

USAREC Regulation 5-3

Management

Local Market- ing Program Planning and Execution

**Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, KY 40121-2726
21 September 2007**

UNCLASSIFIED

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Effective 1 October 2007

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Local Marketing Program Planning and Execution

For the Commander:

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Chief of Staff

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History. This publication is a revision to USAREC Reg 5-3, which is effective 1 October 2007.

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

outreach programs.

Applicability. This regulation is applicable to all personnel assigned or attached to the United States Army Recruiting Command. It applies to both Active and Reserve Component local marketing programs.

Proponent and exception authority. The proponent of this regulation is the Assistant Chief of Staff, G-7/9. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponent may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of lieutenant colonel or the civilian equivalency.

Army management control process. This regulation contains management con-

trol provisions in accordance with AR 11-2, but does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation is prohibited.

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

Distribution. This publication is available in electronic media only and is intended for command distribution level C.

*This regulation supersedes USAREC Regulation 5-3, dated 25 September 1995.

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Glossary

Chapter 1 General

1-1. Purpose

This regulation:

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

1-2. References

For required and 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 local marketing 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 interact, face-to-face, with prospects at event venues. It also supports the Army interview using printed and audiovisual aids.

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

- (1) Local advertising.
- (2) Event marketing.
- (3) Battalion marketing assets (hummer, rockwall, football toss, displays, etcetera).
- (4) Local outreach (for example, centers of influence (COI) programs, partnerships, Partnership for Youth Success, Total Army Involvement in Recruiting (TAIR), guest speakers program, and Sergeant Major of the Army Recruiting Team (SMART) referral bonus).
- (5) Recruiting publicity items (RPIs) and personal presentation items (PPIs).
- (6) Public affairs products (for example, talking points, news releases, frequently asked questions and answers).
- (7) Station merchandising.

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.

Chapter 2 Policies

2-1. Planning

a. Because local marketing tools used at all levels of the command are directed at common target audiences, quarterly plans will be developed and systematically reviewed by higher headquarters to ensure consistency, synergy, and coordination.

b. The planning process will adhere to targeting methodologies in accordance with USAREC doctrinal publications. The USAREC Assistant Chief of Staff (ACofS), G-7/9 will publish annual marketing guidance and will include a local marketing plan template.

c. Local outreach. Although many local outreach programs such as Special Recruiter Assistance Program, Home-town Recruiter Assistance Program, active duty for special work, March 2 Success, and Concurrent Admissions Program have proponents other than advertising and public affairs (APA) personnel, they must be synchronized with the local marketing plan. Brigade chiefs of staff and battalion executive officers should oversee the synchronization of these programs with all applicable staff proponents during the development of the local marketing plans.

d. Recruiter activities and needs will carefully be considered in the design of local marketing programs. Recruiters

will be kept informed of local and national marketing programs and strategies so they are able to answer questions raised by prospects and COIs.

e. Advertising creation and placement will be based on systematic studies of potential enlistees and their influencers. All available data on 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, the Family Educational and Privacy Rights (Section 1232g, Title 20, United States Code (20 USC 1232g) and Part 99, Title 34, Code of Federal Regulations).

f. Surveys of the public will be in accordance with the Paperwork 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 Future Soldier Training Program are not considered members of the public. AR 335-15 describes this policy; USAREC relies on the United States Army Accessions Command (USAAC), G-2 Office, as the proponent for these policies.

2-2. Advertising content

a. Agency prepared local advertising materials will maintain consistency with national themes and campaigns through the use of the Media Advertising Placement System (MAPS). MAPS provides preapproved print, radio, cinema, and out-of-home ad templates (for example, billboards) with the ability to insert recruiting station (RS) address and telephone information. If brigade and battalion (to include medical recruiting battalion (MRB)) 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 e-mail, direct mail, print, cinema, out of home, or other collateral material that is not part of the MAPS catalog or Recruiter Zone (RZ) e-mail templates, require brigade APA approval. Locally prepared cable TV, broadcast TV, radio broadcast, and Internet advertising materials require the approval of the USAREC ACofS, G-7/9.

b. Local advertising will not promote opportunities that 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 Future Soldier Training Program is not prohibited. However, the phrase "if you qualify" or similar warnings will accompany descriptions of selectively available opportunities and benefits.

c. Local advertising 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 local advertising material will be reviewed by designated qualified persons to ensure its content is accurate and conforms with recruiting policies and objectives.

