.

c. RS commanders will maintain a brown folder on recruiters assigned to the RS. The brown folder contains information vital to the training process. This folder will have five sections. (The folders will be ordered through normal supply channels.) Each folder will contain the following items in the order listed below:

- (1) Section 1: Personal data form.
- (2) Section 2: Physical training (PT) card and any profiles.
- (3) Section 3: Additional duty orders, bullet examples for NCOERs.
- (4) Section 4: DA Form 2166-8-1 (NCO Counseling Checklist/Record), blank copy of NCOER, working copy of NCOER, and last completed NCOER.
- (5) Section 5: Monthly counseling statement and USAREC Form 1165 (USAREC Schools/ Training Folder).

NOTE: This folder will contain all records of training and counseling.

d. RS commanders will maintain a STAR folder for the RS. The STAR folder is designed to serve as a quarterly training review and assessment meeting between the CLT and the RS commander. It is designed for the RS commander to identify strengths and weaknesses of the RS. RS commanders will complete the STAR folder on a quarterly basis. The STAR folder is divided into three sections (see app R).

(1) RS assessment which consists of the following key areas:

(a) Team mission success: Has the RS made combined mission for the quarter? Yes or No.

(b) Low producers: How many low producers as defined by standard, are there for the quarter compared to total number of production recruiters? (Example: 1:5).

(c) Market share: Based on the Army's percentage of DOD enlistments (example: 45 percent).

(d) Total conducted/tested: The total number of appointments conducted by the RS for the quarter, and total number of applicants tested for the quarter (example: 160/85).

(e) Senior and grad LRL and ALRL contact percentage: The total percentage of seniors and grads contacted from the LRL and ALRL (example: 70/65 percent).

(f) Floor conversion: Percentage of total sent to floor versus enlisted (example: 70 percent).

(g) QNE/PDQ: Total number of qualified not enlisted (QNE) for the quarter, and total number of permanently rejected for medical reasons (example: 5/10).

(h) DEP/DTP loss: Percentage of RA DEP losses for the quarter and total number of USAR members failure to ship within maximum allowable time constraints (example: 14 percent/2).

(i) DEP/DTP referrals: Total number of DEP and DTP referrals received during the quarter (example: 20/10).

(j) HRAP/ADSW: Total number of Hometown Recruiter Assistance Program (HRAP) soldiers utilized during the quarter and total number of days used by ADSW for the quarter (example: 1/30).

(k) NCOER counseling: Has the RS commander completed NCOER counseling for the quarter? Yes or No.

(2) RS training plan/record: This section is used to plan and record near-term training events. The remarks section is used to annotate reason for training and any other relevant information (i.e., time, location, and instructor).

(3) STAR: The RS commander and 1SG will use this section to identify strengths and weaknesses of the RS. Additionally, the 1SG will provide leader development mentoring and direction to the RS commander for the upcoming quarter.

Section II Programs

8-3. Recruiter Program

RS commanders will ensure new recruiters are properly trained in accordance with USAREC Pam 350-2 and USAREC Manual 25-100. RS commanders will document all training in the Recruiter Handbook.

8-4. Physical training and weight standards

a. PT is the individual soldier's responsibility. RS commanders will ensure PT activities are integrated into the time management plans of all assigned personnel. Soldiers are required

to take the Army physical fitness test semiannually for record.

b. Ensure all soldiers comply with AR 600-9.

Section III Administration

8-5. Performance counseling

RS commanders will conduct performance counseling in accordance with AR 623-205. Counseling is the cornerstone of effective and positive leadership. Structured, positive counseling ensures the standard is communicated in a way so the soldier can understand it and is willing to accomplish the mission. All RS commanders must be familiar with, and comply with, AR 623-205 in order to clearly communicate standards, appraise recruiter's performance, and issue guidance for improved performance.

8-6. Reports and records

RS commanders will:

a. Annotate his or her planning guide with any training provided to a recruiter.

b. Ensure recruiters annotate their planning guides with all training received. At a minimum, the name of the instructor and subject(s) taught.

c. Maintain USAREC Pam 350-2 in accordance with the procedures found therein and USAREC Manual 25-100.

d. Monthly, provide the CLT with progress reports on personnel failing to meet weight and Army physical fitness test standards.

e. Maintain the current copy of USAREC Form 660 in the inspection log binder. Maintain the previous evaluation in the RS's active files (General Reference Files, 601-210i) for 1 year.

f. Record all formal individual training with task conditions and standards on USAREC Form 967 (Training Record). The planning guide will be used to annotate all training regardless of additional documentation requirements. Examples of training that will be documented in the planning guide but not necessarily on USAREC Form 967 are RS commander training, RS training between 1SG and recruiters, and training given by the RS commander.

NOTE: USAREC Manual 25-100 has information for the proper completion of USAREC Form 967.

RS Production Collection Worksheet

(For use of this form see USAREC Reg 350-7)

Station: Palm Springs

As of: 15 Feb 02

		Monday		Tuesday		Wednesday		Thursday		Friday		Total		
		AC	T	AC	T	AC	T	AC	T	AC	T	MSN	AC	T
RECRUITER RA <u>X</u> USAR _____	GRD			1		1	1						2	1
	SR	1			1			1					2	1
SFC Quiles-Exia	OTH													
	GC													
	PS							1					1	
	OTH	1		1									2	
	TOTAL	2		2	1	1	1	2					7	2
		AC	T	AC	T	AC	T	AC	T	AC	T	MSN	AC	T
RECRUITER RA <u>X</u> USAR _____	GRD			1									1	
	SR									1			1	
SSG Smith	OTH													
	GC													
	PS			1		1				1			2	1
	OTH			2		1				1	1		4	1
	TOTAL													
	AC	T	AC	T	AC	T	AC	T	AC	T	MSN	AC	T	
RECRUITER RA <u>X</u> USAR _____	GRD	1											1	
	SR			1	1								1	1
SGT Smith	OTH													
	GC													
	PS													
	OTH					1							1	
	TOTAL	1		1	1	1							3	1
	AC	T	AC	T	AC	T	AC	T	AC	T	MSN	AC	T	
RECRUITER RA _____ USAR <u>X</u>	GRD					1							1	
	SR							1					1	
SFC Johnson	OTH													
	GC	2		1			2						3	2
	PS	1		1					1				2	1
	OTH													
	TOTAL	3		2		1	2	1	1				7	3
	AC	T	AC	T	AC	T	AC	T	AC	T	MSN	AC	T	
RECRUITER RA _____ USAR _____	GRD													
	SR													
	OTH													
	GC													
	PS													
	OTH													
	TOTAL													
TOTALS		AC	T	AC	T	AC	T	AC	T	AC	T	MSN	AC	T
RECRUITER RA <u>3</u> USAR <u>1</u>	GRD	1		2		2	1					2	5	1
	SR	1		1	2			2		1		1	5	2
Palm Springs RS	OTH											2		
	GC	2		1			2					1	3	2
	PS	1		1				1	1			2	3	1
	OTH	1		2		2					1		5	1
	TOTAL	6		7	2	4	3	3	1	1	1	8	21	7

Figure 4-1. Sample of a completed USAREC Form 635-K

Appendix A References

Section I Required Publication

USAREC Reg 350-6
Recruiter Production Management System.

Section II Related Publications

AR 600-9
The Army Weight Control Program.

AR 601-210
Regular Army and Army Reserve Enlistment Program.

AR 623-205
Enlisted Evaluation Reporting System.

USAREC Reg 37-16
Recruiter Expense Allowance.

USAREC Reg 56-1
Management of Government-Owned Vehicles.

USAREC Reg 350-9
Recruiting Company Production Management System.

USAREC Reg 380-4
Security Program.

USAREC Reg 600-22
Assignment of Enlistment Processing Responsibility.

USAREC Reg 601-56
Waiver, Delayed Entry Program Separation, and Void Enlistment Processing Procedures.

USAREC Reg 601-95
Delayed Entry and Delayed Training Program.

USAREC Reg 601-104
Postsecondary Schools Recruiting Program.

USAREC Reg 608-1
National Voter Registration Act.

USAREC Reg 611-4
Screening Tests.

USAREC Pam 350-2
Recruiter Handbook.

USAREC Pam 350-7
Recruiter Salesmanship.

USAREC Pam 350-13
School Recruiting Program Handbook.

USAREC Manual 25-100
Training the Recruiting Force.

USAREC Manual 100-5
Recruiting.

Section III Prescribed Forms

USAREC Form 533
Processing List. (Cited in para H-3.)

USAREC Form 611
DEP/DTP Tracking Log. (Cited in para J-4.)

USAREC Form 635-B
Conversion Data Chart (RA). (Cited in paras 2-6, F-2a(1), F-2e, and F-3a.)

USAREC Form 635-B-1
Conversion Data Chart (USAR). (Cited in paras 2-6, F-2a(2), F-2e, and F-3a.)

USAREC Form 635-K
RS Production Collection Worksheet. (Cited in para 4-3.)

USAREC Form 636
School Data Sheet (RA and USAR). (Cited in para L-4.)

USAREC Form 711-3
RA and USAR Production. (Cited in paras C-2c, C-3c, and C-5c.)

USAREC Form 762
Lead Source Analysis Sheet. (Cited in para N-4.)

USAREC Form 816
Recruiting Station or Company Assets Form (8 1/2 x 11). (Cited in para 2-6.)

USAREC Form 816-A
Recruiting Station or Company Assets Form (15" X 24"). (Cited in paras C-2a, C-3a, and C-5c.)

Section IV Related Forms

DA Form 31
Request and Authority for Leave.

DA Form 2166-8-1
NCO Counseling Checklist/Record.

DD Form 1966 series
Record of Military Processing - Armed Forces of the United States.

DD Form 2807-2
Medical Prescreen of Medical History Report.

OPM Form 71
Request for Leave or Approved Absence.

SF 1164
Claim for Reimbursement for Expenditures on Official Business.

USAREC Form 446
School Folder.

USAREC Form 512
Regular Army and Reserve Components Referral Sheet.

USAREC Form 539
Lead Refinement List.

USAREC Form 539-A
Lead Refinement List (Continued).

USAREC Form 584
Motor Vehicle Usage Record.

USAREC Form 660
Recruiting Station Evaluation Checklist.

USAREC Form 794
Enlistment Processing Worksheet.

USAREC Form 967
Training Record.

USAREC Form 979
Recruiter Aide or Active Duty for Special Work Performance Report.

USAREC Form 1079
Registration Application Summary.

USAREC Form 1117
Recruiting Inspection Log.

USAREC Form 1165
USAREC Schools/Training Folder.

USMEPCOM Form 714-A
Request for Examination.

Appendix B
Summary of Required Reports and Records

records applicable to RS commanders as required by this regulation (see table B-1).

hibited unless a copy of additionally required reports or records is furnished through the chain of command and approved by HQ USAREC (RCRO-PP), Fort Knox, KY 40121-2726.

B-1. General

This appendix provides a summary of reports and

B-2. Policy

Local supplementation of this appendix is pro-

Table B-1
RS commander reports

Report or Record	Type	Suspense	Report To	Reference
ADSW	USAREC Form 979	As Required	Rctg Bn Operations	USAREC Reg 350-7
Applicants Scheduled for Processing	ARISS TOS	DPR	CLT	USAREC Reg 350-7
RS Production Collection Worksheet	USAREC Form 635-K	Daily	CLT	USAREC Reg 350-7
Conversion Data Charts (RA and USAR)	USAREC Form 635-B and USAREC Form 635-B-1	Monthly (prior to the start of T-2 of the new recruit ship month (RSM))	CLT for Review	USAREC Reg 350-7
Daily Expenses	SF 1164	Monthly	Rctg Bn	USAREC Reg 37-16
DEP/DTP Tracking Log	ARISS TOS	As Required	CLT	USAREC Reg 350-7
Lead Source Analysis Sheet	ARISS TOS	Monthly (RA and USAR)	CLT	USAREC Reg 350-7
Processing List	ARISS TOS	DPR	Not Applicable	USAREC Reg 350-7
Projected Testers	ARISS TOS	DPR	CLT	USAREC Reg 350-7
RA and USAR Production	ARISS TOS	As Required	Not Applicable	USAREC Reg 350-7
Recruiter Aide Performance Report	USAREC Form 979	As Required	Rctg Bn Operations	USAREC Reg 350-7
Recruiting Station Assets Form	USAREC Form 816	Monthly	CLT	USAREC Reg 350-7
Referral Sheet	USAREC Form 512	As Required	CLT	USAREC Reg 601-95
School Information Screens	ARISS RWS	Monthly	CLT	USAREC Reg 350-7
Serious Incident Report	Telephonic	As Required	CLT	USAREC Reg 380-4
Vehicle Usage Report	USAREC Form 584	Monthly	CLT	USAREC Reg 56-1
Voter's Registration	USAREC Form 1079	Quarterly	Rctg Bn	USAREC Reg 608-1

**Appendix C
Recruiting Station Operations and Market
Analysis Board**

**Section I
RA and USAR**

C-1. General

The operations and market analysis board is a standardized method of displaying market demographics, RS zone, and market penetration information for RS commander review and analysis.

