NAVY RECRUITING

LCPO/LPO/RECRUITER STUDY GUIDE

2015

Sailor’s Creed

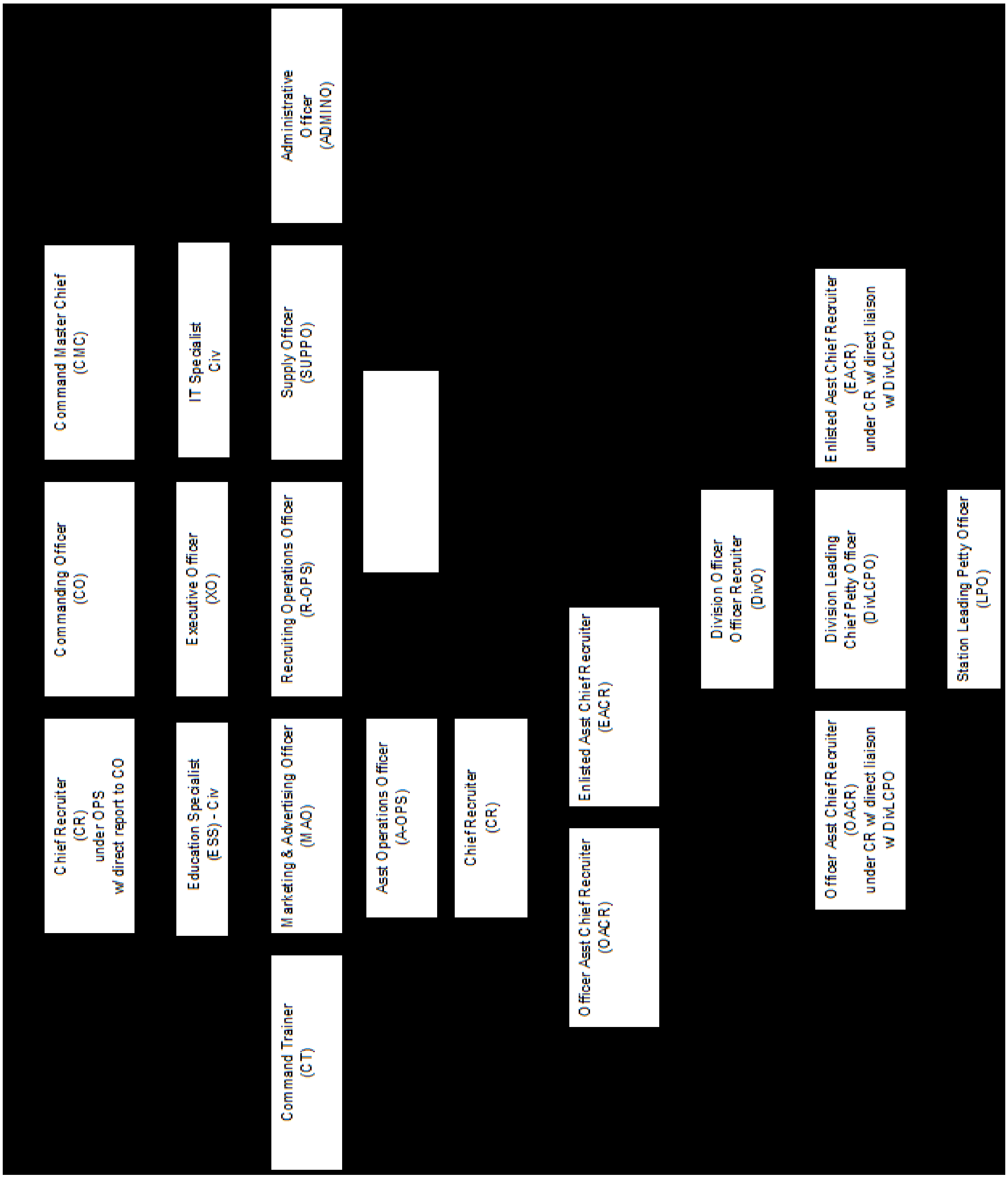
***“I am a United States Sailor.
I will support and defend the Constitution of the United States of America and I will obey the orders of those appointed over me.***

I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world.

I proudly serve my country’s Navy combat team with honor, courage and commitment.

I am committed to excellence and the fair treatment of all.”

District Organization Chart



Chain of Command's role in Recruiting.

CO – The CO has the overall responsibility for the Command. The primary mission of the CO is to ensure the Navy Recruiting District achieves all assigned requirements, by category, for each month.

XO – The XO has the traditional responsibility as second in Command, and is responsible for the coordination and supervision of the NRD. ***Training Officer.***

CMC – Principle enlisted advisor to the Commanding Officer; formulates and implements policies concerning morale, welfare, job satisfaction, discipline, training and assignment of enlisted personnel. The CMC takes precedence over all other enlisted members within the Command and has direct access to the Commanding Officer. **CMC is responsible for the following Command Programs: Command Development Boards (CDB), Ombudsman, CMEO, Sponsor Program, Command Indoctrination, DRB's, CPOA, Mess Meetings, FCPOA, Awards, Legal, Financial, and MWR.**

RECRUITING OPERATIONS OFFICER (R-OPS) - Department Head for the Operations Department and the focal point for Recruiting District (NRD) Recruiting Operations matters. Ensure attainment of qualified civilian applicants for commissioning or enlistment into the United States Navy through the supervision of assigned personnel and application of assigned resources. Responsible for supervision of Enlisted Processing Division, Military Entrance Processing Station, classifier and processing for all officer and enlisted applicants.

