



U.S.ARMY



U.S.ARMY

US Army Soldier Recruitment, Assessment, and Selection Processes

Office of the Deputy Chief of Staff for Personnel, G1



History of the All-Volunteer Army--1973-2017

Hard Lessons Learned

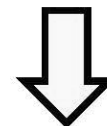
Post-Vietnam Era 1973 – Conscription Ends – Volunteer Army:

- Requires public and political support
- Investment in a quality force = combat success
- Education completion = less attrition rates
- Quality Soldiers = cost effective, disciplined force & better performance
- Comparable pay/benefits = maintains force
- Marketing Slogan = “Be all you can be”

Quality Soldier = Army’s most valuable resource



BUT IN A CRISIS

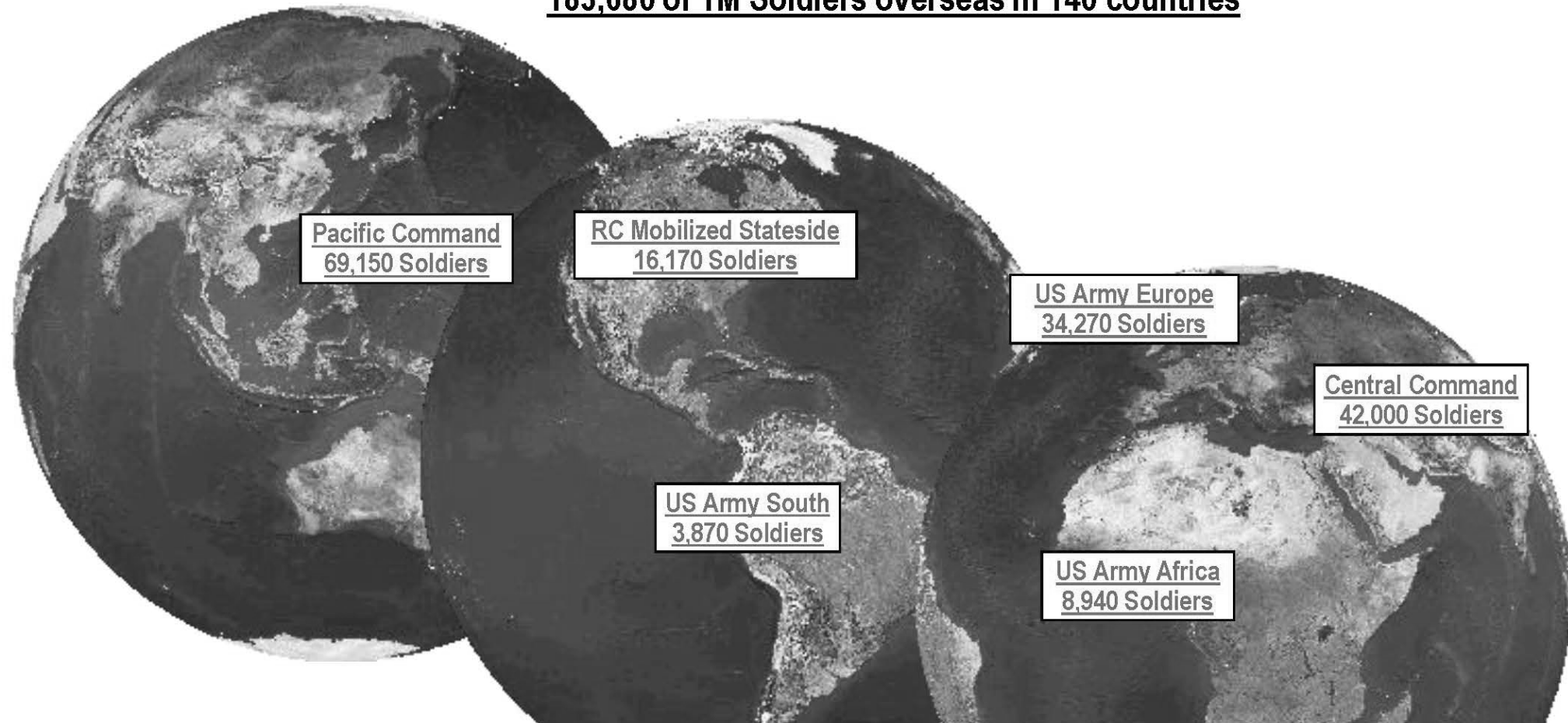


Selective Service Act: Nearly 17 Million Men 18 to 25 years old are registered (93%)



U.S. Army Global Commitments

183,680 of 1M Soldiers overseas in 140 countries



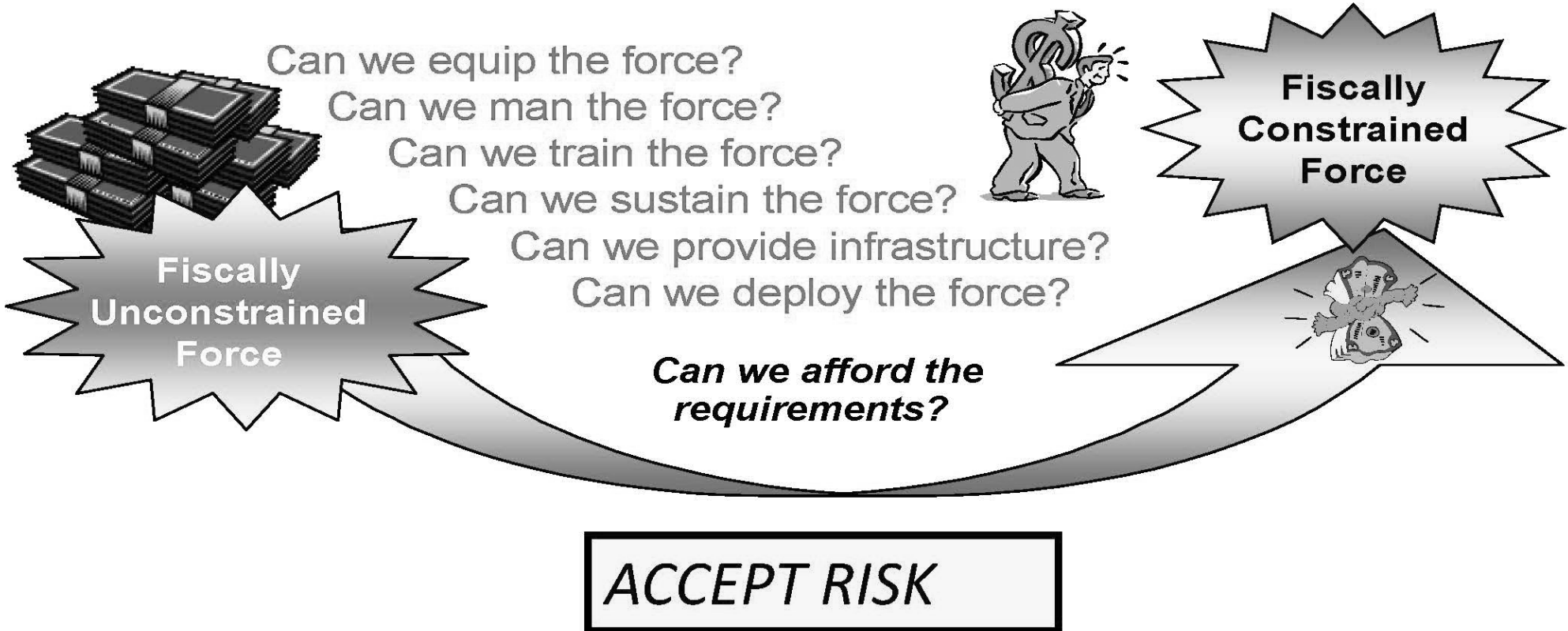
Army Personnel Strength

<u>Component</u>	<u>Active Personnel</u>	<u>Mobilized Reservists</u>
- Active (AC)	464,005	N/A
- Reserve (RC)		
USAR	195,388	10,006
ARNG	<u>341,612</u>	<u>16,202</u>
	1,004,059	25,208

Named Operations

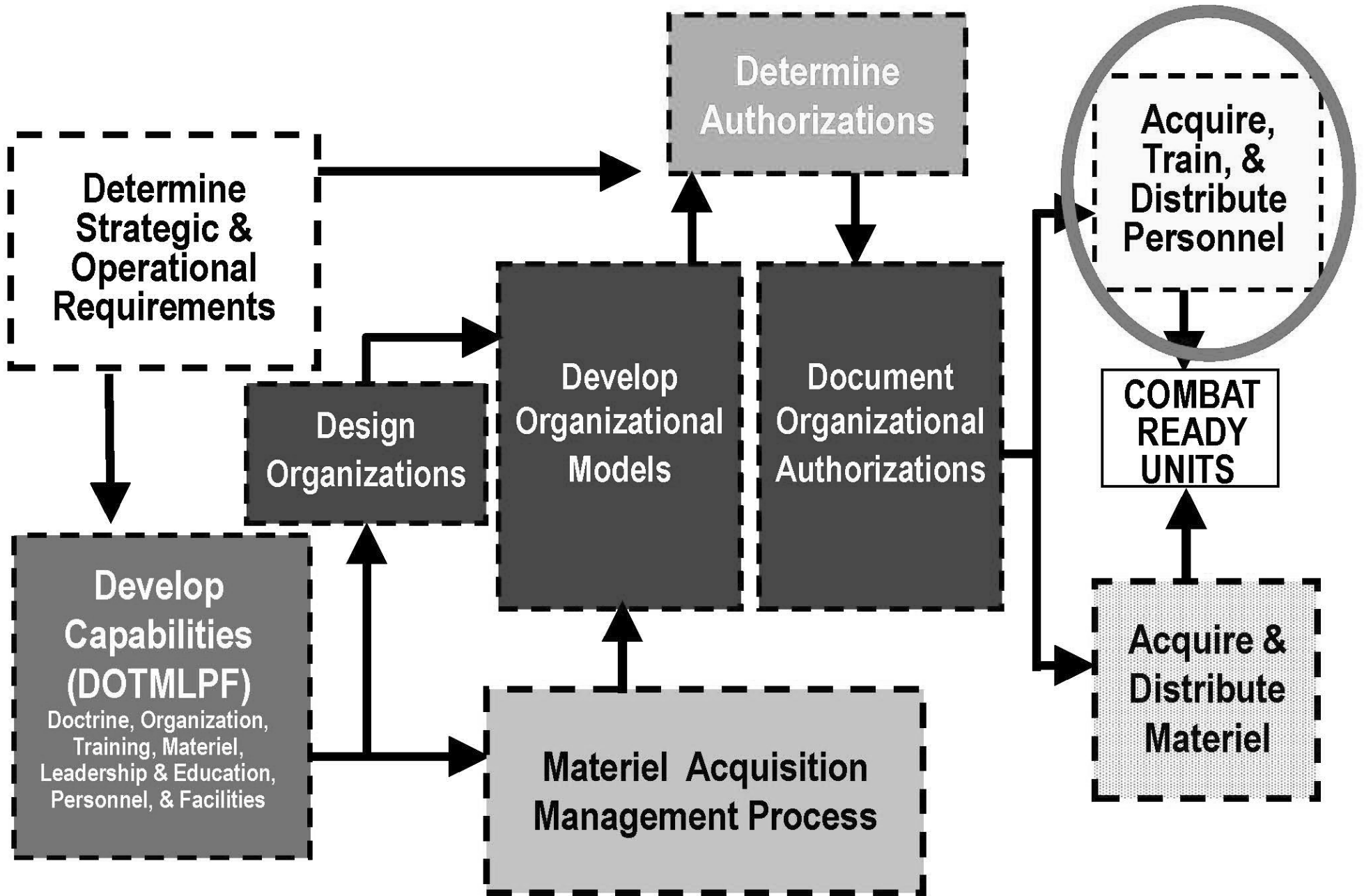
- Operation Inherent Resolve (OIR - Iraq)
- Operation Freedom's Sentinel (OFS - Afghanistan)
- Operation Octave Shield/New Normal (ONN - Central Africa)
- Operation Spartan Shield (OSS - Kuwait)
- Operation Joint Guardian (OJG - Kosovo)
- Operation Enduring Freedom-Horn of Africa (OEF HOA - Djibouti)
- Operation Noble Eagle (ONE - D.C.)
- Operation Juniper Shield (OJS – AFRICOM Counter Boko Haram)
- Operation Juniper Micron (OJM – Africa – Various locations)
- Operation Echo Casement (OEC – Central African Republic)

