



Recruiter's Rank/Name:

RECRUITER HANDBOOK



CLT Monthly Reviews (Initials)
1st
2d
3d
4th
5th
6th
7th
8th
9th

Headquarters
United States Army Recruiting Command
Fort Knox, Kentucky 40121-2726

PROGRAM START DATE: _____

INPROCESSING COMPLETION DUE DATE: _____

RS COMMANDER INITIAL ASSESSMENT DUE: _____

1SG FIFTH-MONTH EVALUATION DUE: _____

RS COMMANDER EIGHTH-MONTH EVALUATION DUE: _____

NINTH-MONTH BOARD DATE: _____

RECRUITER NAME: _____

RECRUITER SIGNATURE AND DATE: _____

MENTOR NAME: _____

MENTOR SIGNATURE AND DATE: _____

RS COMMANDER NAME AND RSID: _____

RS COMMANDER SIGNATURE AND DATE: _____

1SG NAME: _____

1SG SIGNATURE AND DATE: _____

NEW RS COMMANDER NAME: _____

NEW RS COMMANDER SIGNATURE AND DATE: _____

RECRUITER SIGNATURE AND DATE: _____

PROGRAM EXTENSION DATE: _____

REASON FOR EXTENSION: _____

DATE APPROVED BY USAREC (RCTNG-TB): _____

STATEMENT OF UNDERSTANDING RECRUITING WITH INTEGRITY

1. I understand that as a recruiter in the United States Army Recruiting Command I must maintain the highest standards of integrity and conduct. I understand that my voluntary and full compliance with all recruiting procedures is the only way to ensure integrity in the enlistment process. All documents and procedures must be timely, truthful, and filled in completely to protect the interests of the applicant, the Army, and myself.

2. I hereby state that I am familiar with, understand, and will comply with all provisions of the following lawful general regulations:

- a. USAREC Reg 601-45, chapter 2 (Recruiting Improprieties Policies and Procedures).
- b. USAREC Reg 600-22 (Assignment of Enlistment Processing Responsibility).
- c. USAREC Reg 600-25 (Prohibited and Regulated Activities).
- d. AR 601-210 (Regular Army and Army Reserve Enlistment Program).

I understand that failure to comply with these regulations may subject me to disciplinary action under the Uniform Code of Military Justice.

3. I understand further that, if I know or suspect an improper recruiting practice or improper relationship with a prospect, applicant, contact, or member of the Delayed Entry Program has occurred or been attempted, I must report this to my chain of command. If necessary, to ensure it reaches the appropriate commander, I will report it to my recruiting company commander. I understand that if I fail to do so I am subject to punishment under the Uniform Code of Military Justice and to appropriate administrative actions for violation of a lawful general regulation.

4. I further understand that it is my duty to report to my chain of command any known or suspected violations of any other regulatory provision cited in paragraph 2 or an attempt to commit such a violation. If I fail to report, I am subject to punishment under the Uniform Code of Military Justice and to appropriate administrative actions for dereliction in the performance of my duties.

Printed Recruiter's Name: _____

Signature of Recruiter: _____ **Date:** _____

Training
Recruiter Handbook

For the Commander:

ROBERT E. GAYLORD
Colonel, GS
Chief of Staff

Official:

ROGER H. BALABAN
Director, Information Management

History. This UPDATE printing publishes a revised pamphlet. Because of the extensive changes made, no attempt has been made to highlight changed material.

Summary. This pamphlet provides an inpro-

cessing list to facilitate the arrival of recruiters and a consolidated list of tasks by which they will be assessed, trained, and evaluated. Supervisors will use this handbook in accordance with USAREC Manual 25-100.

Applicability. This pamphlet applies to all new recruiters assigned to the United States Army Recruiting Command.

Proponent and exception authority. The proponent of this pamphlet is the Director of Training. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulations. Proponents may delegate the approval authority, in writing, to a division chief within the propo-

nent agency in the grade of lieutenant colonel or the civilian equivalent.

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

Distribution. Distribution of this pamphlet has been made in accordance with USAREC Pam 25-30, Special. Special equals one each new recruiter.

Contents (Listed by paragraph number)

- Purpose ● 1
- References ● 2
- Explanation of abbreviations and terms ● 3
- Policies ● 4
- Responsibilities ● 5
- Procedures ● 6
- Monthly evaluations ● 7
- Filing ● 8

Appendixes

- A. References
- B. Inprocessing Checklist
- C. Assessments and Evaluations
- D. Record of Sales Interviews
- E. Record of Prospecting
- F. Recruiter Board Procedures

Glossary

1. Purpose

This handbook provides an inprocessing list to facilitate the arrival of recruiters and a consolidated list of tasks by which they will be assessed, trained, and evaluated. Supervisors will use this handbook in accordance with USAREC Manual 25-100.

2. References

Related publications and blank forms are listed at appendix A.

3. Explanation of abbreviations and terms

Abbreviations and special terms used in this pamphlet are listed in the glossary.

4. Policies

Noncommissioned officers (NCO) who have completed the Army Recruiter Course (ARC) are considered trained recruiters. This is an apprenticeship process to help the recruiter avoid the difficulties of learning by trial and error. Recruiting leaders and experienced field recruiters contribute to this process by providing supervision, leadership, on-the-job training, coaching, demonstrations, and mentoring. Trained recruiters, as professional NCO, are expected to be able to pass through this apprenticeship process and effectively recruit America's Army. The training and development of recruiters is an ongoing process that continues throughout a soldier's assignment to the United States Army Recruiting Command (USAREC). The Recruiter Handbook formalizes the first 9 months.

a. After the recruiter completes the ARC, the first sergeant (1SG) will initiate the 9-month program on the first day of the calendar month after the recruiter reports to the recruiting company (Rctg Co). All inprocessing will be completed within 30 days. USAREC Reg 601-73 explains the assignment of a mission to the recruiter.

b. This program is mandatory for new recruiters and those recruiters who return to USAREC after an absence of 1 year or more regardless of experience. The 1SG will evaluate the progress of the soldier and the effectiveness of training in the fifth month. The 1SG will recommend early termination of soldiers identified as not possessing the skills for success. These soldiers will be returned to their branch for reassignment without prejudice. Specific guidance for rated and nonrated periods while on this program can be found in AR 601-1 and AR 623-205. Specific guidance concerning returning personnel is pro-

vided in USAREC Manual 25-100 and AR 601-1.

c. All recruiters in the recruiting station (RS) are coaches and will assist in the training of the recruiter. One recruiter must be detailed specifically as a mentor for the new recruiter in the program. Care should be taken to ensure the mentor will be present for the duration of the recruiter's training.

d. The Rctg Co 1SG may recommend a recruiter for early completion or termination from the program, but only after the fifth-month evaluation and recruiter board as outlined in paragraph 6h. The recruiter must also complete a memorandum of concurrence. The recruiting battalion (Rctg Bn) commander is the approving authority for all early completions.

e. Program extensions beyond 9 months must have prior approval from Headquarters, United States Army Recruiting Command (HQ USAREC) (RCTNG-TB). This headquarters must receive all requests no later than 60 days prior to the end of the 9-month period. Submit request for program extension to HQ USAREC (RCTNG-TB), Fort Knox, KY 40121-2726. Requests for extension will only be considered for the following reasons:

(1) Noncommissioned Officer Education System attendance. Extensions will be for the same length of time as school attendance.

(2) Personal or family emergencies or circumstances that exceed 30 days. Requests will be considered on an individual basis.

