

OHIO MILITARY RESERVE



Regulation 601-3-1

RECRUITING AND RETENTION PROGRAM

Headquarters, Ohio Military Reserve
Office of the Assistant Chief of Staff,
Personnel and Administration, G1
Recruiting and Retention Department
1000 Lawrence Road
Camp Perry Training Site
Port Clinton, Ohio
43452-9578

01 March 1999

Headquarters
Ohio Military Reserve
Camp Perry Training Site
Port Clinton, Ohio
01 March 1999

Recruiting and Retention Program

By Order of the Governor:

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Applicability. This regulation is applicable to all personnel engaged in recruiting and retention activities within the OHMR.

Supplementation. Supplementation of this regulation and establishment of command and local policies are prohibited without prior written approval from the Assistant Chief of Staff, Personnel and Administration, OHMR-G1.

Suggested Improvements. Suggested improvements which may be considered for this regulation should be forwarded in writing to the proponent agency of this regulation, the Office of the Assistant Chief of Staff, Personnel and Administration, OHMR-G1, ATTN: Recruiting and Retention Department, 1000 Lawrence Avenue, Port Clinton, Ohio 43452-9578.

Summary. This Regulation sets forth policy and procedure for the appointment of commissioned and warrant officers in the Ohio Military Reserve.

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Chapter 1.

Introduction

Section 1. General.

1-1. Purpose. This SOP describes the OHMR recruiting program. It provides general guidance for recruiting personnel to accomplish their assigned tasks. It is the basis from which specific recruiting policies and procedures may be established.

1-2. References. This document references NGB PAMPHLET 601-200.

1-3. Equal Opportunity. The OHMR Recruiting Program will be free of discrimination based on race, color, national origin, religion, sex, or non disqualifying age or handicap.

1-4. Privacy Act Information. The requirements of the Privacy Act of 1974 (5 USC 522a) must be strictly followed. In summary, this act requires that information collected must be used only for the purpose(s) for which it was collected. In this case, information gained through recruiting activities can be used only for recruiting, processing, enlistment, and personnel management purposes. Recruiters must advise individuals at their first contact that information be-

ing collected is confidential and protected. There is no requirement to give individuals a copy of the Privacy Act information nor to have them sign a copy.

Section 2. Responsibilities.

1-5. The State of Ohio provides:

a. The personnel authorizations, policies, guidance, and program objectives required to meet OHMR personnel strength needs.

b. The full-time and part-time recruiting force allocations to conduct the OHMR Recruiting Program.

c. Recruiting and retention training through coordination with the Reserve Components Department, Recruiting and Retention School, US Army Soldier Support Institute (USASSI), other TRADOC elements and, when appropriate, privately contracted civilian training.

1-6. Commanders. Commanders at all levels --

a. Are responsible for strength management in their units and organizations as specified in OHMR recruiting and retention programs.

b. Will provide the personnel, administration, equipment, facilities, and other resource

support to the recruiting program as authorized and required by current policies and guidance.

c. Will encourage subordinate personnel to refer quality individuals (leads) to recruiting personnel.

d. Will ensure compliance with the provisions of this regulation

1-7. OHMR Recruiting and Retention Managers (RRM)

a. Manage, support, and control the OHMR Full-time recruiting force (FTRF).

b. Manage, control the use of, and provide limited support to the OHMR Part-time recruiting force (PTRF).

c. Provide liaison between the recruiting and retention programs, public affairs personnel and activities, elements and programs, and other related organizations and activities that affect recruiting.

1-8. Recruiting Personnel.

a. Recruit the individuals required to achieve and / or maintain the specified strength readiness levels, and the accession mission.

b. Perform the duties stated in NGB Pam 601-200 appendix B using the guidance in this pamphlet and OHMR recruiting programs.

c. Attain and maintain high professional and ethical standards to promote a favorable and supportive community image and attitude.

d. Recruiting responsibility ends when the following are provided unless OHMR policy requires someone else to provide one or more items.

