

National Commission on the Future of the Army  
20 July 2015 – Fort Knox, KY  
U.S. Army Recruiting Command (USAREC)

Commission Questions for USAREC:

**- Understand that recruiting for Regular Army and Army Reserve is separate from ARNG, but are there efficiencies that benefit all 3 compos?**

As recently as 2012, Army Senior Leaders have asked this question and considered courses of action that would consolidate recruiting for all three components. In February, 2012, during the staffing of an Inspector General Special Inspection Report on ARNG accessions reporting, the CSA, GEN Odierno, stated, "It is unclear to me why we do not consolidate all recruiting efforts under USAREC."

This prompted Secretary McHugh to direct a study that would include the possible combining of ARNG recruiting with USAREC. The results of this study were briefed to the SA/CSA in November 2012. At the conclusion of that briefing the SA directed the Army Staff and the ARNG to:

- institute LiveScan finger printing like USAREC,
- combine "store fronts" where feasible,
- combine marketing and recruiting where it makes sense,
- have a single standard bearer for standards and training,
- ensure training of the 79 series is to a common standard.

The CSA challenged the study results concerning legal constraints on combining ARNG recruiting with USAREC. He did not agree that the Constitution restricted that action and directed them to provide proof. To our knowledge, that action was never completed.

There are multiple efficiencies created by having all 3 components work together. The ability to streamline processes and procedures, share facilities, marketing and advertising, training, doctrine, materiel, technology, contracts, and organizational overhead while providing a Total Army face to the American public presents a sound return on investment opportunity.

We believe it is inevitable, given budgetary constraints, unity of effort, desire to standardize processes and systems, and the direction of Soldier for Life with Soldiers flowing in and out of components, that the three compos recruiting efforts be consolidated.

Our current approach is one of "Building Excellence Together" through collaboration and colocation. This allows for an iterative process of improving efficiencies over time. While it is suboptimal, it is achievable without the efforts of changing laws and costly reorganizations. The disparity in authorities and resourcing streams prove to be challenging in execution. An example is the selective reserve enlistment incentives program (SRIP). This program unifies the USAR and ARNG enlistment incentives under one authority, the ASA (M&RA). However, this only applies to federal incentives and not to state incentives. At the federal level we see incentives at parity for both USAR and ARNG. However, at the state level, additional incentives like full tuition waivers are offered to ARNG enlistees. This creates a significant competitive advantage for the ARNG increasing the cost of USAR enlistment incentives in those states. Over time the iterative collaboration process can lead to improving efficiencies. While it is suboptimal, it is achievable without the efforts of changing laws and costly reorganizations.

We believe the "legal" constraints to combining recruiting activities opined by certain Army staff are based on very strict interpretations and do not to separate intent from practice. The historical precedence cited are not directly related to recruitment or training. It does not appear to us that the Constitution limits our ability to do this and in fact provides the power to Congress to "provide for organizing, arming, and disciplining, the Militia, and for governing such Part of them as may be employed in the Service of the United States, reserving to the States respectively, the Appointment of Officer, and the Authority of training the Militia according to the discipline prescribed by congress." Though admittedly a long, intensive process, a comprehensive legal review focused on understanding how we CAN legally consolidate, or the legislative changes required to consolidate, vice why we CAN'T would provide Army leaders a better understanding of their courses of action and the risks involved.

The recruiting of individuals, raising of the militia, does not necessarily translate to authority over ARNG units. Currently, ARNG Soldiers are trained by Active Army Soldiers. The recruiting function, like the training function, can be executed by the active component for the reserve components. It reduces costs, aligns standards, and provides a clearer option for the young men and women considering Army service.

#### **- What role does USAREC have with ARNG recruiting?**

The USAREC Commanding General is the proponent for Training and Education, Leadership and Development across the entire 79 Series Career Management field which includes the ARNG 79T.