- Design and Review of a Fiscally Unconstrained Force.
- Examine capabilities to accomplish missions by determining the executability, supportability, and affordability of the Force by answering such questions as -





Army Force Management



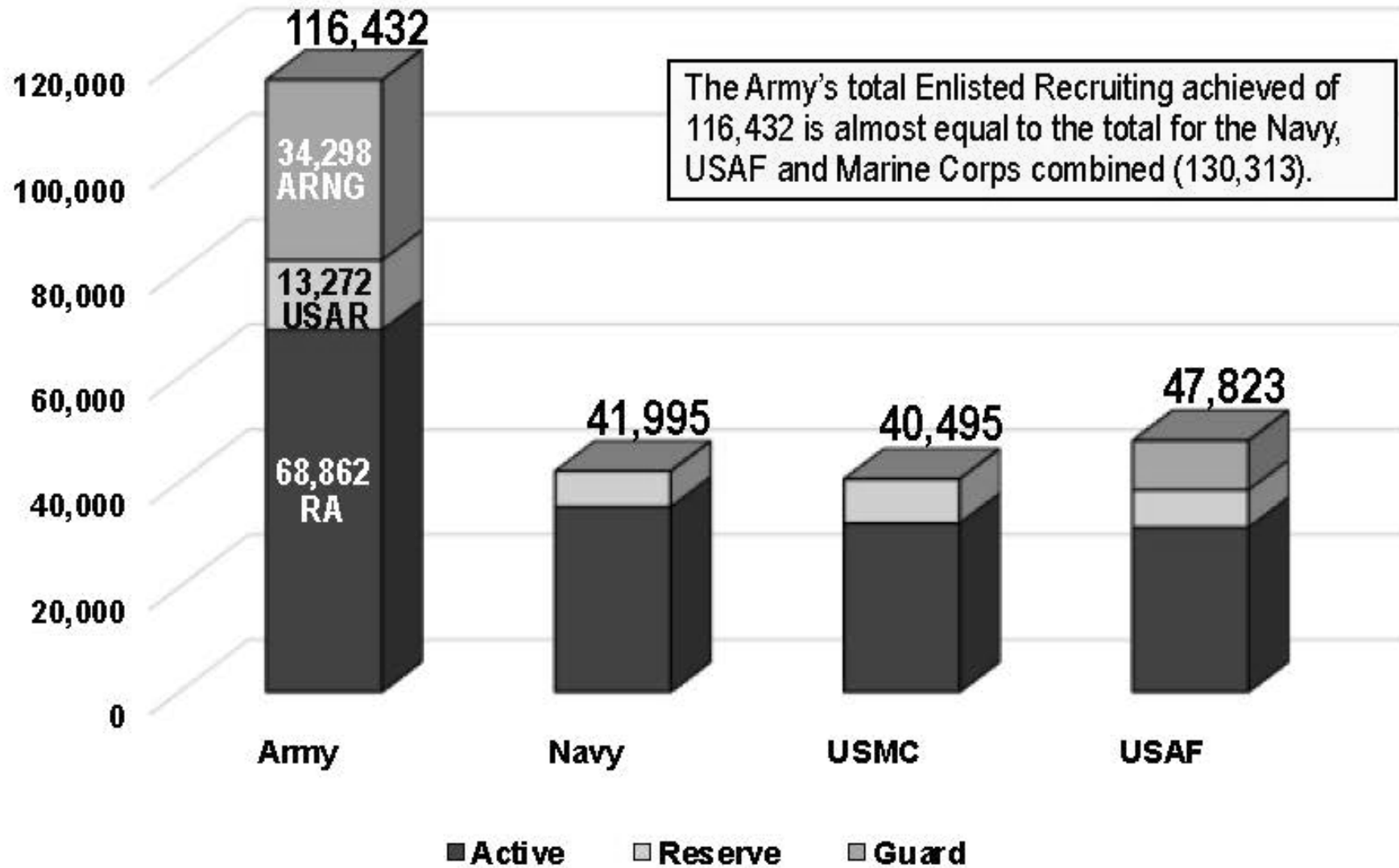


- Recruit and develop the talent, both physically and intellectually, in the quality and quantity that will support the leader base of the future force, informed by U.S. long-term demographics and trends*
- Maintain Army End-Strength but only in the enlisted and officer specialties needed
- Resource the Army ... Build a *balanced, competitive, and mission capable bench for each branch*

Only about 1 in 3 new Active officers reach 20-year retirement

@1 of every 150 new Active officers reaches General Officer Rank






@70% of new Enlisted Soldiers do not go beyond their initial term





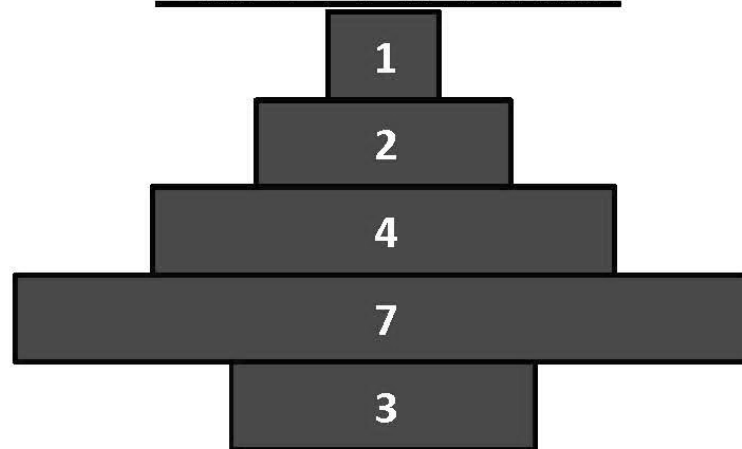
Army Active Component Requirements (FY17)

Rank

-  Colonel--3,469
 -  Lieutenant Colonel—7,690
 -  Major—13,351
 -  Captain--23,463
 -  Lieutenant--11,244
- TOTAL: 59,583

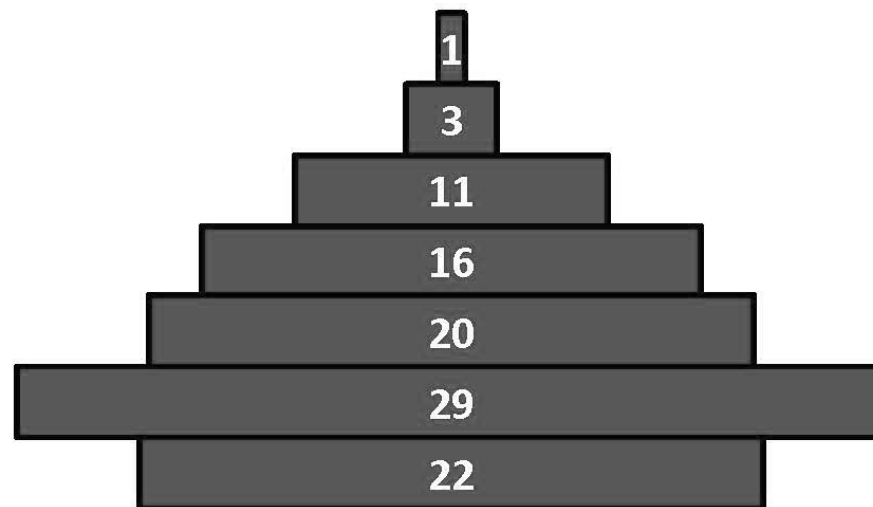
-  Sergeant Major--3,235
 -  Master Sergeant—10,090
 -  Sergeant First Class—34,176
 -  Staff Sergeant—53,264
 -  Sergeant—64,146
 -  Specialist/Corporal—93,525
 -  Private—69,961
- TOTAL: 328,397