- (1) Qualifying aptitude area scores
- (2) Qualifying medical examination documents
- (3) Completed police records check (s) and fingerprint card (s)
- (4) Social Security card
- (5) Documentation of civilian education level
- (6) Proof of birth and if required, citizenship
- (7) Drivers license, when required
- (8) When required, documentation of marital status and / or dependency

Chapter 2. Recruiting Operations.

Section 1. Full-time recruiting force.

2-1. Full time recruiting force. The Full-time recruiting force is for use only for full-time recruiting duties as specified in NGB Pam 601-200 appendix B and OHMR recruiting programs.

The OHMR RRM manages, leads, and controls this force.

2-2. Positions. The positions are:

- a.. Recruiting and Retention Manager
O-6 1ea
- b. Recruiting and Induction Officer
O-5 1ea
- c. Recruiting and Retention Officer
O-4 1ea
- d. OHMR Medical Dept. Recruiter
O-3 1ea
- e. Public Affairs Officer
O-2 1ea
- f. Personnel Technician
W-4 1ea
- g. Recruiting Operations Sergeant
E-9 1ea
- h. Recruiting Area NCOIC
E-8 4ea
- i. Recruiter / Field Recruiter
E-7 12ea
- j. Advertising / Sales NCO
E-7 1ea
- k. Professional Development NCO
E-7 1ea
- l. Administrative NCO
E-6 5ea

m. These positions are required at a level 2 position of standing.

n. These positions are to be doubled at level 3 position of standing, bringing the FTRF to 60 personnel..

2-3. Organization

a. The FTRF is organized under the guidance of the OHMR Corps Commander along the lines of

(1) an OHMR recruiting and retention office (RRO) which also may be called the office of strength management, maintenance, or improvements;

(2) several recruiting areas which also may be called sectors, zones, regions, or stations.

Section 2. Part-time Recruiting Force.

2-4. Organization. The PTRF is not authorized as a distinct force. Rather, it describes individual OHMR soldiers who meet the training and qualification criteria of NGR 601-1. The PTRF is to be built from three soldiers from each company throughout the entire OHMR. One public affairs officer, and two NCO 's will be required to perform this additional duty.

2-5. Utilization. PTRF utilization guidance and restrictions are in NGR 601-1, chapter 2. In essence they may be used only for recruiting missions and for recruiting mission support. Several suggested activities and methods for effective utilization of the PTRF are recruiter aide duty, (prospecting, career days, workshops, and public displays), and assisting during increased workload periods due to applicant processing, recruiting conferences, meetings and seminars, advertising and publicity development, or in the absence of FTRF personnel.

Section 3. Organization and Operations.

2-7. Assignment.

a. FTRF personnel are assigned to positions in the recruiting and retention element of the OHMR headquarters, and work under the direction, supervision, and control of the RRM IAW NGR 600-5. Their duty stations are assigned based on the state's recruiting needs, demographics, and other locally developed criteria.

b. PTRF personnel remain assigned to their current units. For the duration of their recruiting duties, the RRM specifies their location (s) and function (s) to perform. A FTRF member is usually designated for supervision.

2-8. Organizational structure.

a. The RRM is a staff member of the OHMR Corps Commander ; work under the direction of the Deputy Commander (OHMR) or Chief of Staff.

b. The RRM supervises and manages all aspects of the recruiting program except as prescribed by NGR 600-5. In this regard, the RRM, due to the full-time requirements of this position, fulfills many of the functions normally reserved to commanders, such as the responsibilities for training, discipline, records maintenance, personnel actions, supplies, and funding. Depending on the OHMR Corps Commander's guidance and staff relationships, these functions may be set in OHMR policy or negotiated through memoranda of agreement.

c. Recruiting and Induction Officers may be in the direct supervisory chain or devoted to special recruiting or recruiting support activities as determined by the OHMR RRM.

2-9. Work conditions and hours. The nature of the recruiting mission requires an odd mixture of solid noncommissioned officer professionalism and salesmanship. Working with civilian leads, prospects, and applicants during their available time requires many late-day schedules. This

dictates a flexible schedule that cannot fit an 8 to 5 routine.

