

Effective 31 October 1995

Management

Advertising Program Planning and Execution

This UPDATE printing publishes a revised regulation which is effective 31 October 1995. Because of the extensive changes made, no attempt has been made to highlight changes from the previous edition.

For the Commander:

STEWART K. MCGREGOR
Colonel, GS
Chief of Staff

Official:

ROGER H. BALABAN
Director, Information Management

Summary. This regulation prescribes general policies governing the design and execution of advertising and promotional programs at all levels of the command and identifies other policies that bear on specific aspects of advertising and public affairs programs.

Applicability. This regulation is applicable to all personnel assigned or attached to the United States Army Recruiting Command. Other commands that produce or place advertising with United States Army Recruiting Command assistance are also bound by these policies. It applies to both Active and Reserve Component advertis-

ing and sales promotion programs.

Impact on New Manning System. This regulation does not contain information that affects the New Manning System.

Internal Controls. This regulation is subject to the requirements of AR 11-2. It contains internal control provisions and a checklist for conducting internal control reviews.

Supplementation. Supplementation of this regulation is prohibited.

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

Distribution. Distribution of this regulation has been made in accordance with USAREC Pam 25-30, distribution C. This regulation is published in the Recruiting Brigade and Battalion Operations UPDATE.

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Chapter 1

General

1-1. Purpose

This regulation:

- a. Prescribes general policies governing the design and execution of advertising and promotional programs at all levels of the command.
- b. Identifies other policies that bear on specific aspects of advertising and public affairs programs.

1-2. References

For related publications see appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this

regulation are explained in the glossary.

1-4. Scope

a. A well-conceived and carefully executed advertising and promotional program is an essential part of the Army's accession system. It enables the Army, at reasonable unit cost, to contact prospects and give them compelling reasons to see an Army recruiter. It elicits the assistance of parents, teachers, and other influencers by providing them information about Army opportunities and options. It gives recruiters the means to illustrate their sales presentations using printed and filmed sales aids.

b. Recruiting is providing information to people about Army service that will interest them and persuade prospects into joining. The advertising and public affairs program does this or helps recruiters do this through:

- (1) Advertising.
- (2) Sales promotion.
- (3) Prospecting aids.
- (4) Sales presentation aids.

1-5. Authority

The main policy directive authorizing and defining the United States Army Recruiting Command's (USAREC's) advertising and public affairs program is AR 601-208.

*This regulation supersedes USAREC Regulation 5-3, 31 January 1991.

Chapter 2 Policies

2-1. Planning

a. Because advertising placed at all levels of the command is directed at the same audience as per paragraph 3-8b, quarterly plans will be developed and systematically reviewed by higher headquarters to ensure consistency, synergy, and coordination.

b. Recruiter activities and needs will carefully be considered in the design of advertising and public affairs programs. Recruiters will be kept informed of advertising and promotional programs and strategies so they are able to answer questions raised by prospects and centers of influence (COI).

c. Advertising creation and placement will be based on systematic studies of potential enlistees and their influencers. All available data on them, where they live, and their attitudes and propensities will be considered in the design of national and local advertising. All studies and collections of information will comply with Army guidelines contained in AR 335-15, AR 340-21, AR 380-13, and the Family Educational Rights and Privacy Act of 1974.

d. Surveys of the public will be in accordance with the Information Reduction Act, which requires special Office of Management and Budget approval to administer a questionnaire to more than 10 individuals. This limitation applies to surveys performed through the national advertising contract and any surveys concerned with the evaluation of advertising. Members of the Delayed Entry Program (DEP) are not considered members of the public. AR 335-15 describes this policy; USAREC proponent is the Director of Program Analysis and Evaluation.

2-2. Advertising content

a. Local advertising will maintain consistency with national themes through use of Local Advertising Management Program (LAMP) ad slicks. If recruiting brigade (Rctg Bde), recruiting battalion (Rctg Bn), and Army Medical Department detachment (AMEDD Det) prepared advertising messages are needed to meet local conditions, they must be consistent with the national program in style, tone, and use of basic advertising appeals. Locally prepared collateral material requires Rctg Bde advertising and public affairs approval. Locally prepared broadcast and newspaper advertising material (to include modifications to LAMP ads) and direct mail campaigns require Headquarters, United States Army Recruiting Command (HQ USAREC) approval (see paras 3-8g, h, and I and 3-9e and f).

b. Advertising will not promote opportunities which are not available, but instant availability is not necessary. The selective exposure of attractive military occupational specialties that can be obtained only through enlistment in the DEP is not prohibited. However, the phrase "if you qualify" or similar warnings will accompany descriptions of selectively available opportunities and benefits.

c. Advertising and public affairs materials will be accurate in depicting military personnel and equipment. The appearance of military personnel will conform to appropriate regulations governing wear of uniform and personal grooming. Displays of weapons and other equipment shall be in accordance with regulations and approved military practices. All proposed advertising and promotional material will be reviewed by designated qualified persons to ensure its content is accurate and conforms with recruiting policies and objectives.

d. Advertisements which display benefits without revealing that they are being offered by the Army (blind ads) are prohibited. Other restrictions on advertising content are listed at appendix B.

e. Advertising and public affairs material will be targeted to provide maximum exposure to the target-age audience for military service; however, care will be taken not to neglect or alienate important secondary audiences such as parents and other influencers, current soldiers, or future prospects.

f. Although a certain amount of long-range image building is necessary, advertising and promotions which cannot be related to current or future recruiting or retention objectives will be avoided except on a public service basis (no fee involved).