Ratio of Officers* Per Colonel



* does not include special branches

Ratio of Enlisted Per Sergeant Major

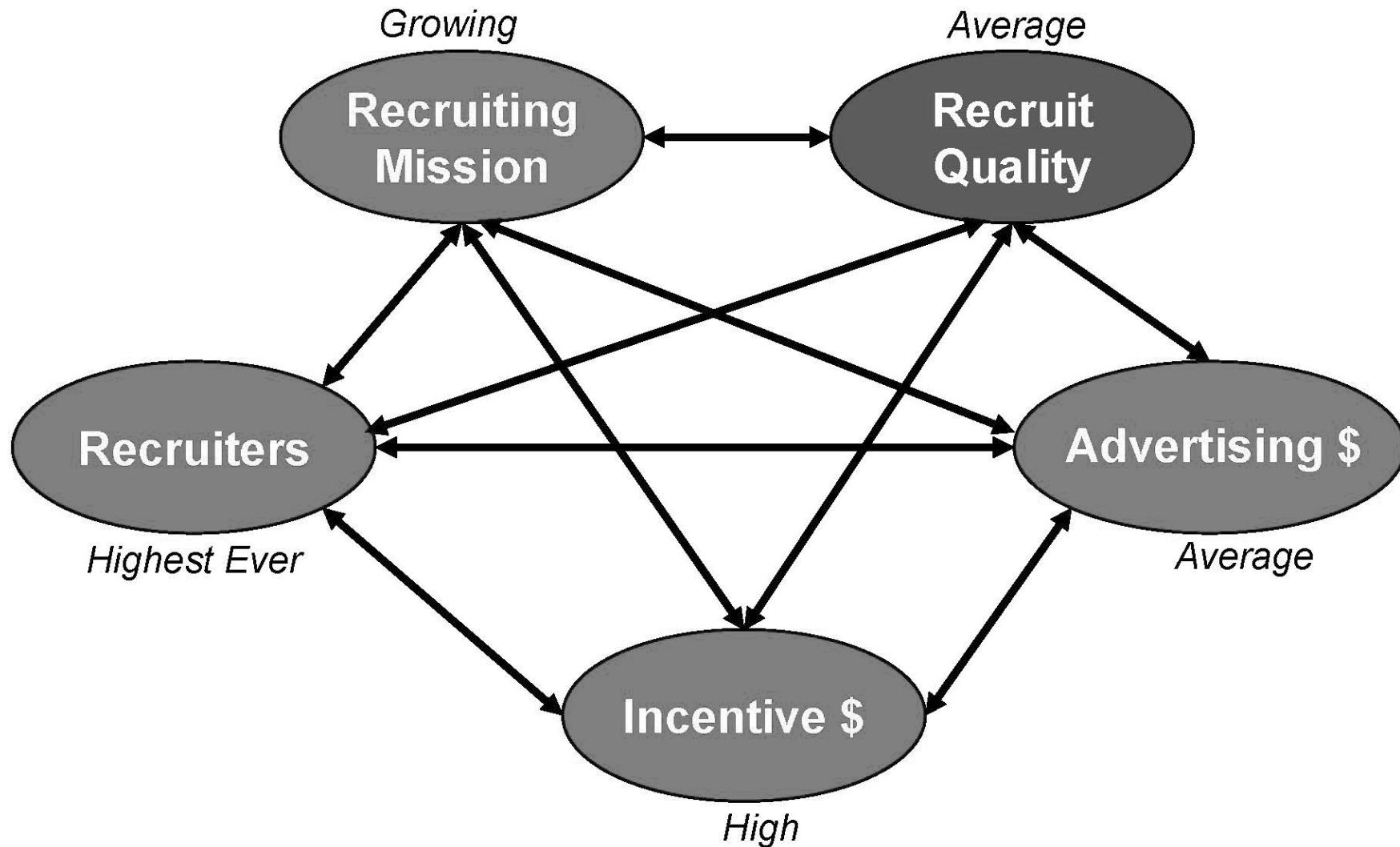




- Eligibility criteria and standards
- Age eligibility - 17 to 35
- Citizenship eligibility
- Dependency eligibility
- Aptitude eligibility - Armed Services Vocational Aptitude Battery (ASVAB) - 60% above 50 percentile
- Education requirements – over 90% must be high school graduate
- Medical eligibility - weight, drug & alcohol, physical
- Conduct eligibility - legal problems in past
- Other – gangs, tattoos, appearance

Only two out of ten 17 to 24 year olds meet academic, physical, and conduct qualifications to serve

Balancing Recruiting Quantity Quality and Cost





TRUSTED PROFESSIONALS -- TODAY AND TOMORROW

Regular Army & USAR Recruiting Process

17M – 21M Contacts



652,000 Appointments Made



459,000 Appointments Conducted



259,000 Tested



142,000 Qualified



101,375 To MEPS



95,000 Accessions

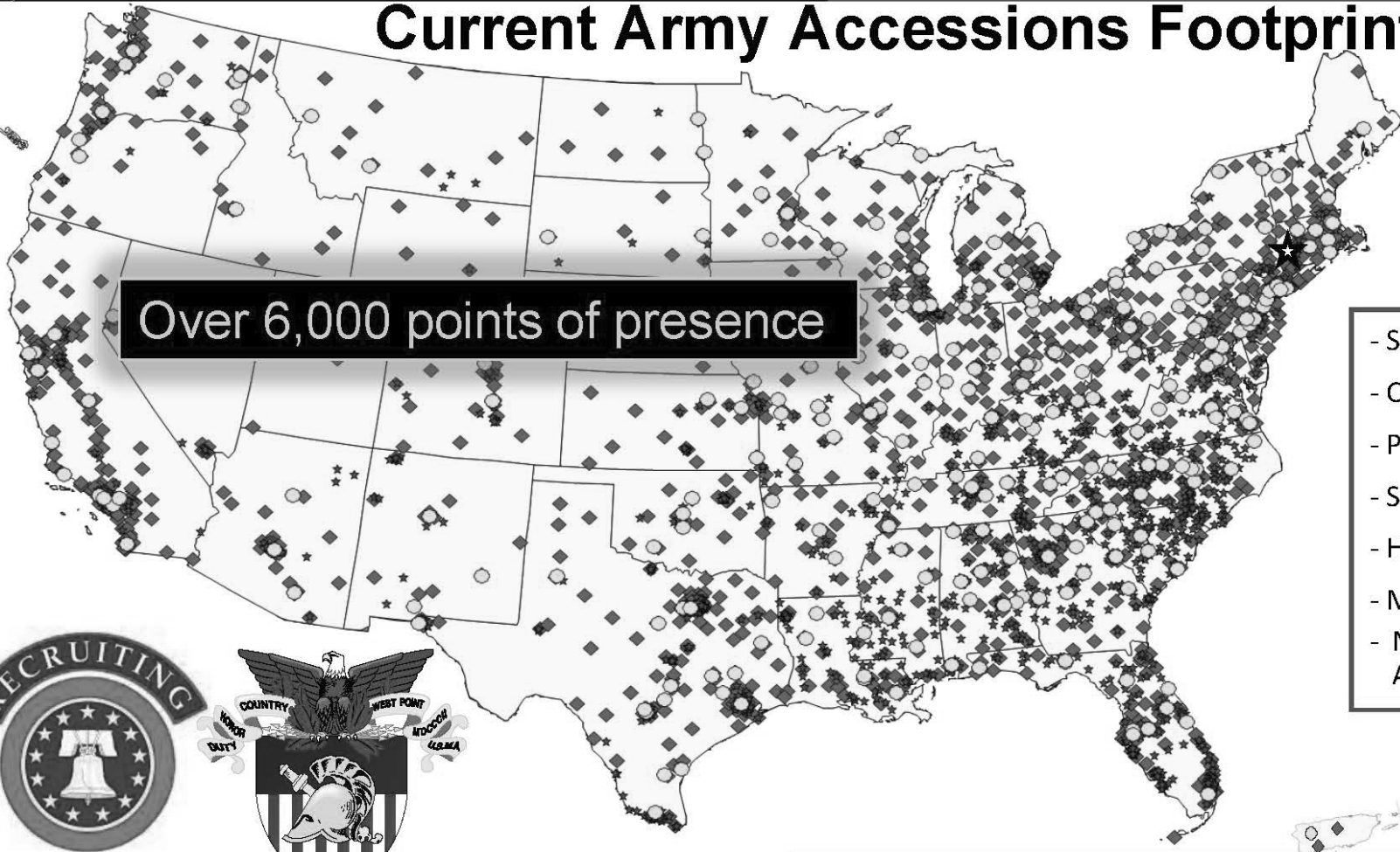


Less than 2 of 10 youth are qualified to serve!

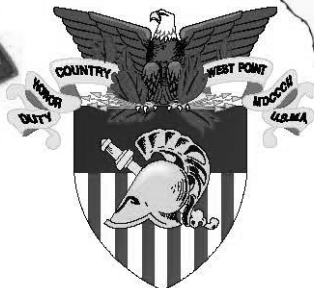
- Recruited from 30,000 Zip Codes
- By over 8,100 Recruiters working from 1,519 Stations



Current Army Accessions Footprint



- Shopping Centers
- College Campuses
- Public Buildings
- Small Towns
- High Schools
- Military Installations
- National Guard Armories & Centers



- ★ US Military Academy (Over 4,400 Cadets)
 - ◆ USAREC Recruiting Stations (1,300+)
 - SROTC Host Campus (273)
 - SROTC Partners (1,243) → (Over 33K Contracted Cadets)
 - ★ JROTC High Schools (1,645 Campuses, 280,000 Cadets)
- (Not shown: 2,500+ Army National Guard Armories & Readiness Centers)

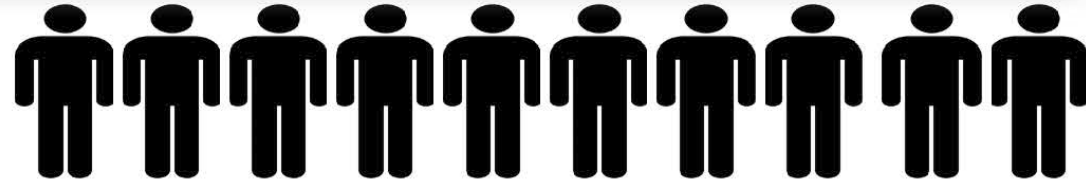
SROTC = Senior ROTC JROTC = Junior ROTC



Market Analysis: Demographics

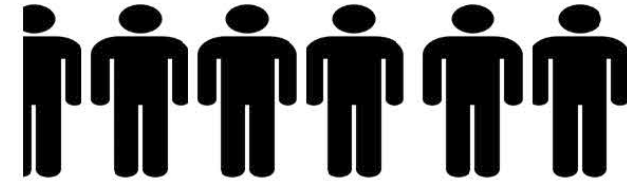
For every 4 Americans between the ages of 17 – 24, due to disqualifying conditions, less than 1 (23.4%) is eligible to serve in the military.

2012 US Population 17-24 year olds:
33.1 Million



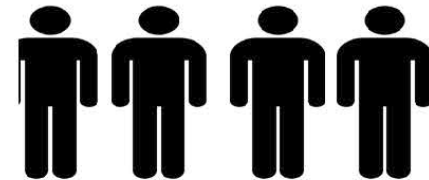
Ineligible due to medical condition, criminal history or dependency (too many or single parent)

- 41.6% =



Ineligible due to lack of education credential and/or extremely low scores on ASVAB

- 20.2% =



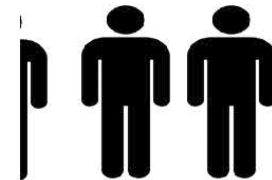
Overweight and/or Exceed Body Fat Standards

-14.8% =

Qualified

23.4%

(7.7 Million)



0.4% of the population is less qualified in 2017 (mainly to overweight) compared to 2012

- Of this fully qualified pool, 54% (4.2M) are HS Diploma Graduates who score 50 or higher on the ASVAB.
- The remainder are HS Diploma Graduates who score between 31 and 49 on the ASVAB, or non-HS Diploma Graduates who score 50 or higher on the ASVAB. Congressional statutes limit enlistments from this portion of the eligible pool.