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

e. Local advertising 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. Local advertising that cannot be related to current or future recruiting or retention objectives will be avoided except on a public service basis (that is, no fee involved).

g. Use of the Internet for local advertising and the creation of Internet advertising materials for use at the local level must also adhere to all USAREC and USAAC Internet policies.

2-3. Direct mail, list procurement, and outbound e-mail

An efficient and effective direct mail program depends on open communications among recruiting personnel, battalion and brigade APA offices, and the USAREC ACofS, G-7/9.

a. A productive direct mail campaign must not duplicate effort, nor be excessive or wasteful. Direct mail campaigns will not be undertaken by recruiters, RSs, battalions, MRBs, or brigades without prior approval of the brigade APA chief. For purposes of this regulation, a direct mail piece is any form letter or flyer 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 or an e-mail.

b. Recruiters may use mail or e-mail to follow up 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 (for example, Sallie Mae Financial Institute).

(1) Recruiters may create form letters to follow up on individual prospects; however, they will provide copies of these

letters to the battalion APA office or the MRB 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 in the Lead Evaluation and Distribution System II (LEADS II) which includes leads from the national direct mail program.

c. All locally generated mailings will be addressed to specific individuals. Mailings to “occupant” or “resident” are prohibited.

d. Direct mail and flyer 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 USAREC ACofS, G-7/9. Such sources as high schools (HSs), 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 USAREC ACofS, G-7/9. Advertising funds will not be used for any list procurement unless specifically authorized by the USAREC ACofS, G-7/9.

f. No e-mail or direct mail campaigns may be conducted that have not been subjected to a Department of Defense deceased and wounded suppression file. In general, any list files derived from within the RZ are considered suppressed. Recruiters should inform the USAREC ACofS, G-7/9, through their battalion or MRB APA office, of individuals who receive a mailing but are either deceased or have joined a military service so that the quality of future direct marketing efforts might be improved.

g. 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 USAREC ACofS, G-3 immediately.

h. The only authorized use of e-mail for marketing purposes is through the e-mail features in the RZ. The USAREC ACofS, G-3 provides policies and guidance for the RZ.

2-4. PPIs

The use of PPIs 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. Purpose. PPIs 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. PPIs should be marked with slogans consistent with national advertising.

b. Referral kit for referral bonuses. Soldiers are excellent sources for quality referrals. To show the value and critical need for these referrals, USAREC may provide eligible Soldiers with referral kits consisting of Army-branded PPIs that promote continued interest and camaraderie in providing additional referrals.

(1) Soldiers who are eligible to receive a bonus for making a referral may receive a referral kit after their referral signs a contract to enlist. Referrals must be made through the Operation SMART Web Site or the USAREC 1-800 line dedicated to Operation SMART.

(2) The referral kit is limited to one per Soldier with the cost of the contents not to exceed \$50. The referral kit will be provided from Headquarters, United States Army Recruiting Command (HQ USAREC) or the contracted advertising agency directly to eligible Soldiers. Subordinate commands will not duplicate the kits.

c. General advertising. Many members of the general public can have an important impact on recruiting. Therefore, it is beneficial to give these individuals PPIs so that they can further promote the Army’s image and attract quality referrals.

(1) There are two segments of the general public who are eligible to receive PPIs: Prospects and COIs. Prospects are defined as persons who are currently eligible for military service or who will be during the current fiscal year (FY). COIs are persons who can reasonably be expected to influence the enlistment decision of a large number of prospects (for example, educators, clergy, public officials). PPIs for general advertising are not authorized for persons who are neither prospects nor influencers, such as elementary school children.

(2) By definition, PPIs are to be personally presented to prospects and COIs by USAREC personnel. They are not to be distributed in bulk through third parties, such as HSs or scout troops.

(3) The cost of PPIs for prospects will not exceed \$6 each. PPIs for COIs will not cost more than \$12 each.

d. Gifts and prizes.

(1) Gifts, mementos, or souvenirs of reasonable monetary value may be awarded to prospects or COIs by random drawing, so long as the purpose of the gift and the drawing is to advance the Army’s mission to conduct an intensive recruiting campaign.

(2) Likewise, prizes of reasonable monetary value may be awarded to prospects or COIs if the purpose of the contest for which the prize is given is to advance the Army’s recruiting mission.