2-3. Direct mail and list procurement

An efficient and effective direct mail program depends on open, two-way communications between recruiting personnel and the HQ USAREC Advertising and Public Affairs Directorate, Marketing Communications Division, Direct Marketing Branch. Recruiters in the field are encouraged to provide input into the execution of the national direct mail program while ensuring that the following controls over the use of direct mail are strictly adhered to.

a. A productive direct mail campaign must not duplicate effort nor be excessive or wasteful. Direct mail campaigns will not be undertaken by recruiters, recruiting stations (RS), AMEDD Dets, Rctg Bns, or Rctg Bdes without prior approval of the Director of Advertising and Public Affairs. For purposes of this regulation, a direct mail piece is any form letter or flier mailed to members of the public that is not a news release, an invitation to a special event, or a standard reply to an inquiry. See paragraphs 3-8i and 3-9f for procedures.

b. Recruiters may use mail to followup on individual prospects with whom they have made prior contact. Recruiters may not, without prior permission, mail to names taken from a list, share and/or piggyback off of any other vendors, solicitors, or other Government agencies that mail to our targeted audience (e.g., Sallie Mae Financial Institute).

(1) Recruiters may create form letters to followup on individual prospects; however, they will provide copies of these letters to the Rctg Bn advertising and public affairs office or the AMEDD Det for a courtesy review of grammar and accuracy prior to mailing.

(2) While, in limited cases, locally generated

mailings may be authorized, recruiters are encouraged to exploit leads generated by USAREC's national direct mail program.

c. All USAREC mailings will be addressed to specific individuals. Mailings to "occupant" or "resident" are prohibited.

d. Direct mail solicitations disguised as surveys violate public law and are prohibited.

e. Lists, whether to be used for direct mail or prospecting, may be procured through the supporting contracting office from commercial list suppliers only after written approval has been obtained from the Director of Advertising and Public Affairs (see paras 3-8j and 3-9g for procedures). Such sources as high schools (HS), school systems, state nursing associations, or other Government or not-for-profit agencies which levy a nominal processing charge for release of names are not considered commercial list suppliers. Lists may be purchased with mission funds from such suppliers without the prior approval of the Director of Advertising and Public Affairs. Advertising funds will not be used for any list procurement unless specifically authorized by the Director of Advertising and Public Affairs.

f. Names and addresses used for national mailouts are provided to RS for use in telephone prospecting only. These lists, called "contact lists" and "galley listings," will not be used for locally originated mailouts.

g. Recruiters should inform the HQ USAREC Direct Marketing Branch of individuals who receive a mailing but are either deceased or have joined a military service to help improve the quality of future mailings and the Lead Evaluation and Distribution System (LEADS) generation.

h. USAREC personnel may not purchase lists of individuals who have taken the Armed Services Vocational Aptitude Battery. If other services do this, it should be reported through channels to the Director of Recruiting Operations immediately.

2-4. Personal presentation items

The use of personal presentation items (PPI) as a means of generating and exploiting contact opportunities is justified but can be perceived by the public to be wasteful. Therefore, limits on the nature and use of such items are necessary, as follows:

a. PPI must clearly serve to influence recipients or otherwise communicate a recruiting message. They must not be cheap looking or undignified and should be items that are used repeatedly in a way that will cause them to be seen. PPI should be marked with slogans consistent with national advertising.

b. PPI will not be given to people enrolled in the DEP. DEP enlistees are covered by a separate incentive awards program described in USAREC Reg 601-95. Presentation of recruitment PPI to military personnel or Federal civilian employees is also prohibited.

c. The cost of PPI for prospects will not exceed \$3 each. PPI for COI will not cost more than \$6 each. Prospects are defined as persons who are currently eligible for military service or who

will be during the current fiscal year (FY). COI are persons who can reasonably be expected to influence the enlistment decision of a large number of prospects (e.g., educators, clergy, public officials). PPI are not authorized for persons who are neither prospects nor influencers, such as elementary school children. Only HQ USAREC and Rctg Bdes are authorized to procure PPI.

d. By definition, PPI are to be personally presented to prospects and COI by recruiting command personnel. They are not to be distributed in bulk through third parties, such as HS or scout troops. PPI are not to be used as contest prizes, either for Army-sponsored events or by third parties.

e. PPI will be procured through supporting contracting offices and not through the LAMP. The Director of Advertising and Public Affairs will publish annual guidance specifying the maximum percentage of local advertising funds that may be used to purchase PPI. Whenever possible, bulk discounts should be obtained by consolidating purchases. HQ USAREC may, when such action is advantageous, coordinate procurement actions using Rctg Bde funds.

f. Recruiters may not use their recruiter expense allowance or personal funds to purchase additional PPI.

g. Rctg Bdes may use mission funds to purchase PPI above and beyond the advertising targets provided to them. No increase in mission funds will be provided to make up funding shortfalls in mission accounts resulting from the redirection of resources to purchase additional PPI.

2-5. Advertising placement

a. Recruiting personnel may not endorse, or appear to endorse, selectively benefit, or favor any commercial venture (AR 360-61). Use of Army advertising or promotional activity to build traffic for any event that charges admission is prohibited, as is the use of Army personnel to renovate or otherwise enhance any commercial facility.

b. USAREC personnel must abide by DOD 5500.7-R and all appropriate procurement regulations in selecting and purchasing advertising media.

c. Other limitations on advertising placement may be found in appendix B.

2-6. Funding

a. Funding of advertising and public affairs programs will be as prescribed in the Command Budget Estimate for each FY. Obligation of funds, including the creation of de facto obligations through LAMP procurement, will conform in all respects to policies stated in AR 37-1.

b. The procurement of advertising and promotional materials will be in accordance with:

(1) The applicable procurement regulations (FAR, DFARS, and AFARS).