The Recruiting and Retention School (RRS), owned by USAREC, is also responsible to TRADOC for management of all Army recruiting and retention related schools which includes the ARNG Strength Management Training Center (SMTC). This means that changes to periods of instruction and training curriculum are approved by the RRS Commandant. The RRS ensures that the SMTC remains in compliance with TRADOC doctrine and guidance. The ARNG provides a proponent liaison to the RRS proponent section to assist with the management of life-cycle functions, personnel development models, MOS classification system actions, and to manage the Army Career Tracker and Credentialing Opportunities On-line.

USAREC provides training support to the SMTC via the Recruiting Support Network and through use of USAREC's SharePoint system. The ARNG uses the USAREC Virtual Recruiting Brigade, a simulated recruiting organization, to facilitate realism in their training.

USAREC Health Service Directorate assists the ARNG for AMEDD officer applicants. The ARNG recruits and vets the resumes for applicants and then sends the completed packets to HSD, USAREC for quality control. We will run any Malpractices waivers if required and then conduct their AMEDD selection board in conjunction with our monthly boards. The board members either select or non-select the ARNG applicants and the board results are sent back to the ARNG in order for them to complete the Federal Recognition Board process for those selected.

USAREC Recruiting Standards Directorate (RSD) communicates and shares best practices with ARNG Recruiting Standards Branch (RSB is ARNG's RSD counterpart) on a regular basis. ARNG RSB is a new organization within the ARNG and as such has contacted USAREC RSD on numerous occasions asking about our task organization, inspections process, and oversight methods to guide them in the stand-up

of their organization. In addition, we have begun meeting to share recruiting impropriety trends, inspection and investigation practices, and common experiences.

**- Are there unity of effort concerns for Army recruiting and marketing?**

The discontinuance of U.S. Army Accessions Command in 2012 created a unity of effort challenge for the Army Accessions community. Responsibilities, authorities and resources to support the Army's Accession mission and Army Marketing are now distributed across multiple organizations and echelons of command. In early 2015, the CSA directed an independent review of Army Accessions to examine ends/ways and means by which the Army Accesses talent to meet current/future Army Requirements. A key component of this study examined unity of effort within the Accessions community. Findings from the independent review of accessions are due to Senior Army leadership on 31 July. These findings will shape the way ahead for the Army Accessions community.

The Army's marketing effort is not fully integrated with the operational commands since the marketing element at DA level is not directly linked to the chain of command of the operational recruiting units. National marketing support is slow to respond to changes at the tactical level. Marketing funding flow is from Army Marketing and Research Group (AMRG) to USAREC and is primarily based on funding left over from national plans rather than a requirements driven funding approach to the executing command for local programs. Since the funding flows through a non-TRADOC controlled account, the major command who owns the operational mission command is unable to provide oversight, flexibility, and prioritization.

The Accessions Support Brigade (ASB) is an organization of predominantly tactical level assets created by USAREC for the purpose of supporting recruiting efforts. When Accessions Command was activated, the ASB aligned under them as they were already providing support to Cadet Command as well. When Accessions Command was discontinued the ASB was moved under the strategic level AMRG. This primarily tactical unit seems misaligned under a strategic level agency delinked from tactical execution.

**- Are there laws, policies or regulations that need to be relooked in relation to Officer Accessions? Are the differences in officer accessions standards still needed?**

There are several actions dealing with medical officer accessions which would be more efficient with some changes. The first requires a change in law, the second a regulatory change, and the last two are policy changes.

Medical Corps (MC) officers accessing onto active duty can only receive one of two incentives: the Critical Wartime Skill Accession Bonus (CWSAB) OR Multiyear Special Pays (MSP). The CWSAB amount varies depending on the area of concentration and can either be taken as a lump sum or over a four year period. The MSP also varies by specialty and is paid out over a four year period, with no lump sum option. The difference between MSP and CWSAB is approximately \$100K and both bonuses are taxable. The CWSAB adds up to an additional 5% of tax liability typically pushing physicians into a higher tax bracket around 33% - 35%, regardless if they opt for lump sum or being paid over a four year period. The Army struggles every year to meet our direct MC mission. In order to decrease the income disparity between civilian physicians and Army physicians as well as provide the means to further incentivize qualified physicians to join the military we recommend two actions. First, allow the CWSAB to be a standalone, tax-exempt accession bonus. Second, allow newly accessed medical corps officers the ability to earn MSP at the normal rate but to also receive an incentive bonus of \$100K. This \$100K bonus would

make up the difference between the two incentive options, CWSAB and MSP. Medical Corps officers would still have to choose one or the other, but with these recommended changes, the incentive options are essentially equal.