(3) As used in this regulation, “reasonable monetary value” means a gift, memento, souvenir, or prize with a value of \$250 or less, regardless of the source of the gift or funds used to purchase the gift. Requests for exception to the \$250 limit must be submitted to USAREC ACofS, G-7/9.

(4) Purchase of items such as movie tickets or restaurant gift certificates must be carefully controlled and monitored.

(5) USAREC or USAAC employees, contractors, Soldiers, their immediate family members, and/or those living in the same household are not eligible to receive any gift, memento, souvenir, or prize given in conjunction with a recruiting-related drawing or contest.

(6) All prize purchases and recruiting contests must be approved and documented by battalion APA staff.

e. Procurement guidelines. PPIs will be procured through supporting contracting offices using Direct funds and not through the Local Advertising Management Program (LAMP). Brigades may use up to, but not exceeding, 10 percent of their annual local advertising funds to purchase PPIs. Exceeding the 10 percent cap requires USAREC ACofS, G-7/9, approval.

(1) Only HQ USAREC and brigades are authorized to procure PPIs.

(2) Whenever possible, bulk discounts should be obtained by consolidating purchases. HQ USAREC may, when such action is advantageous, coordinate procurement actions using brigade funds.

(3) Recruiters may not use their recruiter expense allowance or personal funds to purchase additional PPIs.

2-5. Advertising placement

a. Recruiting personnel may not endorse, or appear to endorse, selectively benefit, or favor any commercial venture (AR 360-1). Use of Army advertising or promotional activity to promote Army presence or participation at any event that charges admission must be done in a way that only drives traffic to the Army booth or exhibit at the event. Use of Army personnel to renovate or otherwise enhance any commercial facility is prohibited.

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

c. The use of personal funds by Soldiers or Civilian employees to purchase advertising materials is prohibited.

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

2-6. Funding

a. Funding of local marketing programs will be as prescribed in the Command Budget Estimate for each FY as prescribed by the USAAC, Deputy Chief of Staff (DCS), G-7/9. Obligation of funds, including the creation of de facto obligations through LAMP procurement will conform in all respects to policies stated in DFAS-IN Reg 37-1.

b. The procurement of local marketing 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.

c. The management of Government purchase cards (GPCs) will be in accordance with AR 715-XX (to be published).

2-7. Inspections

a. USAREC ACofS, G-7/9 will inspect brigade APAs as requested by the Commanding General (CG) or Deputy Commanding General to ensure the policies of this regulation and all related APA regulations and policies are followed. A command inspection checklist will be posted on the USAREC Enterprise Portal.

b. APA program managers (APA chiefs at brigade or battalion and administrative officers or APAs at MRBs) are responsible for establishing and implementing inspection checklists for conducting inspections of their subordinate units as deemed necessary by their commanders. As a general rule, brigades should inspect battalions and battalions should inspect companies at least once each FY. Companies should inspect RSs at least once each FY. Battalion APA assistance visits to RSs should be conducted at least once each FY.

Chapter 3

Assignment of Responsibilities

3-1. USAREC CG

a. Establish annual program objectives and specific direction consistent with guidance provided by the Commander, USAAC.

b. Approve the local marketing program as articulated in the annual presentation to the Assistant Secretary of the Army for Manpower and Reserve Affairs, USAAC, USAREC, and United States Army Cadet Command leadership.

- c. Approve specific ads and promotional items, as appropriate.
- d. Delegate the authority to advertise, as appropriate, to brigade commanders.