2-10. Relations with units. Recruiters will not be required to attend standard IDT assemblies with units per NGR 600-5. They should, however, schedule routine visits to supported unit(s) during training periods to maintain a good relationship with unit personnel. This allows them to check with enlistees, unit leaders and support personnel, obtain referrals, and stay abreast of changes in unit missions, operations, equipment and programs. When practical, recruiters may also plan to visit units during field and annual training for the same purposes. FTRF personnel will not be granted passes or compensatory time off for duties performed during these periods of service.

2-11. Conduct and appearance. Recruiting personnel are the only contact with military forces for the majority of the State population. All recruiting personnel must establish and maintain high degrees of conduct and personal appearance-- both on and off duty -- as citizen and soldier. Professionally and personally, this will help establish the basis for trust and respect extended by the community, the keys to success in recruiting.

Chapter 3. Recruiting Support.

Section 1. Administrative.

3-1. Administration. Administrative and clerical authority for the full-time management of the recruiting program is provided and retained by the OHMR RRO.

a. Supported units and organizations process and enlist individuals.

b. Responsibility for completion of processing and enlistment records/documents is of the utmost importance and is required to be completed within 45 days of enlistment.

(1) Company level in processing will be completed within 10 days of enlistment.

(2) Battalion level in processing will be completed within 20 days of enlistment

(3) Brigade level in processing will be completed within 30 days of enlistment

(4) Corps level in processing will be completed within 45 days of enlistment to include

the issuance of assignment orders within this timeframe.

c. Enlistment/appointment of rank E-7 and above is processed at Corps level only.

(1) Prior service individuals who hold rank / commissions are in processed at their existing rank unless requesting enlistment / appointment at a higher rank than held. In

which case they must be boarded.

(2) Lesser ranking individuals (less than E-7) and non-prior service individuals applying for enlistment / appointment at a rank level greater than E-7 must be boarded regardless.

d. All new soldiers in the OHMR will be issued and in processed with the RRO enlistment/appointment packet cover sheet and will also receive a welcome packet.

e. FTRF and PTRF personnel will not be used for non recruiting administrative tasks.

f. OHMR RRM's should determine which publications are frequently used by their recruiters, and through OHMR publications supply activities arrange to order and issue them to recruiting personnel / activities.

3-2. Office space. Recruiting offices should be relatively private and free from interruption in order to conduct interviews and telephone calls with prospects and applicants. Supported units and organizations must provide available space to the maximum extent. While dictated recruiting offices are desired, recruiters must ensure that shared offices are used to the mutual benefit of the recruiting program and the providing unit.

3-3 Equipment. In addition to the equipment authorized administrative/personnel-type units, the FTRF requires additional items to accomplish its mission. These items are available through the OHMR and/or commercial sources.

a. Each recruiter requires--

(1) Briefcase, approximately 4" or 5".

(2) Sales case, approximately 8" x 8" x 13".

(3) File boxes, wood, metal, or cardboard, with both alpha and numeric dividers, to establish 5" x 8" card files.

(4) Planning book, calendar (with binder if appropriate) (MANDEX or comparable item available from OHMR or commercial sources)

(5) Three ring binders for 8 1/2 x 11 paper / books, in 1" 2" and / or 3" size(s)

(6) Computer, 386 IBM or higher compatible with 3.5 floppy drive and printer

capabilities, additional supplies required for computer operation.

b. Additional recruiting support items such as portable typewriters, tape recorders, cameras, etc., may be authorized in the RRO TDA when justified and documented.

3-4. Uniforms and insignia. FTRF personnel are authorized to wear OHMR uniforms, Class A, B or C, and insignia, as described in OHMR Regulation 672-1. Deviation from the prescribed uniform is prohibited with the following exceptions:

a. Headgear. The distinctive recruiter's beret is authorized for wear with the Class A, B or C uniforms. The beret will be red in color with a red, white and blue flash worn in the traditional manner.

b. Recruiting Badge. The Recruiting Badge is authorized for wear by personnel who have qualified to wear this skill badge by completion of the OHMR Recruiting and Retention course. It will be worn centered on the bottom section of the right breast pocket of the Class A or C uniform. In the case of the female Class A uniform, it will be worn centered to the right of the third button down from the top.