5. Responsibilities

Every NCO assigned to recruiting duty is an NCO first and a recruiter second; therefore, all NCO are responsible to take the initiative and provide

*This pamphlet supersedes USAREC Pamphlet 350-2, 4 June 1996.

quality assistance to the recruiter. Individual responsibilities include, but are not limited to:

a. The recruiter. It is the recruiter's responsibility to master the skills taught to them at the Recruiting and Retention School and incorporate any additional skills needed to accomplish the recruiting mission. He or she must ensure the assistance and evaluations received are quality. Recruiters will be allowed access to their handbooks so they can review their weaknesses. This access will also promote self-study by keeping the recruiter abreast of upcoming evaluations. Recruiters must ensure that they have access to all publications and references within the RS. Any publication not available will be reported to the RS commander. Recruiters will be required to endorse each section and evaluation certifying their knowledge is sufficient to perform each task to standard. The recruiter will receive a list of recommended reading materials that can be found either in the RS or local library. Some commercial material may also provide approaches that might be useful. The recruiter will annotate all actions from the Recruiter Program in his or her planning guide.

b. RS commanders. The RS commander is the primary trainer. RS commanders need to be well versed in all tasks, both Regular Army and United States Army Reserve (USAR). The RS commander will perform the RS briefing, initial training or assessment, refresher training, and the eighth-month evaluation. He or she will maintain each recruiter's handbook. The RS commander, with the approval of the 1SG, will assign the mentor.

NOTE: In an RS that consists of a recruiter and an RS commander (two-person RS), a mentor may be a recruiter from another RS.

(1) The RS commander will request assistance for training from the company leadership team (CLT) and Rctg Bn trainers any time he or she deems necessary.

(2) New RS commanders will assume responsibility for managing the program immediately upon assuming the position. An assessment of the recruiter's progress will be made by accompanying the recruiter on an appointment, face-to-face prospecting, evaluating telephone prospecting, reviewing the Recruiter Handbook, and, if possible, a verbal briefing by the outgoing RS commander. The new RS commander will complete the appropriate blocks on the program information page located in the front of this pamphlet.

c. Mentors. A successful recruiter will be assigned as the mentor. Recruiters pending adverse actions will not be used as mentors. The mentor will provide supportive task training, general and unique field recruiting knowledge, and personal recruiting insight to the recruiter. This individualized attention will enable the new recruiter to establish a solid and successful recruiting ethic, develop a mission accomplishment attitude, and help solidify the team effort for success.

d. 1SG. The 1SG will initiate the program in accordance with paragraph 4a. The 1SG will constantly review and evaluate the recruiter's progress through the entire program. The 1SG will perform the Rctg Co 1SG briefing, conduct

the fifth-month evaluation, and conduct monthly reviews of the handbook. The 1SG will recommend early termination of soldiers identified as not possessing the skills for success following the fifth-month evaluation.

e. Rctg Co commanders. The Rctg Co commander is the training manager for the Rctg Co. All recommendations and administrative actions will go through him or her. He or she will brief the recruiter on those items listed in appendix B and will conduct monthly reviews of the handbook.

f. Master trainers (MT) and senior trainers (ST). The MT and ST assist in the training of recruiters and participate in the Rctg Bn's program. They will accompany the recruiter in order to get firsthand knowledge of the recruiter's needs and conduct training in the field. They will schedule the ninth-month recruiter boards. An MT or ST will brief the recruiter on those items listed in appendix B.

g. Rctg Bn Command Sergeant Major (CSM). The Rctg Bn CSM is directly responsible for all recruiters enrolled in the program for his or her Rctg Bn. The CSM will ensure each recruiter is issued a Recruiter Handbook and will brief each recruiter on those items listed in appendix B. He or she must ensure each recruiter is given the proper training and guidance during the entire program. It is recommended that he or she actively participate in training whenever possible. The CSM will preside over the ninth-month board. He or she should also make themselves available to accompany recruiters on sales interviews. He or she must review all correspondence and recommendations pertinent to the Recruiter Program and advise the Rctg Bn commander on what action to take.

h. Rctg Bn commander. The Rctg Bn commander is the training manager for the Rctg Bn. All recommendations and administrative actions will go through him or her. He or she will brief the recruiter on those items listed in appendix B.

i. Rctg Bn staff. Each department in the Rctg Bn staff will brief the recruiter on their respective areas as listed in appendix B.

6. Procedures

a. The Rctg Co 1SG will initiate the program in accordance with paragraph 4a.

b. Appendix B will be completed not later than 30 days after reporting to the Rctg Co.

c. Either an initial training session or an assessment is conducted during the recruiter's first 60 days. The training will cover those areas that might have been forgotten by the recruiter between when the subject was taught during the ARC and when the recruiter reported to the RS. The assessment on those skills and tasks emphasized during the ARC will provide the RS commander information to determine the additional training needs.

(1) The training and/or assessment standards will mirror similar tasks and skills outlined in the Individual Recruiter Assessment Program.

(2) Weaknesses during the assessments are expected. The RS commander must know all of the weaknesses the recruiter has so he or she can establish a training focus.

(3) RS commanders will use the observation

portion of the training and/or assessment pages to give a concise and complete listing of the recruiter's strengths and weaknesses. Once the training and/or assessment is completed, the RS commander will establish dates for all required retraining. If possible, hands-on, performance-oriented training will be given on the spot for any task deemed untrained (U).

d. During the third and fourth months the RS commander, mentor, 1SG, MT and/or ST, or Rctg Bn CSM will provide refresher training to the recruiter in those areas found to be weak and sustainment training in all other areas. The trainer will record all training given in the training section of the observation page. Other experienced recruiters may also be used as trainers.

e. The Rctg Co 1SG will conduct the fifth-month evaluation. The Rctg Co 1SG will start and complete the evaluation during the fifth month (refer to NOTE below). Since this is the halfway point of the program, the 1SG will ensure the recruiter is progressing in the proper direction required to be a successful recruiter. The 1SG will establish refresher dates through the RS commander for any area found to need training.

NOTE: Normally this evaluation will occur during the fifth month. Those recruiters found to possess above average recruiting skills may be evaluated starting in the fourth month. Soldiers identified as possessing the skills to be successful may be terminated from the Recruiter Program following the fifth-month evaluation. Individuals that don't possess the ability can likewise be returned to their branch for reassignment, without prejudice, following the fifth-month evaluation. Soldiers returning to USAREC will be terminated from the program following a successful fifth-month evaluation. In all cases early termination will not occur until after the soldier appears before the Recruiter Board.

f. During the sixth and seventh months the RS commander, mentor, 1SG, MT and/or ST, or Rctg Bn CSM will provide refresher training to the recruiter in those areas found to be weak and sustainment training in all other areas. The trainer will record all training given in the training section of the observation page. Other experienced recruiters may also be used as trainers.

g. The RS commander will accomplish the eighth-month evaluation. The RS commander will start and complete the evaluation during the eighth month (refer to NOTE below). Once complete, the RS commander will forward USAREC Pam 350-2 through the Rctg Co to the Rctg Bn training section for board scheduling.

NOTE: Normally this evaluation will occur during the eighth month. Those recruiters found to possess above average recruiting skills may be evaluated starting in the seventh month.

h. The ninth-month recruiter board will be scheduled and conducted during the ninth month (the exception to this is explained in para 6e NOTE). It will be held at a location convenient for both the recruiter and the board members. The RS commander will accompany the recruiter to the board in the event the board members have questions or comments for the RS commander. The board will determine whether the recruiter can apply the tasks, conditions, and

standards established in this handbook. The board members will consist of (at a minimum): The Rctg Bn CSM, a member of the Rctg Bn training staff (MT or ST), and a Rctg Co 1SG. The board members will review the recruiter's production statistics over the last 8 months, this handbook, the recruiter's tools (planning guide, school folders, lead refinement lists, and the prospect data record (PDR) system), and will question the recruiter on general recruiting questions as outlined in appendix E. Following board recommendations the Recruiter Handbook will be forwarded to the Rctg Bn commander for review and final disposition.