3-2. USAREC ACofS, G-7/9

- a. Local marketing program planning.
 - (1) Coordinate requirements for the annual local marketing program and coordinate with the contract advertising agency to develop concepts to meet those requirements when they have been approved.
 - (2) Consider the following in the development of the plan:
 - (a) Budget allocation from USAAC DCS, G-7/9.
 - (b) Experience with past programs.
 - (c) Information provided by the USAREC staff on future recruiting objectives.
 - (d) Knowledge of recruiter support needs provided by the USAREC ACofS, G-3.
 - (3) Prepare an annual local marketing campaign plan. Inform personnel at all levels of the command about objectives, character, and scope of the program. Include a template for a local marketing plan.
 - (4) Direct and supervise the implementation of the annual program.
 - (5) Coordinate with relevant USAREC staff to ensure local marketing programs are consistent with and supportive of approved recruiting techniques.
- b. Local marketing training and information.
 - (1) Routinely provide advance information on nationally placed advertising, including markets, media, types of ads, and dates they will appear to brigade, battalion, and MRB commanders and staff. Provide this information in time to enable brigades, battalions, and MRBs to identify secondary and tertiary markets, local media opportunities, and dates in which supplementary advertising and event marketing programs can occur effectively.
 - (2) Assist as necessary to ensure that information on the Army Local Marketing Program, media relations, the Local Recruiter Support System (LRSS), and MAPS is included in training for new recruiters, commanders, and APA chiefs and 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) Coordinate with the contracting officer's representative to monitor the performance of the contract advertising agency local marketing projects and provide necessary technical assistance to the administrative contracting officer. Accept and evaluate completed products and monitor delivery orders for conformance with requirements.
 - (3) Exercise close supervision over the LAMP and Direct funds. Reconcile LAMP and Direct funds with brigades at least monthly.
- d. Local marketing program implementation.
 - (1) Provide input to the United States Army Accessions Support Brigade (ASB) and the USAAC DCS, G-7/9 for the design, scheduling, deployment of national assets and touring exhibits, and production of support materials produced by the ASB.
 - (2) Provide direction for brigade, battalion, and MRB local marketing programs and monitor execution and/or results.
 - (3) Conduct field staff visits to determine use and effectiveness of advertising support materials and local marketing programs.
 - (4) Conduct command inspections of brigade APAs as directed by the CG or Deputy Commanding General. Maintain a current command inspection checklist on the USAREC Enterprise Portal.
 - (5) Manage MAPS in conjunction with USAAC DCS, G-7/9. Ensure this essential and mandatory media placement tool is maintained in conjunction with the contracted advertising agency and that access and training is available for brigades, battalions, and MRBs. Ensure MAPS is included in the command inspection checklist.
 - (6) Manage the LRSS. Ensure this essential and mandatory local marketing activity synchronization and return on investment reporting tool is maintained in conjunction with the contracted advertising agency and that access and training is available for the brigades, battalions, and MRBs. Ensure the LRSS is included in the command inspection checklist.
 - (7) If required, coordinate photographic missions at Army installations through the USAAC DCS, G-7/9, as required, and provide qualified project officers to accompany the advertising contractor and Army photographic teams on these missions.
 - (8) Coordinate with the USAAC DCS, G-7/9 and HQDA for production of audiovisual materials covered by AR 25-1 and ensure that all procedures for clearance of such materials are followed.
 - (9) Provide input to the ASB and the USAAC DCS, G-7/9 on the implementation of the National Convention Program.

(10) 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.

(11) Coordinate with the Defense Automated Printing Service and Government Printing Office to accomplish printing of recruiter support materials and other local marketing program projects. Ensure brigades, battalions, and MRBs also understand the mandatory use of the Defense Automated Printing Service and the Government Printing Office for recruiter support and local marketing material printing.

(12) Serve as the USAREC proponent for oversight of USAREC RPIs and PPIs stockage and distribution. Coordinate with USAAC DCS, G-7/9 and the ASB on the use of the Accessions Distribution Center. Determine, in conjunction with USAAC DCS, G-7/9 the appropriate RPI and PPI quantities to be stocked in the Accessions Distribution Center. Provide input to USAAC DCS G-7/9 on policy for ordering and distributing RPIs and PPIs.

(13) Review all requests submitted through channels for commercial list procurement and local direct mail projects. Approve or disapprove each request as warranted. Coordinate with USAAC DCS, G-7/9, as appropriate, for commercial list procurement to ensure no duplication of nationally procured lists.

(14) Coordinate with the USAREC ACofS, G-2 and USAAC DCS, G-2 on all matters bearing on data resources for local marketing program development, resource planning, and evaluation to include surveys, local marketing effectiveness analysis, and program evaluation studies.

(15) Coordinate the scheduling of all Special Operations Command TAIR assets and World Class Athlete Program assets in accordance with AR 360-1 and USAREC Reg 601-85.

3-3. USAREC ACofS, G-3

- a. Coordinate the inclusion of local marketing 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 local marketing, including leads furnished through LEADS II, in professional development and other training or communications.
- d. Assist in defining requirements for collateral material to be used to elaborate on information displayed in media advertising and support Army interview activities.
- e. Conduct special local marketing analysis for the USAREC ACofS, G-7/9, as appropriate.