C-2. Construction

The operations and market analysis board will be locally constructed of 3/8-inch plywood. Overall dimensions will be 39 inches wide (when closed) and 36 inches in height. Two hinged doors, of equal dimensions, will be attached as indicated at figure C-1. Existing boards approximating the normal dimensions specified may be used indefinitely.

a. Left side. USAREC Form 816-A (Recruiting Station or Company Assets Form) (see fig C-2). Table C-1 provides instructions for completing USAREC Form 816 and USAREC Form

816-A.

b. Center portion. Operations and market map.

NOTE: Attach three clear acetate sheets to the center of the board to be used as overlays.

c. Right side. USAREC Form 711-3 (Regular Army and Army Reserves Production) (see figs C-3 and C-4 and table C-2).

C-3. Posting requirements

a. Left side. USAREC Form 816-A. This form presents a summary of recruiting operations effectiveness, as well as personnel, logistics, and

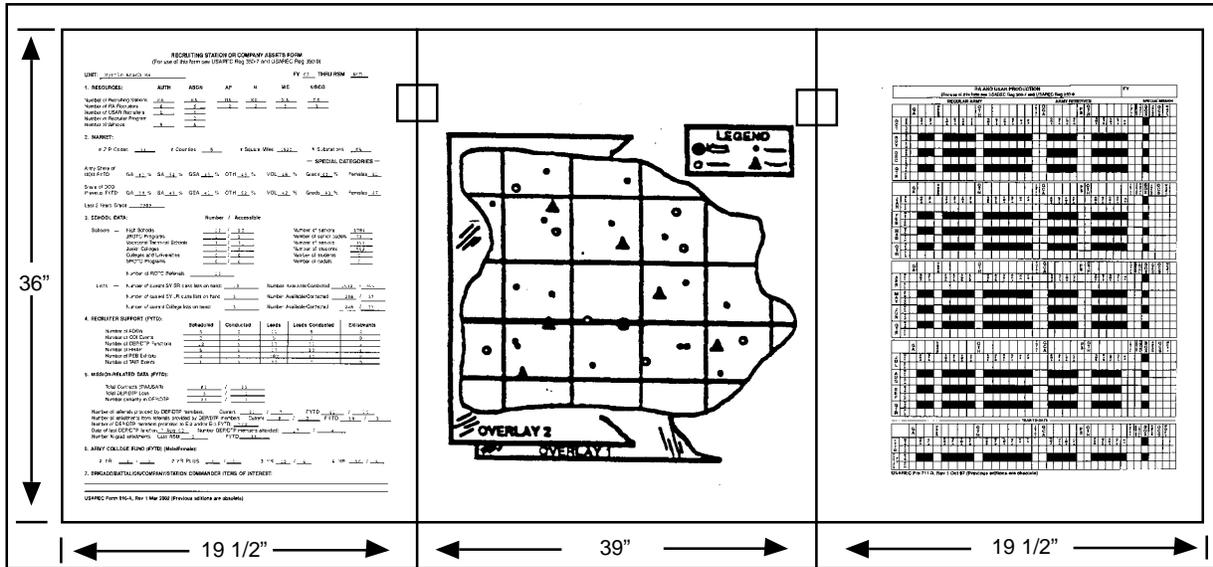


Figure C-1. Sample of an RS operations and market analysis board

market demographic summaries. This form will be reviewed monthly at the close of each RSM and posted or updated. USAREC Form 816-A, RSM September will be retained in the RS files for 2 years.

b. Center.

(1) The operations and market map is placed in the center section allowing the legend to be prominently displayed. Once the map is in place, mark it with stick-on stars as indicated in table C-3.

(2) Overlay 1. Using 1/8" black map tape, outline the RS boundary. Updates of overlay 1 will be done on a need-to-change basis.

(3) Overlay 2. Using the legend to show the colored dot and coding, place a coded dot on overlay 2 for each enlistment contract type. The dot will be placed in a position corresponding to the location the applicant was initially found (this also includes college students). Post contracts representing out-of-zone enlistees on the border of the RS boundaries. Updates to overlay 2 will be done as contracts are obtained. Overlays 1 and 2 will be retained in the RS files for 2 years.

(4) Overlay 3. Affix a self-adhesive address label over each ZIP Code with the information

recorded in figure C-5 and prepared per the instructions in table C-4. In some RS's it may be impractical to affix the labels directly to overlay 3 due to the high number of ZIP Codes or small scale on the operations and market map. In these cases, the ZIP Code labels may be attached to 5" x 8" index cards and tacked to the inside of the center section of the operations and market analysis board. When using this option, ensure each ZIP Code is identified on overlay 3 using a blue marker. The information on the labels will be written in pencil and updated quarterly upon receipt of the quarterly report of the fiscal year-to-date (FYTD) RS market share report.

NOTE: In cases where RS zones are changed, all overlays and maps will be retained for 2 years.

c. Right side. USAREC Form 711-3. Post monthly and quarterly missions to USAREC Form 711-3 within 5 working days following mission receipt. Post monthly achievements daily as they occur and quarterly achievements at the close of each quarter. Post FYTD data with requirements at the close of each RSM and achievements through the previously completed RSM. Post previous fiscal year's (FY's) data at the end of the FY where it will remain throughout the

current FY.

**Section II
RS Briefing**

C-4. General

The presentation of the RS to a visitor reflects directly on the RS commander's managerial ability, proficiency, credibility, and total professionalism. Furthermore, the RS briefing clearly indicates whether the RS commander has the ability to analyze strengths and weaknesses in the RS, in turn, devising appropriate plans, which capitalize on the strong points and rectifies deficiencies.

C-5. Steps of the RS briefing

a. Step 1. The RS commander (assistant RS commander or ranking NCO in the absence of the RS commander) will call the RS to "Attention" ("At Ease" if the visitor is a senior NCO), and report to the visitor at the front door. He or she will introduce themselves and then introduce everyone in the RS. Recruiters presently involved in a sales presentation or telephone call will excuse themselves, stand and greet the visitor, and

then respectfully return their attention and efforts to their prospect or applicant.

b. Step 2. After initial introductions, the RS commander will give the visitor a tour of the RS. This brief tour will include viewing of the supply room, testing room, and any adjoining rooms. Additional points of interest, such as adjoining sister services, should be mentioned.

c. Step 3. At the completion of the RS tour, the RS commander will direct him or her to the location of the RS operations and market analy-

sis board. The briefing will begin by directing the visitor's attention to the center section of the board (operations and market map). At this time, the map orientation will commence identifying local headquarters, RS boundaries, and major points of interest pertaining to demographic and geographic market influencers. The RS commander will then brief USAREC Form 816-A. The briefer should not read the assets form to the visitor, but should cover each major heading, commenting only on those entries that require

an explanation or comment. In conclusion, the RS commander will provide an overview of USAREC Form 711-3, highlighting shortfalls with an appropriate action already formulated that will result in mission box.

d. Step 4. When the visitor has finished reviewing and making comments, he or she will then be escorted to the door for departure. At the same time, the RS commander will call the RS to "Attention" ("At Ease" if the visitor is a senior NCO).

Table C-1
Instructions for completing USAREC Form 816 and USAREC Form 816-A (all entries are current as of the last RSM)

Section: **Enter:**

UNIT: The name of the RS or Rctg Co.

FY ____ THRU
RSM ____ The last time USAREC Form 816 or USAREC Form 816-A was updated (i.e., FY 02 through RSM Aug).

1. RESOURCES:

The number of RS's authorized (AUTH) and number of other services' RS's in the Rctg Co's area. Not applicable to RS, RS will enter NA.

The number of RA and USAR recruiters authorized (AUTH) by tables of distribution and allowances, actually assigned (ASGN) including RS commanders and the number of other services' recruiters.

The number of RA and USAR recruiters assigned currently in the Recruiter Program.

The number of vehicles authorized by tables of distribution and allowances and assigned.

2. MARKET:

The number of ZIP Codes, counties, and square miles within the boundaries of the RS or Rctg Co.

The total percent of Army's share of DOD take for each category indicated by the most current Market Share Report (FYTD).

- GA - I-III A grads.
- SA - I-III A seniors.
- GSA - I-III A grads and seniors.
- OTHER - Any category other than GSA.
- VOL - All contracts combined.
- Grads - This category is used to track all grads regardless of test category.
- Females - This category is used to track all females regardless of test category.

The total percent of Army's share of DOD take for each category indicated by the previous FYTD's Market Share Report corresponding to the same period being reported for this FY.

The total number of available graduates for the last 2 years, from all assigned HS's.

3. SCHOOL DATA:

Schools - The total number of HS's and the number of those HS's that are accessible to recruiters.
The total number of seniors attending all HS's in the RS area, as reported by the schools. This number must match the total number of seniors added together from the individual school folders.

The number of JROTC Programs (all services) and number of those that are accessible to recruiters.
The total number of senior cadets.

The total number of Vocational-Technical schools.
The total number of seniors attending the school, regardless if they are carried on another HS list.

The total number of Junior Colleges.
The total number of students.

The total number of Colleges and Universities.
The total number of students.

The number of SROTC programs (all services) and number of those that are accessible to recruiters.
The number of cadets in SROTC programs.

The number of ROTC referrals submitted during this FY.

Table C-1

Instructions for completing USAREC Form 816 and USAREC Form 816-A (all entries are current as of the last RSM)--continued

Lists - The total number of complete lists on hand (85 percent or more with name and address or telephone number) for the senior and junior class. Of the current SY senior and junior lists on hand, enter the total number of students available for contact (this number should equal the total of all schools' LRLs combined), and the total number of students actually contacted, of those available.

NOTE: In the HS section, the "number of seniors" is the population reported directly from the schools. The "number available" in the list section, is the number of seniors with a name and a telephone number and/or address. The two numbers may not be the same. The difference between these two figures shows how far an RS is from constructing lists of 100 percent of the enrolled seniors.

4. RECRUITER SUPPORT (FYTD):

Of the recruiter support activities listed below, appropriately enter the total number scheduled and conducted FYTD. Enter the total number leads generated and leads conducted as a result of the recruiter support activity FYTD. Finally, enter the total enlistments that resulted from the recruiter support activity FYTD.

- ADSW.
- COI Events.
- DEP and DTP Functions.
- HRAP.
- Recruiting Support Battalion Exhibits.
- Total Army Involvement in Recruiting (TAIR) Events.

5. MISSION-RELATED DATA (FYTD):

The total number of RA and USAR contracts written FYTD.

The total number of DEP and DTP losses FYTD.

The total number currently in DEP and DTP.

The total number of referrals provided by DEP and DTP members, current and FYTD (current are DEP and DTP members presently in the DEP and DTP). FYTD, being all referrals from the beginning of the FY to present. The total number of enlistments from referrals provided by DEP and DTP members (current and FYTD).

The total number of DEP and DTP members promoted to E-2 or E-3 FYTD as a result of referrals.

The date of last DEP and DTP function and number of DEP and DTP members attended.

The total number of hi-grad enlistments last RSM and FYTD.

6. ARMY COLLEGE FUND (FYTD):

The total number of males and females who enlisted for the 2-year Army College Fund (ACF), 2-year plus ACF, 3-year ACF, and 4-year ACF.

7. BRIGADE/BATTALION/COMPANY/STATION COMMANDER ITEMS OF INTEREST:

Used for additional information.

NOTE: All entries are current as of the last completed RSM.

Table C-2

Instructions for completing USAREC Form 711-3

Cells Numbered	Enter (use fig C-4 with this table):
(1)	Enter assigned mission in "black" as received from higher headquarters. Special Mission: Normally RS's will not receive Officer Candidate School or Warrant Officer Flight Training missions from the recruiting brigade (Rctg Bde) headquarters; however, local headquarters may assign these missions, which will then be placed under the appropriate category.
(2)	Enter total net achievements for assigned mission categories in "blue" for mission accomplishment and "red" for shortfalls. Special Mission: Indicate all Officer Candidate School and Warrant Officer Flight Training enlistments under the appropriate special mission category in "blue."
(3)	Enter actual contract category net achievements in "green" by education level, gender, and test category (i.e., GMA, SFA, GFB, CFA, etc.). (Example, if four SMAs were contracted and the RS took an SMA DEP loss, then a green "3" would go under SMA.) NOTE: Place all Tier 2 (HA) and Tier 3 (NA) achievements under the "HA" category respectively separated with a slash (/).

Table C-2
Instructions for completing USAREC Form 711-3--continued

(4)	Enter any other mission category received from Headquarters, United States Army Recruiting Command (HQ USAREC). NOTE: This is for HQ USAREC assigned mission categories only.
(5)	Enter total assigned mission as received from higher headquarters for the RA, USAR, and their combined total.
(6)	Enter total net achievements for assigned mission categories for the RA, USAR, and their combined total.
(7)	Enter a blue "Y" if mission box or a red "N" if not.

Table C-3
Contract and accession legend

POSTING INSTRUCTIONS			
RESOURCES	1/2" STARS	CONTRACTS	1/4" DIAMETER DOTS
RS's	Red	RA GRAD (see note below)	Green
HS's	Blue	SR	Light Blue
Colleges	Silver	RA OTH (see note below)	Yellow
Industries	Gold	USAR GC	Orange
USAR and Army National Guard Units	Green	USAR (PS)	Red
		USAR OTH	Blue

NOTE: For the purpose of posting the market and analysis board, RA Grad includes GB and G4. RA OTH will only consist of Tier 2, Tier 3, and PS contracts. Example: A III-B RA Grad is depicted by a green dot with an "O" in its center.