7. Monthly evaluations

a. Prospecting. The recruiter will be evaluated twice a month conducting telephone prospecting and will be accompanied twice a month while face-to-face prospecting by a recruiter, mentor, trainer, or leader. Appendix E contains blank observation sheets for use during these prospecting sessions.

b. Sales presentations. The sales presentation is one of the most important aspects of recruiting; therefore, a minimum of three sales presentations will be observed and recorded each month of the program by either a recruiter, mentor, trainer, or leader. One of the three interviews will be conducted as a house call. Appendix D contains blank observation sheets for use during these presentations.

8. Filing

While not in use, the Recruiter Handbook will be maintained in the functional files (601-210i, Recruiting Management Files-Recruiter Training). Upon suspension of the recruiter, completion of the tour, or 79R conversion (whichever comes first) the handbook will be maintained in the same file at the CLT level for a period of 2 years.

**Appendix A
References**

**Section I
Related Publications**

AR 380-13

Acquisition and Storage of Information Concerning Nonaffiliated Persons and Organizations.

AR 600-9

The Army Weight Control Program.

AR 601-1

Assignment of Enlisted Personnel to the U.S. Army Recruiting Command.

AR 601-210

Regular Army and Army Reserve Enlistment Program.

AR 623-205

Enlisted Evaluation Reporting System.

USAREC Reg 1-18

Management of Centers of Influence Events.

USAREC Reg 37-16

Recruiter Expense Allowance.

USAREC Reg 350-6

Recruiter Production Management System.

USAREC Reg 600-22

Assignment of Enlistment Processing Responsibility.

USAREC Reg 600-25

Prohibited and Regulated Activities.

USAREC Reg 601-45

Recruiting Improprieties Policies and Procedures.

USAREC Reg 601-73

Missioning Procedures.

USAREC Reg 601-95

Delayed Entry and Delayed Training Program.

USAREC Pam 350-7

Recruiter Salesmanship.

USAREC Pam 601-8

Recruiter Sales Book.

USAREC Pam 601-8-1

Army Recruiter Sales Book Instructional Guide.

USAREC Manual 25-100

Training the Recruiting Force.

**Section II
Related Forms**

DA Form 2

Personnel Qualification Record - Part I.

DA Form 2-1

Personnel Qualification Record - Part II.

DA Form 348

Equipment Operator's Qualification Record (Except Aircraft).

DA Form 647-1

Personnel Register.

DA Form 1315

Reenlistment Data.

USAREC Fm 446

School Folder.

USAREC Fm 512

Regular Army and Reserve Components Referral Sheet.

USAREC Fm 533

Processing List (RA).

USAREC Fm 533-B

Processing List (USAR).

USAREC Fm 539

Lead Refinement List.

USAREC Fm 988

Center of Influence and Very Important Person Card.

B-11. The Rctg Bn MT will brief on:

- a. Rctg Bn training program.
- b. Career development through education (military and civilian).
- c. Common task training program and schedule.
- d. Explain the Recruiter Program and expectations of the program.

(Briefer)

(Recruiter)

(Date)

B-12. The Rctg Bn senior guidance counselor will brief on:

- a. Relationship of the guidance counselor to the recruiter.
- b. Applicant processing procedures.
- c. Recruit Quota System, MEPS Reporting System, MEPCOM Integrated Resource System, and the Army Recruiting and Accession Data System.
- d. Reasons for qualified not enlisted applicants.
- e. Special enlistment options and programs.
- f. Importance of properly completed enlistment packets.

(Briefer)

(Recruiter)

(Date)

B-13. The Rctg Bn family support personnel will brief on:

- a. Medical services:
 - (1) How to get emergency care for soldier or family members.
 - (2) How to change and/or start TRICARE enrollment. (Play information video and interview soldier.)
 - (3) How to get dental care (soldier and family member).
 - (4) How to get prescriptions filled (National Mail Order Pharmacy).
 - (5) Direct care authorization.
- b. Exceptional Family Member Program:
 - (1) Who should be enrolled.
 - (2) Check if soldier is enrolled; start if needed.
 - (3) Available resources in unit are to meet the needs of the exceptional family member.
- c. Family member employment assistance:
 - (1) How to contact state employment agency.
 - (2) Helpful internet addresses for employment information.
- d. Army family team building:
 - (1) Determine what training family member has attended.
 - (2) Discuss Army family team building as a DEP and Delayed Training Program (DTP) sustainment tool.
- e. Family support groups:
 - (1) Volunteer opportunities in unit.
 - (2) Unit family support group point of contact.
- f. Family Advocacy Program:
 - (1) Discuss what program is all about.
 - (2) Discuss reporting requirements.
- g. Chaplain support in USAREC:
 - (1) Recruiting brigade and HQ USAREC Chaplain telephone numbers.
 - (2) Chaplain Reserve Support Program point of contact in unit.
- h. Army emergency relief:
 - (1) Types of assistance available in unit area.
 - (2) Procedures for getting assistance.
- i. Other services and/or programs managed by the family services coordinator:
 - (1) Credit counseling referrals.
 - (2) Information and referrals.
 - (3) Disaster preparedness.

(Briefer)

(Recruiter)

(Date)

B-14. The Rctg Co commander will brief on and complete the following tasks:

- a. Mission and goals of the Rctg Co.
- b. Priority of Grad and Senior 1-3A.
- c. Rctg Co boundaries and relationship to Rctg Bn.
- d. Open-door policy.
- e. Rctg Co guest speaker program.
- f. Assignment of enlistment processing responsibility (USAREC Reg 600-22).
- g. Alleged recruiting improprieties (USAREC Reg 601-45).

- h. Rctg Co awards program.
- i. Rctg Co schools programs.
- j. Rctg Co Armed Services Vocational Aptitude Battery programs.
- k. COI and DEP functions.
- l. Sexual harassment policy.

(Briefer)

(Recruiter)

(Date)

B-15. The Rctg Co 1SG will brief on and complete the following tasks:

- a. Ensure all personal requirements are resolved (pay, housing, etc.).
- b. Recruiter conduct and appearance.
- c. Rctg Co standing operating procedures.
- d. Use, operation, and maintenance of Government vehicles.
- e. Rctg Co applicant scheduling procedures.
- f. Rctg Co waiver processing procedures.
- g. Membership in civic and veterans organizations.
- h. Completion of Personnel Data Card.
- i. Procedures for initiating the Recruiter Program.
- j. Height _____, Weight _____, Meets standards of AR 600-9 _____.
- k. Date of last Army physical fitness test _____; Score _____.

(Briefer)

(Recruiter)

(Date)

B-16. The RS commander will brief on and complete the following tasks:

- a. Welcome and introduce RS personnel.
- b. Complete Personnel Data Record.
- c. Personal affairs (i.e., quarters, pay, household goods, location of nearest military support facilities such as Army exchange, commissary, medical facilities, etc.).
- d. Ensure recruiter has housing.
- e. Ensure action to deliver household goods.
- f. Location of nearest judge advocate office (household goods damage claims and legal assistance).
- g. RS standing operating procedures.
- h. Assign a mentor.
- i. Ensure recruiter has proper tools.
 - (1) Planning guide.
 - (2) Blank forms.
 - (3) RPI and personal presentation items.
 - (4) Regulations and pamphlets.
 - (5) Briefcase.
 - (6) Sales book and laptop computer.
 - (7) Transportation and meal tickets.
- j. Orientation of operation and administration of:
 - (1) Functional file system.
 - (2) LEADS.
 - (3) Reports (out-of-pocket expense, vehicle logs, etc.).
 - (4) Mobile examining team testing procedures.
 - (5) Privacy Act procedures.
 - (6) Packet preparation.
 - (7) Enlistment processing procedures.
 - (8) Procedures for courtesy ships.
 - (9) Screening tests (Enlistment Screening Test and Windows Computerized Adaptive Screening Test).
 - (10) Explain the Army Recruiting and Accession Data System procedures.
- k. Orientation to territory:
 - (1) Explain operations and analysis map. (RS commander will personally take the recruiter through the assigned territory within 30 days after start of the Recruiter Program.)
 - (2) Explanation of mission assignment.
 - (3) Army's stay in school policy for high school students - Take Charge! Program.
 - (4) Obtaining and refining lists.
 - (5) School presentations and speeches. (RS commander or the outgoing recruiter will personally take recruiter to those assigned schools for the recruiter's first visit.)
 - (6) Other military recruiting services at the school.
 - (7) Working with other Army components (Army National Guard and USAR) in the school.
 - (8) Working with United States Army Recruiting Support Brigade personnel.
- l. Distribution of literature and publicity materials:

- (1) Materials available and source of supply.
- (2) Location and maintenance of RPI racks.
- (3) Use of window displays.
- (4) RS identification on all material.
- m. USAR Component Recruiting Program.
 - (1) Introduction to and support of all Army National Guard and USAR personnel.
 - (2) Referral system.
- n. Officer recruiting programs (Officer Candidate School, Warrant Officer Flight Training, USAR Officer Candidate School, USAR Warrant Officer Flight Training, Army Nurse Corps, USAR Army Nurse Corps, and Reserve Officers' Training Corps referrals).
 - o. Complete the initial Noncommissioned Officer Evaluation Report counseling.
 - p. Sexual harassment policy.

(Briefer)

(Recruiter)

(Date)

TRAINING MATRIX

60 Day	3d/4th Month	5th Month	6th/7th Month	8th Month	9th Month
RS Commander	Any Trainer	1SG	Any Trainer	RS Commander	Rctg Bn MT or ST
Training and Assessment	Refresher Training	Evaluation	Refresher Training	Evaluation	Board

NOTE: Use the “date” line below to plan when each task will be accomplished. This should correspond with planning guide(s). Entry may be pencil or pen.

Subject	Initial 60 Days	Fifth-Month Evaluation	Eighth-Month Evaluation
121-022-2405 Planning Guide	Date: _____ Train	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)
121-022-2435 Conduct Prospecting (Telephone)	Date: _____ Assess either Trained (T) or Untrained (U)	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)
121-022-2439 Conduct Prospecting (Face-to-Face)	Date: _____ Assess either Trained (T) or Untrained (U)	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)
121-022-2426 Multimedia Sales Presentation	Date: _____ Assess either Trained (T) or Untrained (U)	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)
121-022-2428 Sales Book Interview and Presentation	Date: _____ Assess either Trained (T) or Untrained (U)	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)
121-022-2433 DEP and DTP	Date: _____ Assess either Trained (T) or Untrained (U)	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)
121-022-2416 Prepare and Maintain a School Program	Date: _____ Train	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)
Give a Speech About the Army	Date: _____ Assess either Trained (T) or Untrained (U)	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)
Conduct Area Canvassing (P3) Prospecting	Date: _____ Train	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)
Conduct Followup	Date: _____ Train	Date: _____ Evaluate either Pass (P) or Fail (F)	Date: _____ Evaluate either Pass (P) or Fail (F)

Figure 1. Recruiting program matrix

Appendix C Assessments and Evaluations

C-1. Overall

All tasks are arranged in the order they naturally occur. It is recommended that this format be followed in order to reinforce the sequence of events a recruiter will follow. Whenever possible, actual applicant processing information will be used. All remarks placed in the record of observations will be clear and concise regarding the recruiter's strengths, weaknesses, and what training occurred. The recruiter feedback will also be clear and concise. Both the trainer and recruiter will print legibly. Comments such as "concur" or "no problems found" will not suffice as feedback. These observation blocks are not optional.

C-2. Leadership review

A leadership review of the new recruiter training program will be conducted at the end of each month and the front of the Recruiter Handbook initialed by a member of the CLT. Whoever reviews the handbook should check that the suspenses are being met and the training and/or evaluations are occurring in accordance with this pamphlet.

C-3. Sixty-day training or assessment

Training during this time period will cover those areas that might have been forgotten by the recruiter between when the subject was taught during the ARC and when the recruiter reported to the RS. An assessment is not an examination (pass or fail). It is designed to discover what the recruiter has learned and what areas to focus training so they will be prepared for evaluations in the fifth and ninth months. The assessment will be judged either Trained (T) or Untrained (U). If possible, hands-on, performance-oriented training will be given on the spot for any tasks deemed Untrained (U).

C-4. Refresher training

After completing the initial training and/or assessment, the RS commander, mentor, 1SG, MT or ST, CSM, or another recruiter (designated by the RS commander) will provide refresher and/or sustainment training. This training will occur during the third, fourth, sixth, and seventh months for the recruiter in all tasks. Place emphasis on those areas deemed Untrained (U) during the initial or failed (F) during the fifth-month evaluation. Planning this training in advance and ensuring the trainer and the recruiter both have it entered in their planning guide will allow for proper preparation and eliminate last minute training. The training should be hands-on, performance-oriented. Use the training section record to record training given.

C-5. Fifth-month evaluation

The 1SG will perform this evaluation. These tasks will be hands-on, performance-oriented evaluations. Following the evaluation the 1SG

will brief the RS commander on those areas that are weak so the RS commander can develop a training plan that will assist the recruiter.

C-6. Eighth-month evaluation

The RS commander will conduct the eighth-month evaluation. The procedures for evaluation will be the same as those listed above in the fifth-month evaluation.

C-7. Ninth-month board

A Recruiter Board will be conducted during the ninth month. The procedures for the board are outlined in appendix F.

TASK 121-022-2405
PREPARE A PLANNING GUIDE

CONDITIONS

Given: A requirement to prepare a planning guide and access to:

- a. USAREC Reg 350-6.
- b. A planning guide.
- c. A list of proposed activities.
- d. Standard office supplies and equipment.

STANDARD

Prepare a planning guide in accordance with USAREC Reg 350-6.

**TASK 121-022-2405
PREPARE A PLANNING GUIDE
TRAINING AND EVALUATION GUIDE**

Performance Measures:	Initial Training	5th-Month Evaluation	8th-Month Evaluation
1. Yearly section (optional): a. School significant events (start and graduation dates, school vacation and breaks, school milestones, etc.). b. Leave. c. Unit events (annual training conference, other conferences, etc.).	Train Train Train	P F P F P F	P F P F P F
2. Monthly section: a. Training - individual and collective. b. School activities, holidays, and visits. c. DEP and DTP ship dates and functions. d. COI and (very important persons (VIP) events. e. Planned leave.	Train Train Train Train Train	P F P F P F P F P F	P F P F P F P F P F
3. Daily section: a. Lead generation and prospecting, to include precall planning. b. Sales interviews. c. Daily performance review. d. Followup activities. e. Applicant processing. f. School visits. g. DEP and DTP followups, ship dates, and functions. h. Training. i. Administrative and logistical duties (police checks, medical records, etc.). j. Personal time (leave, physical training, etc.).	Train Train Train Train Train Train Train Train Train Train	P F P F P F P F P F P F P F P F P F P F	P F P F P F P F P F P F P F P F P F P F
4. Uses the planning guide to effectively accomplish the mission.	Train	P F	P F
5. Executes the plan with little or no deviation.	Train	P F	P F

**TASK 121-022-2405
PREPARE A PLANNING GUIDE
INITIAL TRAINING**

DATE: _____

RECORD OF OBSERVATION (TRAINING REMARKS): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2405
PREPARE A PLANNING GUIDE
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2405
PREPARE A PLANNING GUIDE
EIGHTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

TASK 121-022-2435
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (TELEPHONE)

CONDITIONS

Given: A requirement to conduct prospecting to obtain an appointment and access to:

- a. USAREC Reg 350-6.
- b. USAREC Reg 600-22.
- c. USAREC Pam 350-7.
- d. USAREC Fm 539 (Lead Refinement List).
- e. Standard office supplies and equipment.