3-4. USAREC ACofS, G-2

- a. Coordinate with the USAAC DCS, G-2 to review, analyze, and provide recommendations for the Army Local Marketing Program to assess overall effectiveness and projected returns on investment.
- b. Establish research priorities in cooperation with the USAREC ACofS, G-7/9 and the USAAC DCS, G-2.
- c. Provide a targeting board methodology that drives allocation formulas for selected advertising resources, including local marketing funds, national assets, and selected event marketing venues.
- d. Conduct special analyses for the command, brigades, battalions, and MRBs, as required.

3-5. USAREC ACofS, G-4/8

- a. Include local marketing requirements as developed by the USAREC ACofS, G-7/9 in annual program and budget submissions.
- b. Include allotment of Direct funds for local marketing expenses not covered by the LAMP to brigades in funding authorization documents as recommended by the USAREC ACofS, G-7/9 and approved by the CG.
- c. Ensure financial management and policy are in accordance with DFAS-IN Reg 37-1.
- d. Provide advice in contracting for supplies and services, as required.

3-6. USAREC ACofS, G-6

- 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 provisions of the USPS DMM 300.

3-7. USAREC ACofS, RRS-T

- a. Include information on the exploitation of opportunities created by local marketing, including leads furnished through LEADS II, in professional development and other training or communications.
- b. Include information on the Army Local Marketing Program, media relations, and the LRSS in training for new recruiters and commanders.

3-8. Brigade commanders

Unless otherwise noted, authority to accomplish the tasks outlined below may be delegated to the APA chief. Brigades include the United States Army Medical Recruiting Brigade.

a. Establish and maintain marketing communications councils and/or targeting boards to integrate the efforts of local marketing, public affairs, recruiting operations, MRBs, and the education services specialists in the development of local marketing 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 APA files at the brigade headquarters.

b. Using the template provided by the USAREC ACofS, G-7/9 develop quarterly local marketing plans for all advertising bought by brigade headquarters and maintain a copy in the APA files at the brigade headquarters. Quarterly advertising guidance will be provided to subordinate battalions and a copy will be maintained in the APA files at the brigade headquarters.

c. Supervise the development and execution of local marketing plans by the battalions and MRBs. Plans at brigades, battalions, and MRBs will follow the local marketing plan template provided by the USAREC ACofS, G-7/9. 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 local marketing to the battalions and MRBs.

e. Monitor the use of the LAMP and Direct advertising funds throughout the brigade and provide monthly updates to the USAREC ACofS, G-7/9. Process other procurement-related functions within the limitations prescribed by the FAR, DFARS, and AFARS.

f. Manage GPCs in accordance with AR 715-XX (to be published).

g. Monitor the accuracy, quality, and appropriateness of all advertisements placed by the brigade and subordinate battalions and MRBs.

(1) Submit all proposed locally-designed broadcast, print, cinema, out-of-home ads (for example, billboards), Internet, and direct mail advertising to HQ USAREC, ATTN: RCME0-MO, 1307 3rd Avenue, Fort Knox, KY 40121-2726, for approval.

(2) Previously approved local advertising materials may not be altered by the addition or deletion of copy without the approval of the USAREC ACofS, G-7/9.

h. Collateral material.

(1) Review and approve or disapprove all locally-designed collateral material used within the brigade, 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 the USAREC ACofS, G-7/9 who retains the authority to direct the withdrawal of any collateral item not meeting the standards prescribed by this regulation.

(3) Request USAREC review, prior to publication, of any collateral material that runs any risk of being considered questionable.

i. Forward requests for authority to conduct local direct mail campaigns to the USAREC ACofS, G-7/9.

(1) A direct mail piece is any form letter or flyer 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 (for example, sorted by age, etcetera); 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, ATTN: RCME0-MO. 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. After completing inspections of battalions and MRBs, maintain a copy of the inspection results at the brigade headquarters.

l. Ensure that information about local marketing strategies, plans and materials, media relations, talking points, and LRSS is relayed to battalion commanders for dissemination to field recruiters.

m. Ensure that battalion APA personnel are provided training in local marketing planning, placement, evaluation, financial management, MAPS, and LRSS.

n. Request and schedule national assets and exhibit tours in accordance with the Accessions Targeting Board process.

o. Ensure that battalion and MRB APA personnel use MAPS and LRSS; the use of these systems is mandatory and should be part of command inspection checklists.

