



United States Army Recruiting Command



NCFA Recruiting Read Ahead

20 JULY 2015

2015

Securing Talent Today for Force 2025 & Beyond



U.S. ARMY



NCFA Questions



- Understand that recruiting for Regular Army and Army Reserve is separate from ARNG, but are there efficiencies that benefit all 3 compos?
- What role does USAREC have with ARNG recruiting?
- Are there unity of effort concerns for Army recruiting and marketing?
- 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?





Strategic Issues



- Manning a high quality All-Volunteer Force from a growingly unqualified population
- Lack of a competitive value proposition for quality youth less interested in military service
- Defining talent requirements for Force 2025 including a buy/build tradeoff choice and screening/identification tools
- Consistent resourcing of a recruiting baseline capable of efficient recruiting in a budget constrained environment yet robust enough to rapidly regenerate forces in times of need
- The lack of a synchronized and integrated accessions strategy adapted to the 21st Century and the inability to gain unity of effort in accomplishing such a strategy

2015

Securing Talent Today for Force 2025 & Beyond





United States Army Recruiting Command



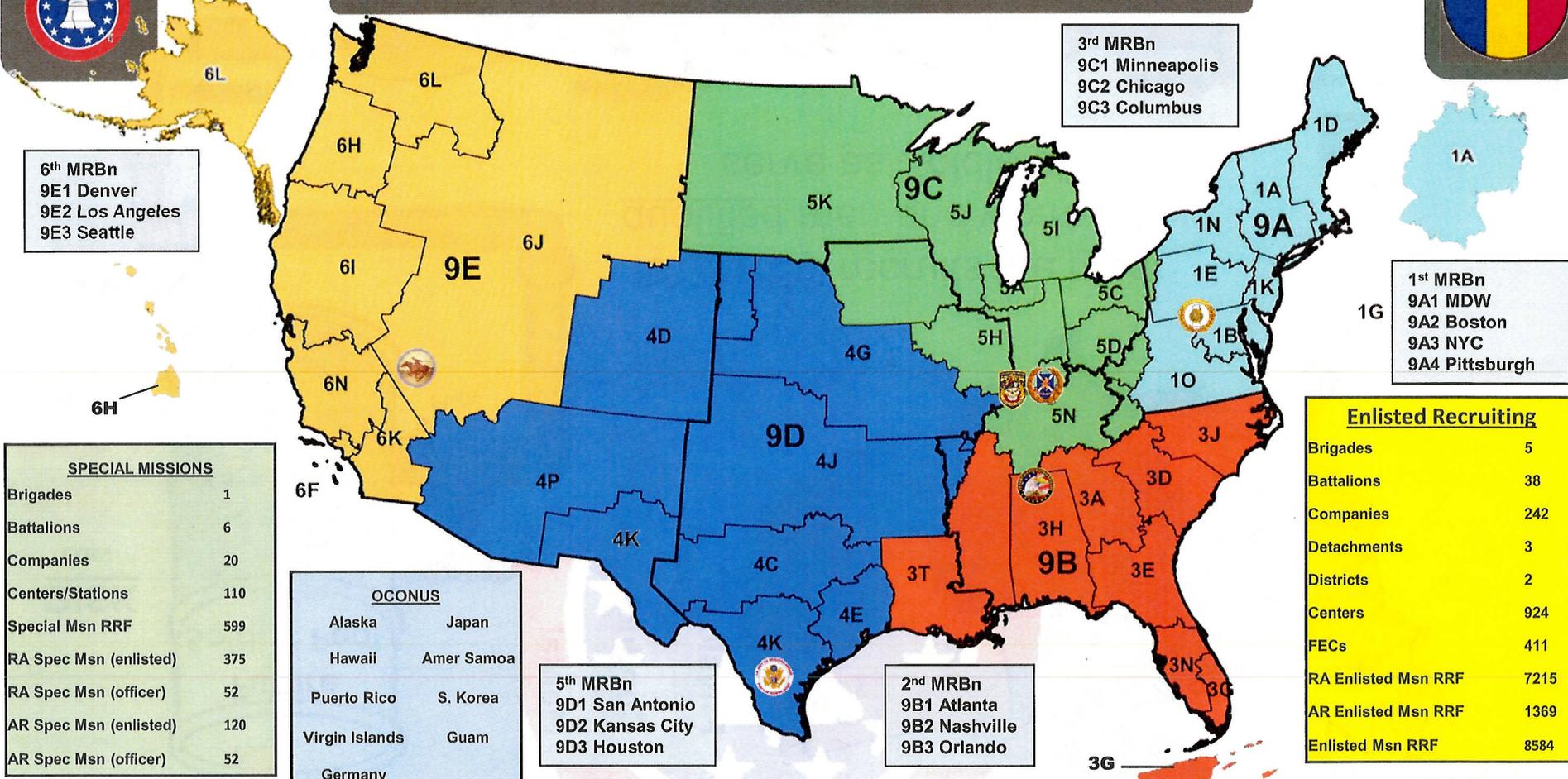
2015

Securing Talent Today for Force 2025 & Beyond





Where We Are



6th MRBn
 9E1 Denver
 9E2 Los Angeles
 9E3 Seattle

3rd MRBn
 9C1 Minneapolis
 9C2 Chicago
 9C3 Columbus

1st MRBn
 9A1 MDW
 9A2 Boston
 9A3 NYC
 9A4 Pittsburgh

5th MRBn
 9D1 San Antonio
 9D2 Kansas City
 9D3 Houston

2nd MRBn
 9B1 Atlanta
 9B2 Nashville
 9B3 Orlando

SPECIAL MISSIONS

| | |
|------------------------|-----|
| Brigades | 1 |
| Battalions | 6 |
| Companies | 20 |
| Centers/Stations | 110 |
| Special Msn RRF | 599 |
| RA Spec Msn (enlisted) | 375 |
| RA Spec Msn (officer) | 52 |
| AR Spec Msn (enlisted) | 120 |
| AR Spec Msn (officer) | 52 |