TEST CATEGORY	
TEST SCORE CATEGORY	DOT CODING
I-III A	UNMARKED
III B	O
IV	X

NOTE: All dots, except those representing PS, will be coded as described above.

Table C-4
Instructions for completing ZIP Code information for the address labels for overlay 3

Section	Entry Instructions
ZIP Code	Enter the postal ZIP Code that corresponds to the area covered.
City	Enter the name of the city that encompasses the ZIP Code.
DOD VOL	Enter the total number of volume contracts written FYTD by all the services combined.
DOD GSA	Enter the total number of GSA contracts written FYTD by all the services combined.
AR	Enter the number of volume contracts written FYTD by the Army followed by the corresponding volume percentage.
AF	Enter the number of volume contracts written FYTD by the Air Force followed by the corresponding volume percentage.
N	Enter the number of volume contracts written FYTD by the Navy followed by the corresponding volume percentage.
MC	Enter the number of volume contracts written FYTD by the Marine Corps followed by the corresponding volume percentage.

RECRUITING STATION OR COMPANY ASSETS FORM
(For use of this form see USAREC Reg 350-7 and USAREC Reg 350-9)

UNIT: Myrtle Beach RS FY 02 THRU RSM AUG

1. RESOURCES:	AUTH	ASGN	AF	N	MC	USCG
Number of Recruiting Stations	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number of RA Recruiters	<u>6</u>	<u>6</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>1</u>
Number of USAR Recruiters	<u>1</u>	<u>1</u>				
Number in Recruiter Program		<u>2</u>				
Number of Vehicles	<u>5</u>	<u>5</u>				

2. MARKET:

ZIP Codes 34 # Counties 5 # Square Miles 1522 # Substations NA

— SPECIAL CATEGORIES —

Army Share of DOD FYTD: GA 43 % SA 52 % GSA 47 % OTH 45 % VOL 46 % Grads 44 % Females 51

Share of DOD Previous FYTD: GA 39 % SA 43 % GSA 41 % OTH 52 % VOL 42 % Grads 41 % Females 47

Last 2 Years Grads: 2909

3. SCHOOL DATA:

Number / Accessible

Schools — High Schools	<u>12</u> / <u>12</u>	Number of seniors	<u>1784</u>
JROTC Programs	<u>1</u> / <u>1</u>	Number of senior cadets	<u>73</u>
Vocational-Technical Schools	<u>3</u> / <u>3</u>	Number of seniors	<u>151</u>
Junior Colleges	<u>1</u> / <u>1</u>	Number of students	<u>512</u>
Colleges and Universities	<u>0</u> / <u>0</u>	Number of students	<u>0</u>
SROTC Programs	<u>0</u> / <u>0</u>	Number of cadets	<u>0</u>

Number of ROTC Referrals 13

Lists — Number of current SY SR class lists on hand:	<u>12</u>	Number Available/Contacted	<u>1532</u> / <u>763</u>
Number of current SY JR class lists on hand:	<u>3</u>	Number Available/Contacted	<u>248</u> / <u>37</u>
Number of current College lists on hand:	<u>3</u>	Number Available/Contacted	<u>248</u> / <u>37</u>

4. RECRUITER SUPPORT (FYTD):

	Scheduled	Conducted	Leads	Leads Conducted	Enlistments
Number of ADSW	3	2	11	8	2
Number of COI Events	2	1	5	3	0
Number of DEP/DTP Functions	12	6	13	11	3
Number of HRAP	5	5	17	13	4
Number of RSB Exhibits	2	2	187	10	2
Number of TAIR Events	1	1	37	7	0

5. MISSION-RELATED DATA (FYTD):

Total Contracts (RA/USAR)	<u>83</u> / <u>23</u>
Total DEP/DTP Loss	<u>6</u> / <u>1</u>
Number currently in DEP/DTP	<u>21</u> / <u>6</u>

Number of referrals provided by DEP/DTP members: Current 31 / 7 FYTD 41 / 11
 Number of enlistments from referrals provided by DEP/DTP members: Current 8 / 2 FYTD 10 / 3
 Number of DEP/DTP members promoted to E-2 and/or E-3 FYTD: 7/2
 Date of last DEP/DTP function: 7 Aug 02 Number DEP/DTP members attended: 17 / 4
 Number hi-grad enlistments: Last RSM 2 FYTD 11

6. ARMY COLLEGE FUND (FYTD) (Male/Female):

2 YR 3 / 0 2 YR PLUS 3 / 1 3 YR 12 / 4 4 YR 10 / 6

7. BRIGADE/BATTALION/COMPANY/STATION COMMANDER ITEMS OF INTEREST:

USAREC Form 816-A, Rev 1 Mar 2002 (Previous editions are obsolete)

Figure C-2. Sample of a completed USAREC Form 816-A

Appendix D Recruiting Station Commander Distribution Parameters

The RS commander distribution parameters allows the RS commander to assign schools and ZIP Codes to recruiters. This will allow leads to be distributed directly into the recruiter's RWS. RS commanders will use the following procedures:

- a. Connect to ISP.
- b. Click Dial-Up Networking.
- c. Click Dial.
- d. Enter user name and password.
- e. Click OK.
- f. Wait during messages, as necessary.
- g. Message displays when connected.
- h. Right click Permit Client icon.
- i. Click Disable.
- j. Begin; Login User.
- k. Right Click Permit/Client Program icon.
- l. Click Login User.
- m. Insert PKI disk.
- n. Click Browse.
- o. Click My DOD ID Certificate.
- p. Click OK.
- q. Password entered.
- r. Click OK.
- s. Wait during messages, as necessary.
- t. Extended Authentication.
- u. Click OK.
- v. Wait during messages, as necessary.
- w. Access and Logon to ARISS.
- x. Click Netscape Communicator.
- y. Wait for connection, as necessary.
- z. Click Bookmarks.
- aa. Click Top of System West or East.
- ab. Enter User Name.
- ac. Enter Password.
- ad. Click Logon.
- ae. Click Distribution Parameters.
- af. Wait during download, as necessary.
- ag. Click Desired Recruiter.
- ah. Click Desired School.

NOTE: Schools are listed twice so they can be assigned to an RA and USAR recruiter.

- ai. Click Assign "Up Arrow."
- aj. Click key icon by recruiter.
- ak. Click Schools Folder Key icon.
- al. Repeat steps to assign additional schools.
- am. Click "Type" window drop-down arrow.
- an. Click ZIP Code.
- ao. Click Desired Recruiter.
- ap. Click Selected ZIP Code for RA or USAR recruiter.
- aq. Click Assign.
- ar. Click ZIP Code Key.
- as. To remove ZIP Codes or Schools.
- at. Click "Type" window drop-down arrow.
- au. Click School or ZIP Codes.
- av. Click one school, then shift-click the other.
- aw. Click Remove "Down Arrow."
- ax. To split a school between two recruiters:

NOTE: You must divide the school by alphabetical order.

ay. Change the End Name letter of assigned letters to Recruiter "A" (i.e., "A – L").

- az. Click the scroll bar up/down arrow.
- ba. Click Unassigned Schools list.
- bb. Select the School that appears with the alphabetical letters (i.e., "M – Z") and assign to recruiter "B."

Appendix E Troubleshooting Guide

E-1. Telephone prospecting

Trouble making appointments.

a. Not establishing rapport. Find out as much as you can prior to calling (i.e., Ask DEP members for current and past yearbooks, sports, and other school activities; talk to other people who might know the individual and can give you information).

b. Not creating enough interest. You must ask fact-finding, open-ended questions. This will assist you in uncovering the prospect's buying motive.

c. Not using the buying motive as a reason for asking for an appointment. Don't forget you must sell the appointment not the Army.

d. Not asking for the appointment, just flat not asking: "John, would Monday at 4:00 p.m. be good or Tuesday at 6:00 p.m. be better for you to talk about your buying motive? I'll see you at 4:00 p.m., if you have a friend bring him or her with you."

e. Not prospecting or prospecting at the wrong time (i.e., calling from your senior LRL during school hours).

E-2. Appointment made to conducted

Trouble with no-shows.

a. Not enough interest created during prospecting. (See trouble making appointments.)

b. Too much time between appointment made and conduct. (More than 72 hours increases no-show rate.) Followup 24 hours before appointment to confirm.

c. Overselling on the telephone. Telling the lead everything over the telephone will leave little to talk about during the interview.

d. Making the appointment just for the sake of satisfying a requirement. (Not making a good appointment.) You know this person will be a no-show, remember you have to followup on this person (time management).

e. Failure to confirm the time and place of appointment.

f. Failure to confirm the prospect's mode of transportation to the place of appointment.

g. Failure to use effective listening when speaking with the prospect(s).

E-3. Appointment conducted to test

Low conversion from appointment conducted to test.

a. Did you get a commitment from the applicant? Did you ask the applicant to enlist?

b. Did you present features and benefits for all the applicant's buying motives?

c. Did you sell the Army and present facts, evidence, benefits, and attempt to obtain an agreement for all the applicant's buying motives?

d. Did you have a dominant buying motive to present facts, evidence, benefits, and agreement or did you just assume what your applicant wanted?

e. Did you paint word pictures and put the prospect in the pictures?

f. Did you ask a second and third time for the commitment?

g. Did you schedule a followup appointment if you could not close the first time?

h. Did you use all the recruiting tools available to you (i.e., your sales book, recruiting publicity items, other members of your recruiting team, etc.)?

i. Did you provide the prospect with a benefits summary sheet?

E-4. Trouble getting applicants to pass the ASVAB

a. Did you WINCAST or EST the applicant?

b. Are you administering the WINCAST or EST properly?

c. Are you using the probability tables for the WINCAST and EST?

d. Are you prospecting in a quality market or just calling anyone to make an appointment?

e. Did you ask if the applicant was taking college preparatory courses or general studies in school?

f. Did you ask if the applicant took the Scholastic Aptitude Test or the American College Test?

g. Did you ask if the applicant has previously taken the ASVAB or SASVAB?

E-5. Test pass to physical

Trouble getting applicants from test pass to physical.

a. Did you just sell the test and hope the applicant would physical and enlist later?

b. Did you probe training, education, adventure, money, and service to country; or did you assume you knew what the applicant wanted?

c. Did you give the applicant a reason to physical and enlist (i.e., did you satisfy the applicant's dominant buying motive and properly present facts, evidence, benefits, and attempt to obtain an agreement)?

d. Did you close the sale and ask for the enlistment or did you assume the applicant would physical and enlist? Did you get a commitment?

e. Did you fail to overcome the applicant's objection to physical and enlist?

f. Did you take too much time from the applicant's test date to physical? (Did you give the applicant too much time to think about his or her decision and change his or her mind)?

E-6. Physical to physically qualified

Trouble getting applicants to pass the physical.

a. Did you properly prescreen the applicant using DD Form 2807-2 (Medical Prescreen of Medical History Report)?

b. Did you have medical documentation for all cases where an individual was hospitalized or received treatment from a doctor?

c. Did you check with parents to clear up any questions about physical problems the applicant might have had?

d. Did you advise applicant about MEPS processing procedures (i.e., consults, blood pressure, high protein, bring glasses, refraction, etc.)?

e. Did you check thoroughly for drug and/or

alcohol abuse?

f. Did you send an applicant you knew wasn't qualified to physical?

g. Did you use Dial-A-Medic for questionable cases? (Dial-A-Medic is a telephone contact at each MEPS that reaches the medical section. It is designed to provide guidance to recruiters pertaining to medical questions.)

E-7. Physically qualified to enlisted

Trouble getting applicants from physically qualified to enlisted.

a. Did you close the sale? (Was the applicant ready to enlist)?

b. Did you sell specific options the applicant might not be qualified for (i.e., mechanics to a person who could be colorblind)?

c. Did you oversell your applicant (i.e., Loan Repayment Program, ACF, MOS, and unit of assignment)?

d. Did you send your applicant to MEPS to let the guidance counselor close the sale?

e. Did you explain MEPS processing procedures to your applicant (i.e., long day and to be patient)?

f. Did you fail to determine your applicant's real buying motives?

g. Did you present features and benefits to satisfy your applicant's real needs, wants, and desires?

h. Did you uncover the emotional reason for buying?

E-8. Ship

Are you having DEP losses?

a. Have you kept in contact with your DEP members per USAREC Reg 601-95?

b. Do you have monthly DEP functions and do your DEP members bring referrals?

c. Are your DEP functions fun and informative and do you vary the content or do the same thing every time?

d. Do you explain to the parents how important the DEP member's contract is?

e. Do you properly train, motivate, and prepare your DEP members for active duty?

f. Do you tell your DEP members what an important job, etc., he or she enlisted for although it may not have been their first choice?

g. Do you constantly reinforce the sale with your DEP members—after the sale?

h. Do you give your DEP members the same amount of attention and interest as you did before they enlisted?

**Appendix F
Conversion Data Chart**

F-1. General

RS conversion data determines work requirements (phase lines) needed to achieve success in converting applicants through the processing cycle to produce contracts.