(2) The current contract between Headquarters, Department of the Army (HQDA) and its national contract advertising agency.

2-7. Inspections and internal controls

a. Headquarters will inspect subordinate units at least annually to ensure that the policies of this regulation and all related advertising and public affairs regulations are followed. Inspections may be made in conjunction with annual general inspections and command inspections. The checklist for advertising in USAREC Pam 1-1 will be utilized. See paragraphs 3-8l and 3-9j for further responsibilities concerning inspections and assistance visits.

b. Advertising and public affairs program managers (advertising and public affairs chiefs at Rctg Bde or Rctg Bn level and administrative officers at AMEDD Dets) are responsible for establishing and implementing internal control systems to prevent fraud, waste, and abuse in their programs. An internal control checklist is at appendix C and its use is mandatory. Internal control procedures are contained in USAREC Cir 11-1. The proponent is the Director of Resource Management and Logistics.

Chapter 3

Assignment of Responsibilities

3-1. USAREC Commanding General

a. Establish annual program objectives and specific direction consistent with guidance provided by the Deputy Chief of Staff for Personnel.

b. Approve the advertising and publicity program as articulated in the annual presentation to the HQDA advertising policy council.

c. Approve specific ads and promotional items, as appropriate.

d. Delegate the authority to advertise, as appropriate, to Rctg Bde commanders.

3-2. Director of Advertising and Public Affairs

a. Advertising program planning.

(1) Develop an annual advertising budget, drawing on:

(a) Experience with past programs.

(b) Information developed by the Program Analysis and Evaluation Directorate on future recruiting objectives.

(c) Knowledge of recruiter support needs provided by Recruiting Operations and Reserve Affairs Directorates.

(d) Advice from the Resource Management and Logistics Directorate of available obligation authority.

(2) Specify requirements for the annual advertising and public affairs program and task the contract advertising agency to develop concepts to meet those requirements when they have been approved.

(3) Prepare an annual advertising plan. Inform personnel at all levels of the command about objectives, character, and scope of the program.

(4) Direct and supervise the implementation of the annual program.

(5) Coordinate with Recruiting Operations, Reserve Affairs, and Health Services Directorates to ensure that advertising and promotional programs are consistent with and supportive of approved recruiting techniques.

b. Advertising training and information.

(1) Routinely provide advance information on nationally placed advertising, including markets, media, types of ads, and dates they will appear to Rctg Bde, Rctg Bn, and AMEDD Det commanders. Provide this information in time to enable Rctg Bdes, and Rctg Bns, and AMEDD Dets to identify secondary and tertiary markets, local media opportunities, and dates in which supplementary advertising can run effectively.

(2) Assist as necessary to ensure that information on the Army advertising program included in training for new recruiters and commanders is up-to-date and pertinent to their needs.

c. Contracting and funding.

(1) Develop an annual expenditure plan and exercise financial management over the program.

(2) As the contracting officer's representative (COR), monitor the performance of the contract advertising agency and provide necessary technical assistance to the administrative contracting officer. Accept and evaluate completed products and monitor delivery orders for conformance with requirements. Exercise procurement-related responsibilities within the limitations prescribed by the contracting officer's designation letter issued to the COR and the appropriate Federal acquisition regulations.

(3) Exercise close supervision over the LAMP.

(4) Assist the contract advertising agency in achieving its small and small disadvantaged business goals and publish annual guidance to Rctg Bde and Rctg Bn commanders concerning their share of the goal. Monitor performance.

d. Advertising program implementation.

(1) Develop and implement promotional projects which do not require advertising agency participation.

(2) Provide input to the United States Army Recruiting Support Battalion (RSB) for the design, scheduling, and deployment of USAREC exhibits, use of non-USAREC promotional assets, and the production of support materials produced by the RSB.

(3) Provide direction for Rctg Bde, Rctg Bn, and AMEDD Det advertising programs and monitor execution and/or results.

(4) Conduct field staff visits to determine utilization and effectiveness of advertising support materials.

(5) Direct and supervise all activities related to LEADS as detailed in USAREC Reg 601-51 from the Rctg Bde marketing cell.

(6) Coordinate photographic missions at Army installations as required and provide qualified project officers to accompany the advertising contractor and Army photographic teams on these missions.

(7) Coordinate with HQDA for production of audiovisual materials covered by AR 25-1 and ensure that all procedures for clearance of such materials are followed.

(8) Provide input to the RSB on the implementation of the National Convention Program as outlined in USAREC Reg 360-14.

(9) Ensure that the contract advertising agency is kept informed of the Army's equal opportunity program so that products and services will reflect program guidance.

(10) Coordinate with other services through membership in the Joint Recruiting Advertising Advisory Council.

(11) Coordinate with the Defense Printing Service to accomplish printing of recruiting sales aids and other advertising program projects.

(12) Using the services of HQ USAREC Resource Management and Logistics Directorate, Recruiting Publicity Item (RPI) Warehouse, operate a supply distribution system for RPI. Determine appropriate RPI to be stocked in the RPI Warehouse for distribution purposes. Set policy on ordering and distributing RPI and serve as staff proponent and oversight for the system. Provide guidance on RPI to the RPI Warehouse.

(13) Review all requests submitted through channels for commercial list procurement and local direct mail projects. Approve or disapprove each request as warranted.

(14) Coordinate with the Program Analysis and Evaluation Directorate on all matters bearing on data resources for advertising program development, resource planning, and evaluation to include surveys, advertising effectiveness analysis, and program evaluation studies.