OCONUS

| | |
|----------------|------------|
| Alaska | Japan |
| Hawaii | Amer Samoa |
| Puerto Rico | S. Korea |
| Virgin Islands | Guam |
| Germany | |

Enlisted Recruiting

| | |
|---------------------|------|
| Brigades | 5 |
| Battalions | 38 |
| Companies | 242 |
| Detachments | 3 |
| Districts | 2 |
| Centers | 924 |
| FECs | 411 |
| RA Enlisted Msn RRF | 7215 |
| AR Enlisted Msn RRF | 1369 |
| Enlisted Msn RRF | 8584 |

- | | | | | | |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------|
| 1st BDE | 2nd BDE | 3rd BDE | 5th BDE | 6th BDE | MR BDE |
| 1A Albany | 3A Atlanta | 5A Chicago | 4C Dallas | 6F Los Angeles | 9A 1 st MRBn |
| 1B Baltimore | 3D Columbia | 5C Cleveland | 4D Denver | 6H Portland | 9B 2 nd MRBn |
| 1D New England | 3E Jacksonville | 5D Columbus | 4E Houston | 6I Sacramento | 9C 3 rd MRBn |
| 1E Harrisburg | 3G Miami | 5H Indianapolis | 4G Kansas City | 6J Salt Lake City | 9D 5 th MRBn |
| 1G New York City | 3H Montgomery | 5I Great Lakes | 4J Oklahoma City | 6K Southern Cal | 9E 6 th MRBn |
| 1K Mid-Atlantic | 3J Raleigh | 5J Milwaukee | 4K San Antonio | 6L Seattle | |
| 1N Syracuse | 3N Tampa | 5K Minneapolis | 4P Phoenix | 6N Fresno | |
| 1O Richmond | 3T Baton Rouge | 5N Nashville | | | |