F-2. Policy

a. The following forms will be used to determine conversion data for the RS:

- (1) RA - USAREC Form 635-B (see fig F-1).
- (2) USAR - USAREC Form 635-B-1 (see fig F-2).

b. From test pass through contract, only Alpha contracts will count for conversion data (except for the PS category on the USAR forms, where all data is used regardless of test category). This will raise conversion data for appointment made through test high enough to cover for the assigned other mission.

c. Round up all calculations. Round conversion data up to the next highest tenth, and all

other calculations to the next highest whole number, unless otherwise noted.

d. The RS commander must understand and believe in the conversion data to achieve a sense of ownership and an understanding of the recruiting cycle and how it is affected by individual efforts. RS commanders will provide assistance and review recruiters' conversion data prior to the start of the new RSM.

e. When filling in or updating USAREC Form 635-B or USAREC Form 635-B-1, use pencil only, or use the electronic forms.

F-3. Conversion Data Chart

a. Conversion data for the target RSM must be prepared. Instructions for filling out RS conversion data are listed below. The conversion data chart can be filled out in four simple steps and an optional fifth step. See figures F-1 and F-2 (located at the end of this app) for a sample of a completed USAREC Form 635-B and USAREC Form 635-B-1.

(1) Step 1. Fill in blanks for station and RSM at the top of form.

(2) Step 2. Erase oldest RSM and replace with last completed RSM.

(3) Step 3. Add all columns to get a total for each column for the rolling 12-months total.

(4) Step 4. Divide contract column into appt made, appt cond, test, test passed, and floor columns to find conversion for each column.

(5) Step 5. Use the total computation table as another way of completing step 2 and 3, if you find it easier for you.

b. Step 1. Start in section 1 (refer to fig F-1a). Circle station, fill in RS name, and fill in the month and FY of the RSM that you will be preparing the data for. In our example, we just started RSM September FY 01, therefore, RSM August is the last completed RSM. In this case you would be figuring the data for RSM October FY 02. Even though you are currently in RSM September, the data that you will be calculating will be for RSM October Conversion Data, and October FY 02 is entered in the RSM block because that is the month that the data will be utilized.

CONVERSION DATA CHART (RA)

(For use of this form see USAREC Reg 350-6 and USAREC Reg 350-7)

RECRUITER/STATION: Columbus West RS

RSM: OCT

FY: 02

Figure F-1a. Section 1

c. Step 2. Section 2 contains the rolling 12-months of data that the conversion is based on. Each line contains a month and FY, and that month's corresponding gross achievements by category. This data comes straight from the RS

achievements. Simply erase the oldest RSM on the form and replace with the achievements from the most recently completed RSM. To use the example from step 1, you would erase RSM August FY 00 (the oldest month), and replace it

with the RS achievements from RSM August FY 01 (newest completed month). See figure F-1b.

RSM & YR	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GRAD	SR	GRAD	SR	GRAD	SR	GA	SA	GA	SA	GA	SA
JAN FY 01	35	47	27	35	7	6	4	3	3	2	2	2
FEB FY 01	41	44	35	33	8	8	4	4	4	4	3	3
MAR FY 01	33	45	28	34	6	7	3	4	3	3	3	3
APR FY 01	37	53	33	45	5	8	3	4	3	2	2	2
MAY FY 01	31	48	28	39	9	10	5	5	3	4	3	3
JUN FY 01	42	46	36	41	7	8	4	4	4	3	3	2
JUL FY 01	45	48	39	39	4	6	2	3	2	3	1	3
AUG FY 01	41	57	33	44	7	8	4	4	3	3	2	3
SEP FY 00	38	52	31	42	5	9	3	5	2	4	2	3
OCT FY 01	46	62	38	54	10	11	5	6	4	4	4	3
NOV FY 01	31	58	25	41	9	8	5	4	5	3	5	3
DEC FY 01	35	59	30	39	7	6	4	3	3	3	2	2

Figure F-1b. Section 2

d. Step 3. Section 3 contains the rolling 12-months total. Just add the 12 months of data in each column to get a new total. Erase the old

total in section 3, and replace it with the new total (step 5 explains another method of doing this). Add all grad made appointments in sec-

tion 2, then in section 3 erase the old number and replace it with the new total. Do this for all columns across the form (see fig F-1c).

ROLLING 12-MONTHS TOTAL

	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GRAD	SR	GRAD	SR	GRAD	SR	GA	SA	GA	SA	GA	SA
TOTAL	455	619	383	486	84	95	46	49	39	38	32	32

Figure F-1c. Section 3

e. Step 4. Section 4 will contain the new conversion data. This is obtained through simple division. In section 3, take the grad appointment made total (455), and divide it by the total number of GA contracts (32). This will give you the conversion data for that category and processing phase (14.21, rounded up to the next tenth =

14.3). That means that it takes your RS, on average, 14.3 grad appointments made to produce one GA contract. Place the conversion data in the appropriate column in section 4. Divide the rest of the grad and GA data in section 3 by total GA contracts in section 3 to find the conversion for the remaining processing phases. Place this

conversion data in the corresponding columns in section 4. Now follow the same pattern to obtain SA conversion data. For USAR, simply substitute GCA for GA and PS for SA (see fig F-1d).

ROLLING 12-MONTHS CONVERSION DATA

	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GRAD	SR	GRAD	SR	GRAD	SR	GA	SA	GA	SA	GA	SA
CONV	14.3	19.4	12.0	15.2	2.7	3.0	1.5	1.6	1.3	1.2	1.0	1.0

Figure F-1d. Section 4

f. Step 5 (optional). Section 5 provides space for you to compute the new rolling 12-months total. This is provided for your convenience and is not mandatory.

(1) Line 1 - Total. Enter the data from section 3.

(2) Line 2 - (-) Oldest RSM. Enter the data

from the oldest RSM line from section 2. In our example, this would be September FY 00.

(3) Line 3 - Results. Subtract line 2 from line 1 and enter the results.

(4) Line 4 - (+) Last Comp RSM. Enter the achievements from the last completed conversion data chart. In our example this would be

RSM August FY 01.

(5) Line 5 - (=) New Total. Add lines 4 and 5, place this new data in section 3. In our example (fig F-1e), this would be the new rolling 12-months data which will be used for finding our RSM October conversion data.

TOTAL COMPUTATION TABLE

(The use of this table is optional. However, its use will facilitate dropping the oldest and adding the most currently completed RSM whereas conversion data may be calculated.)

	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GRAD	SR	GRAD	SR	GRAD	SR	GA	SA	GA	SA	GA	SA
TOTAL	447	626	374	472	87	103	48	52	40	41	33	34
(-) OLDEST RSM	33	64	24	48	10	16	6	7	4	6	3	5
RESULTS	414	562	350	424	77	87	42	45	36	35	30	29
(+) LAST COMP RSM	41	57	33	44	7	8	4	4	3	3	2	3
(=) NEW TOTAL	455	619	383	468	84	95	46	49	39	38	32	32

Figure F-1e. Section 5

F-4. Disposition and filing instructions

File USAREC Form 635-B and USAREC Form 635-B-1 in the General Reference Files 601-210i (Conversion Data) for 2 years, then destroy.

CONVERSION DATA CHART (RA)

(For use of this form see USAREC Reg 350-6 AND USAREC Reg 350-7)

RECRUITER/STATION: Columbus West RS

RSM: OCT FY: 02

RSM & YR	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GRAD	SR	GRAD	SR	GRAD	SR	GA	SA	GA	SA	GA	SA
JAN FY 01	35	47	27	35	7	6	4	3	3	2	2	2
FEB FY 01	41	44	35	33	8	8	4	4	4	4	3	3
MAR FY 01	33	45	28	34	6	7	3	4	3	3	3	3
APR FY 01	37	53	33	45	5	8	3	4	3	2	2	2
MAY FY 01	31	48	28	39	9	10	5	5	3	4	3	3
JUN FY 01	42	46	36	41	7	8	4	4	4	3	3	2
JUL FY 01	45	48	39	39	4	6	2	3	2	3	1	3
AUG FY 01	11	57	33	44	7	8	4	4	3	3	2	3
SEP FY 00	38	52	31	42	5	9	3	5	2	4	2	3
OCT FY 01	46	62	38	54	10	11	5	6	4	4	4	3
NOV FY 01	31	58	25	41	9	8	5	4	5	3	5	3
DEC FY 01	35	59	30	39	7	6	4	3	3	3	2	2

ROLLING 12-MONTHS TOTAL

TOTAL	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GRAD	SR	GRAD	SR	GRAD	SR	GA	SA	GA	SA	GA	SA
TOTAL	455	619	383	486	84	95	46	4	39	38	32	32

ROLLING 12-MONTHS CONVERSION DATA

CONV	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GRAD	SR	GRAD	SR	GRAD	SR	GA	SA	GA	SA	GA	SA
CONV	14.3	19.4	12.0	15.2	2.7	3.0	1.5	1.6	1.3	1.2	1.0	1.0



TOTAL COMPUTATION TABLE

TOTAL	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GRAD	SR	GRAD	SR	GRAD	SR	GA	SA	GA	SA	GA	SA
TOTAL	447	626	374	472	87	103	48	52	40	41	33	34
(-) OLDEST RSM	33	64	24	48	10	16	6	7	4	6	3	5
RESULTS	414	562	350	424	77	87	42	45	36	35	30	29
(+) LAST COMP RSM	41	57	33	44	7	8	4	4	3	3	2	3
(=) NEW TOTAL	455	619	383	468	84	95	46	49	39	38	32	32

USAREC Form 635-B, Rev 1 Nov 98 (Previous editions are obsolete)

Figure F-1. Sample of a completed USAREC Form 635-B

CONVERSION DATA CHART (USAR)

(For use of this form see USAREC Reg 350-6 and USAREC Reg 350-7)

RECRUITER/STATION: Columbus West RS

RSM: OCT FY: 02

RSM & YR	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GC	PS	GC	PS	GC	PS	GCA	PS	GCA	PS	GCA	PS
JAN FY 01	12	7	8	4	3	3	2	3	2	2	2	2
FEB FY 01	10	5	6	3	3	2	2	2	1	2	0	2
MAR FY 01	9	6	6	4	2	3	1	2	1	2	1	2
APR FY 01	13	8	7	5	3	4	1	4	1	4	1	3
MAY FY 01	11	9	8	6	4	4	2	3	2	2	1	2
JUN FY 01	12	7	8	5	3	3	2	3	1	3	1	3
JUL FY 01	10	8	8	6	3	4	2	3	1	3	1	2
AUG FY 01	9	6	7	4	2	2	1	2	1	2	1	2
SEP FY 00	11	8	9	5	4	3	2	3	2	2	1	2
OCT FY 01	12	9	10	7	4	5	2	4	2	4	1	4
NOV FY 01	10	8	8	5	3	4	1	4	1	3	1	2
DEC FY 01	14	8	11	7	5	4	3	3	2	3	2	3

ROLLING 12-MONTHS TOTAL

	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GC	PS	GC	PS	GC	PS	GCA	PS	GCA	PS	GCA	PS
TOTAL	133	89	96	61	39	41	21	36	17	32	13	29

ROLLING 12-MONTHS CONVERSION DATA

	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GC	PS	GC	PS	GC	PS	GCA	PS	GCA	PS	GCA	PS
CONV	10.3	3.1	7.4	2.2	3.0	1.5	1.7	1.3	1.4	1.2	1	1



TOTAL COMPUTATION TABLE

	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		CONTRACT	
	GC	PS	GC	PS	GC	PS	GCA	PS	GCA	PS	GCA	PS
TOTAL	131	91	95	64	41	44	22	38	17	33	12	30
(-) OLDEST RSM	7	8	6	7	4	5	2	4	1	3	0	3
RESULTS	124	83	89	57	37	39	20	34	16	30	12	27
(+) LAST COMP RSM	9	6	7	4	2	2	1	2	1	2	1	2
(=) NEW TOTAL	133	89	96	61	39	41	21	36	17	32	13	29

USAREC Form 635-B-1, Rev 1 Nov 98 (Previous editions are obsolete)

Figure F-2. Sample of a completed USAREC Form 635-B-1

Appendix G Time Management

G-1. General

a. Time management is essential for successful completion of all assigned tasks to ensure RS mission accomplishment. Time management is controlling the events that consume time during the recruiter's day. It is imperative that recruiters systematically plan and record all known future events that will consume time in their planning guide. RS commanders will ensure that recruiters prepare a 2-week plan. This plan must reflect the critical mission tasks (lead generation and prospecting) and all known future events that will consume the recruiter's time. All plans must be detailed and reflect the events entered on the RWS. This plan will be recorded in the recruiter's planning guide.

b. The key to effective time management is planning. Planning takes time initially, but saves time in the end. Planning also helps to analyze what events are needed to accomplish the required tasks. When planning, you should use a backward planning process. First identify what task is necessary to accomplish and then determine the sequence of events that are required to achieve the task.

c. Prioritizing tasks is also necessary to ensure that those tasks planned are fundamental to achieving the recruiting mission. Proper time management ensures that sufficient time is dedicated to critical mission tasks, lead generation, and prospecting. Virtually all remaining functions represent chain of command or system functions that consume the recruiter's available time. It is essential that leaders minimize these additional requirements to allow recruiters to be able to make maximum use of their time for mission-related tasks. Recruiters must examine the activities in their day and reduce or eliminate those activities that detract from mission accomplishment, and focus on those activities that will ensure successful mission accomplishment.