Chapter 4. The Recruiting Sales System.

Section 1. General.

4-1. Background. Total OHMR recruiting doctrine relies mainly on accepted sales techniques for recruiting the force. The major tasks and functions of OHMR recruiters are similar to those of many civilian sales personnel. This chapter describes a system for OHMR personnel to apply sales techniques to recruitment. It introduces the OHMR NCO to the major program actions and elements described in NGB Pam 601-200.

4-2. Salesmanship. Recruiting -- persuading people to enlist -- is the art of military salesmanship. The OHMR recruiter is a professional NCO with the skills, knowledge, and techniques needed to meet with qualified individuals and persuade them to enlist.

Section 2 : The Recruiting Sales System model.

4-3. Selling the OHMR. Given enough time, almost anyone can sell the OHMR, However, the need to meet unit strength, accession mission, training, readiness, and deploy ability requirements does not allow an unstructured approach

to recruiting. A successful recruiting program follows the four major phases of the recruiting sales system ; the preparation, promotion, selling, and processing phases. These phases are interwoven and depend upon each other. To better explain the system, there are nine steps. Together, these phases and steps show the efforts required to gain any comprehensive, long-term success in recruiting. The steps discussed in this section are the basis for chapters 5 through 12 in NGB Pam 601-200. Although individual applications may vary, the principals discussed are constant.

4-4. Analyze. A complete analysis of a recruiting area is required for consistent, long-term success. The Sales Market Analysis and Review Technique (SMART) ; used initially to display the market as a planning base, can be updated constantly to show many market characteristics, and to record recruiting results.

4-5. Plan. Based on the analysis and known requirements, the successful recruiter sets goals and develops work plans. The key to assuring success will be a carefully developed time management program.

4-6. Advertise. Advertising and sales promotion (A&SP) helps the recruiter to reach the public. Constant exposure, favorable image building, and program publicity and promotion establish the OHMR, its many programs, and the individual recruiter in the recruiting market.

4-7. Prospect. Prospecting is a collective means of gaining access to potential enlistees. The successful recruiter develops centers of influence (COI), very influential persons (VIP), media outlets, and current service members to obtain names of individuals with whom an interview can be scheduled.

4-8. Contact. Contacting individuals is a very important interpersonal skill requiring interview skills and techniques. The recruiter who can contact sufficient numbers of leads, schedule an adequate number of appointments with quality prospects, and conduct good interview / sales presentations, will be successful.

4-9. Interview. Interview and sales techniques should be studied, mastered, and implemented in the recruiting effort. Chapter 11 of NGB 601-200 contains some recommendations for interview and sales techniques for use in interviews and on the telephone.

4-10. Process. The processing step is equally as important as the preceding steps in the overall program of recruitment. Chapter 12 of NGB 601-200 covers the several actions required to qualify the applicant for enlistment.

4-11. Enlist. Enlistment contracts are the ultimate measure of success for recruiters. Chapter 12 of NGB 601-200 discusses the considerations, required and recommended actions, and responsibilities for enlistment's and re-enlistment's.

4-12. Follow-up. Each recruiter must determine specific follow-up actions, how much time is available to devote to each, and the ultimate value of each action. While there is no set list of follow-up actions, most successful recruiters make sure that their enlistees are properly integrated into the unit, that all contract agreements are kept, and they actively solicit their enlistees for referral of friends and associates for possible recruitment. When considering follow-up actions, recruiters should note that satisfied enlistees (customers) are one of the most productive sources of quality leads. The quality of follow-up actions is also a key to the enlistee's potential for retention.

Chapter 5. Standards of Conduct.

Section 1. Introduction.