Next Generation of Soldiers & Leaders

- They were born around 1998.
- There have always been DVDs, cell phones, PCs & the Internet.
- Few know how to write in cursive.
- Email is just too slow and they seldom if ever use regular mail.
- The Soviet Union has never existed.
- There has always only been one Germany.
- They are wireless yet always connected.
- Smoking was never permitted on airplanes.
- DNA fingerprinting has always been admissible evidence in court.
- *Google* has always been a verb.
- Text messaging is their email.
- *The Simpsons* has always been on TV.
- Reality shows have always been on TV.
- They have always known that “In the criminal justice system the people have been represented by two separate yet equally important groups.”
- Young women’s fashions have never been concerned with where the waist is.
- The Post Office has always been going broke.
- Affluent troubled teens have always been subjects of television series.
- The US, Canada, and Mexico have always agreed to trade freely.
- Russians and Americans have always been living together in space.
- American companies have always done business in Vietnam.
- Disposable contact lenses have always been available.

Only two out of ten 17 to 24 year olds meet academic, physical, and conduct qualifications to serve



APPLICATION

Recruiting Process-ENLISTMENT PROCESS

Pre Qualification

Age, Physical, Prior Service, Law Violations, Education, Marital Status, Dependents

Schedule & Transport

PROCESSING

APPLICANT TESTING

- ASVAB
- Language
- Flight Test
- Special

ARMED SERVICES VOCATIONAL APTITUDE BATTERY (ASVAB)

EIGHT (8) SUBTESTS

- General Science
- Arithmetic Reasoning
- Word Knowledge
- Paragraph Comprehension
- Auto and Shop Information
- Mathematical Knowledge
- Mechanical Comprehension
- Electronic Information

= Armed Forces Qualification Test (AFQT) Score Eligible to Apply

AFQT Ranges From 1-99

50+ is BEST

31-49 Is Limited

26-30 Very Limited

ARMY LINE SCORES

- CL - Clerical
- CO - Combat
- EL - Electronics
- FA - Field Artillery
- GM - General Maintenance
- GT - General Technical
- MM - Mechanical Maintenance
- OF - Operations and Food
- SC - Surveillance & Communication
- ST - Skilled Technical

Military Occupation Specialty Qualification

MEDICAL PROCESSING

FULL PHYSICAL EXAM

Height Weight

Hearing / Vision Test

Urine / Blood Tests

Drug / Alcohol Test

Muscle / Joint Movement

Medical Officer Interview

Consults If Required



Armed Services Vocational Aptitude Battery (ASVAB)

Subtests

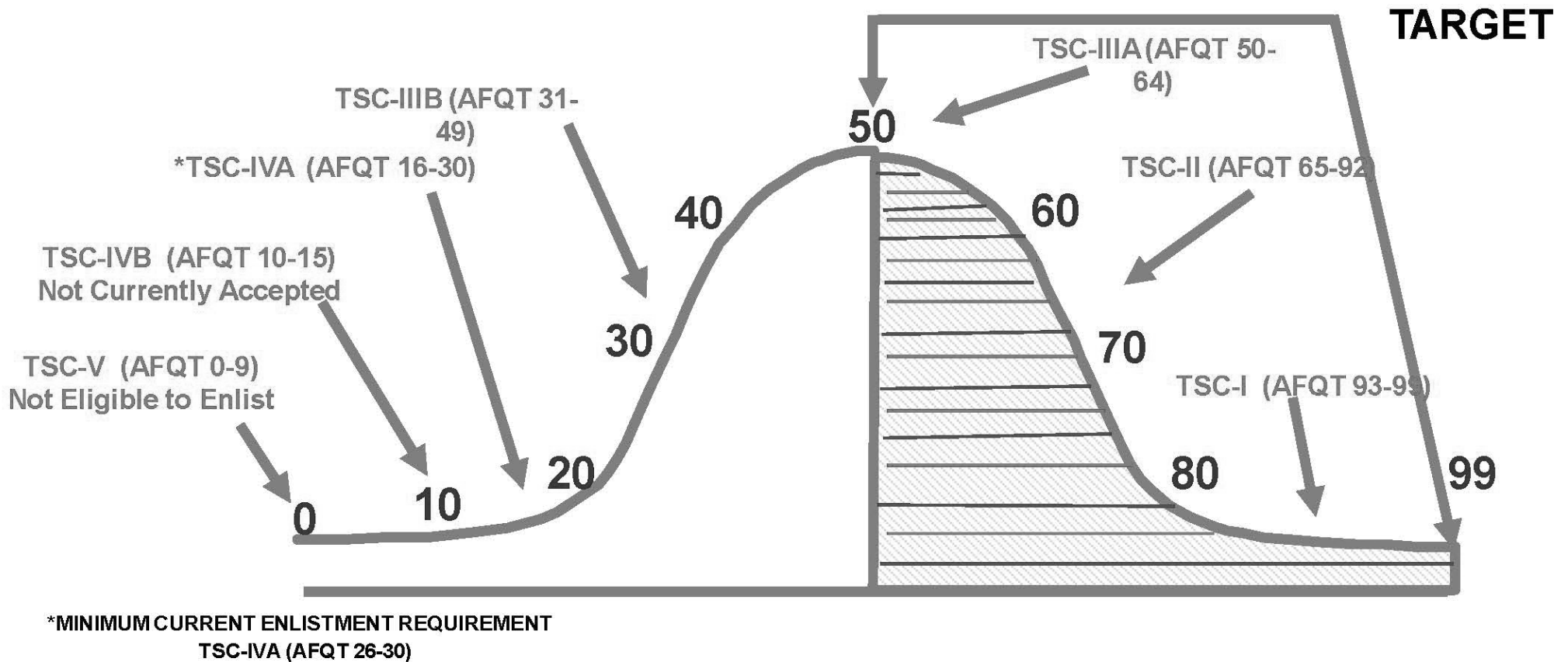
Subtest	Minutes	Questions	Description
General Science	11	25	Measures knowledge of physical and biological sciences
Arithmetic Reasoning	36	30	Measures ability to solve arithmetic word problems
Word Knowledge	11	25	Measures ability to select the correct meaning of words presented in context, and identify synonyms
Paragraph Comprehension	13	15	Measures ability to obtain information from written material
Auto and Shop Information	11	25	Measures knowledge of automobiles, tools, and shop terminology and practices
Mathematics Knowledge	11	35	Measures knowledge of high school mathematics principles
Mechanical Comprehension	19	25	Measures knowledge of mechanical and physical principles, and ability to visualize how illustrated objects work
Electronics Information	9	20	Tests knowledge of electricity and electronics

Total number of items: 200



Armed Forces Qualification Test (AFQT)

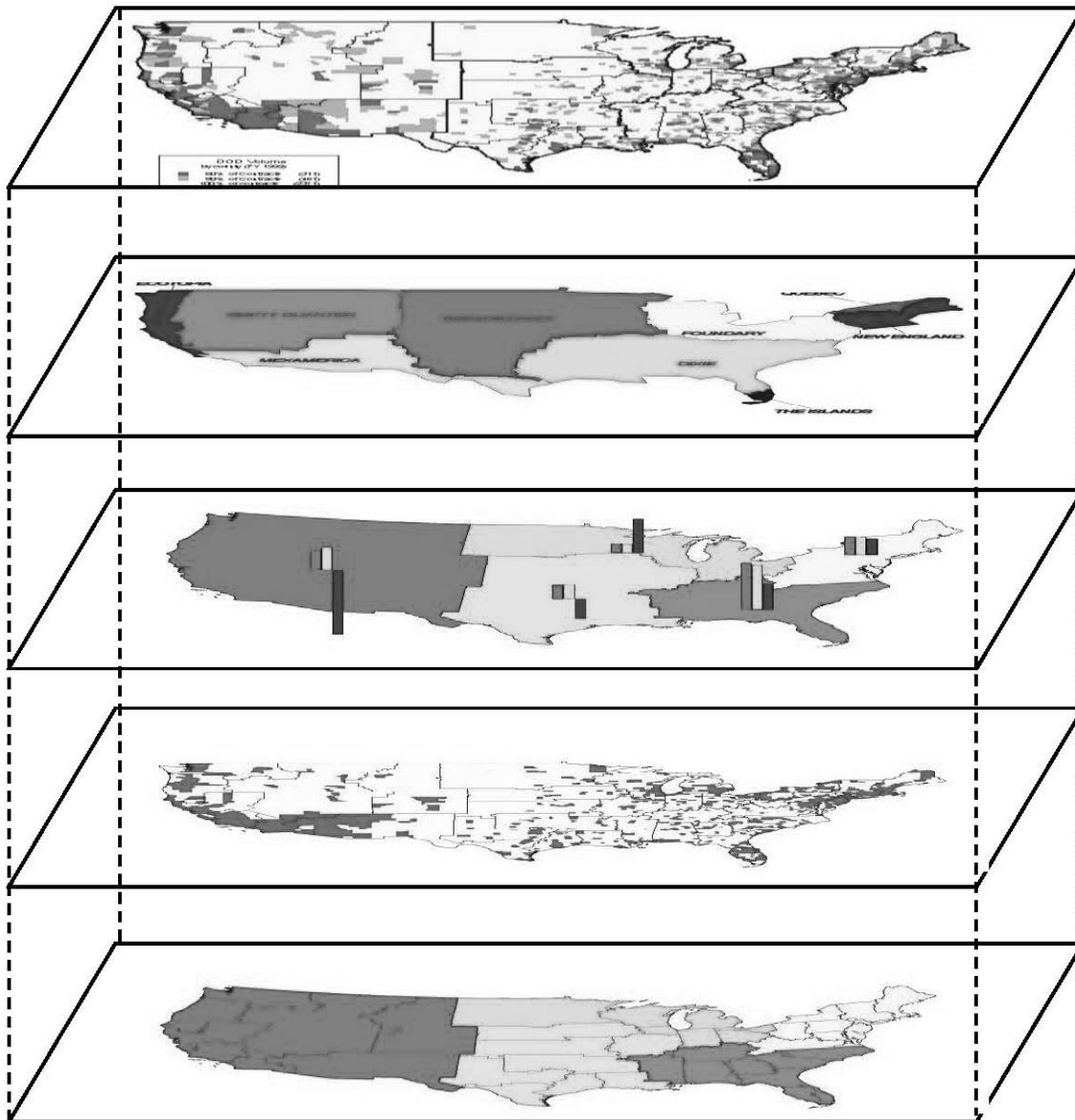
Nationally normed against 1980 test of sample population