*RRF=Required Recruiting Force

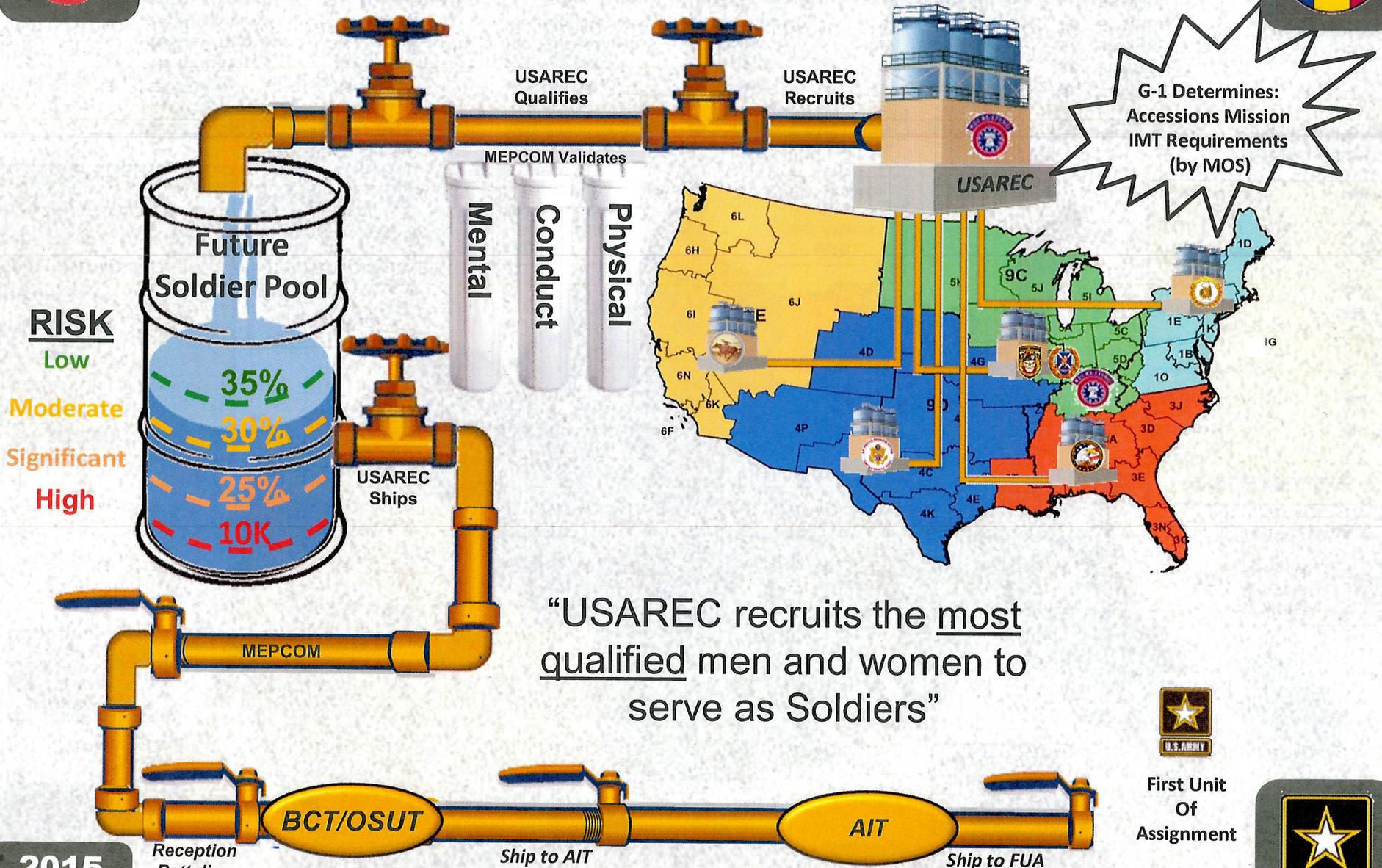
2015

Securing Talent Today for Force 2025 & Beyond





What We Do



2015

Securing Talent Today for Force 2025 & Beyond



How We Enlist Recruits



15.8M – 19.5M Contacts



➤ Recruited from 42,000 Zip Codes

➤ By 8,584 Recruiters

606,360 Appointments Made



➤ Working from 924 Centers

➤ Processing through 65 MEPS

426,870 Appointments Conducted



➤ Reporting to 242 Companies

240,870 Tested



➤ In 38 Battalions

➤ In 5 Brigades

155,632 Qualified



98,278 To MEPS



*86,466
Contracts

Less than 3 of 10
youth are
qualified to serve!

* Enlisted Mission

2015

Securing Talent Today for Force 2025 & Beyond





The Mission



Mission Statement

1 October 2014 through September 2019, USAREC recruits high potential volunteers capable of displaying the competence, character, and commitment of Soldier 2020, a leader in Force 2025, enabling the Army to fight and win in the complex operating environment of the future.

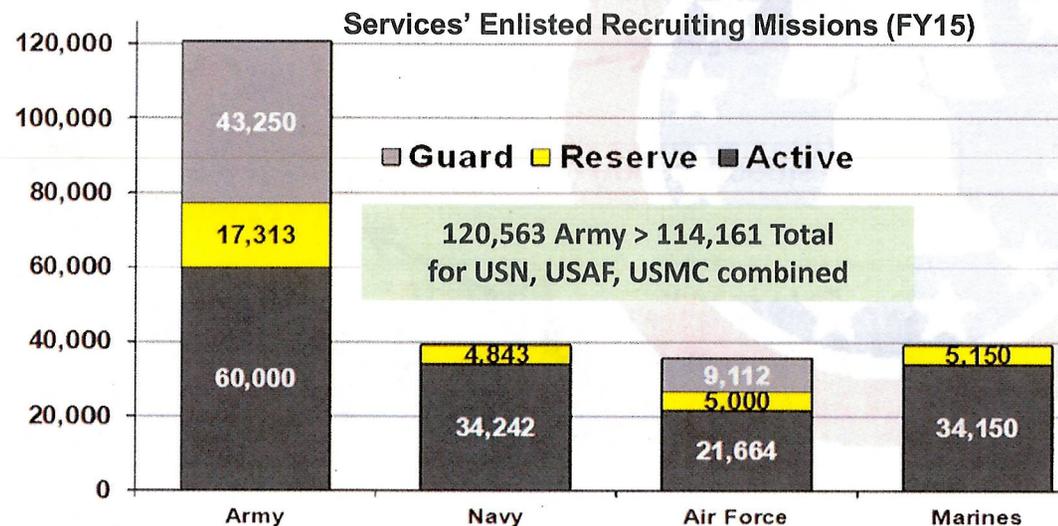
FY15 Mission

USAREC will Recruit –

- 60,000 Regular Army (RA)
- 17,313 Army Reserve (AR)

Total of 84,808

Magnitude & Scope



In-Service

| RA | AR | |
|-------|------|-----------------------------------------------------------------|
| 792 | 439 | Army Medical Department (AMEDD) |
| 75 | 80 | Chaplain |
| 0 | 90 | Chaplain Candidate |
| 312* | 313* | Officer Candidate (OCS) |
| 1540* | 0 | Special Forces (18X) |
| 58* | 0* | Translator (09L) |
| 129* | 0 | Band |
| 100 | 0 | Ordnance (89D) |
| 2400 | 0 | Special Forces Officer/Enlisted |
| 0 | 0 | Cultural Support Team |
| 962 | 0 | Civil Affairs Officer/Enlisted |
| 800 | 0 | Military Information Support Operations (MISO) Officer/Enlisted |
| 240 | 0 | 160 th Special Operations Aviation Regiment (SOAR) |
| 227 | 0 | Non-Rated Crew Members (NRCM) |
| 157 | 0 | Aviation Back Shop Maintenance |
| 175 | 0 | Service Support |
| 610 | 0 | In-Service Warrant Officer (Tech) |
| 207 | 0 | In-Service Warrant Officer (Flight) |
| 11 | 0 | Unmanned Aircraft Systems Enlisted |
| 130 | 0 | 160 th SOAR Non-Aviator |

* OCS, 18X, 09L and Band already Counted in the RA 60,000 & AR 17,313 Accession Count

2015

Securing Talent Today for Force 2025 & Beyond





The Environment



Facts

- Competition between the services, industry & academia
- Highest qualified have lowest propensity (9%) & the most other life options; most choose college.
- 5% unemployment projected for FY17 is high risk to mission
- Perceptions of reserve opportunities tend to be less favorable; under-resourced USAR enlistment incentives do not compete with ARNG
- Shortages of medical professionals increase the difficulty of medical recruiting.