G-2. Planning guide

a. The planning guide is the time management tool. RS commanders must discipline themselves and their recruiters to systematically record all known future events in the planning guide.

b. The planning guide is organized into three sections:

(1) Yearly section. Used to display major events or activities that are planned far in advance. Entries made to this section are ultimately repeated in the monthly and/or daily section of the planning guide, as firm dates are developed for activities. It is especially useful as a long-range planning tool that may be used to develop market penetration plans.

(2) Monthly section is used to record mid-range plans. This section is similar in use to the yearly section, except that more detailed planning usually occurs in this phase. Once again, entries in this section are typically moved to the daily section as planning details, dates, and times become firm. RS training, date, subject, and

trainer will be incorporated in this section then moved to the daily section.

(3) Daily section is dedicated to each day of the year, on which specific events or actions are scheduled. Referred to as the short-range plan; this section provides a listing of all activities which will consume a recruiter's time. Unused time must be well managed to accomplish lead generation and prospecting activities, which are keys to consistent mission accomplishment.

c. Major activities that will be included in the time management plan, but not limited to, are:

(1) Prospecting activities. Telephone calls from the LRL, face-to-face prospecting, house calls, school visits, referral prospecting, etc.

(2) Lead generation activities. Obtaining and constructing lead lists and/or LRL's, school visits, face-to-face, DEP functions, HRAP utilization, COI events, TAIR events, etc.

(3) Applicant processing activities. Testing, physicals, and packet and waiver preparation.

(4) Sales interviews and applicant or prospect followup.

(5) DPR with recruiters and the CLT.

(6) Training. Individual, RS, Rctg Co, and Rctg Bn events. Training sessions with recruiters. For example, accompanying them on house calls, sales interviews, prospecting activities, and other recruiter training. Recruiter program training will also be incorporated into the plan.

(7) PT.

(8) DEP and DTP referral and/or maintenance activities.

(9) Miscellaneous activities. Administrative and logistical duties, personal affairs, travel time, etc.

G-3. Planning leave

Recruiters should integrate plans for annual leave periods with recruiting-related plans in the planning guide. DA Form 31 (Request and Authority for Leave) or OPM Form 71 (Request for Leave or Approved Absence) should be submitted for approval before the RS quarterly mission assignment.

G-4. Analysis

a. RS commanders and recruiters should construct plans together to avoid conflicts and to keep everyone informed. The requirement for the RS commander to validate and initial the recruiter's planning guide daily (see app M) provides the RS commander the opportunity to review the recruiter's plan. Pay particular attention to whether there is a good mix of recruiting activities, particularly face-to-face prospecting; telephone prospecting; and prospect followup. Is the recruiter processing and not prospecting? The daily analysis of the recruiter's time management is directly related to DPR. Ask yourself, "Will this plan support accomplishment of current mission requirements?" "Is this plan the most effective one to impact production?"

b. The RS commander should also review his or her own plan and ask the following questions:

(1) Is adequate time spent with my recruiters

in the Recruiter Program?

(2) Are training sessions scheduled in advance by task? For both successful and marginal recruiters? Is the training being conducted?

(3) Am I periodically accompanying recruiters on face-to-face lead generation and prospecting trips?

G-5. Filing and disposition instructions

a. The planning guide will be filed in the RS functional files at the close of the calendar year in file 601-210i (Reference Paper Files Planning Guide), retained for 1 year, and then destroyed.

b. In case of recruiter reassignment, the planning guide is filed as described above, provided to the recruiter's replacement upon assignment, and again filed when it is of no further use to the newly assigned recruiter.

Appendix H

Applicant Processing List

H-1. Procedures

Applicant processing lists are located at the ARISS TOS in the Leads Reports folder. These lists are reports and will be populated based on the RS commander approval of actions in the Contact History screen located in the RWS Leads/Reports application. All entries are automatic and RS commanders are not able to make annotations on the report.

H-2. Policies

a. ARISS TOS maintains a separate applicant processing list for each recruiter.

b. Each entry on the applicant processing list must ultimately be closed by a final disposition that is approved by the RS commander; a record that has a final disposition means termination of the PDR and will tag the record for removal on the next replication process. The RS commander may determine that the applicant is not sufficiently interested in further processing to warrant near-term followup, and establish a more realistic suspense date in the future. In this case the RS commander will annotate in the remarks for the recruiter to change the disposition to followup and ensure the PDR is properly annotated and suspended. The recruiter's planning guide will also be posted with the action required.

c. Applicant records that have a final disposition and are removed from the recruiter's RWS for any reason and reestablished later may be credited as a regenerated appointment, at the discretion of the RS commander. This will depend upon the effort expended to regenerate prospect interest in enlistment.

NOTE: In all cases, a regenerated lead will be shown on the responsible recruiter's applicant processing list. Annotate lead source as original source of lead.

d. As recruiters accomplish their objectives, the RS commander will approve accomplishments during DPR or as they become available on the Contact History screen. The applicant processing list will be updated daily, part of the replication process so that the RS commander can maintain a firm grasp on achievements towards the objectives and give guidance accordingly.

e. When an applicant enlists, the recruiter will enter a disposition of enlisted and upon the RS commander's approval the applicant processing list will be populated with the updated data. RS commanders will annotate in the Remarks area when the initial DEP or DTP orientation is to take place.

H-3. Disposition and filing instructions

File paper-based USAREC Forms 533 (Processing List) in the General Reference Files, 601-210i (Processing Lists) for 2 years and then destroy. All electronic applicant processing lists will be maintained at ARISS TOS for 3 years and then moved to an archive.

Appendix I
Recruiting Station Centralized Prospect Data
Record File System

I-1. General

It is the responsibility of the RS commander to keep and maintain the centralized PDR filing system (Division V (Enlisted File)) for the RS until the paper-based records have met the represented 8-year military service obligation. See figure I-1 for filing system and labeling.

I-2. Enlisted file

The enlisted file will contain the paper PDRs of RA and USAR enlistees and are filed in the year and month the individual is scheduled for expiration term of service (ETS). Destroy these cards 3 months after the initial scheduled ETS. Example, a USAR applicant enlisting for an 8x0 option would be placed in the file corresponding to 8 years from current year, or an RA applicant enlisting for 4 years would be placed in the file corresponding to 4 years from current month and

year. Before destruction, RS commanders will screen cards for potential PS enlistments.

NOTE: The enlisted paper-based files will at all times represent the 8-year military service obligation. New records initiated in the RWS Leads/Reports application will be electronically stored at the ARISS TOS after RS commander's approval. These records will be stored for the same storage time listed above.

I-3. Terminated file

a. The paper-based terminated file will contain cards on individuals who are permanently rejected or are no longer considered a viable prospect. These cards will clearly state the disqualification (i.e., severe asthma, multiple felonies, positive drug and alcohol test, etc.) and date in red in the upper right-hand corner. The PDR and LRL will clearly show the appropriate code, reason, and date of closure. Example, LI, will pursue other options, 010128; or QNE, enlisted in another service, 010606.

b. Terminated cards may be destroyed after

maintaining 6 months from date of termination. Recruiter will document the LRL with a similar statement: "PDR destroyed 010128, before or following destruction of the PDR". The RS commander will review these cards again for possible waiver eligibility before allowing destruction. NOTE: Under no circumstances will PDRs be destroyed before appropriately annotating the LRL with final disposition code, reason for terminating, and date.

c. Terminated records from the RWS Leads/Reports application will be maintained at the ARISS TOS. These records will be removed from the recruiter's laptop after the RS commander has approved the final disposition on the Contact History screen. These records will not be retrievable until a later release. (See table I-1 for all ARISS disposition codes.)

NOTE: RS commanders must ensure that the records identified have no enlistment value prior to approving for termination and subsequent removal from the recruiter's RWS Leads/Reports application.

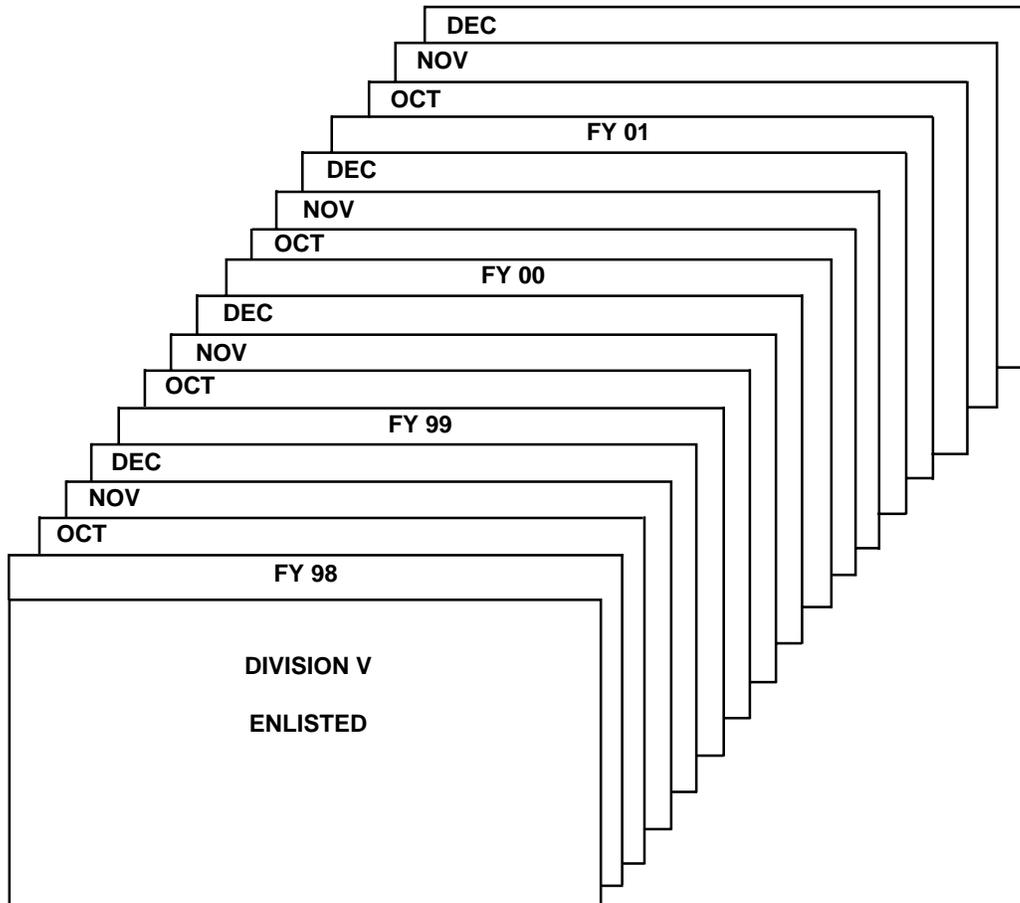


Figure I-1. RS level 200 card filing system (Division V)

Table I-1
ARISS leads and reports application disposition codes

RA AND USAR						
Disposition	Lead	Prospect	Applicant	DEP	DTP	Unit Member
Deceased	F	F	F	F	F	F
Unqualified Underage	X					
Unqualified Physical	X	X	X	X	X	X
Unqualified Dependents	X	X	X	X	X	
Unqualified Education	X	X	X	X	X	
Unqualified ASVAB	X	X	X			
Unqualified Moral	X	X	X	X	X	
Pending Contact	X					
Moved	F	F	F			
Not Interested	X	X	X			
Unable to Contact	X	X	X			
Not Interested College	X	X	X			
Not Interested Continuing Education	X	X	X			
Enlisted Other Service	F	F	F			
Permanent Unqualified Age		F	F			
Permanent Unqualified Physical		F	F	F	F	
Permanent Unqualified Dependents		F	F	F	F	
Permanent Unqualified Moral		F	F	F	F	
Unwilling to Commit	X	X	X			
Qualified Not Enlisted			X			
Attending Phase II						X
Complete Phase I						X
Failed to Ship				X	X	X
Attending Phase I					X	X
Complete Phase II						F
Unqualified Overage		F	F			
Followup	X	X	X	X	X	X
Mission Accomplished			X			
Renegotiated				X	X	
Shipped				F	F	X
Temporary Unqualified			X	X	X	X
Referred Active Component	X	X	X			
Referred Army Reserve	X	X	X			
Referred Army National Guard	F	F	F			
Referred Other Service	F	F	F			
Referred ROTC	F	F	F		X	

Table I-1
ARISS leads and reports application disposition codes--continued

Disposition	Lead	Prospect	Applicant	DEP	DTP	Unit Member
Referred Chaplain	X	X	X			
Referred AMEDD	X	X	X			
Reassigned	X	X	X	X	X	X
Duplicate Lead	F					
Requested Suppression	F	F	F			
Duplicate Merge	F	F				
Courtesy Ship				X	X	
Courtesy Enlist			X			
Pending Processing		X	X			
Incomplete Medical Records			X			
Extended (SF Only)						
Enlisted			X	X	X	
Pending Separation				X	X	X
Pending Enlistment			X			
Pending Waiver			X	X	X	
Pending Source Documents			X	X	X	
Qualified Pending Accession			X			
Declined			X			
Qualified Pending Selection			X			
Qualified Not Selected			X			
Selected Not Accessed			X			
Selected			X			
Classed						
Processing			X			
Accessed			X			
Gated						
Bragg						
Commissioned			X			
Shipped to OBC						
Terminated	F	F	F			
Discharged				F	F	F

F = A final disposition that will remove a record from the system and data will not be recoverable.
X = A temporary disposition that can be changed for future processing.