STANDARD

Conduct prospecting to obtain an appointment for a sales interview and presentation in accordance with USAREC Reg 350-6.

TASK 121-022-2435
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (TELEPHONE)
ASSESSMENT AND EVALUATION GUIDE

Performance Measures:	Initial Assessment	5th-Month Evaluation	8th-Month Evaluation
1. Precall plan: a. Create a list of leads. b. Plans prospecting time that fits the market. c. Prepare an opening statement. d. Prepare the sales message. e. Prepare for the request for the appointment.	T U T U T U T U T U	P F P F P F P F P F	P F P F P F P F P F
2. Identify self and Army (whoever answers the telephone).	T U	P F	P F
3. Establish and maintain rapport: a. Make the contact feel comfortable. b. Used an element of MR ACE SING. c. Blueprint during rapport. d. Display enthusiasm and salesmanship.	T U T U T U T U	P F P F P F P F	P F P F P F P F
4. Determine needs and interests: a. Probe TEAMS. b. Use effective listening.	T U T U	P F P F	P F P F
5. Determine qualifications.	T U	P F	P F
6. Present features and benefits: a. Tailor message to prospect's needs and interests. b. Stress the benefit over the feature.	T U T U	P F P F	P F P F
7. Close: a. Attempt to schedule appointment. b. If no appointment, close on a positive note.	T U T U	P F P F	P F P F
8. Handle objections: a. Uncover true objection. b. Restate objection. c. Handle objection.	T U T U T U	P F P F P F	P F P F P F
9. Confirm the appointment.	T U	P F	P F
10. Ask for a referral (regardless of appointment).	T U	P F	P F
11. Document contact: a. Document lead refinement list. b. Document planning guide.	T U T U	P F P F	P F P F

**TASK 121-022-2435
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (TELEPHONE)
INITIAL ASSESSMENT**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2435
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (TELEPHONE)
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2435
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (TELEPHONE)
EIGHTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

TASK 121-022-2439
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (FACE-TO-FACE)

CONDITIONS

Given: A requirement to conduct prospecting to obtain an appointment and access to:

- a. USAREC Reg 1-18.
- b. USAREC Reg 37-16.
- c. USAREC Reg 350-6.
- d. USAREC Reg 600-22.
- e. USAREC Pam 350-7.
- f. USAREC Fm 539.
- g. An assigned recruiting zone.
- h. Standard office supplies.

STANDARD

Conduct face-to-face prospecting to obtain an appointment for a sales interview and presentation in accordance with USAREC Reg 350-6.

TASK 121-022-2439
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (FACE-TO-FACE)
ASSESSMENT AND EVALUATION GUIDE

Performance Measures:	Initial Assessment	5th-Month Evaluation	8th-Month Evaluation
1. Preprospecting plan: a. Times to prospect. b. Names to contact. c. Exact route to follow.	T U T U T U	P F P F P F	P F P F P F
2. Mission focused: a. Prospecting efforts directed towards mission box. b. Planning guide annotated with prospecting plan.	T U T U	P F P F	P F P F
3. Prepare for contact: Recruiter takes tools with him or her to prospect effectively (business cards, planning guide, sales book and/or multimedia system, enlistment packets, etc.).	T U	P F	P F
4. Approach every potential prospect.	T U	P F	P F
5. Identify self and Army.	T U	P F	P F
6. Establish and maintain rapport: a. Make the contact feel comfortable. b. Use an element of MR ACE SING. c. Blueprint during rapport. d. Display enthusiasm, professionalism, and salesmanship.	T U T U T U T U	P F P F P F P F	P F P F P F P F
7. Determine needs and interests: a. Probe TEAMS. b. Use effective listening.	T U T U	P F P F	P F P F
8. Determine qualifications.	T U	P F	P F
9. Present features and benefits: a. Tailor message to prospect's needs and interests. b. Stress the benefit over the feature.	T U T U	P F P F	P F P F
10. Close: a. Attempt to schedule appointment. b. If no appointment, close on a positive note.	T U T U	P F P F	P F P F
11. Handle objections: a. Uncover true objection. b. Restate objection. c. Handle objection.	T U T U T U	P F P F P F	P F P F P F
12. Confirm the appointment.	T U	P F	P F
13. Ask for a referral (regardless of appointment).	T U	P F	P F
14. Document contact.	T U	P F	P F

**TASK 121-022-2439
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (FACE-TO-FACE)
INITIAL ASSESSMENT**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2439
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (FACE-TO-FACE)
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

TASK 121-022-2439
CONDUCT PROSPECTING TO OBTAIN AN APPOINTMENT (FACE-TO-FACE)
EIGHTH-MONTH EVALUATION

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

TASK 121-022-2426
CONDUCT MULTIMEDIA SALES PRESENTATION

CONDITIONS

Given: A requirement to conduct a multimedia sales presentation and access to:

- a. USAREC Pam 350-7.
- b. AR 601-210.
- c. A prospect.
- d. Multimedia system.
- e. Standard office supplies and equipment.

STANDARD

Conduct a multimedia sales presentation in accordance with USAREC Pam 350-7.

TASK 121-022-2426
CONDUCT MULTIMEDIA SALES PRESENTATION
ASSESSMENT AND EVALUATION GUIDE

Performance Measures:	Initial Assessment	5th-Month Evaluation	8th-Month Evaluation
1. Gather, analyze, and use blueprint information to identify the prospect's potential needs and interests, possible objections, and prequalification. (Place information obtained where appropriate.)	T U	P F	P F
2. Power up multimedia system.	T U	P F	P F
3. Identify the appropriate sales aids, RPI, and regulations that may be needed for the sales interview and presentation.	T U	P F	P F
4. Establish rapport with the prospect prior to starting the multimedia presentation and maintain this rapport throughout the interview.	T U	P F	P F
5. Use the "Needs and Interests Screen" and ask open-ended, fact-finding questions to probe for the prospect's buying motive(s).	T U	P F	P F
6. Prioritize the buying motives, proceed to "Determine Qualifications Screen" via the second buying motive.	T U	P F	P F
7. Introduce the PDR, advise the prospect of the Privacy Act, and provide the applicant with a copy.	T U	P F	P F
8. Prequalify the prospect by asking questions based on APPLES-MDT on the monitor. NOTE: Probe indepth any points of which you may have doubts (i.e., law violations, dependents, etc.). See AR 601-210 for eligibility requirements.	T U	P F	P F
9. (If applicable) Explain the reason for the disqualification to the prospect if a nonwaiverable disqualification is discovered, tactfully terminate the interview, and ask for a referral.	T U	P F	P F
10. (If applicable) Explain that the prospect is disqualified if a waiverable disqualification is discovered but explain that a waiver may be submitted.	T U	P F	P F
11. Administer the Windows Computerized Adaptive Screening Test at this time if required.	T U	P F	P F
12. Close "Determine Qualifications Screen" (this will take you back to the second buying motive).	T U	P F	P F
13. Summarize the buying motives (if more than one was uncovered).	T U	P F	P F
14. Introduce facts, present the video segments as evidence, state the benefit based on the information uncovered in the needs and interests phase, paint a word picture, and ask for the agreement.	T U	P F	P F
15. Attempt to close by using a technique listed in USAREC Pam 350-7.	T U	P F	P F
16. Handle objection in accordance with USAREC Pam 350-7, and attempt another close. NOTE: All objections will be handled the same way.	T U	P F	P F