2015

Securing Talent Today for Force 2025 & Beyond





The Population



Sources: Woods & Poole 2013 Population Estimates; Lewin Group 2013 QMA Study

For every 10 Americans ages of 17 – 24, less than 3 are eligible to serve in the military due to disqualifying conditions.

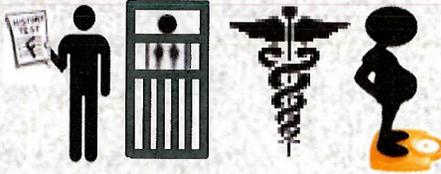
Qualified Military Available (QMA)

Estimated 17-24 year old Population (34.4 Million)

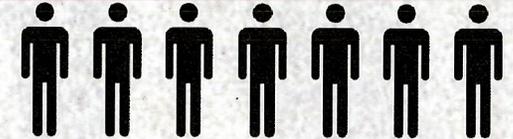


Population (Age 17-24)

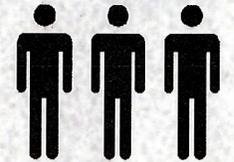
Disqualified



Disqualified for one reason- 32% =



Disqualified for more than one reason- 39% =

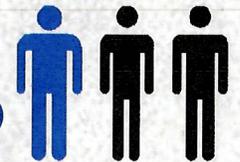


Fully Qualified

Qualified for service without waiver 29% =

29% =

12% enrolled in college (4.1M)
17% available to ship (5.9M)



Qualified and Available for active service without waiver 17% =

5.4% HSDG, AFQT I-III A (1.8M); **with Propensity = 180,000**



2015

HSDG=High School Diploma Graduate I-III A=Scored in the ASVAB Upper Half
DA Accession Requirement: HSDG >= 90%; TSC I-III A >= 60%; TSC IV <= 4%

Securing Talent Today for Force 2025 & Beyond





Army Reserve Recruiting Force (AGR)



DA Select Recruiter

128 Total DA Select Recruiters
 Selected and Approved by HRC
 Serve 3 Year Detail
 Average Service is 13 Years
 Average Age is 33
 73% DA Selects have OIF/OEF Experience

Cadre Recruiter

1467 Total Cadre Recruiters
 79R Becomes Primary MOS
 64% are SFC
 Average Service is 12 Years
 Average Age is 38
 66% 79R have OIF/OEF Exp



2015

As of EOM Dec 14

Securing Talent Today for Force 2025 & Beyond





Regular Army Recruiting Force (RA)



DA Select Recruiter

65% Selected by DA

35% Volunteer

Serve 3 Year Recruiting Tour

Average Service is 10 Years

Average Age is 31

Need 1 out of 14 to Reclassify to 79R

5113 Total DA Select Recruiters

93% DA Selects have OIF/OEF Experience

Cadre Recruiter

79R Becomes Primary MOS

Proven "Track Record"

Must be Excellent Trainers

52% are SFC

Average Age is 36

3345 Total Cadre Recruiters

77% 79R have OIF/OEF Exp

Conversion mission; RA
79R non-accession MOS



BDE CSM
BN CSM
OPNS SGM



CO 1SG, BN/BDE OPNS NCO,
SENIOR MASTER TRAINER,
SR GUIDANCE COUNSELOR



CENTER LEADER, MASTER TRAINER, BN/BDE OPNS NCO, EO ADVISOR,
GUIDANCE COUNSELOR, RECRUITER



RECRUITER
- Future Soldier Leader
- Prospector
- Processor

CENTER LEADER



As of EOM Dec 14

2015

Securing Talent Today for Force 2025 & Beyond



U.S. ARMY



Recruiter Selection, Training & Assignment Process



ACMG
- 100% USAREC Cdrs
- 100% Recruiters

USAREC

| AGGREGATE COMMAND STRENGTH | | | | | |
|----------------------------|----------|----------|------|-----------|------|
| | Required | Assigned | % | Available | % |
| OFFICER | 686 | 726 | 106% | 712 | 104% |
| WARRANT OFFICER | 6 | 11 | 183% | 11 | 183% |
| ENLISTED | 9931 | 10255 | 103% | 9831 | 99% |
| TOTAL MILITARY | 10623 | 10992 | 103% | 10554 | 99% |
| CIVILIANS | 1620 | 1405 | 87% | | |
| CONTRACTORS | 545 | 437 | 80% | | |
| TOTAL ASSIGNED | 12788 | 12834 | 100% | | |

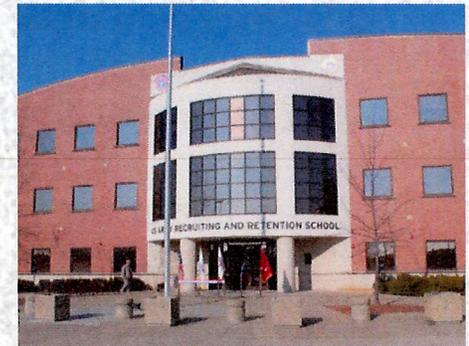
Selection & Screening

(AR 601-1, Position of Significant Trust & Authority (POSTA))