Currently AR 135-101, AR 135-100, and 601-100 are being combined into one officer accession regulation. AR 135-101, Appointment of Reserve Commissioned Officers for Assignment to Army Medical is over 30 years old, dated 15 February 1984. The new regulation, which the Office of the Surgeon General (OTSG) is developing, will have one standard for active and reserve officers. Officer accessions should mirror other accessions with regards to conviction waivers and thresholds for morale waiver requirements.

Additionally there are two initiatives pending review/approval dealing with policy. The first is a request for change in policy to increase the monetary threshold for morale waivers on minor traffic and non-traffic offenses from \$250 to \$500. This accounts for inflation in legal fines which increase over time. Without this change, waivers for minor traffic offenses require higher level authority review burdening the process and failing to account for societal changes. This action is currently at OTJAG.

The other action requests a change in USAR phase points in order to align the phase points with other services. The Army is the only service where the phase points for promotion are significantly different between the active duty and reserve force. This difference impacts our recruiting efforts as we are challenged to be the service of choice when sister services can offer a candidate a higher entry grade we cannot match. This action is currently with the ASA M&RA.

### **TRADOC Questions**

#### **a. Update on the One Army School System/Army University**

USAREC's Recruiting and Retention School (RRS) is part of the One Army School System. It is being renamed to the Army Recruiting and Retention College (ARRC). As mentioned earlier, the Army National Guard is looking at the possible move of their Strength Management Training Center which could collocate with the ARRC.

#### **b. Update and latest initiatives on Talent Management**

USAREC has been involved in the Human Dimension and Talent Management strategy development from the onset of these efforts. We are most involved, and interested, in the identification of necessary knowledge, skills, and attributes required for our recruits and the tools to identify these key markers.

#### **c. Update and latest initiatives on Leader Development, including Army University**

No additional input.

#### **d. Based on the growth of Cyber force and some other skill sets, have you considered recruiting straight from college into the Army similar to how doctors and some other professions are recruited?**

USAREC executes missions as assigned by the DA-G1. USAREC recruits MOS 35Q Cryptologic Network Warfare SPC, but has no other requirements at this time for CMF 17 (Cyber). The Army is currently filling the cyber branch officer ranks from the in-service pool and officers commissioning this year from USMA/USACC/OCS.

## Requests for Information during the July 20th Briefing

1. Is USAREC getting the quality of NCOs and Officers that you require?

A-USAREC is receiving many quality NCOs and Officers to serve on recruiting duty. However, on average it does not appear we receive a level of quality commensurate with other institutional assignments such as drill sergeants. USAREC tends to get those who can meet the screening criteria vice those who are at the top of class and would excel in recruiting.

2. Do you have the data of recent selection boards that show how those assigned to USAREC fared compared to the Army average?

A-If we use promotion rates as a quality indicator, USAREC has suffered officer quality issues. The attached slides show USAREC's officer promotion rates were below the Army Average for FY13 and FY14 after being above the Army Average in the 3 previous years.



Promotion  
Selection Rates as o



AMEDD Promotion  
Selection Rates as o

USAREC OSB/e-SERB data:

CPT: 300 eligible and 20 selected - 7%

MAJ: 139 eligible and 6 - 4%

3. Also looking at the QSP results and selection rates for the NCOs?

A-USAREC was hit harder for QMP/QSP than other commands (Feb 15 results, 73% of USAREC NCOs considered were identified for separation, Army rate was 64%).