(15) Coordinate the scheduling of all national Total Army Involvement in Recruiting (TAIR) assets in accordance with AR 360-61 and USAREC Reg 601-85.

3-3. Directors of Recruiting Operations, Reserve Affairs, and Health Services

a. Coordinate the inclusion of advertising support in plans announcing new or revised options or programs.

b. Review advertising copy and photography for accuracy in respect to recruiting policy as covered in AR 601-210.

c. Include information on the exploitation of opportunities created by advertising, including leads furnished through LEADS, in professional development and other training.

d. Assist in defining requirements for collateral material to be used by recruiters to elaborate on information displayed in media advertising and support their personal selling activities.

3-4. Director of Program Analysis and Evaluation

a. Review, analyze, and provide recommendations for the Army Advertising Program to assess overall effectiveness and projected returns on investment.

b. Analyze accession data and trends to develop psychographic and demographic profiles

of personnel entering the Army to help determine the effect of varying media levels and mixes.

c. Plan, manage, and execute quantitative and qualitative studies and surveys. The studies deal with Army prospect and influencer perceptions, attitudes, and opinions regarding enlistment to include research design and questionnaire development.

d. Direct, monitor, and supervise advertising research conducted through the contract advertising agency. Assist the Advertising and Public Affairs Directorate and the Army contract advertising agency in analyzing commercially-available data to identify trends in advertising efficiency and effectiveness.

e. Established research priorities in cooperation with the Advertising and Public Affairs Directorate.

f. Develop allocation formulas for selected advertising resources, including local advertising funds, Total Army Involvement in Recruiting (TAIR) funds, and selection of spot markets.

g. Conduct special analyses for the command, Rctg Bdes, and Rctg Bns, as required.

h. Provide assistance in developing automatic data processing support for analysis of all advertising and public affairs programs.

3-5. Director of Resource Management and Logistics

a. Include advertising and promotional requirements as developed by the Advertising and Public Affairs Directorate in annual program and budget submissions.

b. Include allotment of funds for advertising and promotion expenses not covered by the LAMP to Rctg Bdes in funding authorization documents as recommended by the Advertising and Public Affairs Directorate and approved by the Commanding General.

c. Ensure financial management and policy are in accordance with AR 37-1.

d. Provide advice in contracting for supplies and services, as required.

e. Provide inventory management and distribution of RPI and development of RPI status sheets and necessary logistical management support, to include property accounting procedures for nonexpendable items to the advertising and promotional programs, other than those specifically obtained through the national advertising contract.

3-6. Director of Information Management

a. Approve the purchase of audiovisual equipment and computer systems.

b. Act as USAREC liaison with Department of Defense, HQDA, and United States Postal Service authorities for matters concerning advertising mailing permits, business reply mail, and interpretation of the DMM.

3-7. RSB Commander

a. Research and develop concepts for audiovisual products, slide shows, and multi-vision shows; design and produce mobile and fixed exhibits, slide shows, and multi-vision shows.

b. Schedule and conduct exhibit tours in accordance with USAREC Reg 601-93.

c. Reproduce and distribute filmstrips, slides, and other graphics as requested by the Director of Advertising and Public Affairs.

d. As the COR, direct and monitor the performance of the Government contractor within the special purpose facility and provide necessary technical assistance to the administrative contracting officer. Initiate work orders, monitor performance, and accept and evaluate completed products.

3-8. Rctg Bde commanders

Unless otherwise noted, authority to accomplish the tasks outlined below may be delegated to the chief of advertising and public affairs.

a. Establish and maintain marketing communications councils to integrate the efforts of advertising and public affairs, recruiting operations, AMEDD Det, and the education coordinator in the development of advertising plans that support the mission. As a minimum, the council will meet quarterly to approve the subsequent quarter's advertising plan. Minutes of these meetings will be maintained in the advertising and public affairs files with a copy furnished through the Rctg Bde to HQ USAREC (RCAPA-LA), Fort Knox, KY 40121-2726.

b. Develop quarterly advertising plans in accordance with appendix D (to be published) for all advertising bought by Rctg Bde headquarters. Quarterly advertising guidance will be provided to subordinate Rctg Bns and a copy will be furnished to HQ USAREC (RCAPA-LA).

c. Supervise the development and execution of advertising plans by the Rctg Bn and AMEDD Dets. Plans at Rctg Bdes, and Rctg Bns, and AMEDD Dets should generally be designed to complement the national advertising program. They will exploit local opportunities and add advertising pressure at times and locations not adequately served by national media relative to recruiting potential.

d. Determine the distribution of funds for advertising to the Rctg Bns and AMEDD Det (active duty).

e. Defense Health Program money will be used solely for AMEDD reserve recruiting.

f. Monitor the use of the LAMP and other advertising funds throughout the Rctg Bde. Process other procurement-related functions within the limitations prescribed by the FAR, DFARS, and AFARS.

g. Monitor the accuracy, quality, and appropriateness of all advertisements placed by the Rctg Bde and subordinate Rctg Bns and AMEDD Dets.

(1) Broadcast and print. Submit all proposed locally-designed broadcast and print advertising to HQ USAREC (RCAPA-PC), Fort Knox, KY 40121-2726, for approval.

(2) Local advertising materials may not be altered by the addition or deletion of copy without the approval of the Director of Advertising and Public Affairs.

h. Collateral material.

(1) Review and approve or disapprove all locally-designed collateral material used within the Rctg Bde, using the criteria prescribed by paragraph 2-2 and appendix B. Maintain files of all collateral materials approved for use.