Armed Forces Qualification Test = 2VE+MK+AR



Market Analysis



- **Demographic Analysis**
 - Population
 - Qualified Military Available
- **Production History**
 - How have the services recruited in these areas
 - Indicates future potential
- **Socio-Political Analysis**
 - Cultural attitudes
 - Attitudes toward military
- **Economic Analysis**
 - Competition from local economy
 - Opportunities to do something different



PRIMARY RECRUITING METHODS

TELEPHONE



VIRTUAL

YAHOO! MAIL
Gmail
AOL mail
Windows Live

E-Mail

Texting

flickr facebook
e twitter LinkedIn

Social Networks



Chat rooms

FACE-TO-FACE



School, Community, Events

LEAD GENERATION SUPPORT

REFERRALS

Units
Influencers
Applicants
Future Soldiers

AREA CANVASSING

- “Community Relationships”
- Influencer Development
 - Business Owners
 - Massing Locations

EVENTS



- State Fair - Chicago Auto Show
- All American Bowl - NASCAR
- Educator Tour – Influencer Events

ADVERTISEMENT

- NATIONAL
LOCAL
- Television
 - Radio
 - Print



Messaging Targeted To Primary Segments On Multiple Platforms

- TV
- Print
- Radio
- Online
- Social Networking
- Direct Mail/E-mail
- Public Relations

**STRONGER.
SMARTER.
MORE QUALIFIED.**





Target Audiences

- Prospects: Youth Ages 17-24 with emphasis on segments that emerge from on-going research
- Influencers: Adults 35-54 (with emphasis on parents) who are the primary influencers of the target youth
- External Audience (other influencers): Community and organization members who also influence our target youth
- Internal Audience: Those presently serving in the Army with emphasis on recruiters









Why Are Enlistment Waivers Necessary?

- Changes in society
 - 14% increase in prime market arrests
 - Law changes such as raising drinking age to 21 and lowering the DUI alcohol thresholds led to more arrests
 - Increased rates of drug use
 - Increased rates of diagnosis for conditions like asthma
- Changes in procedures
 - New diagnosis criteria for conditions like Attention Deficit Disorder and new treatments like Ritalin, LASIK, and orthopedic hardware
 - Improved waiver processes with automation increased the viability of timely waiver success led Recruiters to submit more requests
 - Improved detection of illicit drug use
 - Accuracy of electronic background checks
 - Systems updates eliminated under-reporting of multiple waivers



Occupational Physical Assessment Test (OPAT)

OPAT Events		Physical Domain	Representative Tasks
Standing Long Jump		Lower Body Power	<ul style="list-style-type: none">• Move under direct fire• Repetitive lift and carry
Seated Power Throw		Upper Body Strength	<ul style="list-style-type: none">• Dragging casualty to safety• Loading main gun• Repetitive lift and carry
Strength Deadlift		Lower Body Strength	<ul style="list-style-type: none">• Evacuate a casualty from a vehicle• Loading ammunition
Interval Aerobic Run		Aerobic Capacity	<ul style="list-style-type: none">• Move under direct fire• Foot march



Tailored Adaptive Personality Assessment System (TAPAS)

Historically screened out @8% of low-motivated Tier 2 and Tier 1-Cat IV applicants

- 21 dimensions including:


- Achievement
- Dominance
- Even tempered
- Intellectual efficiency
- Optimism
- Order
- Physical conditioning
- Selflessness
- Sociability
- Tolerance

- Paired forced-choice self-descriptors

- Computer-adaptive test delivered at Military Entrance Processing Stations

- TAPAS provides three scores for each applicant

- “Can do” – technical proficiency
§ *predicts job knowledge, AIT grades training graduation rates*
- “Will do” – motivation
§ *predicts APFT scores, job effort, disciplinary incidents*
- “Persistence” – continuance
§ *predicts attrition*

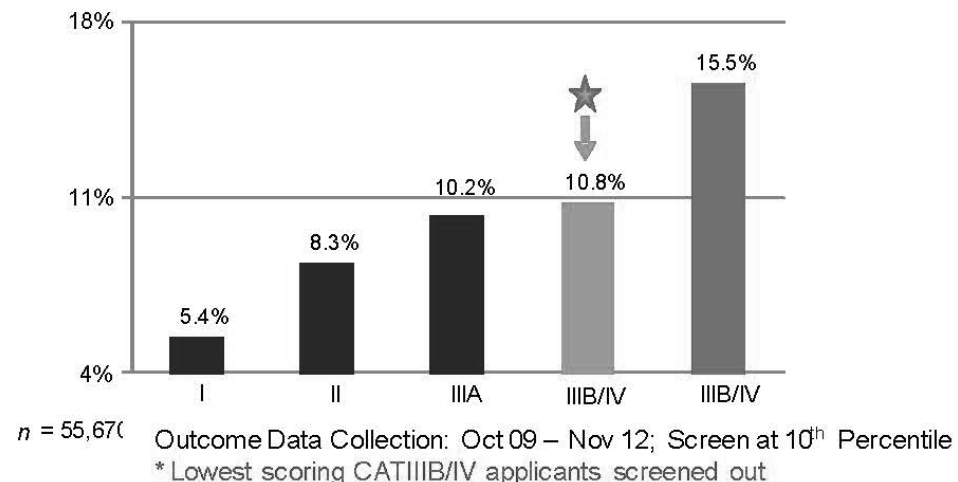


Which of these statements is most like you?

- I am not one to volunteer to be group leader, but would serve if asked.
- My life has had about an equal share of ups and downs.

Note: Forced choice measures provide no obvious best/worst answer options.

6- Month Attrition





Officer Accession to First Unit (Active Army)

Basic Officer Leader Course (BOLC)

BOLC A
Source of Commission

US Military Academy (USMA)

Reserve Officer Training Corps (ROTC)

Officer Candidate School (OCS)

Average 5500 New Lieutenants Annually:

- USMA (4 Years) (~19%)
- ROTC (~4 Years) (~46%)
- OCS (12 Weeks) (~36%)
- Direct (~2%)



BOLC B
Branch Training

Infantry

Artillery

Armor

Engineer

Signal

Military Police

Military Intelligence

Chemical

Transportation

Ordnance

Quartermaster

Brigade Combat Team
(2,000-5,000)

Battalion
(300-1,000)

Company
(60-250)

Company
XO

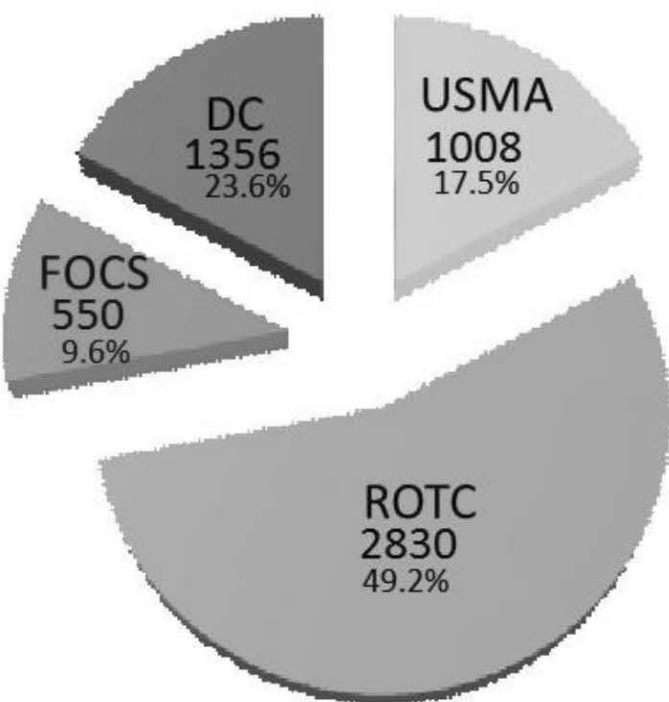
Platoon
(25-60)

C
a
r
e
e
r
p
r
o
g
r
e
s
s
i
o
n

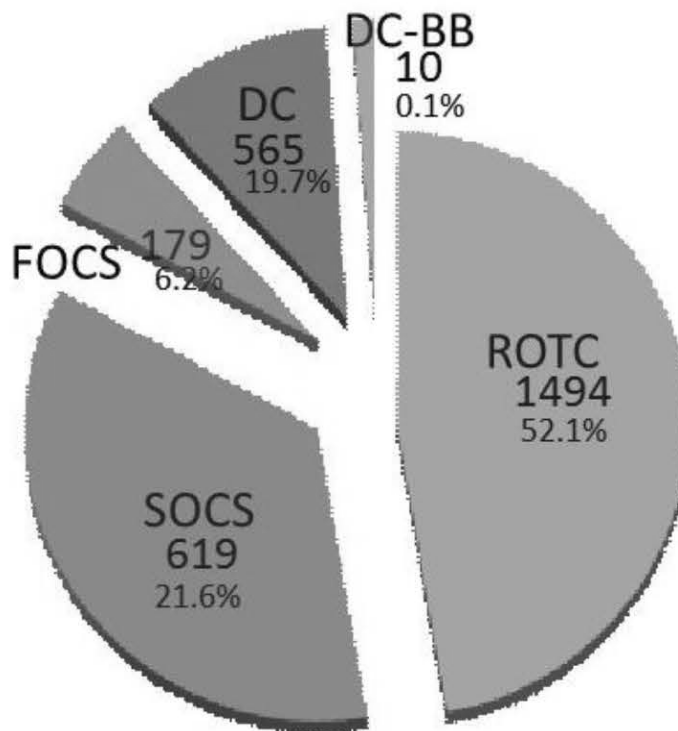


FY16 US Army Officer Accessions by Source

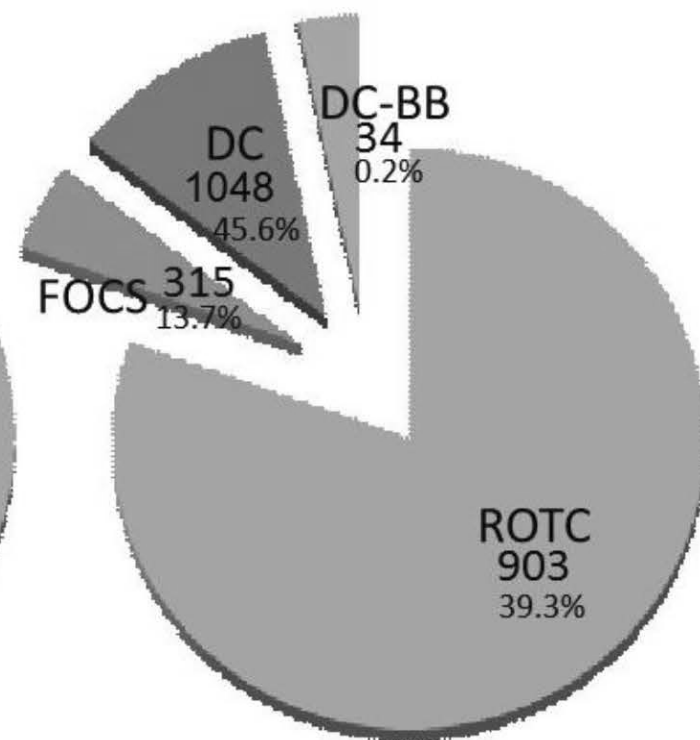
Regular Army
5,754



Army National Guard
2,867



Army Reserve
2,300



- US Military Academy (USMA)
- Reserve Officer Training Corps (ROTC)
- Federal Officer Candidate School (FOCS)
- Direct Commission (DC)