Additionally, analysis of CSM/SGM and 1SG/MSG by CMF (derived from TAPDB) clearly shows in most CMFs the number of NCOs selected for promotion with previous DS experience greatly exceeds those with previous recruiting experience. (26% DS vs. 14% Recruiter at E9; 18% DS vs. 14% Recruiter at E8. This is even more pronounced when you back out MOS 79R; 26% DS vs. 11% Recruiter at E9, 18% DS vs. 9% Recruiter at E8).

4. Can you provide a breakdown of the recruiting force, active and reserve?

A-The attached chart reflects the required recruiting force distribution.



15 JUL 15 Command  
Strength Report.xls

5. What is the number of centers that you have and how many of those are Joint centers?

A-As of today, USAREC has 1347 enlisted recruiting centers and 90 medical recruiting centers for a total of 1437 centers. Of these centers, only 330 are Army only. All four services jointly occupy 415 centers. The rest are a combination of the Army and one or two of the other services. These

numbers fluctuate by as much as 10% annually as the services adjust to changes in recruiter strength, end old leases and start new ones, or adjust center locations to changes in the market.

6. How long does it take to see returns on investment when we make changes to the Army marketing strategy?

A-This question is best answered by the Army Marketing and Research Group.

There are differences in response times depending on the purpose of the strategy and the type of message and medium being used. Campaigns focused on changing perceptions may take 6-9 months to begin producing a noticeable difference, if it is effective advertising.

At the local level, where USAREC operates, our marketing is meant to drive individuals to engagements with recruiters and has a quicker reaction time. We can see responses in months or even weeks depending on how we activate the message.

7. Are you getting the marketing/advertising dollars you require?

A-Over the last four years, USAREC has never received its required dollars in the base allocation. In 2015, USAREC received a plus up allocation that resulted in exceeding its original requirement, but that requirement did not account for the 3,000 increase in the accession mission.

Total VAMP Funding (LAMP/Direct)				
FY	Required	Base Allocation	Plus-Up Allocation	Total Allocation
FY12	\$15,300,000	\$8,500,000	\$0	\$8,500,000
FY13	\$15,331,211	\$11,100,000	\$0	\$11,100,000
FY14	\$19,953,698	\$11,100,000	\$5,000,000	\$16,100,000
FY15	\$18,313,463	\$11,300,000	\$10,000,000	\$21,300,000
FY16	\$26,128,373	\$11,300,000		\$11,300,000

8. What is the breakout between national and local marketing/advertising budgets?

A-In 2012, 2013, and 2014, the total national marketing dollars were 198.3, 192, and 225.2 million respectively, compared to the numbers in the table above. This does not account for funding for U.S. Army Cadet Command.

9. What percent of your requirements for event/equipment support is the Accessions Support Brigade able to provide?

A-Over the last three years the Accessions Support Brigade has been able to support around 60% of our requested asset support for events. In many cases our requests were joint requests coordinated with US Army Cadet Command and those events were supported at a higher rate.

	Requested	Supported	Non Supported	
FY13 USAREC	850	501	349	59%
FY13 Joint	97	65	32	67%
FY14 USAREC	714	416	298	58%
FY14 Joint	157	104	53	66%
FY15 USAREC	446	269	177	60%
FY15 Joint	76	53	23	70%

In light of difficulties getting national assets to all the events we need to support, USAREC has begun fielding company level engagement assets this year to improve event support.

10. Can you provide any statistics or studies on how ARFORGEN and deployment cycles affected retention rates, and possibly recruiting?

A-USAREC does not track and has not completed any studies on how ARFORGEN and deployment cycles have affected Recruiting and Retention. However, the RAND ARROYO Center has completed numerous studies on this topic. The POC for these studies is Dr. Bruce Orvis.

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11. Can you provide a copy of the briefing deck used on the 20<sup>th</sup>?



United States Army Recruiting Command



# NCFA Recruiting Read Ahead

20 JULY 2015

2015

Securing Talent Today for Force 2025 & Beyond