Performance Measures:	Initial Assessment	5th-Month Evaluation	8th-Month Evaluation
17. (If commitment cannot be obtained) Ask for a referral, attempt to cultivate the prospect as a COI or VIP and terminate the sales presentation.	T U	P F	P F
18. (If commitment is obtained) Explain the processing procedures, initiate an enlistment packet (if time permitting), confirm processing dates, and explain the DEP or DTP.	T U	P F	P F
19. Print and explain the Army Potential Benefit Summary Sheet and give a copy to the prospect and reconfirm the processing dates.	T U	P F	P F
20. Thank the prospect, establish followup date, and ask for referrals.	T U	P F	P F
21. If no commitment is received, establish a followup date and ask for referrals.	T U	P F	P F
22. Record all information obtained on appropriate documents for review by the RS commander.	T U	P F	P F

**TASK 121-022-2426
CONDUCT MULTIMEDIA SALES PRESENTATION
INITIAL ASSESSMENT**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2426
CONDUCT MULTIMEDIA SALES PRESENTATION
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2426
CONDUCT MULTIMEDIA SALES PRESENTATION
EIGHTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

TASK 121-022-2428
CONDUCT RECRUITER SALES BOOK INTERVIEW AND PRESENTATION

CONDITIONS

Given: A requirement to conduct a sales presentation using the recruiter sales book and access to:

- a. USAREC Pam 350-7.
- b. AR 601-210.
- c. USAREC Pam 601-8-1.
- d. A prospect.
- e. Standard office supplies and equipment.

STANDARD

A recruiter sales book presentation will be conducted in accordance with USAREC Pam 350-7.

TASK 121-022-2428
CONDUCT RECRUITER SALES BOOK INTERVIEW AND PRESENTATION
ASSESSMENT AND EVALUATION GUIDE

Performance Measures:	Initial Assessment	5th-Month Evaluation	8th-Month Evaluation
1. Gather, analyze, and use blueprint information to identify the prospect's potential needs and interests, possible objections, and prequalifications. (Place information obtained where appropriate.)	T U	P F	P F
2. Identify the appropriate RPI, regulations, etc., which may be needed for the interview.	T U	P F	P F
3. Establish and maintain rapport to the extent that the applicant and recruiter are comfortable.	T U	P F	P F
4. Introduce the sales book and use the Dual-Market Page to further establish rapport and to transition into the TEAMS page.	T U	P F	P F
5. Probe all areas of TEAMS to determine needs and interests using open-ended, fact-finding questions to gain all information required to present a satisfactory fact, evidence, benefit, and agreement.	T U	P F	P F
6. Prioritize the buying motive(s) (if more than one was uncovered).	T U	P F	P F
7. Introduce the PDR, advise the prospect of the Privacy Act, and provide the applicant with a copy.	T U	P F	P F
8. Utilize the pictures in the Determine Qualification Section of the sales book and ask questions using APPLES-MDT. NOTE: Probe indepth any areas of APPLES-MDT which are unclear or of which there is doubt (e.g., law violations, dependents).	T U	P F	P F
9. If a disqualification is discovered, check AR 601-210 to determine if a waiver is authorized.	T U	P F	P F
10. (If applicable) Explain the reason for the disqualification to the prospect if a nonwaiverable disqualification is discovered and tactfully terminate the interview and ask for a referral. NOTE: In appropriate cases, attempt to cultivate the prospect as a possible COI or VIP.	T U	P F	P F
11. (If applicable) Explain that the prospect is disqualified; however, a waiver may be submitted if it is a waiverable disqualification.	T U	P F	P F
12. Administer the Enlistment Screening Test.	T U	P F	P F
13. Summarize the buying motives (if more than one was uncovered).	T U	P F	P F
14. Select the second buying motive of those chosen in Performance Measure 5 and introduce facts, present evidence, state the benefit based on the information uncovered in the needs and interests phase, paint a word picture, and ask for the agreement.	T U	P F	P F
15. Attempt to close by using a technique listed in USAREC Pam 350-7.	T U	P F	P F

Performance Measures:	Initial Assessment	5th-Month Evaluation	8th-Month Evaluation
16. Handle objection in accordance with USAREC Pam 350-7 and attempt another close. NOTE: All objections will be handled the same way.	T U	P F	P F
17. (If commitment cannot be obtained) Ask for a referral, attempt to cultivate the prospect as a COI or VIP, and terminate the sales presentation.	T U	P F	P F
18. (If commitment is obtained) Explain the processing procedures, initiate an enlistment packet (if time permitting), confirm processing dates, and explain the DEP or DTP.	T U	P F	P F
19. Thank the prospect, establish followup date, and ask for referrals.	T U	P F	P F
20. If no commitment is received, establish a followup date, and ask for referrals.	T U	P F	P F
21. Record all information obtained on appropriate documents for review by the RS commander.	T U	P F	P F

**TASK 121-022-2428
CONDUCT RECRUITER SALES BOOK INTERVIEW AND PRESENTATION
INITIAL ASSESSMENT**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2428
CONDUCT RECRUITER SALES BOOK INTERVIEW AND PRESENTATION
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

TASK 121-022-2428
CONDUCT RECRUITER SALES BOOK INTERVIEW AND PRESENTATION
EIGHTH-MONTH EVALUATION

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

TASK 121-022-2433
ESTABLISH AND MAINTAIN A DEP AND DTP MAINTENANCE PROGRAM

CONDITIONS

Given: A requirement to establish and maintain a DEP and DTP maintenance program and access to:

- a. USAREC Reg 350-6.
- b. USAREC Reg 601-95.
- c. Access to multimedia system.
- d. An individual in the DEP or DTP.
- e. That individual's PDR.
- f. Standard office supplies and equipment.

STANDARD

Establish and maintain a DEP and DTP maintenance program in accordance with USAREC Reg 350-6 and USAREC Reg 601-95.

TASK 121-022-2433
ESTABLISH AND MAINTAIN A DEP AND DTP MAINTENANCE PROGRAM
ASSESSMENT AND EVALUATION GUIDE

Performance Measures:	Initial Assessment	5th-Month Evaluation	8th-Month Evaluation
<p>1. After 3, but not later than 10 days from contract or enlistment, provides orientation regarding Army programs and options contractually guaranteed to the DEP or DTP enlistee. This orientation will include:</p> <p style="margin-left: 20px;">a. Attempt to include any influencers during the initial orientation (i.e., parents, loved ones, etc.).</p> <p style="margin-left: 20px;">b. The DEP or DTP packet used with the multimedia video presentation pertaining to any option guaranteed to the enlistee.</p> <p style="margin-left: 20px;">c. A synopsis of what the enlistee may expect during initial entry training, advanced individual training, and initial assignment.</p> <p style="margin-left: 20px;">d. A summary of the enlistee's responsibilities while a member of the DEP or DTP.</p> <p style="margin-left: 20px;">e. Discuss enrollment in DEP correspondence course.</p> <p style="margin-left: 20px;">f. Discuss pre-basic training task list.</p> <p style="margin-left: 20px;">g. Assist DEP member in completing Concurrent Admissions Program forms.</p> <p style="margin-left: 20px;">h. Introduce and explain the Certificate of Commitment to Excellence. Give original to DEP member and maintain copy at the RS.</p>	T U	P F	P F
2. Post the results of the orientation to the DEP and DTP portion of the PDR.	T U	P F	P F
3. Instruct the enlistee to contact the recruiter a minimum of once every 2 weeks, and one face-to-face tutorial meeting with the recruiter each month, weekly during the last 45 days of the DEP or DTP, and 3 days prior to leaving for basic training or advanced individual training. If the enlistee fails to make contact as required, the recruiter will initiate contact on the appropriate date. Recruiter of credit for nonprior service USAR contracts will escort nonprior service members to their unit within 10 days of contract.	T U	P F	P F
4. During DEP or DTP followup, reverify that basic qualifications are being maintained and ask for referrals.	T U	P F	P F
5. Record DEP and DTP followup on USAREC PDR.	T U	P F	P F
6. Ensure that enlistees attend all scheduled DEP and DTP functions.	T U	P F	P F
7. Provide each member of the DEP and DTP with a minimum of three USAREC Fms 512 (Regular Army and Reserve Components Referral Sheet) to document referrals.	T U	P F	P F
8. Upon receipt of a DEP or DTP referral:	T U	P F	P F
a. Annotate USAREC PDR.	T U	P F	P F
b. Contact referral in a timely manner.	T U	P F	P F
c. Once referral commits to an appointment, issue current incentive awards to DEP or DTP member.	T U	P F	P F
9. Annotate the source of lead on the PDR if the referral agrees to an appointment.	T U	P F	P F