(2) Immediately upon approval, but not necessarily prior to publication, forward a copy of the approved material to HQ USAREC (RCAPA-PC). The Director of Advertising and Public Affairs retains the authority to direct the withdrawal of any collateral item not meeting the standards prescribed by this regulation.

(3) Request USAREC review of any collateral material that runs any risk of being considered questionable upon publication. Contract advertising agency assistance is available at no cost to Rctg Bdes to assist in the development of professional quality materials. Requests for such assistance should be directed to HQ USAREC (RCAPA-PC).

i. Forward requests for authority to conduct local direct mail campaigns to HQ USAREC (RCAPA-MC).

(1) A direct mail piece is any form letter or flier mailed to members of the public that is not a news release, an invitation to a special event, or a standard reply to an inquiry.

(2) Requests should include the source and number of names, demographic description of list (i.e., is it sorted by age), cost, and other details of producing, assembling, and mailing packages, provisions for eliciting responses and expected results. A sample of the direct mail package to include full text and graphics will be submitted with the proposal.

j. Justify proposed commercial list purchases and forward such proposals in writing to HQ USAREC (RCAPA-MC), Fort Knox, KY 40121-2726. Justification must include identification of potential suppliers, number of names, specific intended use, and reasons for believing the names do not duplicate those from other sources. See paragraph 2-3 for additional policies regarding list use and purchase.

k. Submit requests for procurement of commercial off-the-shelf visual information equipment to HQ USAREC (RCIM-RMP-AS), Fort Knox, KY 40121-2726, in accordance with AR 25-1.

l. Conduct inspections of every Rctg Bn and AMEDD Det at least once annually. Inspections may be made as part of the command inspection as required by USAREC Suppl 1 to AR 20-1. Provide a copy of the inspection results to HQ USAREC (RCAPA-LA).

m. Ensure that information about advertising and sales promotion strategies, plans, and materials is relayed to Rctg Bn and AMEDD Det commanders for dissemination to field recruiters in accordance with paragraph 2-1b.

n. Ensure that Rctg Bn advertising and public affairs personnel are provided training in advertising planning, placement, evaluation, and financial management.

o. Request and schedule national exhibit tours in accordance with USAREC Reg 601-93.

3-9. Rctg Bn and AMEDD Det commanders

Unless otherwise noted, authority to accomplish the tasks outlined below may be delegated to the chief of advertising and public affairs.

a. Establish and maintain marketing communications councils to integrate the efforts of advertising and public affairs, recruiting operations, the education coordinator, and subordinate commanders in the development of advertising plans that fully support the mission. As a minimum the council will meet quarterly to approve the subsequent quarter's advertising plan. Minutes of these meetings will be maintained in the advertising and public affairs files with a copy furnished to the Rctg Bde advertising and public affairs.

NOTE: AMEDD Det councils will include the AMEDD Det administrative officer, a Rctg Bde advertising and public affairs representative, and other personnel deemed appropriate by the AMEDD Det commander.

b. Develop quarterly advertising plans in accordance with appendix D (when published).

c. Process all procurement-related functions within the limitations prescribed by the FAR, DFARS, and AFARS. Ensure that all responsible persons, to include recruiting company commanders, health care recruiter teams, and field recruiters, are well versed in the limitations imposed on advertising procurement. Stress that only the contract advertising agency can commit the agency to use funds under the LAMP. Ensure that recruiters are aware that they may not pay for advertising out of their own pockets as a means of bypassing procurement regulations (Title 5, United States Code, Section 302(b)(2)).

d. Ensure that field recruiters are aware of the restrictions placed on them by this regulation concerning the use of direct mail (para 2-3), list procurement (paras 2-3e, f, and g), and the purchase and distribution of PPI (para 2-4).

e. Submit all proposed advertising, direct mail pieces, or other locally-designed advertising or publicity items that contain an "offer" to the Rctg Bde for review and approval in accordance with paragraphs 3-8g, h, and i.

(1) LAMP ads may not be altered without the approval of the HQ USAREC (RCAPA-LA).

(2) Contract advertising agency assistance is available at no cost to Rctg Bns and AMEDD Dets to assist in the development and production of professional quality advertising materials. Requests for assistance should be directed through the Rctg Bde to HQ USAREC (RCAPA-PC).

f. Forward requests for authority to conduct local direct mail campaigns through the Rctg Bde to HQ USAREC (RCAPA-MC). Definitions and procedures are contained in paragraph 3-8i.

g. Justify proposed commercial list purchases and forward such proposals in writing through the Rctg Bde to HQ USAREC (RCAPA-MC). Justification must include identification of potential suppliers, number of names, specific intended use, and reasons for believing the names do not duplicate those from other sources. See paragraph 2-3 for additional policies regarding list use and purchase.

h. Request and schedule national exhibit tours in accordance with USAREC Reg 601-93.

i. Submit requests for procurement of commercial off-the-shelf visual information equipment through the Rctg Bde to HQ USAREC (RCIM-PMP-AS) in accordance with AR 25-1.

j. Conduct advertising and public affairs-oriented assistance visits with every RS and health care recruiter team at least once annually. Items of interest should include stockage and use of RPI, RS and health care recruiter team appearance, the advertising poster program, interpretation of LEADS reports, effective use of promotional assets such as TAIR, RSB touring exhibits, the Scholar/Athlete Program, Spirit of Nursing Program, and advertising scheduling.

k. Ensure that planning for Army participation in promotional events designed to assist the recruiting effort is consistent with governing regulations; specifically, AR 601-2 and to a lesser extent AR 360-61.