On average, ~13% of available NCO population is eligible for recruiting (19K of 150K*). ~34% of that population is eligible to attend ARC (6.5K of 19K**) (* competing requirements) (** POSTA screening & AR 601-1 requirements)

Training (Recruiting and Retention School)

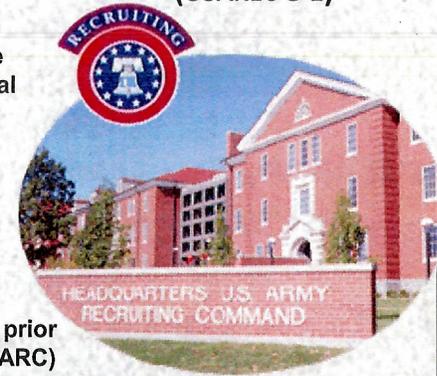


On average, ~17% of NCOs arriving to ARC do not graduate (PT, HT/WT, academic, OCP BH)

Assignment (USAREC G-1)

Assignment considerations include:

- Rank / Gender / Demographics / Language
- Sponsorship assignment before unit arrival
- Student preferences & Family EFMP
- Current & projected strengths
- CG priority of fill
- Career Progression



USAREC Pinpoint Assignment

2015

Company and Center level assignments

** OCONUS based Soldiers arrive at their Battalion prior to their report date to the Army Recruiting Course (ARC)

Securing Talent Today for Force 2025 & Beyond





Demographic Profile: FY 14 Applicant



Regular Army

- Enlistments: 62,336
- Male 83.3% / Female 16.7%
- Single 86.8%
- HSDG: 94.6%
- Seniors 23.6%
- Education: 12.3 yrs
- TSC I-III A: 62.6%
- Average Age: 20.8 yrs
- Average AFQT: 58.7
- Average GT: 104.9
- Average Term: 3.6 yrs

Race

- Caucasian 54.2%
- African Am 22.8%
- Hispanic 15.8%
- API 6.2%
- Native American 1.0%

Military Occupational Skills

- Combat Arms 35.5%
- Combat Support 27.4%
- Combat Service Support 37.1%



Army Reserves

- Enlistments: 15,458
- Male 71.7% / Female 28.3%
- Single 86.2%
- HSDG: 94.8%
- Seniors 30.3% *
- Education: 12.4 yrs
- TSC I-III A: 61.1%
- Average Age: 21.7 yrs
- Average AFQT: 58.1
- Average GT: 104.1
- Average Term: 5.9 yrs

Race

- Caucasian 46.0%
- African Am 25.5%
- Hispanic 20.2%
- API 7.7%
- Native American 0.7%

Military Occupational Skills

- Combat Arms 6.3%
- Combat Support 34.3%
- Combat Service Support 59.4%

Age 17-24 Qualified Military Available
 Caucasian 56.3% African Am 14.5%
 Hispanic 23.2% API 5.3% Native American 0.7%

Source: RY14 Woods & Poole

*AR Seniors include CIHS

2015

Securing Talent Today for Force 2025 & Beyond





Enlisted Mission Process



Army Accession Msn



Enlistment Mission

Consider quality, past production and the environment

Annual mission must also satisfy monthly training seat requirements

Production must maintain FSTP

Maintain a presence in all recruiting markets (live & virtual)

RA Accessions 60,000

RA Contracts 70,000



Brigade Mission



Battalion Mission



Company Mission

USAR Accessions 17,313

USAR Contracts 20,000

BDE & BN Enlistment Missions

- ❖ Requirement for RA and AR enlistments
- ❖ DA Monthly Accession Flow
- ❖ Monthly Training Seat Losses
- ❖ Future Soldier Loss Rates
- ❖ Out Year Mission Requirements
- ❖ Army Reserve Vacancies
- ❖ Required Recruiter Force



Center Mission



- DA Accession Requirements
- ❖ Defense Planning Guidance
 - ❖ Force Structure
 - ❖ Retention/ Attrition Rates
 - ❖ Fiscal Constraints