- ROTC
- State OCS (SOCS)
- Federal OCS (FOCS)
- Direct Commission (DC)
- Direct Commission (Basic Branch) (DC-BB)

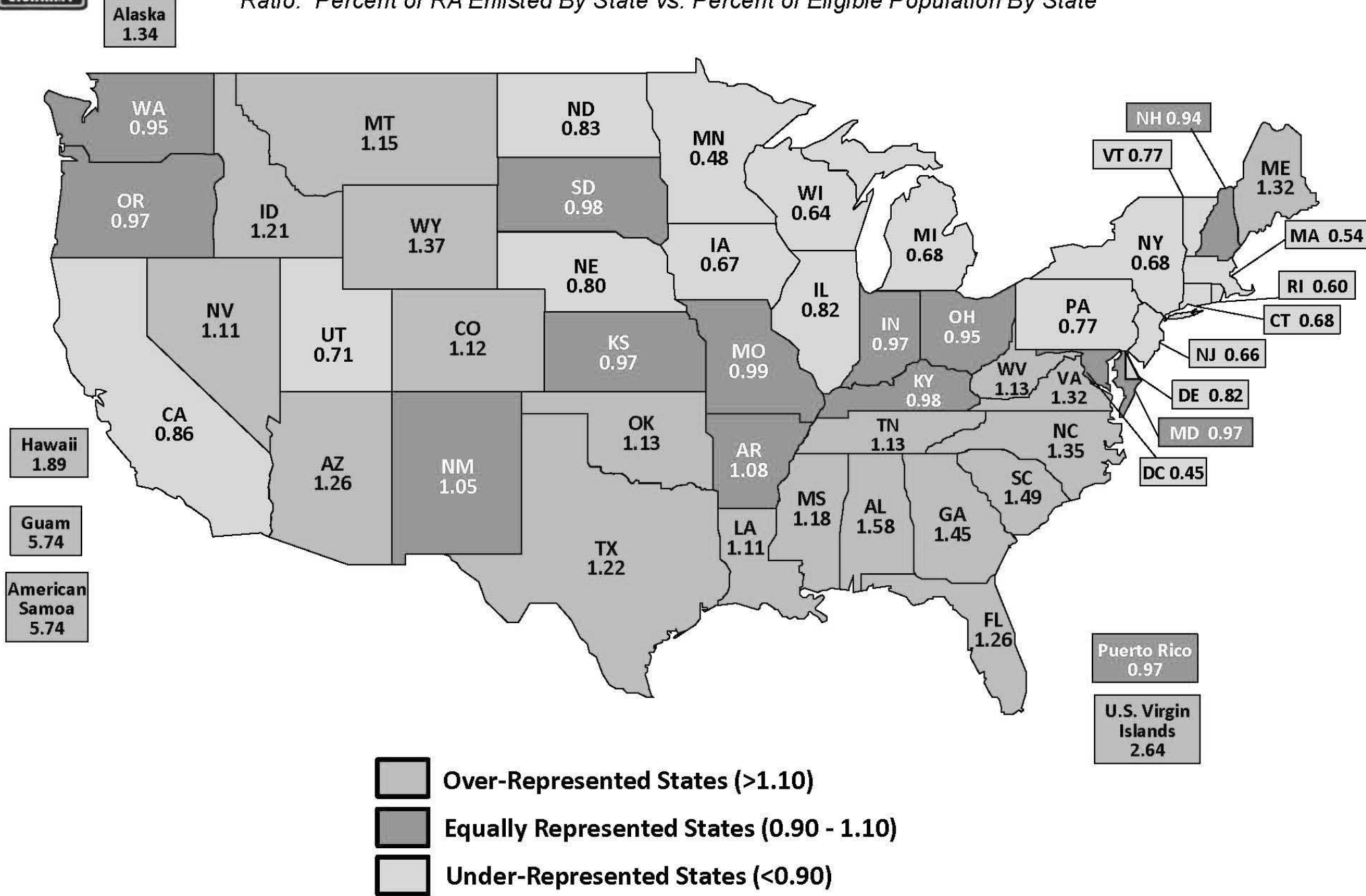
- ROTC
- Federal OCS (FOCS)
- Direct Commission (DC)
- Direct Commission (Basic Branch) (DC-BB)



U.S. ARMY

Who Enlisted in Your Regular Army in 2016

Ratio: Percent of RA Enlisted By State vs. Percent of Eligible Population By State



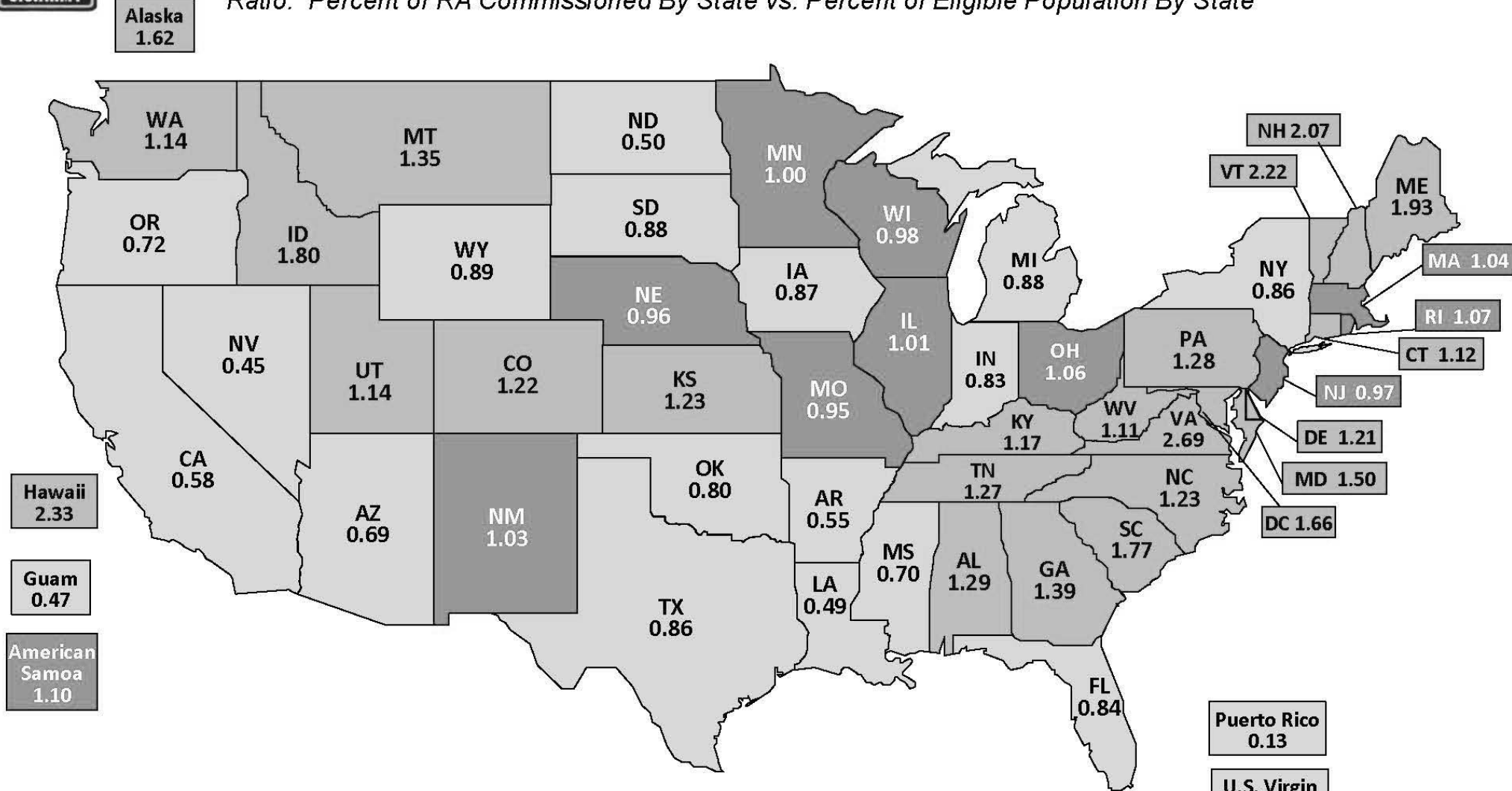
- Over-Represented States (>1.10)
- Equally Represented States (0.90 - 1.10)
- Under-Represented States (<0.90)



U.S. ARMY

Who Commissioned in Your Regular Army in 2016

Ratio: Percent of RA Commissioned By State vs. Percent of Eligible Population By State