3-9. Battalion and MRB commanders

Unless otherwise noted, authority to accomplish the tasks outlined below may be delegated to the APA chief.

a. Establish and maintain marketing communications councils and/or targeting boards to integrate the efforts of local marketing, public affairs, recruiting operations, the education coordinator, and subordinate commanders in the development of local marketing 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 APA files with a copy furnished to the brigade APA office.

Note: Medical recruiting battalion councils will include the MRB administrative officer, a brigade APA representative, and other personnel deemed appropriate by the MRB commander.

b. Develop quarterly local marketing plans using the template provided by the USAREC ACofS, G-7/9. Furnish a copy to the brigade headquarters and maintain a copy in the APA files at the battalion or MRB headquarters.

c. Process all procurement-related functions within the limitations prescribed by the FAR, DFARS, and AFARS. Ensure that all responsible persons, to include company commanders and field recruiters, are well versed in the limitations imposed on advertising procurement. Stress that only the contract advertising agency can negotiate and 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.

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

e. Manage GPC in accordance with AR 715-XX (to be published).

f. Submit all proposed advertising, direct mail pieces, or other locally-designed advertising or publicity items that contain an "offer" to the brigade for review and approval.

(1) MAPS ads can be tailored within the system to include recruiter contact information. No other alterations are allowed without the approval of the USAREC ACofS, G-7/9 and the brigade APA chief.

(2) Assistance is available through field marketing representatives at no cost to battalions and MRBs for making decisions about the production of local advertising materials. Requests for assistance should be directed through the brigade APA.

g. Forward requests for authority to conduct local direct mail campaigns to the brigade APA chief.

h. Justify proposed commercial list purchases and forward such proposals, in writing, through the brigade to HQ USAREC, ATTN: RCMEO-MO. 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.

i. Request and schedule national assets exhibit tours through the brigade headquarters in accordance with the Accessions Targeting Board process.

j. When conducting APA-oriented assistance visits with RSs items of interest should include stockage and use of RPIs and PPIs, RS appearance, the RS merchandising program, effective use of outreach assets such as TAIR, battalion and brigade assets, ASB assets and touring exhibits, agency assets and touring exhibits, the Scholar/Athlete Award Program, Junior Reserve Officers' Training Corps Award Program, and advertising scheduling.

k. Ensure that planning for Army participation in promotional events designed to assist the recruiting effort is consistent with AR 360-1.

l. Ensure that battalion and MRB APA personnel use the MAPS and LRSS; the use of these systems is mandatory and should be part of command inspection checklists.

m. Monitor the procedures established by the USAREC ACofS, G-3 for collection and handling of all paper-based and electronic leads generated by local events to ensure proper tracking of leads. This includes use of the approved leads cover sheets used in transmitting paper leads to the contractor.

Appendix A References

Section I Required Publications

AFARS

Army Federal Acquisition Regulation Supplement. (Cited in paras 2-6b(1), 3-8e, and 3-9c.)

AR 25-1

Army Knowledge Management and Information Technology Program. (Cited in para 3-2d(8).)

AR 335-15

Management Information Control System. (Cited in paras 2-1e and 2-1f.)

AR 340-21

The Army Privacy Program. (Cited in para 2-1e.)

AR 360-1

The Army Public Affairs Program. (Cited in paras 2-5a, 3-2d(15), and 3-9k.)

AR 380-13

Acquisition and Storage of Information Concerning Nonaffiliated Persons and Organizations. (Cited in para 2-1e.)

AR 601-208

Recruiting/Reenlistment Advertising Program. (Cited in para 1-5.)

AR 601-210

Active and Reserve Components Enlistment Program. (Cited in para 3-3b.)

AR 715-XX (to be published)

Government Purchase Program. (Cited in paras 2-6c, 3-8f, and 3-9e.)

DFARS

Defense Federal Acquisition Regulation Supplement. (Cited in paras 2-6b(1), 3-8e, and 3-9c.)

DFAS-IN Reg 37-1

Finance and Accounting Policy Implementation. (Cited in paras 2-6a and 3-5c.)

DOD 5500.7-R

Joint Ethics Regulation. (Cited in para 2-5b.)

FAR

Federal Acquisition Regulation. (Cited in paras 2-6b(1), 3-8e, and 3-9c.)