2015

Securing Talent Today for Force 2025 & Beyond



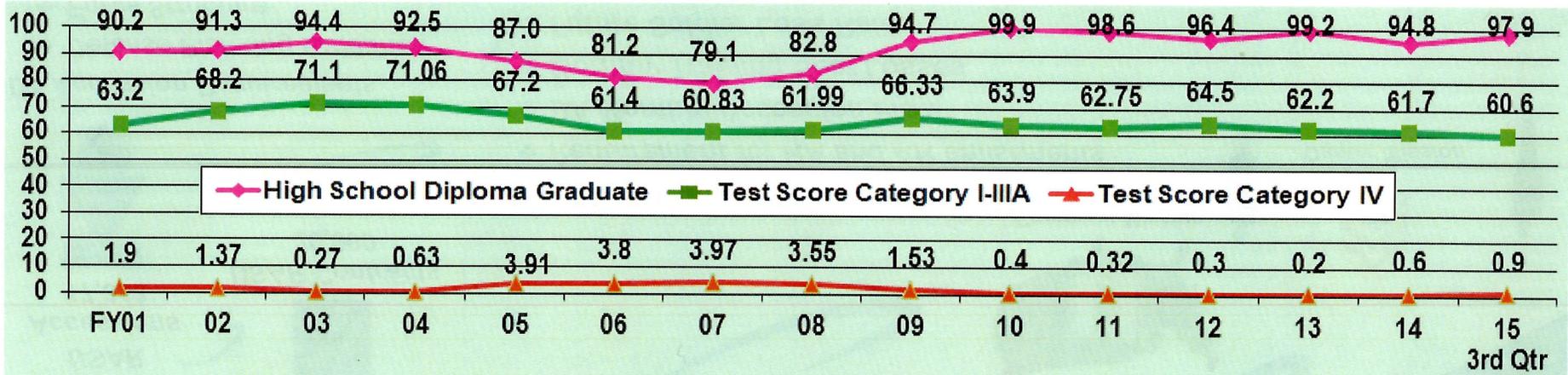
U.S. ARMY



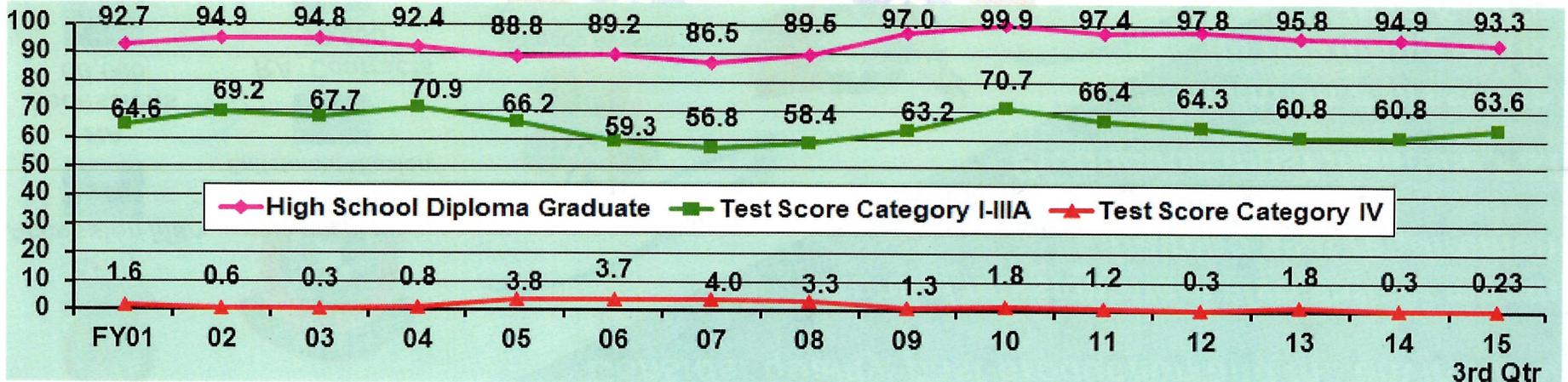
Sustaining a Quality Force



Regular Army – Non-Prior Service



Army Reserve – Non-Prior Service



DOD Standard

High School Diploma Graduate - >90%

Test Score Category I-III A - >60%

Test Score Category IV - <4%

2015

Securing Talent Today for Force 2025 & Beyond





Command Priorities & Supporting Objectives



L Lead The Command

- a) Ensure the tenets of the Army Sharp Program become USAREC culture
- b) Implement revised leader development strategy
- c) Operate under the principles of Mission Command
- d) Execute Ready and resilient Campaign (R2C, including sustaining wellness efforts for Soldiers, Civilians & Families across the command
- e) Implement the TRUST Campaign always treating recruits with dignity and respect

E Extend Opportunities to Join the Force

- a) Recruit the best suited for the Army
- b) Achieve FY15-16 missions
- c) Set conditions for FY 17 success
- d) Improve precision in special mission success
- e) Expand Army Reserve recruiting initiatives

A Adapt Doctrine, Training & Education

- a) Train and operate under revised USAREC doctrine and METL
- b) Integrate best practices into training and doctrine
- c) Execute TRADOC's Front Door Initiative

D Develop Improved Process & IT Solutions

- a) Infuse Knowledge Management practices into our standard operating routine
- b) Lead the Army in Mobile and Cloud computing
- c) Simplify accession processing and execute entirely electronically

E Enable Futures: Plans and Concepts

- a) Integrate Recruiting into Force 2025 concept
- b) Establish the All Volunteer Force Center of Excellence including an accessions college, studies institute, and accessions knowledge center and library
- c) Shape the Army Accessions Campaign Plan
- d) Develop a real-time, predictive operational market intelligence capability
- e) Extend strategic recruiting environment early warning
- f) Rapidly field "Golden Spike" innovations to improve effectiveness

R Resource the Command

- a) Ensure Career Recruiter assignment balance readiness & professional development
- b) Accurately position the DA Select Recruiting force
- c) Execute FY15 Local Advertising Pilot Program
- d) Steward and apply limited financial resources
- e) Engage leaders in the SMDR, TAA and POM process for FY17-21 success