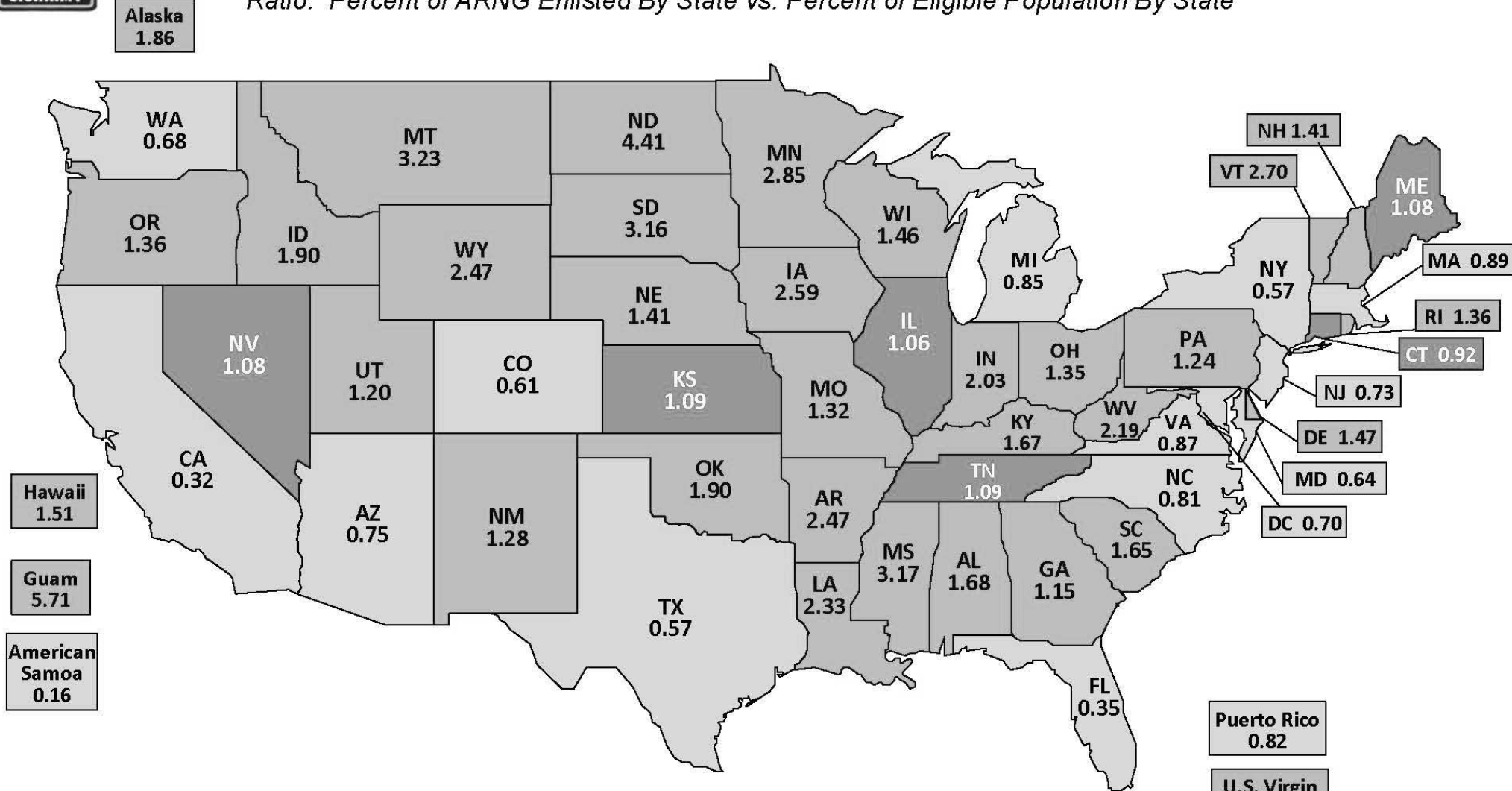
- Over-Represented States (>1.10)
- Equally Represented States (0.90 - 1.10)
- Under-Represented States (<0.90)



U.S. ARMY

Who Enlisted in Your Army National Guard in 2016

Ratio: Percent of ARNG Enlisted By State vs. Percent of Eligible Population By State



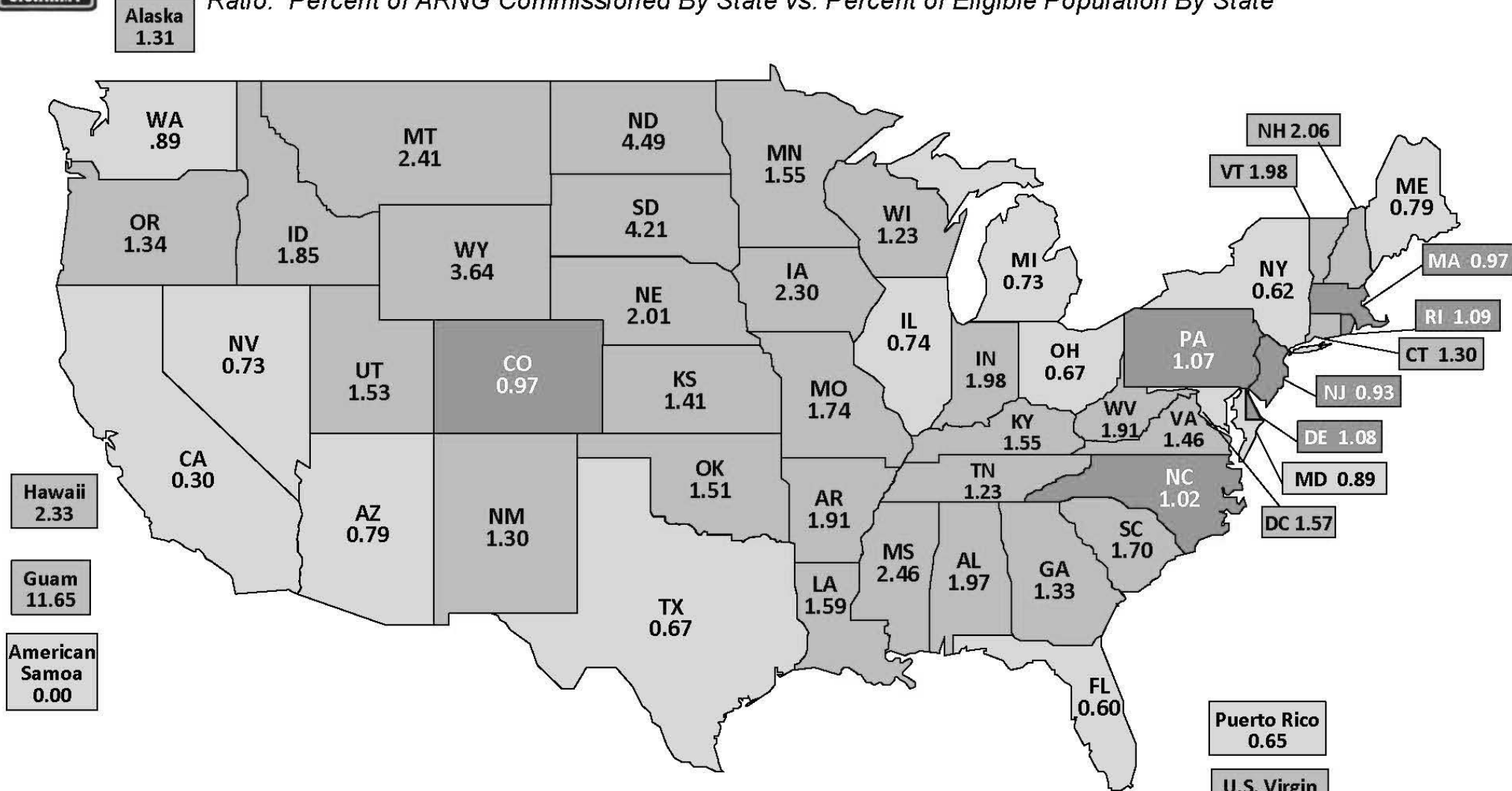
- Over-Represented States (>1.10)
- Equally Represented States (0.90 - 1.10)
- Under-Represented States (<0.90)



U.S. ARMY

Who Commissioned in Your ARNG in 2016

Ratio: Percent of ARNG Commissioned By State vs. Percent of Eligible Population By State



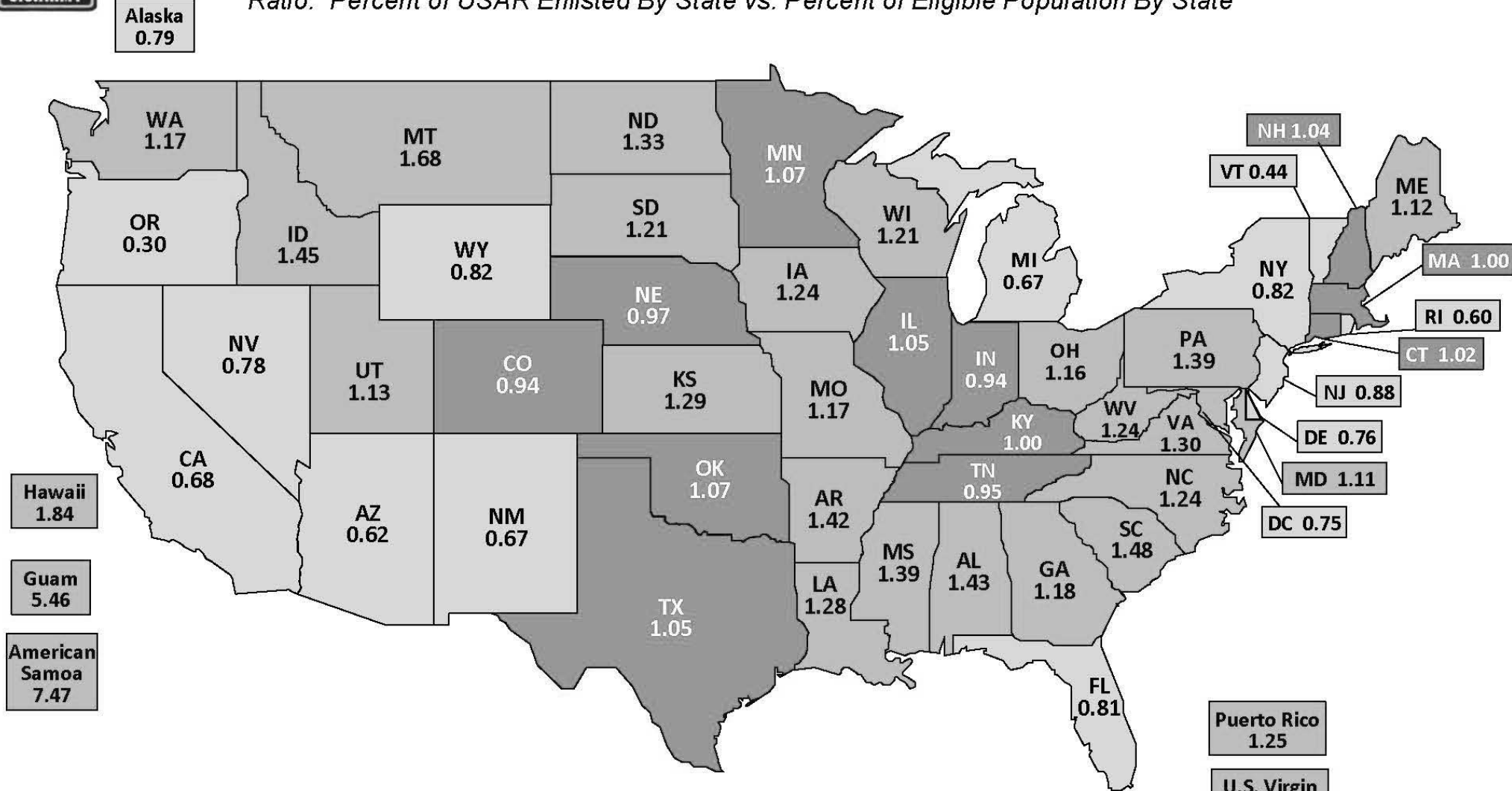
- Over-Represented States (>1.10)
- Equally Represented States (0.90 - 1.10)
- Under-Represented States (<0.90)