5-1. General. OHMR recruiting personnel are required to maintain exceptional standards in their appearance, personal and professional conduct, and methods in which they fulfill many job requirements. Because they live in the communities in which they recruit, their very presence is constant advertisement for the OHMR, and by extension, the total army. The manner in which recruiters conduct themselves and carry out their duties will definitely have an influence on the people we wish to recruit and the people who influence them. Recruiters whose personal and professional conduct is beyond reproach represent the OHMR well and will probably be successful over the long term. Those who do not meet and maintain the standards discussed in this chapter will violate DOD, Army, NG, and OHMR policies and, because of the negative effects on their personal and organizational images, will probably not be successful in the recruiting efforts.

5-2. Conduct and Performance. The many references in NGB 601-200 provide guidance on

how to perform many day-to-day recruiting tasks. FTRF supervisors orient and train new recruiting personnel shortly after being placed on OHMR recruiting duty. There are also requirements for periodic training and orientation on sensitive subjects and areas of special interest. In addition to the technical aspects of recruiting, the following items will also require constant attention.

a. Proper composition, wear, and condition of the uniform helps individuals form an opinion of the recruiter and the OHMR. See OHMR 670-1.

b. Recruiters are selected because they are outstanding soldiers and have an excellent desire and potential to sell the OHMR in their communities. Adherence to AR 600-20 is required to maintain the community image of professional noncommissioned officers serving their country.

c. The special requirements and demands of recruiting duty neither reduce the need for, nor make it any easier to comply with current regulations to maintain prescribed weight standards, and to attain and sustain an acceptable level of fitness.

d. The alcohol and drug abuse prevention and control program in AR 600-85 gives guidance on identifying and correcting problems in this area.

e. Administrative and logistical policies that affect the recruiting effort are generally listed in OHMR recruiting programs and SOP's.

Section 2. Allegations of recruiting irregularities.

5-3. Sources. The recruiting and training processes provide several checks to disclose improper or irregular actions on the part of the enlistee and / or recruiter.

5-4. Screening. Every allegation received by the OHMR RRM should be initially screened to determine what action is required. Many allegations can be proved or disproved at this point. If the supporting statements and documents, if any, clearly show the recruiter innocent, there should be no need for an investigation. Action against the enlistee will also be based on whether or not the information is accurate, and whether or not the individual should be retained or separated.

5-5. Disposition determination. Based on a preliminary screening or an informal investigation, the RRM should make a final determination. In a formal investigation, the investigating officer's findings and recommendation(s) must be

submitted for approval and action. Each case should have a clear and final determination made on it.

Chapter 6. Recruiter Training.

Section 1. Training requirements.

6-1. General. This chapter discusses training for recruiting personnel.

6-2. FTRF qualifications. All FTRF enlisted personnel, except the administrative NCO/specialist, must successfully complete the OHMR Recruiting Course. OHMRMEDD recruiters (officer), recruiting and induction officers, recruiting and retention specialist, and OHMR RRM's are required to also complete this course or equivalent training.

a. Successful completion of this course is required to remain in the FTRF and be awarded MOS 00E.

b. The OHMR Recruiting Supervisor Course is designed to train qualified, experienced recruiters in the skills, knowledge, and techniques required of area NCOIC's and recruiting operations sergeants who supervise other recruiting personnel.

c. The OHMR Recruiting Professional Development NCO course is designed to train qualified, experienced, field recruiters to develop, prepare, and conduct OHMR recruiting training.

d. The OHMR Recruiting and Retention Manager course is designed to discuss management issues for OHMR RRM's and RRS's.

Section 2. Career and Professional Development Training.

6-3. General. The terms career development training and professional development training are often used interchangeably.

a. The training required to prepare FTRF members for promotion and assignment to higher level positions.

b. The training available to increase their professionalism as officers and non-commissioned officers, and as recruiting personnel as well.

c. Each OHMR RRM and operations sergeant should develop a comprehensive training program or plan to ensure the development of their recruiting personnel.