Performance Measures:	Initial Assessment	5th-Month Evaluation	8th-Month Evaluation
10. Complete and forward USAREC Fm 512 through the RS commander to the guidance counselor and attach a copy to the PDR.	T U	P F	P F
11. When the referral contracts, annotate the PDR of the DEP or DTP member who provided the referral with the referral's complete name and contract date.	T U	P F	P F
12. Immediately report any problems that occur with DEP or DTP members to the RS commander.	T U	P F	P F

**TASK 121-022-2433
ESTABLISH AND MAINTAIN A DEP AND DTP MAINTENANCE PROGRAM
INITIAL ASSESSMENT**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2433
ESTABLISH AND MAINTAIN A DEP AND DTP MAINTENANCE PROGRAM
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2433
ESTABLISH AND MAINTAIN A DEP AND DTP MAINTENANCE PROGRAM
EIGHTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

TASK 121-022-2416
PREPARE AND MAINTAIN A SCHOOL PROGRAM

CONDITIONS

Given: A requirement to manage and maintain a schools program and access to:

- a. USAREC Reg 350-6.
- b. USAREC Fm 446 (School Folder).
- c. An assigned high school or college.
- d. Standard office supplies and equipment.

STANDARD

Establish and maintain a school program in accordance with USAREC Reg 350-6.

**TASK 121-022-2416
PREPARE AND MAINTAIN A SCHOOL PROGRAM
TRAINING AND EVALUATION GUIDE**

Performance Measures:	Initial Training	5th-Month Evaluation	8th-Month Evaluation
<p>1. Use of USAREC Fm 446:</p> <p>a. Completion of all data on front, back, and inside cover.</p> <p>b. Plan milestones for each activity listed and specifics as to how the activity will be accomplished.</p> <p>c. Review last year's school folder for trends.</p> <p>d. List additional activities in the Remarks Section.</p> <p>e. Annotate all activity planning in the proper section of the planning guide.</p>	<p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p>	<p>P F</p> <p>P F</p> <p>P F</p> <p>P F</p> <p>P F</p>	<p>P F</p> <p>P F</p> <p>P F</p> <p>P F</p> <p>P F</p>
<p>2. School visit:</p> <p>a. Plan school visits and stick to plan.</p> <p>b. Visit with key personnel at the school.</p> <p>c. Is familiar with school policies and procedures.</p> <p>d. Know importance of recruiter's appearance and how to approach students and faculty.</p> <p>e. Keep school posted with an RPI rack and other posters.</p> <p>f. Promote the Armed Services Vocational Aptitude Battery and "Take Charge..." Programs.</p> <p>g. Schedule "Values" presentations for the schools.</p> <p>h. Annotate school folder after every visit with detailed information about the visit.</p> <p>i. Treat colleges and high schools alike.</p>	<p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p>	<p>P F</p>	<p>P F</p>

**TASK 121-022-2416
PREPARE AND MAINTAIN A SCHOOL PROGRAM
INITIAL TRAINING**

DATE: _____

RECORD OF OBSERVATION (TRAINING REMARKS): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2416
PREPARE AND MAINTAIN A SCHOOL PROGRAM
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**TASK 121-022-2416
PREPARE AND MAINTAIN A SCHOOL PROGRAM
EIGHTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

GIVE A SPEECH ABOUT THE ARMY

CONDITIONS

Given: A requirement to give a speech about the Army and access to:

- a. USAREC Reg 350-6.
- b. High school and college folder.
- c. Standard office supplies and equipment.

STANDARD

Give a speech about the Army using a prepared speech outline.

**GIVE A SPEECH ABOUT THE ARMY
ASSESSMENT AND EVALUATION GUIDE**

Performance Measures:	Initial Assessment	5th-Month Evaluation	8th-Month Evaluation
1. Effective use of an attention statement.	T U	P F	P F
2. Give the audience a reason to listen.	T U	P F	P F
3. Include main points in the body of the speech.	T U	P F	P F
4. Include supporting material in the body of the speech.	T U	P F	P F
5. Include within the conclusion: a. Summary. b. Closing statement. c. Appeal for action.	T U T U T U	P F P F	P F P F
6. Display enthusiasm in: a. Voice. b. Attitude. c. Desire.	T U T U T U	P F P F P F	P F P F P F
7. Does not distract from the presentation (pacing, unnatural gestures, monotone voice, etc.).	T U	P F	P F
8. Present a good representation of the Army.	T U	P F	P F

**GIVE A SPEECH ABOUT THE ARMY
INITIAL ASSESSMENT**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**GIVE A SPEECH ABOUT THE ARMY
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**GIVE A SPEECH ABOUT THE ARMY
EIGHTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

CONDUCT AREA CANVASSING (P3) PROSPECTING

CONDITIONS

Given: A requirement to conduct area canvassing (P3) prospecting and access to:

- a. USAREC Reg 350-6.
- b. USAREC Pam 350-7.
- c. An assigned RS territory.
- d. Business cards, RPI, posters, and give-away items.
- e. Standard office supplies and equipment.

STANDARD

A recruiter will demonstrate the ability to effectively plan and execute area canvass (P3) prospecting in order to post the area, enhance the Army image in the community, and obtain leads.

**CONDUCT AREA CANVASSING (P3) PROSPECTING
TRAINING AND EVALUATION GUIDE**

Performance Measures:	Initial Training	5th-Month Evaluation	8th-Month Evaluation
<p>1. Planning:</p> <p>a. Plan time in planning guide to conduct area canvassing.</p> <p>b. Plan to visit appropriate area within recruiting territory.</p> <p>c. Map out a route and target businesses to cultivate COI, VIP, and obtain leads.</p> <p>d. Take appropriate business cards, RPI, posters, and give-away items to use during canvassing.</p> <p>e. Take a list of previously posted locations to update with new posters and information.</p>	<p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p>	<p>P F</p> <p>P F</p> <p>P F</p> <p>P F</p> <p>P F</p>	<p>P F</p> <p>P F</p> <p>P F</p> <p>P F</p> <p>P F</p>
<p>2. Execution of plan:</p> <p>a. Approach each business with a professional appearance and attitude.</p> <p>b. Tell the Army story to store owners and employees.</p> <p>c. Cultivate community members to gain their help as COI or VIP (store owners, employees, veterans, youth organizations, etc.).</p> <p>d. Ask community members for leads to contact.</p> <p>e. Leave each meeting on a positive note.</p> <p>f. Annotate planning guide for followups on COI, VIP, and leads.</p> <p>g. Followup with businesses previously posted to continue cultivating as COI and VIP.</p> <p>h. Seek referrals from everyone he or she comes in contact with.</p>	<p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p> <p>Train</p>	<p>P F</p>	<p>P F</p>

**CONDUCT AREA CANVASSING (P3) PROSPECTING
INITIAL TRAINING**

DATE: _____

RECORD OF OBSERVATION (TRAINING REMARKS): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**CONDUCT AREA CANVASSING (P3) PROSPECTING
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**CONDUCT AREA CANVASSING (P3) PROSPECTING
EIGHTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

CONDUCT FOLLOWUP

CONDITIONS

Given: A requirement to plan and execute effective followup practices in all aspects of the recruiting cycle and access to:

- a. USAREC Reg 350-6.
- b. USAREC Pam 350-7.
- c. Current policies and guidance.
- d. Standard office supplies and equipment.