U.S. ARMY

Who Enlisted in Your Army Reserve in 2016

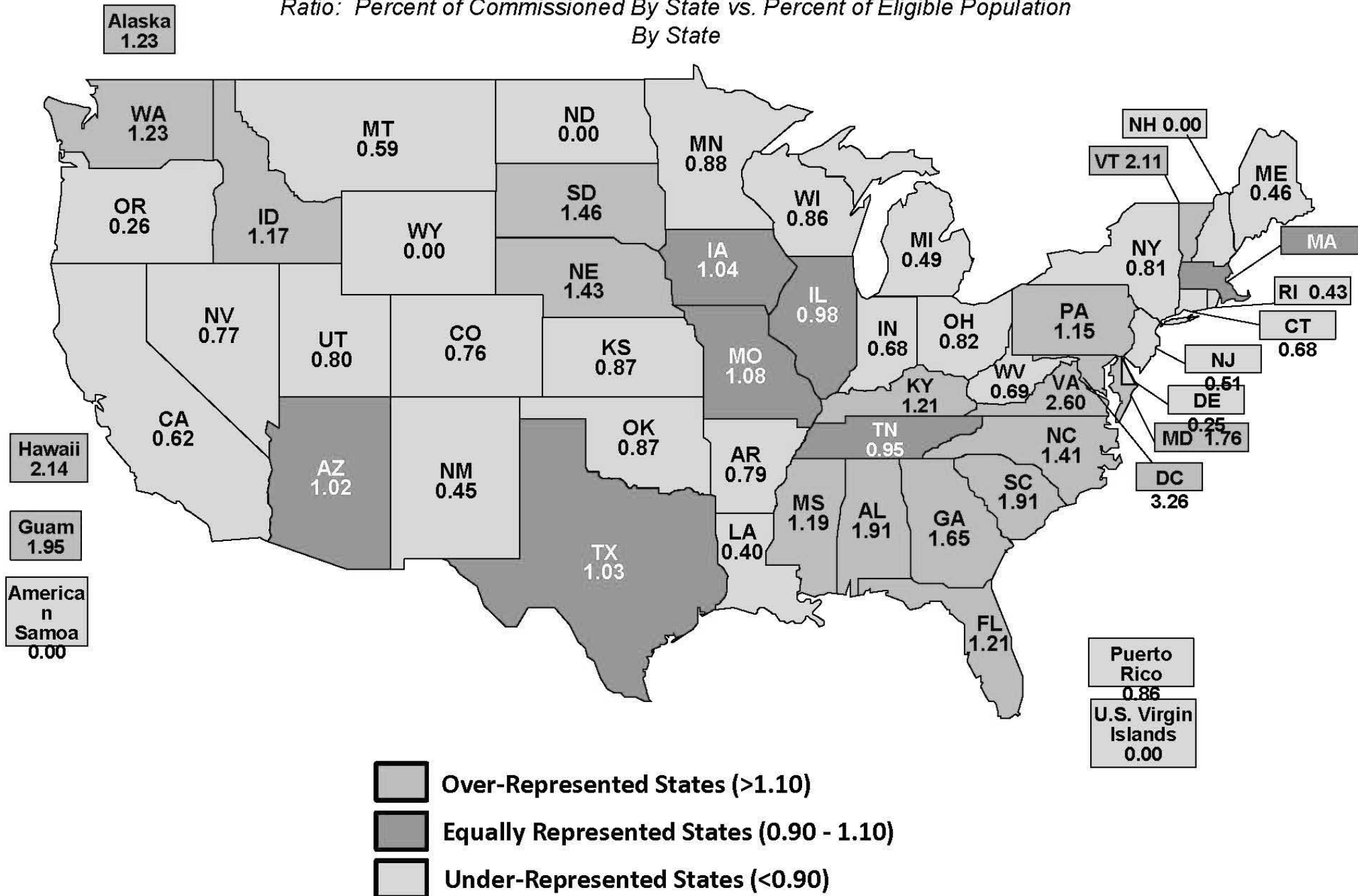
Ratio: Percent of USAR Enlisted By State vs. Percent of Eligible Population By State



- Over-Represented States (>1.10)
- Equally Represented States (0.90 - 1.10)
- Under-Represented States (<0.90)

Who Commissioned in Your Army Reserve in 2016

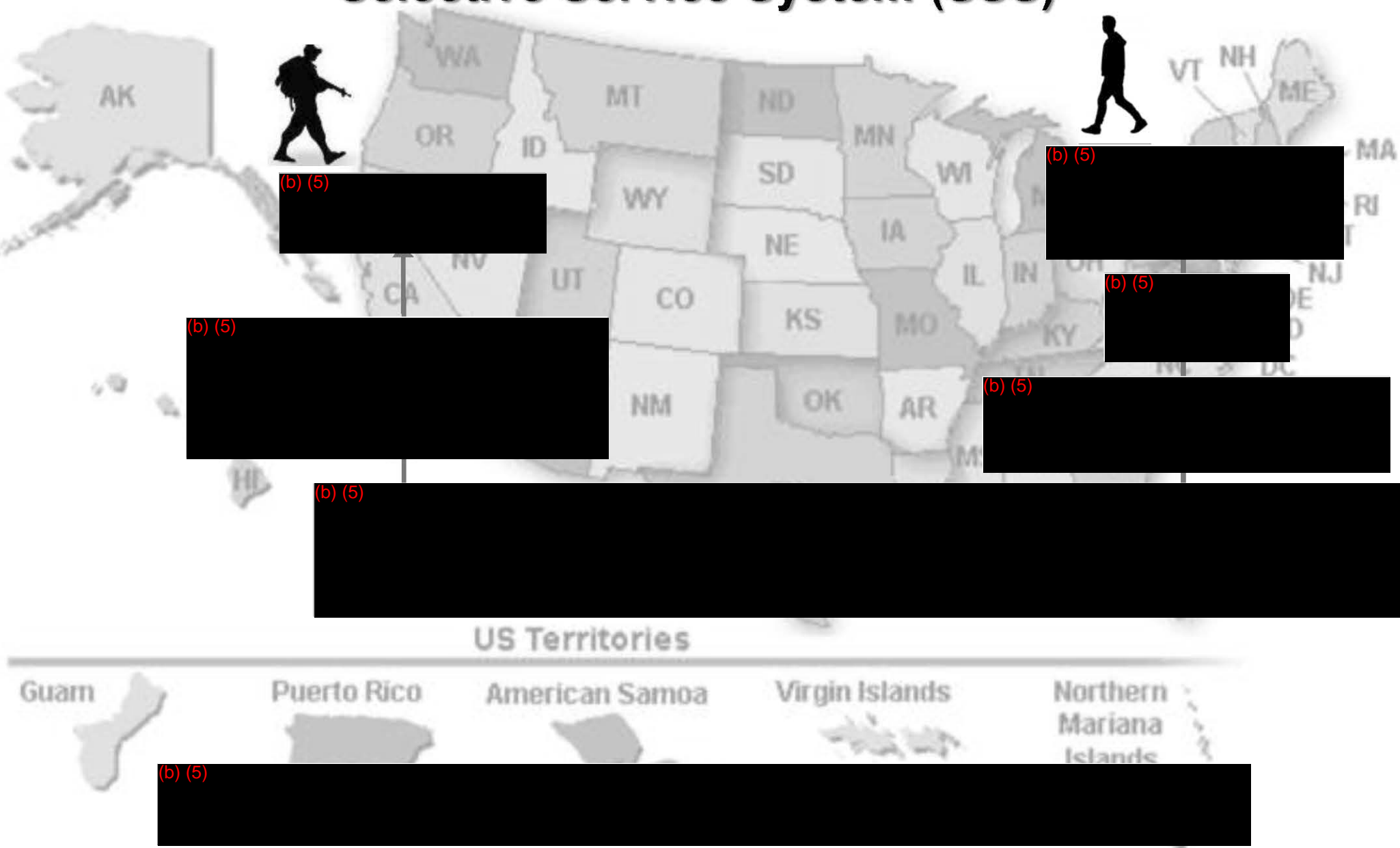
Ratio: Percent of Commissioned By State vs. Percent of Eligible Population
By State





Executing a Draft

Selective Service System (SSS)





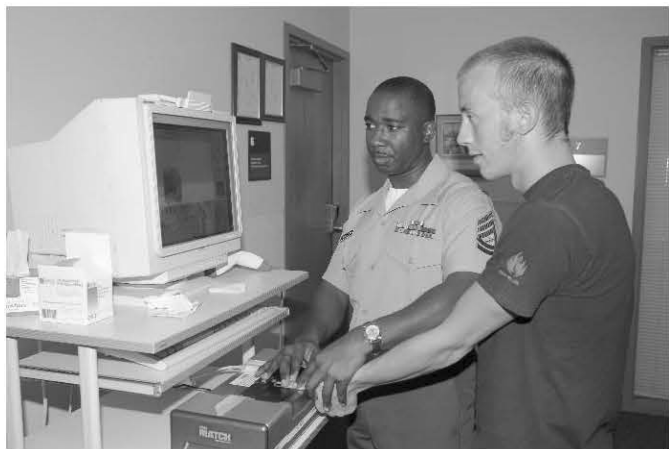
MEPS Processing



Testing



Medical



Background Screening



**Support
Service Counselors**



Enlistment



US Military Entrance Processing Command

Western Sector Battalions

Eastern Sector Battalions



Organization

- HQ located at Naval Station Great Lakes
- 2 Sectors
- 12 Battalions
- 65 Military Entrance Processing Stations (MEPS)
- 1 Remote Processing Station
- Supports all uniform services

Personnel

Authorized FY 17
 Total Military: 559
 Total Civilian: 2,247
 2,806



**Military
Installations
(19)**



**Federal Buildings
(15)**



**Commercially
Leased
(32)**

- By Executive Order, must consider downtown business district
- Leased Space (1.7M sq. ft.)
- The Federal Protective Service provides force protection and physical security in federal buildings and commercially leased facilities.



Recommendations for an All-Volunteer Army

- **Soundly Analyze the Force—Determine who makes the best Soldiers & recruit/retain those kind of recruits**
- **Establish High Recruiter Standards—minimizes misconduct and abuse**
- **Carefully Target Incentives—Offer to the fewest possible hard-to-fill specialties & review constantly**
- **Recruit Noncitizens—Offer path to citizenship**
- **Market the Force to Recruits & Influencers alike—Stay Connected to the Nation**
- **Offer Competitive Pay**