6-4. NCO Development Program (NCODP). Command sergeants major develop and ensure the conduct of the NCODP. The operations sergeant must coordinate the FTRF's NCODP with

the OHMR sergeant's major. When FTRF involvement is not practical at the state level, coordination should be made with the command sergeants major of the recruiters' supported units to ensure that they are included in the NCODP.

6-5. NCOES. The non-commissioned officers education system is designed for all NCO's, regardless of duty status or MOS. Operations sergeants must ensure that recruiting personnel are afforded the same opportunity for attendance as their contemporaries in other programs, whether in an active or inactive duty status. There are two major series of NCOES courses available:

a. AR 351-1 describes Active Army NCOES courses, and it includes resident and non-resident modes.

b. NGR 351-3 describes the Reserve Component NCOES (RC NCOES) program conducted at the state NCO academies and by USAR schools. These courses are required by recruiters to keep them up to date as well as prepare them for promotion.

Section 3. Technical training.

6-6. Strategies. Recruiting duty requires training strategies that are different than others encountered in the OHMR. Because most recruiters work independently of other recruiters, supervisors must be able to quickly identify training needs, and determine the best available means to correct deficiencies. Appendix C of NGB 601-200 provides one means for constant evaluation of recruiter performance. Depending upon the conclusions drawn from the analysis, supervisors should be able to provide training to correct deficiencies and increase productivity. Most recruiting training will be conducted individually. The geographic distribution of recruiting personnel does not permit frequent, collective, or group

training without adversely affecting the mission. This section provides general guidance on several ways to plan, prepare, and conduct effective recruiter training.

6-7. Professional Development NCO's. The role of the PDNCO is currently fulfilled by qualified experienced field recruiters and / or supervisory personnel who desire and are able to train other recruiters. Regardless of who performs the job the benefits to be gained do not change. The PDNCO performs the duties listed in appendix B, paragraph B-3.

a. With individual recruiters, hands on training enables the PDNCO to correct performance deficiencies and bad recruiting practices. The immediate effect is to show the recruiter positive results and reinforce accepted methods by increasing production.

b. Collectively, the PDNCO should plan, prepare for, and conduct training for groups or the entire force (FTRF and/or PTRF). These include participation in new recruiter orientations, periodic mandatory training classes on new and / or changed policies and techniques, scheduled training classes on technical skills and sales training, and any other training specified to the FTRF training program.

6-8. New Recruiter orientation.

a. Orientation requirements for new recruiters are specified in the OHMR recruiting program or SOP. After administrative in-processing, individuals should be thoroughly oriented on the sales, administrative, and other required skills necessary to succeed in recruiting.

b. Whenever possible an experienced recruiter (PDNCO, area NCOIC, or another proven recruiter) should work with the new recruiter to reinforce good sales techniques and recruiting practices until production reaches desired level.

Appendix A (OHMR FTRF Duty Requirements) to OHMR Regulation 601-3-1 (Recruiting and Retention Program)

A-1. General.

a. This appendix lists the duties for each authorized position in the OHMR FTRF. These duties are the basis for all training, evaluation, and doctrinal materials used to support the OHMR Recruiting Program. Each recruiter is required to be proficient in the tasks in this paragraph and become proficient in the added higher level tasks of their specific position.

b. All individuals holding primary MOS 00E:

(1) pre-qualify individuals using APPLEMD, and determine their eligibility for enlistment or reenlistment;

(2) prepare in draft form, enlistment/reenlistment packets, and process prior service applicants for enlistment / reenlistment;

(3) counsel disqualified applicants, and counsel applicants on their enlistment contracts and service obligations;

(4) apply management by objective techniques, and develop and maintain time management / work plans;

(5) establish and maintain liaison with command, staff, and/or field elements affecting the recruiting program;

(6) establish and maintain required references and functional files;

(7) conduct sales presentations/interviews to obtain enlistments/re-enlistments.

c. Senior individuals may also be required to rate, endorse, and/or review subordinates on enlisted efficiency reports.

d. Compile, maintain, and submit data and reports as required by the OHMR recruiting plan and other local administrative policies and procedures.