Appendix J DEP/DTP Tracking Log

J-1. General

The DEP/DTP tracking log provides the RS commander with a means to manage the DEP and DTP pool. This report is automated and located at the ARISS TOS in the Leads Reports folder.

J-2. Procedures

RS commanders will:

a. Review the DEP/DTP/Unit Member screen and the Contact History to ensure that information has been updated. Once reviewed, the RS commander will approve or disapprove the action that the recruiter has entered. Upon approval, the DEP/DTP tracking log will reflect the appropriate updates after the replication process has been completed.

b. As part of the remote or face-to-face DPR process the RS commander will ensure the information is:

- (1) Updated after each and every enlistment.
- (2) After a DEP, DTP, or courtesy enlistment

has departed the MEPS for the training base, the recruiter will update the appropriate area on the Contact History screen by selecting "Shipped" in the disposition. In the case of DTP members requiring both basic training and advanced individual training (AIT) (split training options), recruiters will select Attending Phase I. The record will be maintained with a Next Action of Telephone Call and a Next Action Date of the projected return date of the DTP member. If a reservation has not yet been made for AIT, the Contact History screen will be annotated in the Remarks area that a Phase II reservation is needed. When the DTP member has returned from Phase I training (basic training) the DTP member's status will be changed to Unit Member and the disposition will be Complete Phase I. An appropriate suspense will be established at that time for the recruiter followup and ensure an AIT reservation is made.

NOTE: It is the TPU commander's responsibility to request the reservation for AIT.

(3) When a unit member has shipped to his or her Phase II training (completed AIT), the Contact History will be updated by the recruiter with a disposition of Shipped. RS commander will verify that the Contact History is completed and accurate.

c. Ensure recruiters and the CLT are kept informed of DEP and DTP status.

J-3. Analysis of DEP/DTP tracking log

It is necessary for RS commanders to periodically review the DEP/DTP tracking log to determine if recruiter maintenance of the DEP and DTP pool is adequate, to ensure required followup is accomplished, and that recruiters obtain referrals. The purpose of analysis by the RS commander is to assist in formulating training and leadership actions that will reduce DEP attrition and increase production because of DEP and DTP referrals.

- a. The log indicates the size of the RS DEP

and DTP pool. Larger pools increase the potential for referrals. Recruiters' efforts expended in followup also increases, reducing the amount of attention for each DEP or DTP member. During periods of large DEP and DTP pool volume (typically the summer months), RS commander efforts must be directed to the amount of time management spent in effective DEP and DTP maintenance to prevent an increase in DEP loss and DTP reservation cancellations, and benefit from DEP and DTP referrals.

b. A small number of promotions, should alert RS commanders to the need for greater emphasis on training and leadership focused in increasing referrals.

c. Whenever a significant number of scheduled DEP or DTP followup suspense dates have not been met, additional recruiter training and emphasis is indicated. Time management, work ethics, and sales ability may be areas of concern, particularly if this situation is accompanied by unacceptable DEP loss rates and a poor volume of referrals converted to contracts.

J-4. Disposition and filing instructions

Cutoff the paper-based USAREC Form 611 (DEP/DTP Tracking Log) at the end of each RSM. File in the active files (General Reference File, 601-210i) for 15 months then move to the inactive files, store for 1 year, and then destroy. All electronic DEP/DTP tracking logs will be maintained on the ARISS TOS for 3 years and then moved to an archive.

Appendix K

MEPS Processing List

K-1. General

The ARISS MEPS processing list is automated and located at the ARISS TOS in the Leads Reports folder. This report provides the RS commander with a method of viewing applicants that have been projected for processing by selecting a date range. The RS commander can view an individual recruiter's processing list or the RS's processing list. All entries are automatic based on projections by recruiters and RS commanders are not able to make annotations on this report.

K-2. Procedures

- a. RS commanders will verify that applicants have been projected for processing.
- b. This data will enable RS commanders to track all applicants and enlistments as they are processed.
- c. RS commanders will also use this data to track applicants that fail to enlist (QNE, temporary medical rejects, etc.).

K-3. Analysis

The RS commander will periodically check the MEPS processing list from previous RSMs to ensure QNE, temporary medical rejects, medical holds, etc., are given another opportunity to enlist.

K-4. Disposition

All electronic MEPS processing lists will be maintained at the ARISS TOS for 3 years and then moved to an archive.

Appendix L

School Information Screens

L-1. General

The ARISS School Information screens are designed to record market data and recruiting activities associated with each assigned school, and provides the RS commander a method of determining progress made in penetrating the school market. Information entered on these screens is obtained from recruiters, LRLs, ALRLs, and school folders located on the RWS.

L-2. Procedures

The ARISS School Information screens are designed to make it easier for the recruiter to access information about his or her school. This function will allow you to have up-to-date historical data on all your schools performance and productivity. This tool used in conjunction with the paper-based USAREC Form 446 will enhance your ability to design a productive School Recruiting Program. The ARISS School Information function is divided into three screens.

a. The School Information screen: This section is for school profile data. The basic school information, names, address, and telephone numbers, etc., are automatic inputs from the ARISS TOS. The recruiter will input faculty and academic information.

b. The School Activities screen: Recruiters will use this screen to document all accomplishments at schools, the who, what, when, where, and how. This screen will display what has been accomplished and the next scheduled activities at the schools.

c. The Student Information screen: Recruiters will use this screen to maintain a list of key students and people at the school. Recruiters will enter the title (coach, newspaper editor, president etc.), name, e-mail address, and telephone number for these key personnel.

L-3. Analysis

The ARISS School Information screens may be used to examine, in conjunction with the school folders, recruiter effectiveness in the school recruiting market.

a. Analysis of the previous year's enlistments, current DEP and DTP goals, and contract progress may indicate action which must be taken to improve recruiter performance through sales training, lead generation training, program administration assistance, or assistance in gaining school access.

b. Efforts should be made to schedule SASVAB testing, at least once per year, in each assigned school. Seniors and juniors should be scheduled for testing in secondary schools. College level schools should offer the test to all students. Failure to obtain a scheduled date for the SASVAB should result in special emphasis by the RS commander to schedule the test. When another service is assigned responsibility for scheduling the test, coordination with that service will be required upon commitment of the school administration. Schools that decline

participation must be reported to the CLT immediately.

c. Analysis of school population and SASVAB participation will indicate if sufficient planning, advance work (school advertising, prior to administration of the test), and coordination with the school administration has been performed by the assigned recruiter. The maximum number of students participating in the SASVAB should be the goal for each recruiter.

d. Contracting students throughout the SY reflects regular and systematic involvement of the recruiter in the school marketplace.

L-4. Disposition and filing instructions

Maintain the paper-based USAREC Form 636 (School Data Sheet (RA and USAR)) in File No. 601-210i (Recruiting Station Management Files), retain in current files for 2 years and then destroy. All ARISS School Information screens data will be maintained at the ARISS TOS for 3 years and then moved to an archive.

Appendix M Daily Performance Review

M-1. General

DPR is not limited or confined to a scheduled day or time. RS commander and recruiter DPR will be a continuous occurrence which involves the RS commander providing guidance. There are two types of DPR that an RS commander can use to complete this task. These two types are face-to-face and remote. RS commanders will use both types to perform the DPR process with each of their recruiters. The RS commander has the ability to constantly review and monitor recruiting activities even when the recruiter is unavailable; this is considered a remote DPR. This enables the RS commander to better lead and manage personnel and assets toward mission accomplishment. Prior to conducting a face-to-face DPR, the RS commander will conduct a remote DPR to assess the recruiter's work ethic and identify areas of concern. The RS commander will use the remote process to ensure that the information contained in the RWS Leads/Reports application is reflected in the refinement lists and the school folders. All production management reports will be reviewed at the ARISS TOS. RS commanders will then have a clear picture of their recruiters' progress. RS commanders will then conduct a face-to-face DPR with each recruiter in order to ensure their plan is valid and supports mission accomplishment.

M-2. Remote performance review

The remote performance review feature allows the RS commander to gather information in preparation for a face-to-face performance review with his or her recruiters. This feature is designed to minimize the time taken from recruiters' critical mission tasks (lead generation and prospecting).

a. Daily the RS commander will conduct a remote performance review and will, as a minimum, review RS reports located at ARISS TOS. RS production management reports are automated and are located at the TOS. RS commanders will review these reports as part of the DPR process. All reports are populated based on the RS commander's approval or disapproval on the Contact History screen. Reports will only reflect the information that has been approved by the RS commander and are only as accurate as the last update. Reports are accessible by not only the RS commander but by the recruiter. RS commanders can review information on all recruiters in their RS where each recruiter can only view their own information. Reports available are as follows:

- (1) Applicant Processing List.
- (2) Leads Source Analysis.
- (3) MET Processing Log.
- (4) MEPS Processing List.
- (5) DEP/DTP Tracking Log.
- (6) DEP Separation Log.
- (7) Mission Recommendation/Assignment Spreadsheet.
- (8) Recruiter Report Card 598.

- (9) RSM Calendar.
- (10) Awards Substitution Rules.
- (11) Awards Categories/Groups.
- (12) Recruiting Achievement Point Values.
- (13) Month/Quarterly Mission Box.

b. The RS commander will review and conduct an analysis of all items listed above. Once the RS commander has concluded his or her review and analysis they will discuss the results with the recruiter.

c. The RS commander can also review information contained in the RWS Leads/Reports application regarding:

- (1) Leads.
- (2) Prospects.
- (3) Applicants.
- (4) DEP, DTP, and unit members for the USAR.
- (5) COIs and VIPs.
- (6) School Activities.

M-3. Face-to-face performance review

a. RS commanders must be proactive in conducting face-to-face performance reviews. The performance review process is a continuous occurrence which will involve having recruiters back brief the RS commander after conducting interviews or completing the critical mission tasks (lead generation and prospecting).

b. Daily the RS commander will conduct face-to-face performance reviews with each recruiter in the RS and will as a minimum:

NOTE: Ensure recruiter replication has taken place at least 15 minutes prior to the RS commander replicating.

- (1) Check recruiter's appearance.
- (2) Review the recruiter's planning guide to ensure a 2-week plan is in place. Review the plans for the current and following day. The planning guide and the Find screen will be the key to determining what to check during the DPR. Was the previous day's plan executed? If not, why? Was the prospecting effective? Ask the recruiter why or why not? Have deviations to the plan been annotated? Does the plan contain sufficient work effort? Solicit ideas from the recruiter as to how the prospecting could have been more productive. Giving guidance and direction should follow all questions that you ask of your recruiters. When satisfied that the plan is valid and supports mission accomplishment, approve the recruiter's plan by initialing the bottom right-hand corner of the planning guide for that date. Utilizing the planning guide as the document to drive DPR will ensure that "closing the loop" is an ongoing activity. By checking tools that were used the previous day, RS commanders can ensure proper maintenance and utilization of their recruiters' tools. If a tool is in compliance with published standards, go to the next tool. If minor deficiencies are uncovered, make on-the-spot corrections, give guidance, and move on to the next area. In some cases, you will find major deficiencies. In these situations, establish a realistic suspense for the recruiter to fix the deficiencies, then followup on the corrections during a future DPR session. This method of DPR will

ensure compliance and enable RS commanders to more readily analyze trends, identify training needs, and drive production. Proactive DPR will then become a working tool for RS commanders, rather than just a requirement to meet a "closed loop" standard for chain of command and inspector general inspections.

(3) Review information contained in the RWS Leads/Reports application regarding leads, prospects, applicants, and DEP, DTP, and unit members. RS commanders will use the following as a guide to complete the process:

(a) Lead. You can identify the records that you need to DPR in two different ways. First you can use the Create List function or you can use the Find screen. The Create List feature will allow you to filter individual recruiters once you have established your search criteria. This feature is the most expedient method to DPR. Once all the leads are retrieved and displayed, the RS commander will review to see how many leads have not been contacted by referencing the Next Action Date column. The RS commander will look for the lead priority along with the Next Action Date to direct the contact workload of the recruiter. All leads that have a blank Next Action Date and have a priority code of 1 and 2 should be contacted upon receipt. The RS commander will give his or her approval or disapproval for any action which changes the status or disposition of a lead on the Contact History screen to ensure that the RS production reports are populated.

(b) Prospect. You can identify the records that you need to DPR in two different ways. First you can use the Create List function or you can use the Find screen. The Create List feature will allow you to filter individual recruiters once you have established your search criteria. This feature is the most expedient method to DPR. Once all prospects are retrieved and displayed, the RS commander will review the Next Action Date for when the individual is to be contacted next. The RS commander will then refer to the planning guide and ensure entry is annotated properly for the time and date the appointment is to be conducted. The RS commander must ensure that the planning guide reflects the information shown in the Leads/Reports application. The RS commander will also review previously suspended entries, previous appointments made, and discuss the validity and buying motive of new appointments and how to prepare for the sales interview. The intent is for the RS commander to compress the processing cycle and give guidance that will move workable prospects through the cycle to processing and suspense those who are no longer viable. The RS commander will give his or her approval or disapproval for each action on the Contact History screen to ensure that the RS production reports are populated accordingly.