STANDARD

A recruiter will demonstrate the ability to effectively plan and execute followup of prospects, applicants, DEP and DTP members, and COI and VIP.

**CONDUCT FOLLOWUP
TRAINING AND EVALUATION GUIDE**

Performance Measures:	Initial Training	5th-Month Evaluation	8th-Month Evaluation
1. Lead refinement lists: <ul style="list-style-type: none"> a. Utilize the trimester followup plan for contacting students that do not agree to appointments. b. Suspense leads that do not agree to an appointment for further followup. c. Annotate planning guide with date, time, and method of scheduled followup. 	Train Train Train	P F P F P F	P F P F P F
2. Applicants: <ul style="list-style-type: none"> a. Schedule committed applicants for processing during the sales presentation. b. Schedule uncommitted applicants for followup in order to attempt a resell. c. Schedule applicants pending waivers or administrative actions, as appropriate, to ensure that applicants don't lose interest. d. Annotate planning guide with date, time, and method of scheduled followup. 	Train Train Train Train	P F P F P F P F	P F P F P F P F
3. DEP and DTP members: <ul style="list-style-type: none"> a. Followup members of the DEP and DTP in accordance with USAREC Reg 350-6 and USAREC Reg 601-95. b. Plan followup in planning guide and annotate DEP and DTP PDR after all followups. 	Train Train	P F P F	P F P F
4. COI and VIP members: <ul style="list-style-type: none"> a. Plan followups in planning guide. b. Annotate USAREC Fm 988 (Center of Influence and Very Important Person Card) with all followup information. 	Train Train	P F P F	P F P F

**CONDUCT FOLLOWUP
INITIAL TRAINING**

DATE: _____

RECORD OF OBSERVATION (TRAINING REMARKS): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

THIRD- AND FOURTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**CONDUCT FOLLOWUP
FIFTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

1SG'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

SIXTH- AND SEVENTH-MONTH REFRESHER TRAINING

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

TRAINER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

**CONDUCT FOLLOWUP
EIGHTH-MONTH EVALUATION**

DATE: _____

RECORD OF OBSERVATION (STRENGTHS AND WEAKNESSES): _____

RS COMMANDER'S INITIALS: _____ RECRUITER'S INITIALS: _____

RECRUITER FEEDBACK: _____

Appendix D

Record of Sales Interviews

NOTE: To be completed each time a member of the chain of command or the training team observes an actual sales presentation given by the new recruiter. A mentor, trainer, or leader will observe the new recruiter conducting a sales interview a minimum of three times monthly. One of those will be conducted on a house call (HC). Circle HC if it applies. The disposition line will reflect the final entry on the recruiter's USAREC Fm 533 (Processing List (RA)) or USAREC Fm 533-B (Processing List (USAR)).

**OBSERVATION
(FIRST MONTH)**

1. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

2. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

3. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(SECOND MONTH)**

4. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

5. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

6. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(THIRD MONTH)**

7. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

8. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

9. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

**OBSERVATION
(FOURTH MONTH)**

10. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

11. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

12. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

**OBSERVATION
(FIFTH MONTH)**

13. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

14. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

15. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

**OBSERVATION
(SIXTH MONTH)**

16. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

17. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

18. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(SEVENTH MONTH)**

19. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

20. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

21. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(EIGHTH MONTH)**

22. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

23. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

24. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

**OBSERVATION
(NINTH MONTH)**

25. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

26. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

27. Applicant: _____ Date: _____ HC

Observed strengths and/or weaknesses: _____

Disposition: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

Appendix E

Record of Prospecting

NOTE: A mentor, trainer, or leader will observe the recruiter conducting face-to-face prospecting (FTF) and telephone prospecting (TP) a minimum of twice a month. Circle either FTF or TP.

**OBSERVATION
(FIRST MONTH)**

1. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

2. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

3. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

4. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____

Recruiter's Initials: _____

**OBSERVATION
(SECOND MONTH)**

1. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

2. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

3. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

4. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(THIRD MONTH)**

1. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

2. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

3. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

4. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(FOURTH MONTH)**

1. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

2. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

3. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

4. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(FIFTH MONTH)**

1. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

2. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

3. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

4. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(SIXTH MONTH)**

1. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

2. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

3. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

4. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(SEVENTH MONTH)**

1. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

2. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

3. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

4. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(EIGHTH MONTH)**

1. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

2. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

3. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

4. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

**OBSERVATION
(NINTH MONTH)**

1. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

2. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

3. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

4. Date: _____ FTF TP

Observed strengths and/or weaknesses: _____

Observer's Name: _____ Signature: _____
Recruiter's Initials: _____

Appendix F

Recruiter Board Procedures

F-1. The ninth-month recruiter board will be scheduled and conducted during the ninth month (the exception is explained in para 6e NOTE). It will be held at a location convenient for both the recruiter and the board members. The RS commander will accompany the recruiter to the board in the event the board members have questions or comments for the RS commander. The board's primary function should be to evaluate the quality of the training, identify weaknesses, and recommended courses of action. In exceptional cases this would include relief. The board will determine whether the recruiter can apply the tasks, conditions, and standards established in this handbook. The board members will consist of (at the minimum): The Rctg Bn CSM, a member of the Rctg Bn training staff (MT or ST), and a Rctg Co 1SG. The board members will review the recruiter's production statistics over the last 8 months, this handbook, the recruiter's tools (planning guide, school folders, lead refinement lists, and the PDR file system), and will question the recruiter on the subjects listed in paragraph F-2.

F-2. Questions will be compiled from the following subjects:

- a. Planning guide.
- b. Conduct prospecting (telephone).
- c. Conduct prospecting (face-to-face).
- d. Multimedia sales presentation.
- e. Sales book interview and presentation.
- f. DEP and DTP.
- g. Manage and maintain a schools program.
- h. Conduct area canvassing (P3) prospecting.
- i. Conduct followups.

F-3. Each member of the board will make a written or typed recommendation based on the statistics, tools, and responses from the recruiter attending the board (memorandum for record format). Members of the board may also interview the RS commander in the event additional information is required.

F-4. The recruiter will be counseled on the board's recommendation prior to leaving the board site.

F-5. This handbook, along with all supporting documents, will be forwarded to the Rctg Bn commander for final disposition. This handbook will be filed as outlined in paragraph 8.

Glossary

Section I Abbreviations

ARC

Army Recruiter Course

CLT

company leadership team

COI

centers of influences

CSM

Command Sergeant Major

DEP

Delayed Entry Program

DTP

Delayed Training Program

HQ USAREC

Headquarters, United States Army Recruiting
Command

LEADS

Lead Evaluation and Distribution System

MEPS

Military Entrance Processing Station

MT

master trainer

NCO

noncommissioned officer

PDR

prospect data record

Rctg Bn

recruiting battalion

Rctg Co

recruiting company

RPI

recruiting publicity item

RS

recruiting station

ST

senior trainer

USAR

United States Army Reserve

USAREC

United States Army Recruiting Command

VIP

very important person

1SG

first sergeant

Section II Terms

field recruiter

A recruiter who has passed through the apprenticeship process and displays the ability to apply recruiting skills.

recruiter

A graduate of the ARC serving in his or her initial 9-month apprenticeship process.

Recruiter Program

The initial 9-month apprenticeship process that a recruiter completes after graduating from the ARC.