A-2. Recruiter. Production recruiters (or field recruiters) and all higher level recruiting personnel who hold primary MOS 00E:

a. process by territory canvass, obtaining referrals, and telephone;

b. prepare and maintain prospect and center of influence cards and files;

c. refine leads;

d. identify and develop centers of influence, very influential persons, and media contacts;

e. analyze the recruiting market and compile and maintain production data and results.

A-3. Professional development NCO. The recruiting PDNCO and all higher level recruiting personnel who hold primary MOS 00E:

a. analyze recruiter evaluations and inspection reports to identify performance deficiencies;

b. prepare and maintain recruiter training programs for the OHMR FTRF, areas, and individual full-time and part-time recruiters. These programs should include at least the following areas for recruiting personnel:

(1) New recruiter training programs for recruiters.

(2) New recruiter evaluation and reinforcement training throughout the first several months.

(3) Periodic update training on new policy, doctrine, and procedural changes.

(4) Periodic refresher and remedial training for experienced recruiters.

(5) PTRF qualifications and refresher training.

c. conduct individual recruiter training to strengthen skills and correct deficiencies;

d. conduct recruiter training for area / zone / sector / station teams and the OHMR FTRF as a group;

e. coordinate recruiter skill qualification testing.

A-4. Area NCOIC. Area NCOIC's, proficient in the duties in paragraphs A-1 through A-3, supervise subordinate recruiting personnel, interpret directives and policies for subordinates, and take corrective action to ensure accomplishment of area/zone/sector/station objectives. To accomplish this, they:

- a. verify eligibility of applicants, enlistees, and re-enlistees;
- b. evaluate enlistment and reenlistment packets and waiver requests;
- c. establish individual performance objectives and evaluate time management / work plans, prospecting techniques, production data sheets, subordinates' production, and evaluate and inspect recruiting activities;
- d. evaluate recruiting files and prospect card files;
- e. evaluate recruiting public relations;
- f. evaluate sales presentations / interviews and speeches about the OHMR;
- g. update subordinate recruiters on market changes and trends;
- h. conduct new recruiter orientations;
- i. evaluate recruiter training and training levels;
- j. counsel recruiters on performance, stress, standards of conduct, ethics, appearance, and personnel / administrative / career development actions / options.

A-5. Operations sergeant (NCO). FTRF operations sergeants (or NCO's), proficient in the duties in paragraphs A-1 through A-4, supervise subordinate personnel, identify and take corrective action, and:

- a. develop and prepare recruiting objectives;
- b. obtain and distribute demographic and environmental data;
- c. maintain production statistics;
- d. plan and conduct recruiting conferences and seminars;
- e. advise the OHMR RRM on all FTRF enlisted matters;
- f. process and / or monitor all FTRF enlisted personnel actions and requests, and coordinate with the OHMR retention NCO to ensure that retention actions are accomplished in accordance with the OHMR retention program.

A-6. Advertising and sales promotion (A&SP) NCO. A&SP NCO's, proficient in paragraphs A- and A-2:

- a. review national advertising and publicity strategies to develop state and local strategies;
- b. determine publicity and promotional items available from OHMR, and ensure that they are obtained and distributed;
- c. plan, develop, and coordinate / arrange for production of state and local brochures, posters, audio, and/or visual materials;
- d. coordinate, contact, and maintain liaison with media outlets and, when appropriate, the recruiter responsible for each;
- e. place and help recruiters to place paid and unpaid advertising and public awareness materials in the media;
- f. advise, train, and help recruiting and unit personnel to develop and place advertisements and releases on new enlistment's, unit events, promotions, and IET completions;
- g. coordinate A&SP plans and efforts with OHMR, command, and organizational public affairs and command information programs and personnel;
- h. evaluate the effectiveness of A&SP efforts and materials, develop proposals, and advise the RRM and FTRF members on the A&SP program.

A-7. Recruiting and induction officers. RIO's are utilized according to directions in the OHMR recruiting program. Authorized duties for them may include officer procurement, A&SP efforts, recruiting special projects officers, recruiting supervision, operations officers, etc.