Appendix A
Related Publications

AFARS

Army Federal Acquisition Regulation Supplement.

AR 20-1 with USAREC Suppl 1 thereto

Inspector General Activities and Procedures.

AR 25-1

The Army Information Resources Management Program.

AR 37-1

Army Accounting Guidance and Fund Control.

AR 335-15

Management Information Control System.

AR 340-21

The Army Privacy Program.

AR 360-61 with USAREC Suppl 1 thereto

Community Relations.

AR 380-13

Acquisition and Storage of Information Concerning Nonaffiliated Persons and Organizations.

AR 601-2

Promotional Recruiting Support Programs.

AR 601-208

Recruiting/Reenlistment Advertising Program.

AR 601-210

Regular Army and Army Reserve Enlistment Program.

DMM

Domestic Mail Manual.

DOD 5500.7-R

Standards of Conduct.

DFARS

Defense Federal Acquisition Regulation Supplement.

FAR

Federal Acquisition Regulation.

USAREC Reg 360-12

Unit Membership in Private Associations.

USAREC Reg 360-14

National Convention Program.

USAREC Reg 601-51

Lead Evaluation and Distribution System Technical Manual.

USAREC Reg 601-85

Total Army Involvement in Recruiting.

USAREC Reg 601-93

United States Army Recruiting Support Command Lead-Producing Touring Exhibits and Field Support.

USAREC Reg 601-95

Delayed Entry Program and Delayed Training Program.

USAREC Pam 1-1

Command Inspection Program.

USAREC Cir 11-1

Internal Management Control Program.

Appendix B Limitations on Advertising Content and Placement

Section I Content

B-1. Advertising will be consistent in style and tone with the dignity of the Army and the seriousness of its mission. Humor or word play may be used to attract attention or make a point but standards of appropriateness must be applied.

B-2. Any implication that the Army encourages young people to drop out of school, either HS or college, must be avoided.

B-3. Direct comparisons with benefits available from other military services or civilian employers must be avoided. This does not preclude use of such comparisons in one-on-one recruiter sales presentations.

B-4. The Army offers guaranteed skill training but cannot guarantee assignment to a position that involves use of that skill. This is an important qualification which must be observed in the description of the offer.

B-5. Advertising will avoid any implication that the Army is just another job. Terms of civilian employment such as "job," "salary," or "vacation" may be used if absolutely necessary for effective communication with a youth audience but only if the context makes it clear that an enlistee is incurring obligations which cannot be terminated at will.

B-6. Consideration of the concern of the public and the Congress about military personnel costs will be observed. Terms such as "free," "unlimited," and "lifetime financial security" will not be used.

B-7. Advertising will not discuss the Army retirement program, elaborate on Army post exchange and commissary privileges, or place emphasis on medical or dental benefits. This does not preclude discussion of these topics in recruiter sales presentations.

B-8. Inclusion of information subject to early obsolescence (e.g., military pay) in literature, films, and other items which cannot be withdrawn from public view on short notice is prohibited.

B-9. It will be made clear that benefits are available "only if you qualify."

B-10. Army College Fund advertising must promise an opportunity to gain specific benefits for specified terms of service but "only if you qualify" and only if you earn it through service to your country. It must show Army service as an enriching experience which can help equip a person to further such personal aspirations as

attendance at college without in any way implying that he or she will succeed.

B-11. Likewise, career relevance advertising must also show Army service as an enriching experience which may help a person develop qualities sought in the civilian job market without in any way implying that he or she will succeed.

B-12. Individual specialties are generally displayed in advertising to illustrate the types and diversity of skill training available rather than to recruit for specific military occupational specialty. Nevertheless, care must be taken to avoid excessive exposure of attractive skills where real opportunities to enlist are very limited.

B-13. Advertising should display a male, female, and minority subject mix wherever possible. Women and minorities should be shown in leadership as well as subordinate roles.

B-14. Exercise care in promoting in-service education opportunities. Although many soldiers benefit from tuition assistance and other aspects of the Army Continuing Education System, it must be made clear that military duties take precedence over academic training.

B-15. All Army advertising will contain a response device (see glossary).

Section II Placement

B-16. Advertising may not be placed in foreign (i.e., Canadian or Mexican) media.

B-17. Promotional recruiting materials such as direct mail packages may not be mailed to foreign addresses. This ban includes the mailing of promotional materials in response to inquiries. United States citizens residing overseas may receive recruiting promotional materials only if it is mailed to an Army Post Office, Fleet Post Office, or United States Embassy address.

B-18. Broadcast advertising should not be deliberately bought to run adjacent to news and editorial programming.

B-19. Advertising should not be placed where it may give the impression that the Army is sponsoring or supporting a private commercial enterprise. It is prohibited, for example, to purchase advertising on restaurant menus or placemats or on race cars. When cars are used on a public service basis, vehicle owners and operators should not represent themselves as being sponsored by the Army, the name "Army" will not be used on entry forms and the Army will not be positioned as an entrant in any race.

B-20. Army advertising or PPI may not be purchased so as to lack dignity or to appear to promote "unhealthy" lifestyles. Advertising on

matchbooks, for example, is prohibited as it could appear to promote smoking, or advertising on beer mats to promote drinking.

B-21. Commercially-owned media will be selected based on generally accepted standards of reach and frequency and cost efficiency against a designated target market. It may not be selected based on personal considerations or solely in anticipation of future benefits such as informal promises of public relations air time.

B-22. Advertising in HS yearbooks is discouraged; it may be purchased only as an exception to policy. Approval authority is HQ USAREC (RCAPA-LA).