S Strengthen Messaging & Expand Outreach

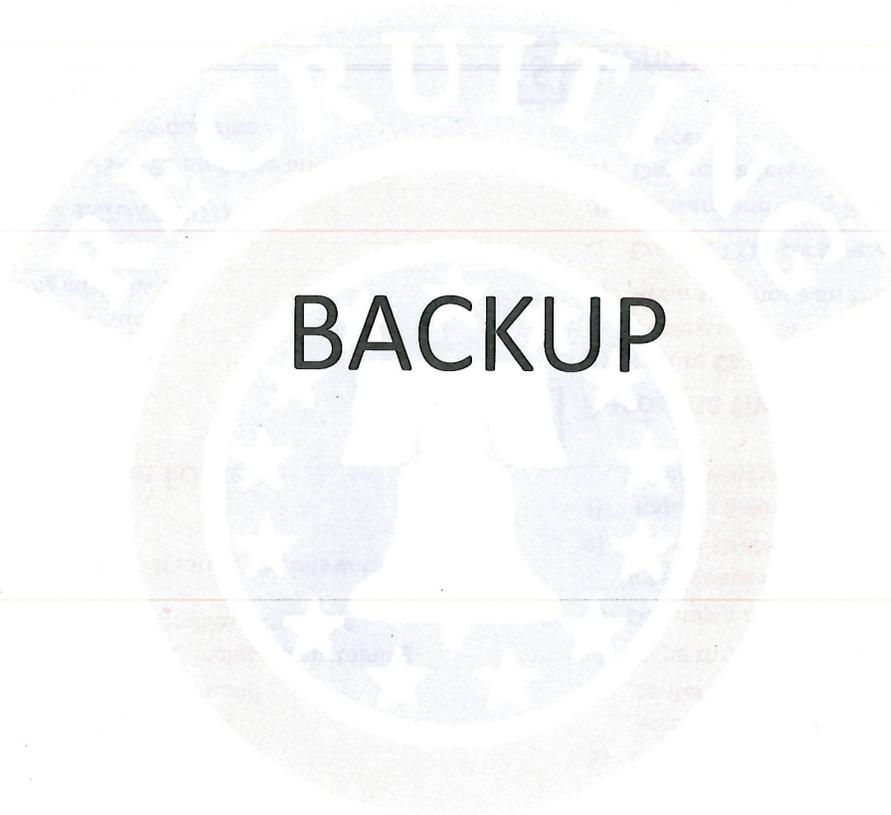
- a) Engage Army Advocates at national, regional and local levels
- b) Establish recruiting duty as an assignment of choice for elite professionals
- c) Maintain internal ability to create customized local/regional marketing products
- d) Enhance Special Mission & AMEDD communication products & methods

2015

Securing Talent Today for Force 2025 & Beyond

*As of 20 Feb 2015





2015

Securing Talent Today for Force 2025 & Beyond



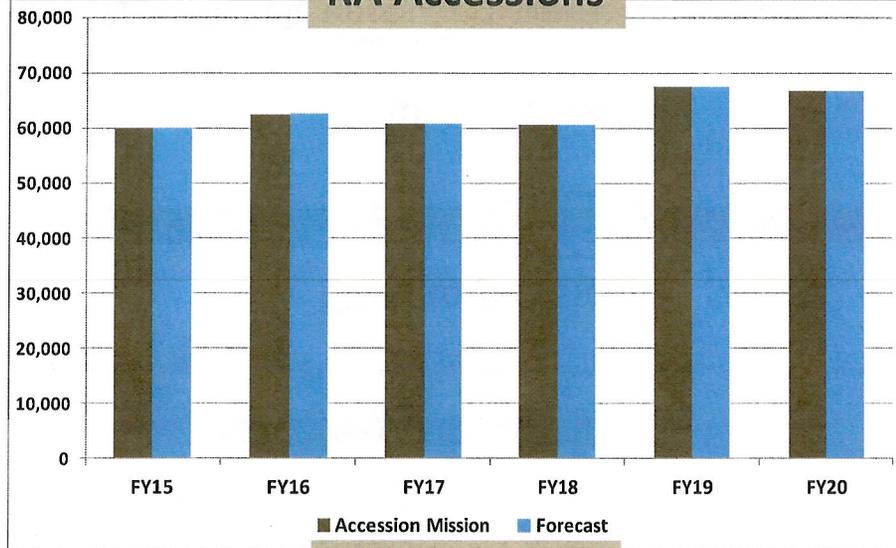


Long-Range Forecasts

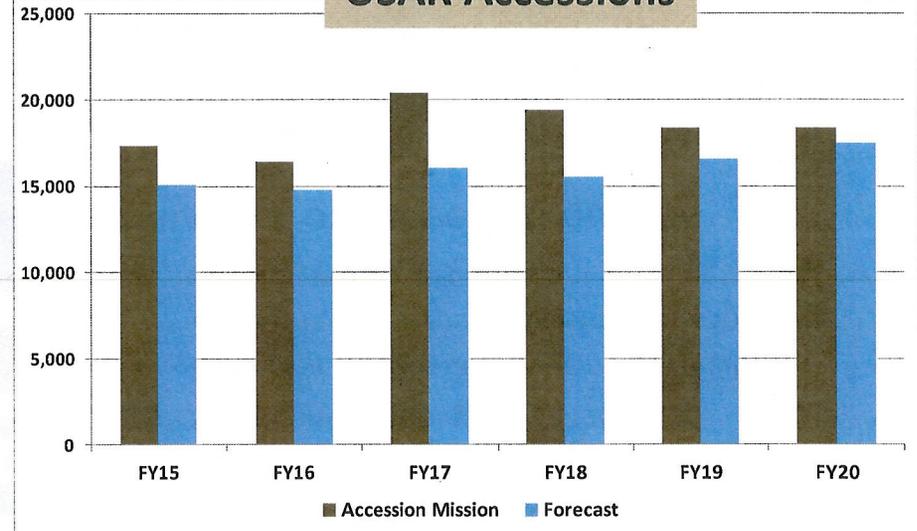
(As of July 2015)