(c) Applicant. You can identify the records that you need to DPR in two different ways. First you can use the Create List function or you can use the Find screen. The Create List feature will allow you to filter individual recruiters once you

have established your search criteria. This feature is the most expedient method to DPR. Once all applicants are retrieved and displayed, the RS commander will review the Next Action Date for when the individual is to be contacted next. The RS commander will then refer to the planning guide and ensure entry is annotated properly for the time and date the appointment is to be conducted. The RS commander must ensure the planning guide reflects the information shown in the Leads/Reports application. The RS commander will also review previously suspended entries to ensure that proper followup procedures are being followed. The intent is for the RS commander to compress the processing cycle and give guidance that will move workable applicants through the cycle to contracting and suspense those who are no longer viable. The RS commander will give his or her approval or disapproval for each action on the Contact History screen to ensure that the RS production reports are populated accordingly.

(d) DEP, DTP, or unit members. You can identify the records that you need to DPR in two different ways. First you can use the Create List function or you can use the Find screen. The Create List function will allow you to filter individual recruiters once you have established your search criteria. This feature is the most expedient method to DPR. Once all DEP, DTP, or unit members records are retrieved and displayed, the RS commander will review the Next Action Date for when the individual is to be contacted next. The RS commander will then refer to the planning guide and ensure entry is annotated properly for the time and date the appointment is to be conducted. The RS commander must ensure that the planning guide reflects the information shown in the Leads/Reports application. The RS commander will review the DEP, DTP, or Unit Member screen and ask questions about referrals, attendance at DEP or DTP functions, and give guidance on what would indicate problems and DEP loss potential. The RS commander will select Red, Amber, or Green to depict the status of the DEP, DTP, or unit member on the Contact History screen using the Ship Potential drop-down box. The RS commander will also review previously suspended entries to ensure that proper followup procedures are being followed. The RS commander will give his or her approval or disapproval for each action on the Contact History screen to ensure that the RS production reports are populated accordingly. If records do not appear on the Applicant Processing List or DEP/DTP Tracking Log (as applicable), then review the Contact History to ensure there is an entry in the Next Action block of initial appointment. If initial appointment has been conducted then there should be an entry of "IA" in the Action block.

(4) Review the RS reports located at the ARISS TOS. RS production management reports are automated and are located at the TOS. RS commanders will review these reports as part of the DPR process. All reports are populated based on the RS commander approval or

disapproval on the Contact History screen. Reports will only reflect the information that has been approved by the RS commander and are only as accurate as the last update. Reports are accessible by not only the RS commander but by the recruiter. The RS commander can review information on all recruiters in their RS where each recruiter can only view their own information. Reports available are as follows:

- (a) Applicant Processing List.
- (b) Lead Source Analysis.
- (c) MET Processing Log.
- (d) MEPS Processing List.
- (e) DEP/DTP Tracking Log.
- (f) DEP Separation Log.
- (g) Mission Recommendation/Assignment Spreadsheet.
- (h) Recruiter Report Card 598.
- (i) RSM Calendar.
- (j) Awards Substitution Rules.
- (k) Awards Categories/Groups.
- (l) Recruiting Achievement Point Values.
- (m) Month/Quarterly Mission Box.

(5) Review with recruiters where they stand on their daily and weekly requirements (e.g., appointments conducted and processing) toward RS mission accomplishment.

c. The RS commander will review and conduct an analysis of all items above. Once the RS commander has conducted his or her review and analysis the RS commander will discuss the results with the recruiter. The RS commander's discussion should include asking the recruiter what he or she plans to do to meet the standards, and what they can do to assist them in meeting their goals. The RS commander should be prepared to give necessary guidance and assistance to ensure RS mission accomplishment.

d. Tips for checking recruiter tools:

(1) Planning guide. Check for proper planning and recording of appointments and activities. Times and dates should match the Contact History screen, prospecting plans, etc.

(2) Paper-based LRLs.

(a) Check for proper coding. Make sure that coding reflects the correct disposition of the record. Leads that commit to an appointment will have their records built into the RWS Leads/Reports application should reflect a disposition of ARISS.

(b) Results of contact. All results will be listed on the paper-based LRL and if a record has been initiated will also be reflected in the RWS Leads/Reports application on the Contact History screen.

(c) Attempts and contacts. All attempts and contacts will be listed on the paper-based LRL and if a record has been initiated will also be reflected in the RWS Leads/Reports application on the Contact History screen.

(3) School folders. Check for correct data on the School Information screen, planning, proper annotations, dates matching with the School Activities screen, etc.

(4) RWS Leads/Reports application. Check lead record, prospect record, COI or VIP, and

Contact History screens for accuracy and completeness. Ensure next action dates, daily and monthly reports, times and dates match.

(5) Refer to figures M-1 and M-2 for illustrations on "closing the loop."

Appendix N

Lead Source Analysis

N-1. General

The ARISS lead source analysis report is automated and is located at the ARISS TOS in the Leads Reports folder. This report provides the RS commander with a method of evaluating sales proficiency in relation to the specific source of lead. Individual recruiters will have access to their own lead source analysis at the TOS. All ARISS lead source analysis reports will be populated based on the RS commander's approval of actions in the Contact History screen located in the RWS Leads/Reports application. All entries are automatic and RS commanders are not able to make annotations on the report.

N-2. Procedures

Analyze the results of each lead source to identify training needs. RS commanders will provide training and leadership to promote sales effort, efficiency, and increased market penetration, as appropriate, among assigned recruiters.

N-3. Analysis

a. The volume of appointments conducted, when compared with contracts obtained, indicates the efficiency in converting prospects of a particular market segment.

b. The absence or low volume of appointments conducted and contracts obtained in a given market segment indicates the potential for increased production by directing activity into the appropriate market.

c. A low volume of contracts obtained in relation to appointments conducted in a particular market segment indicates difficulty in converting appointments to contracts and must be resolved through sales training provided to recruiters by the RS commander, recruiter training noncommissioned officer, and CLT.

d. Regardless of the conversion ratio (i.e., 13:1, 4:1), it is the RS commander's responsibility to ensure that the appointments conducted that did not convert to contracts are not lost and adequate followup guidance is given.

e. As an RS commander, you need to review your recruiters' ARISS lead source analysis data in a face-to-face tutorial with the recruiters. Teach them how to analyze their own data by asking them questions about each lead source. Make sure your recruiters understand their strengths and weaknesses, and know how to improve in both.

N-4. Disposition and filing instructions

Retain the paper-based USAREC Form 762 (Lead Source Analysis Sheet) in 601-210i (Recruiting Management Files) for 2 years. All electronic ARISS lead source analysis data will be maintained at the ARISS TOS for 3 years and then moved to an archive.

Appendix O

Recruiting Inspection Log

O-1. General

USAREC Form 1117 (see fig O-1) is a standardized method of inspecting and maintaining an inspection log in each RS.

O-2. Guidelines

a. RS commanders will ensure that USAREC Form 1117 and USAREC Form 660 are maintained in a three-ring binder in each RS, and are used to record all inspections of that facility. USAREC Form 1117 complements USAREC Form 660 but does not replace it.

b. The RS commander will present the inspection log to all personnel inspecting the RS. Entries in the inspection folder are mandatory for all inspectors from the Rctg Bde, Rctg Bn, and Rctg Co headquarters. Recruiter training personnel at all levels will not make entries in the inspection log. Inspections will be performed each time an RS is entered by Rctg Bde, Rctg Bn, or Rctg Co (other than recruiter training) personnel.

O-3. Entries

Make inspection log entries as follows:

- a. Date. Enter the date of inspection.
- b. Inspector(s). Enter name(s) of the inspector.
- c. Areas and/or Tools Inspected or Reviewed. Self-explanatory.
- d. Finding(s). Enter specific finding of area inspected.
- e. Directives and/or Guidance Provided and Suspense Date. Enter specific directive or guidance required to correct finding, then enter an appropriate suspense date to have findings completed.
- f. Corrective Action Taken, Station Commander Initials, and Date Completed. Commander must indicate the action he or she took to correct each finding, followed by his or her initials, and the date completed.
- g. Validated By CLT or BLT. The CLT or battalion leadership team must verify the corrections were made by signing and dating this block after verification.

O-4. Filing and disposition

Maintain USAREC Form 1117 in a three-ring binder until the close of the FY. The forms will then be transferred to the RS functional files, maintained for 1 year, and then destroyed. Maintain the current USAREC Form 660 in the three-ring binder and the previous semiannual evaluation will be maintained in the RS active files.

RECRUITING INSPECTION LOG	
(For use of this form see USAREC Reg 1-21)	
Date: 16 Sep 2001	Inspector(s): 1SG Castillo
Areas and/or Tools Inspected or Reviewed	
(1) Time management (planning guides)	
(2) Daily Performance Review (DPR)	
Finding(s)	
(1) Numerous days in the last 4 weeks have not been reviewed and initialed in the recruiters' planning guides by the RS commander, which resulted in an unacceptable amount of poorly planned and executed prospecting. Recruiters are averaging 2.1 conducts per recruiter per week over the last 8 weeks and just 1.5 testers per month over the same time period.	
(2) Both face-to-face and ARISS DPR are not being conducted daily between the RS commander and all assigned recruiters.	
Directives and/or Guidance Provided	
Suspense Date	
(1) RS commander will review and initial all planning guides daily. Special attention must be given to ensure that planned prospecting takes place and is productive in nature and not just accomplished to meet a requirement. Prospecting efforts must be adjusted throughout the week to ensure recruiters execute a sufficient amount that will lead to four new conducts per week. Push the test. Followup with all uncommitted, untested applicants to see if they will at least take the test.	23 Sep 01
(2) RS commander will DPR with all the recruiters daily, both face-to-face and with the RWS. You will develop a schedule for DPR so you can establish command and control of your RS. ARISS will enable you to drive production by staying on top of your recruiters' prospecting and processing efforts. It is your job to get the applicants to the floor. Stay focused and make it happen.	23 Sep 01
Corrective Action Taken, Station Commander Initials, and Date Completed	
I am initialing all planning guides now. I have also posted a mandatory prospecting and DPR time schedule which all recruiters have posted to their planning guides. I am using the ARISS remote DPR feature every night to prepare myself for face-to-face DPR with my recruiters. I have also started reviewing all my recruiters ARISS MET processing lists to help recruiters push applicants to the floor. Additionally, I am instructing my recruiters to start pushing applicants to the testing phase of processing.	
Validated By CLT or BLT	
Signature: CLT (1SG or Commander) or Rctg Bn CSM or Commander /signed/	Date: 23 Sep 01

USAREC Form 1117, Rev 1 Oct 2000 (Previous editions are obsolete)

Figure O-1. Sample of a completed USAREC Form 1117

Appendix P

MET Processing Log

P-1. General

The ARISS MET processing log is automated and located at the ARISS TOS in the Leads Reports folder. This report provides the RS commander with a method to analyze the results of ASVAB testing and monitor the progress made towards mission accomplishment. It permits the RS commander to view applicants that have been projected for testing by selecting a date range. The RS commander can view individual recruiter's MET processing logs or the RS's MET processing log. All entries are automatic based on projections by the recruiters and RS commanders are not able to make annotations on this report.

P-2. Procedures

a. Initiate corrective action when testing volume and results do not meet or exceed the USAREC minimum testing standard .

b. RS commanders will track all MET tested applicants for a minimum of 90 days, until enlistment, or final disposition and will review each projected tester and tested not enlisted with the recruiter during DPR. The MET processing log is a vital tool that permits the RS commander to pull contracts along. It must be recognized that contact-to-contract time varies between recruiters in the New Recruiter Program and experienced recruiters. Therefore, RS commanders must enforce a maximum 72-hour appointment made to appointment conducted, and no more than 72 hours from appointment conducted to testing, and no more than 72 hours from testing to floor. The intent is to obtain an enlistment contract at the earliest opportunity. The more elapsed time in the step-to-step processing, the greater the increase in QNE. It is imperative that the RS commander suspense all tested not enlisted for future followup (e.g., parental consent required - set suspense no later than 72 hours after testing).

P-3. Analysis

a. Use of the MET processing log permits the RS commander to review testing volume daily, permitting an assessment of meeting mission requirements.

b. An abnormally large number of unqualified testers may indicate prospecting in restricted market segments, rather than in the entire marketplace.

c. Low test scores may also indicate a need to examine lead source mixes of the RS and/or for individual recruiters.

d. Consistently high scores by the applicants of a single recruiter, when accompanied by low deviations, may indicate the potential for prospecting tips that should be shared with other recruiters.

e. It has been adequately demonstrated by analysis that "MET passed" volume can be used to accurately predict contract volume in the following week.

f. The only acceptable methods of increasing testing volume are to either increase prospecting or to more effectively convert those prospects being processed to contracts. Work ethic and sales training issues must be addressed as possible solutions for low testing volume.

P-4. Disposition

All electronic MET processing logs will be maintained at the ARISS TOS for 3 years and then moved to an archive.