USAREC Reg 601-85

Total Army Involvement in Recruiting. (Cited in para 3-2d(15).)

USPS DMM 300

Mailing Standards of the United States Postal Service, Domestic Mail Manual. (Cited in para 3-6b.)

20 USC 1232g

Family Educational and Privacy Rights. (Cited in para 2-2e.)

34 CFR 99

Family Educational Rights and Privacy. (Cited in para 2-2e.)

Section II Related Publications

AR 601-2

Army Promotional Recruiting Support Programs.

USAREC Reg 1-18

Management of Center of Influence Events.

USAREC Reg 37-12

Control of Financial Resources.

USAREC Reg 360-12

Unit Membership in Private Associations.

USAREC Reg 600-31

United States Army Recruiting Command Award for Junior Reserve Officers' Training Corps.

USAREC Reg 600-34

United States Army Reserve National Scholar Athlete Award Program.

USAREC Reg 601-95

Delayed Entry Program and Delayed Training Program.

USAREC Pam 601-33

Instructional Guide for Battalion Leadership Teams and Guidance Counselors on the Partnership for Youth Success Program.

Section III Prescribed Forms

There are no entries for this section.

Section IV Referenced Forms

There are no entries for this section.

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 in

advertising materials. This does not preclude use of such comparisons in one-on-one Army interviews.

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 that 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 that 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 the Army interview.

B-8. Inclusion of information subject to early obsolescence (for example, military pay) in literature, films, and other items that 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 that 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 that 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 a 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 inservice 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 media (for example, Canadian or Mexican).

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. U.S. citizens residing overseas may receive recruiting promotional materials only if it is mailed to an Army post office, Fleet post office, or U.S. 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.

Even when offered as a public service, race 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 PPIs 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, 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. Negotiations and commitment of LAMP funds can only be done by contract agency personnel.

Glossary

Section I Abbreviations

ACofS

Assistant Chief of Staff

APA

advertising and public affairs

ASB

United States Army Accessions Support Brigade

CG

Commanding General

COI

centers of influence

DCS

Deputy Chief of Staff

FY

fiscal year

GPC

Government purchase card

HQDA

Headquarters, Department of the Army

HQ USAREC

Headquarters, United States Army Recruiting Command

HS

high school

LAMP

Local Advertising Management Program

LEADS II

Lead Evaluation and Distribution System II

LRSS

Local Recruiter Support System

MAPS

Media Advertising Placement System

MRB

medical recruiting battalion

PPI

personal presentation item

RPI

recruiting publicity item

RS

recruiting station

RZ

Recruiter Zone

SMART

Sergeant Major of the Army Recruiting Team

TAIR

Total Army Involvement in Recruiting

USAAC

United States Army Accessions Command

USAREC

United States Army Recruiting Command

Section II**Terms****ad slicks**

Professionally prepared, camera-ready advertisements that are furnished to the print media (such as newspapers or magazines) for publication.

advertising

Placement of paid motivational messages in the mass communications media.

Army interview

Process where a recruiter uses his or her leadership and developmental counseling techniques to lead the prospect through the decisionmaking process to determine needs and desires, uncovering hopes and dreams, and describing the merits of service to country and the pride of being a Soldier.

blind ad

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

broadcast advertising

Television commercials and prerecorded radio and radio scripts.

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 flyers and posters, that is placed strategically throughout a community or used in face-to-face presentations.

direct mail

Any form letter or flyer 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.

Local Recruiter Support System

A Web-based tool used for synchronization of local and national events and to track measures of effectiveness.

Media Advertising Placement System

An online automated system used to create (from preapproved templates), and place local print, radio scripts, cinema, and out-of-home ads (that is, billboards). Can also be used to purchase exhibit space.

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 icebreaker 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.

recruiting publicity item

A brochure; small, inexpensive, "take one" folders that are designed to include a snipe space for a recruiter's address and telephone number and posted in public places such as HSs and shopping malls.

response channel

Those marketing communications channels that include a way for prospects, influencers, or COIs to respond to an offer or 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, listed in the telephone book under U.S. Government."

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, and telephone number added to a print advertisement after production; the blank space left for such information.

USAREC

ELECTRONIC PUBLISHING SYSTEM

DATE: 21 SEPTEMBER 2007
DOCUMENT: USAREC REG 5-3
SECURITY: UNCLASSIFIED
DOC STATUS: REVISION