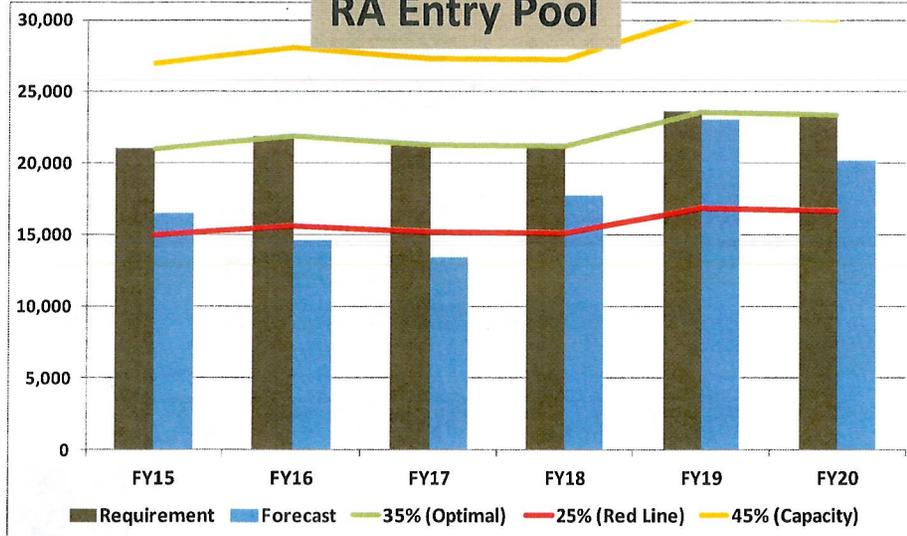
RA Accessions



USAR Accessions



RA Entry Pool



- Project FY15 – FY20 mission success in RA
- Project FY15 – FY20 mission failure in AR
- RA Entry Pool recovers to minimal levels by (FY18) and begins decline in FY20
- Risk to mission increases in FY19 due to RA and USAR mission increases
- Expecting full employment by FY16-17 constraining labor supply (~5% unemployment)

2015

Securing Talent Today for Force 2025 & Beyond

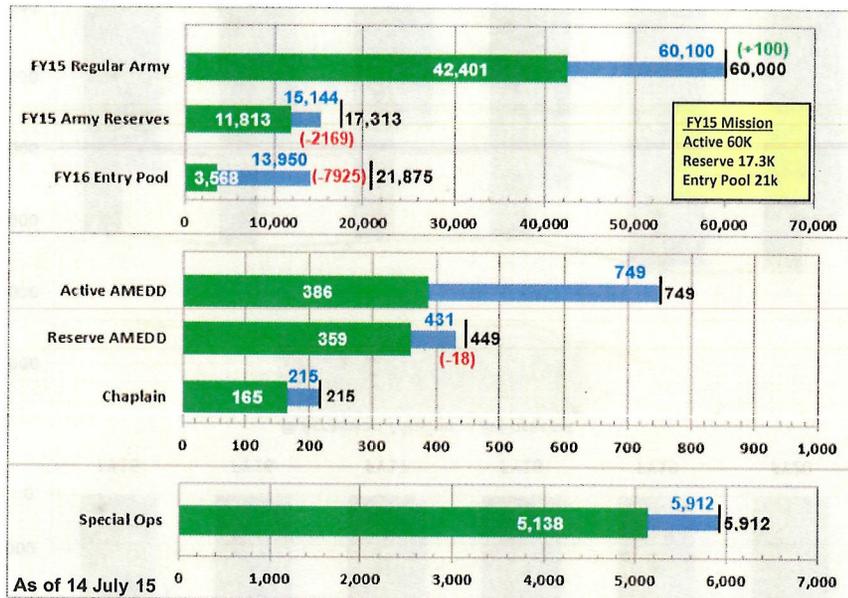




FY15 Projection



FY15 Accessions\Projections



FY15 Mission
Active 60K
Reserve 17.3K
Entry Pool 21k

Risk to Mission



Risk to Force



DOD Quality Benchmarks**

| Quality Marks (Active Army) | HSDG | CAT I-III A | CAT IV |
|------------------------------|-------|-------------|--------|
| | 98% | 60.5% | 0.8% |
| Quality Marks (Army Reserve) | HSDG | CAT I-III A | CAT IV |
| | 93.3% | 63.6% | 0.2% |

*Will manage quality marks to DOD standards

**Data as of: 14 July 2015

- Mission:
 - Will achieve active enlisted mission
 - Fall short of reserve enlisted mission and active entry pool goal
 - Best year in special missions (AMEDD, Chaplain, SpecOps) with shortfalls in a few specific areas/disciplines
- Will meet or exceed all quality standards
- Significant increases in contracting recruits over the last few months

2015

Securing Talent Today for Force 2025 & Beyond