**Appendix C
Internal Control Checklist**

THIS CHECKLIST: Advertising Program Planning and Execution (USAREC Reg 5-3)

ORGANIZATION:

ACTION OFFICER:

REVIEWER:

DATE COMPLETED:

ASSESSABLE UNIT:

EVENT CYCLE 1: Advertising Planning

Step 1: Hold quarterly marketing communications council meeting.

Risks:

1. Advertising will not support mission requirements.
2. Recruiters will not understand, and thus ignore, counteract, or misuse advertising and sales promotion materials.

Control Objectives:

1. Ensure that mission requirements are considered when developing advertising plan.
2. Ensure that recruiting personnel understand advertising objectives as an aide in recruiting.

Control Technique: Marketing communications council meetings are held quarterly and attended by key personnel.

Test Question: Are minutes of quarterly marketing communications council meetings on file?

Response: YES _____ NO _____ N/A _____

Remarks:¹

Step 2: Publish annual advertising plan (strategy) and quarterly advertising plan supplements (tactics).

Risk: Money will be wasted if advertising is placed impulsively.

Control Objective: Ensure advertising is strategically planned and media purchases are based on accepted evaluative techniques.

Control Technique: Advertising plans are published and reviewed by higher headquarters. Individual LAMP purchase orders are cut in accordance with advertising plan.

Test Questions:

1. Does the Rctg Bde, Rctg Bn, or AMEDD Det have an advertising plan?

Response: YES _____ NO _____ N/A _____

Remarks:¹

2. Are LAMP purchase orders compared to advertising plan to ensure they meet strategy?

Response: YES _____ NO _____ N/A _____

Remarks:¹

EVENT CYCLE 2: Advertising Content

Step 1: Individual advertisements selected for placement in media.

Risk: Poorly written, designed, or misleading advertisements denigrate the Army image and can result in lawsuits.

Control Objective: Ensure Army recruitment advertising is well written and designed and makes only legal offers.

Control Techniques:

1. Professionally designed and legally cleared advertisements are provided to field units as local advertising material.
2. Advertising created by Rctg Bdes, Rctg Bns, or AMEDD Dets to meet special local needs is reviewed by HQ USAREC (broadcast and print advertising) or Rctg Bde commander (collateral material) to ensure they meet quality control and legal requirements.
3. Army contract advertising agency reviews all advertising materials prior to placement and bring deficiencies to the attention of higher USAREC headquarters for resolution.
4. All approved local advertising is assigned a control number which is entered on the LAMP control journal.

Test Question: Do all local advertising materials have appropriate approval?

Response: YES _____ NO _____ N/A _____

Remarks:¹

EVENT CYCLE 3: Advertising Placement

Step 1: Select media for purchase.

Risks:

1. Rctg Bde, Rctg Bn, or AMEDD Det personnel could select media vendors based on personal considerations (i.e., kickbacks) rather than accepted media measures.
2. Certain media are inappropriate vehicles for Army recruiting messages.

Control Objective: Ensure media are selected objectively and are in good taste, legal, and effective.

Control Techniques:

1. Media is negotiated only by Army contract advertising agency or warranted contracting officers.
2. Rctg Bde, Rctg Bn, and AMEDD Det personnel, although permitted to talk with media vendors to obtain marketing research information, are not authorized to enter in any contractual agreements and a record of the conversation should be kept.

3. Army contract agency personnel are required to report all apparent discrepancies (i.e., off-strategy purchase orders, alleged negotiation by advertising and public affairs personnel) to USAREC higher headquarters for investigation.
4. All nonstandard media purchases require approval from HQ USAREC prior to purchase. Those approved are assigned a control code which is entered on the LAMP control journal.
5. Quality standards of taste and legality are published in this regulation.

Test Question: Do USAREC personnel maintain records of conversations with media vendors?

Response: YES _____ NO _____ N/A _____
Remarks:¹

EVENT CYCLE 4: List Purchase and Direct Mail

Step 1: Obtain approval of all list purchases from HQ USAREC.

Risk: Rctg Bdes, Rctg Bns, or AMEDD Dets could purchase lists of names that have been previously purchased by Department of Defense or HQ USAREC.

Control Objective: Ensure that Army does not pay twice for same service.

Control Technique: All commercial list purchases, whether for direct mail or prospecting purposes, are reviewed by HQ USAREC and the Army's contract advertising agency to ensure that they have not been purchased previously.

Test Questions:

1. Is HQ USAREC's approval on file for all commercial lists purchased?

Response: YES _____ NO _____ N/A _____
Remarks:¹

2. Is a copy of all purchase and/or delivery orders maintained for contract administration purposes for the FY being reviewed?

Response: YES _____ NO _____ N/A _____
Remarks:¹

Step 2: Obtain approval for all Rctg Bn, Rctg Bde, or AMEDD Det generated direct mail campaigns from HQ USAREC.

Risks:

1. Poorly planned and executed direct mail campaigns detract from the Army's image as a professional organization and undermine the effect of national, professionally conducted direct marketing campaigns.
2. Recruiter conducted direct mail campaigns can undermine the recruiter's main mission.

Control Objectives:

1. Ensure all Rctg Bde, Rctg Bn, or AMEDD Det generated direct mail campaigns are properly planned and executed.

2. Ensure that locally-generated direct mail campaigns are not counterproductive to effective use of recruiters.

Control Technique: All local direct mail campaigns require prior approval from HQ USAREC.

Test Question: Is HQ USAREC's approval on file for all local direct mail campaigns?

Response: YES _____ NO _____ N/A _____
Remarks:¹

EVENT CYCLE 5: Purchase and Distribution of PPI

Step 1: Selection and purchase of PPI.