Appendix Q Hometown Recruiter Assistance Program

Q-1. Purpose

HRAP allows outstanding soldiers regardless of rank or age to return to their hometowns to assist in the Army's recruiting efforts. It is up to recruiters and commanders to ensure the program is used to the fullest extent possible. A successful HRAP in your unit is a significant combat multiplier. These soldiers who return home and tell the Army story are a valuable tool for the individual recruiter. Their ability to relate to friends, family, community leaders, and HS classmates can be vital to the accomplishment of our mission.

Q-2. Responsibilities

a. The Deputy Chief of Staff for Personnel has overall responsibility for maintaining policy and procedures for this program.

b. Commanding General (CG), United States Total Army Personnel Command will:

(1) Control personnel actions for HRAP participants under this regulation.

(2) Effectively promote this program within the personnel community.

c. CG, United States Army Training and Doctrine Command; CG, United States Army Forces Command; and all major Army commands (MACOMs) will:

(1) Ensure their installations establish an HRAP point of contact for processing electronic applications using the HRAP database.

(2) Educate commanders at all levels of the Army on the program and its importance in the recruiting process.

d. CG USAREC has overall responsibility for HRAP.

e. Director of Recruiting Operations, HQ USAREC, will:

(1) Establish an HRAP manager responsible for supervising and managing the HRAP.

(2) Educate commanders at all levels of Army commands on the program and its importance in the recruiting process.

f. HQ USAREC HRAP manager will:

(1) Establish and maintain liaison with supporting MACOMs and Headquarters, Department of the Army to identify and resolve problems regarding HRAP.

(2) Receive all applications from MACOMs.

(3) Inform Rctg Bde, Rctg Bn, and RS HRAP managers of HRAP participants and dates of duty.

g. Inspector General, HQ USAREC, will incorporate a review of HRAP utilization into staff visits to the Rctg Bdes, Rctg Bns, Rctg Cos, and RS's as a CG USAREC item of special interest.

h. Rctg Bde commanders will:

(1) Educate commanders at all levels on the program and its importance in the recruiting process.

(2) Incorporate the operation of HRAP into staff visits to Rctg Bns.

(3) Appoint a primary and an alternate HRAP manager to maintain the Rctg Bde HRAP.

(4) Establish points of contact with Army installations within your area of operation to encourage HRAP participation.

i. Rctg Bde HRAP managers and alternates will:

(1) Establish points of contact with Army in-

stallations within their area of operation to encourage HRAP participation.

(2) Manage the Rctg Bde program to include monitoring the HRAP Web site for compliance on the number of soldiers currently participating in HRAP, to include arrivals, no shows, number of appointments conducted from HRAP referrals, and contracts resulting from referrals.

j. Rctg Bn commanders will:

(1) Ensure all Rctg Co commanders are familiar with HRAP and the procedures for recommending enlistees.

(2) Appoint a primary and alternate HRAP manager to maintain the Rctg Bn HRAP and maintain close coordination with the Rctg Bde HRAP manager.

(3) Ensure HRAP is a point of interest in visits to Rctg Cos and RS's.

k. Rctg Bn HRAP managers and alternates will:

(1) Inform Rctg Cos and RS's of HRAP changes received from the Rctg Bde HRAP manager.

(2) Manage the Rctg Bn program to include monitoring the HRAP Web site for compliance on the number of soldiers currently participating in HRAP, to include arrivals, no shows, number of appointments conducted from HRAP referrals, and contracts resulting from referrals.

l. Rctg Bn advertising and public affairs will coordinate with the Rctg Bn sergeant major to develop a local publicity program.

(1) Write and send news releases to appropriate media in the area served by the HRAP participant. Particular attention will be given to weekly and community newspapers and local radio stations.

(2) A feature news release, with photographic support, if available, should be written and sent to media in the area served by the HRAP participant if that soldier had an outstanding tour of duty by obtaining two contracts.

(3) Other public forums such as local radio and television talk shows, civic and business clubs, and educational associations should be cultivated to secure opportunities for HRAP participants to share their experiences.

(4) At no time will an HRAP participant be left alone at a public appearance. At a minimum, the responsible recruiter or others in the chain of command will accompany that participant with an offer to coappear at the forum.

m. Rctg Co commanders will:

(1) Ensure all RS commanders and recruiters are familiar with the program and HRAP Web site procedures.

(2) Ensure participant's efforts are properly directed toward generating high school diploma graduate (HSDG) and/or high school senior leads and enlistments.

n. RS commanders will:

(1) Ensure all recruiters are familiar with HRAP procedures and inform the new enlistee to apply for HRAP through their chain of command once they reach AIT or are near completion of one-station unit training.

(2) Properly document and post all leads and contracts received from HRAP participants on the HRAP Web site.

(3) Inform the Rctg Bn advertising and public affairs office upon HRAP participant's arrival to the RS to ensure maximum publicity in local area is utilized.

Q-3. General

a. The tour of duty for HRAP is 14 days in a permissive temporary duty (TDY) status. CG USAREC may approve or disapprove extensions beyond the original HRAP period of 14 days, but may not extend anyone beyond a total of 20 days of HRAP duty. The participant must meet the following criteria:

(1) Volunteer to perform duty in a permissive TDY status at no cost to the Government.

(2) Be an HSDG. General equivalency diploma holders require 15 semester hours or more of college credits.

(3) Participants must be stationed in the continental United States, on orders to permanent change of station to or from overseas, or on ordinary leave from overseas.

NOTE: The individual's port call cannot be affected.

(4) Participants must reside within 50 miles of the RS they are assigned to support and have personal or public transportation available to and from the RS.

(5) Participants must not be in a flagged status (no exceptions).

(6) Participants must be an Army Civilian Acquired Skills Program, basic training graduate, AIT graduate, or one-station unit training graduate enroute to first duty assignment or permanent party soldier.

(7) Participants must have an approved DA Form 31 signed by the first lieutenant colonel in the chain of command.

b. Upon arrival of the HRAP participant at the RS, the RS commander must endorse the DA Form 31 and update the HRAP Web site application with the actual HRAP start date (within 48 hours of soldier's arrival).

(1) The USAREC HRAP Web site is to facilitate the processing of applications, assignment of individuals to RS's, verification of departure from training base or cancellation of HRAP, verification of arrival at the RS, and provide a rapid and accurate reporting system.

(2) Access to the USAREC HRAP Web site will be restricted to Army personnel (military and civilian) who have provided proof of a valid personal security investigation and a need for access.

Q-4. HRAP briefing

Brief the HRAP participant on the duties and requirements.

a. HRAP participants briefing will include, but is not limited to, the following areas:

(1) RS orientation (i.e., recruiters and area).

(2) Overview and purpose of HRAP.

(3) Recruiter responsibilities, improprieties, and chain of command.

(4) HRAP mission goals during their tour of duty.

(5) Work schedule, to include special events.

(6) HRAP recruiting limitations (do's and don'ts).

(7) How to generate leads.

(8) Required permissive TDY paperwork for tour.

(9) Uniform requirements.

(10) Resources available to perform duty.

(11) Recognition and awards for recruiting achievements.

(12) Basic MEPS overview.

(13) Causes for HRAP termination.

(14) Uniform Code of Military Justice jurisdiction.

b. Duty requirements for participants:

(1) Soldier will report to the designated RS commander on the day HRAP duty commences in Class A uniform with a signed DA Form 31 authorizing participation.

(2) Provide own transportation to and from the RS at no cost to the Government.

(3) Represent the Army to the best of their ability.

(4) Participants are not authorized to work more than 24 hours per week in the execution of HRAP duties.

(5) Generate as many HSDGs and high school senior leads and enlistments as possible during the tour of duty.

(6) Discuss the Army with DEP and DTP members to assist with reinforcing their commitment.

(7) Speak to groups as directed by the RS commander.

c. This inbriefing will be conducted without fail by the RS commander.

d. HRAP participants will not:

(1) Drive applicants to MEPS medical appointments.

(2) Hand-carry administrative or recruiting paperwork.

(3) Run police checks, court record checks, or requests for references.

(4) Be utilized to perform RS administrative support.

(5) Perform cold telephone prospecting from RS LRLs.

(6) Drive Government-owned vehicles.

Q-5. Completion of duty

Once the HRAP soldier's tour of duty is complete, the RS commander will endorse the DA Form 31 to ensure period of permissive TDY is correct and update the Web site application with the actual HRAP end date and information (within 48 hours of departure).

NOTE: For those individuals who are home on leave and were not previously processed for HRAP participation, the RS commander must contact the gaining unit (normally the replacement center) and get approval from the commander or 1SG for the soldier to report in late for the purpose of participating in HRAP. Once approval is granted, the RS commander must prepare a memorandum for record (MFR) stating the name of the individual who granted approval from the gaining unit and new reporting date authorized. Once MFR is completed, the Rctg Bn commander must sign DA Form 31 authorizing HRAP participation. The RS commander must input the application into the HRAP Web site and ensure the HRAP participant has a copy of the MFR on hand for inprocessing at next duty assignment.

Q-6. Officer participation

Utilization of officers for participation. Officers have been encouraged to assist their hometown recruiters whenever possible. The response from the officer corps has been positive with them showing up in RS's with signed DA Forms 31 volunteering to pull HRAP duty. In order to utilize officers efficiently:

a. Officers will coordinate directly with the Rctg Bn where they are volunteering for HRAP duty in a permissive TDY status. Officer volunteers

should be made aware that they will not be paid per diem while on permissive TDY.

b. Rctg Bns will be responsible for inputting HRAP applications to the HRAP Web site.

c. The Rctg Bn commander or executive officer will determine the best way to utilize the officer to perform HRAP duty. Itinerary and duties will be commensurate with his or her grade. The comments block will indicate the Rctg Bn approval authority (commander or executive officer) that accepted the officer for HRAP duty.

d. If the Rctg Bn cannot effectively use the officer for HRAP duty, a copy of the officer's request and the reason he or she can't be used will be faxed to the HQ USAREC HRAP manager at (502) 626-0943.

Q-7. Awards and recognition of participants

a. Commanders at all levels are encouraged to recognize outstanding performance of participants by using certificates of achievement and letters of appreciation.

b. Exceptional performance should be recognized through requesting two-star notes from the CG USAREC.

c. Recommendation for impact awards must be made through the soldier's parent unit.

Q-8. Mandatory followup training

Soldiers with mandatory followup training after AIT (i.e., airborne training):

a. Are eligible to participate following completion of mandatory training.

b. May be considered for participation while waiting for a class date providing time permits. Any inquiries concerning HRAP can be addressed to the HQ USAREC HRAP manager at 1-(800)-223-3735, extension 60362 or DSN 536-0362.

Appendix R
Station Training Assessment Review

R-1. Purpose

The STAR folder is designed to assist RS commanders in assessing the training capabilities of

their RS's.

R-2. General

The example at figure R-1 can be used to create your RS STAR folder; however, it is not all inclusive and may be expanded to include other mis-

sion-essential task lists subtasks as directed. The RS STAR folder is divided into three parts. USAREC Manual 25-100 (app E) provides guidelines and techniques for the use of the STAR folder.

STAR Folder

RS: _____

FY: _____

Assessment	1st Quarter	2d Quarter	3d Quarter	4th Quarter
Team Mission Success				
Low Producers				
Market Share				
Total Conducted/Tested				
Senior and Grad LRL and ALRL Contact Percentage				
Floor Conversion				
QNE/PDQ				
DEP/DTP Loss				
DEP/DTP Referrals				
HRAP/ADSW				
NCOER Counseling				

Figure R-1. Sample of a STAR folder

Glossary

AAR

afteraction review

ACF

Army College Fund

ADSW

active duty for special work

AIT

advanced individual training

ALRL

automated lead refinement list

ARISS

Army Recruiting Information Support System

ASVAB

Armed Services Vocational Aptitude Battery

CG

Commanding General

CLT

company leadership team

COI

centers of influence

DEP

Delayed Entry Program

DMDC

Defense Manpower Data Center

DOD

Department of Defense

DPR

daily performance review

DTP

Delayed Training Program

EST

Enlistment Screening Test

ETS

expiration term of service

FY

fiscal year

FYTD

fiscal year-to-date

HQ USAREC

Headquarters, United States Army Recruiting Command

HRAP

Hometown Recruiter Assistance Program

HS

high school

50

HSDG

high school diploma graduate

JRAP

Joint Recruiting Advertising Program

LRL

lead refinement list

MACOM

major Army command

MCS

Marketing Communications Systems

MEPS

Military Entrance Processing Station

MFR

memorandum for record

MOS

military occupational specialty

NCO

noncommissioned officer

NCOER

Noncommissioned Officer Evaluation Report

PDR

prospect data record

PS

prior service

PT

physical training

QNE

qualified not enlisted

RA

Regular Army

Rctg Bde

recruiting brigade

Rctg Bn

recruiting battalion

Rctg Co

recruiting company

RS

recruiting station

RSM

recruit ship month

RWS

recruiter workstation

SASVAB

Student Armed Services Vocational Aptitude Battery

STAR

station training assessment review

SY

school year

TAIR

Total Army Involvement in Recruiting

TAPDB-AE

Total Army Personnel Database-Active Enlisted

TAPDB-R

Total Army Personnel Database-Reserve

TDY

temporary duty

TOS

Top of System

TPU

troop program unit

USAR

United States Army Reserve

USAREC

United States Army Recruiting Command

VIP

very important person

WINCAST

Windows Computerized Adaptive Screening Test

1SG

first sergeant