Risks:

1. Tasteless PPI are not consistent with Department of the Army quality standards.
2. Extravagant PPI violate the interservice agreement to refrain from escalation of PPI quantity and quality and encourage wasteful competition among the services.
3. Expensive PPI are unnecessary and likely to be perceived by the public as extravagant and wasteful.
4. PPI bought piecemeal waste Government funds by not taking advantage of bulk purchase discounts.

Control Objective: Ensure that PPI are legal, tasteful, not extravagant, and economically purchased.

Control Technique: PPI purchases are centralized at Rctg Bde level and are reviewed for economy, taste, and legality.

Test Questions:

1. Are all PPI priced within the dollar limits specified in this regulation?

Response: YES _____ NO _____ N/A _____
Remarks:¹

2. Are Rctg Bde PPI purchases coordinated with USAREC so that orders can be consolidated to take advantage of bulk discounts?

Response: YES _____ NO _____ N/A _____
Remarks:¹

3. Is a copy of all purchase and/or delivery orders for PPI purchases maintained for contract administration purposes for the FY being reviewed?

Response: YES _____ NO _____ N/A _____
Remarks:¹

Step 2: Distribute PPI.

Risk: PPI could be distributed to unauthorized personnel.

Control Objectives:

1. All prospect PPI are distributed to prospects.
2. All COI PPI are distributed to COI.
3. No PPI are distributed to Government employees, soldiers, or members of the DEP.
4. PPI are personally distributed and not awarded as prizes or distributed through third parties such as teachers or scout leaders.

Control Technique: PPI distribution is an item of interest in inspector general compliance inspections.

Test Question: Are PPI distributed in accordance with the restrictions specified in this regulation?

Response: YES _____ NO _____ N/A _____

Remarks:¹

¹Provide rationale for YES responses or provide cross-references where rationale can be found. For NO responses, cross-reference to where corrective action plans can be found. If response is NA, explain rationale.

I attest that the above listed internal controls provide reasonable assurance that Army resources are adequately safeguarded. I am satisfied that if the above internal controls are fully operational, the internal controls for this subtask throughout USAREC are adequate.

Chief, Advertising and Public Affairs

Functional Proponent

I have reviewed this subtask within my organization and have supplemented the prescribed internal control review checklist when warranted by unique environmental circumstances. The controls prescribed in this checklist, as amended are in place and operational for my organization (except for weaknesses described in the attached plan, which includes schedules for correcting the weaknesses).

Operating Manager (Signature)

Appendix D
Local Advertising Management Program

To be published at a later date.

Glossary

Section I Abbreviations

AMEDD Det

Army Medical Department detachment

COI

centers of influence

COR

contracting officer's representative

DEP

Delayed Entry Program

FY

fiscal year

HQDA

Headquarters, Department of the Army

HQ USAREC

Headquarters, United States Army Recruiting Command

HS

high school

LAMP

Local Advertising Management Program

LEADS

Lead Evaluation and Distribution System

PPI

personal presentation item

Rctg Bde

recruiting brigade

Rctg Bn

recruiting battalion

RPI

recruiting publicity item

RS

recruiting station

RSB

United States Army Recruiting Support Battalion

TAIR

Total Army Involvement in Recruiting

USAREC

United States Army Recruiting Command

Section II Terms

advertising

Placement of paid motivational messages in the mass communications media.

ad slicks

Professionally prepared, camera-ready adver-

tisements that are furnished to the print media (such as newspapers or magazines) for publication.

blind ad

An advertisement that does not identify the sponsor of the ad.

centers of influence

A person who can reasonably be expected to influence the enlistment decisions of a large number of prospects.

collateral material

Recruiter-distributed advertising, such as fliers and posters, that is placed strategically throughout a community or used in face-to-face presentations.

direct mail

Any form letter or flier mailed to members of the public that is not a news release, an invitation to a special event, or a standard reply to an inquiry.

offer

A promise that the Army will provide a benefit, either tangible or intangible, in exchange for military service.

penetration

The percentage of the enlistment age people in a geographic area that joins any military service. See entry under share.

personal presentation item

A low-cost item bearing an Army logo or slogan that is given away as an ice-breaker for one-on-one exchanges or as a traffic builder at events.

prospect

Person currently eligible for military service or who will be during the current FY.

prospecting aids

Contact opportunities for recruiters provided in the form of:

- Advertising-generated leads forwarded to recruiters through LEADS. Lists of names and addresses used for the national direct mail program and provided separately to recruiters.
- Leads generated through recruiter distribution of "sniped" take-one folders and posters.
- PPI used as traffic builders at conventions and other events.

recruiting publicity item

A brochure. Small, inexpensive "take one" folders are designed to be sniped with a recruiter's address and telephone number and posted in public places such as HS and shopping malls. Larger format sales reinforcement brochures are designed to be used by recruiters during face-to-face sales presentations.

response device

A way for a prospect to respond to an advertisement. Examples of response devices are business reply cards; the Army toll-free number; a local telephone number and/or address; or a

reminder to "see your local Army recruiter, he's listed in the telephone book under U.S. government."

sales presentation

Linking advertising with personal selling by providing recruiters with brochures, posters, films, and other sales aids which elaborate on points raised in advertising.

sales promotion

Activities designed to excite interest in the Army, thus making prospective enlistees more receptive to recruiting appeals and accessible to recruiters.

share (of market)

Of those people in an area who join a military service, the percentage who enlist in the Army. See entry under penetration.

snipe, snipe space

A name, address, or telephone number added to a print advertisement after production; the blank space left for such information.