ASSISTANT RECRUITING OPERATIONS OFFICER (A-OPS) - Principal deputy to the Department Head for the Operations Department. Assist in attainment of qualified civilian applicants for commissioning or enlistment into the United States Navy through the supervision of assigned personnel and application of assigned resources. Responsible for the supervision of all personnel in the Recruiting Operations Department.

DIVISION OFFICER (DIVO) - Responsible for attaining a sufficient number of applicants to meet all Division goals. Ensures principles of diversity and equal opportunity are emphasized during the course of meeting daily mission objectives. *lazy to*

Responsible for the conduct of subordinates, following regulations and orders of the Commanding Officer and other superiors. Responsible for qualifying and being able to perform the function of an Officer recruiter.

CHIEF RECRUITER (CR) - Serve as a Department Leading Chief Petty Officer. Execute the command-training program for all production/ processing personnel. Manage, supervise and coordinate the use of all NRD resources, training and systems to attain recruiting goals. Primary advisor to the Operations Officer (OPS) in matters pertaining to production and personnel. Responsible for knowing and being able to perform the functions listed in the Enlisted Recruiter, Officer Recruiter, DLCPO's, LCPO/LPO's, and EACR and OACR job descriptions.

ENLISTED ASSISTANT CHIEF RECRUITER (EACR) - Serve as an Assistant Department Leading Chief Petty Officer. Train, mentor and develop DIVO's, DLCPO's and Special Program Recruiters. Assist in the coordination of all NRD training resources and systems to attain enlisted recruiting goals. Assists the Chief Recruiter (CR) in all matters pertaining to enlisted production. Responsible for knowing and being able to perform the functions listed in the Enlisted Recruiter, Officer Recruiter, Divisional Leading Chief Petty Officer, Leading Chief Petty Officer/Leading Petty Officer (LPO) and Training Officer job descriptions.

OFFICER ASSISTANT CHIEF RECRUITER (OACR) - Serve as an Assistant Department Leading Chief Petty Officer (LCPO). Train, mentor and develop Division Officers, Divisional LCPOs and Officer Recruiters. Assist in the coordination of all NRD training resources and systems to attain officer recruiting goals. Assists the Chief Recruiter (CR)in all matters pertaining to officer production. Responsible for knowing and being able to perform the functions listed in the Officer Recruiter, Enlisted Recruiter, Divisional Leading Chief Petty Officer, Leading Chief Petty Officer/Leading Petty Officer (LPO) and Training Officer Job descriptions.

DIVISIONAL LEADING CHIEF PETTY OFFICER (DLCPO) - Train, mentor and develop all divisional personnel. Lead, manage and coordinate the use of all Navy Recruiting systems and resources to ensure sufficient numbers of qualified applicants to meet mission requirements. Responsible for knowing and being able to perform the function listed in the Leading Chief Petty

Officer/Leading Petty Officer (LPO), Enlisted and Officer Recruiter job description.

Note. The purposes of the DLCPO visit are to provide training, improve production, and present awards. Upon completion of a NRS visit, the DLCPO is required to submit a NRS visit report (Exhibit 050203) to the CR.

STATION LEADING CHIEF PETTY OFFICER (LCPO)/LEADING PETTY OFFICER (LPO) - Through leadership, train and develop Sailors. Lead, manage and coordinate the use of all Navy Recruiting Station (NRS) systems and resources to ensure sufficient numbers of qualified applicants to meet mission requirements. Responsible for knowing and being able to perform the functions of a Recruiter.

Training 1500.4R

Discussion: Training continues with meaningful demonstration of PQS criteria, ongoing leadership, professional development training, and skill-based, production-related training. The field provides the most effective environment to practice and refines those skills initially learned in the classroom. Supervisors must be the subject matter experts and therefore a primary source for this training in the field. The Executive Officer (XO) is responsible for implementing, monitoring and evaluating the training program.

Four(4) Training Modes – Formal, OJT, GMT and PQS.

- **The Indoctrination/Training process for Recruiter's first year on board:**

  * Command Indoctrination (45 days)

  * Basic Recruiter Module/ Station Indoctrination

  * Recruiter Development Board (3rd month) – The purpose is to check the recruiter's progress since graduation from NORU, determine status towards PQS qualifications, identify areas where the recruiter may need additional training, assistance and discuss any personal/professional issues that may hinder their development. (Requires Tab D, Receive Tab E upon completion).

* Advanced Recruiter Module **(6 – 9 months)**

* Recruiter Evaluation Board (REB)- The primary purpose of the REB is to evaluate whether the recruiter has the potential to eventually succeed or is incompatible with recruiting duty and should be made available to their rating detailer. **The REB, If required will be held no later than the end of the recruiter's ninth month on production.**

* LCPO/LPO PQS

* Officer Recruiter PQS

* DLCPO PQS (CRF's have 24 months upon completion of CRF Academy)

PQS Board Composition/CNRC Note 1136.

Recruiter Basic – DLCPO (Chair), LPO and Qualified recruiter.

Recruiter Advanced – CR or ACR (Chair) and CT OR DLCPO from another Zone.

LCPO/LPO – XO (Chair), OPS or AOPS, CR or ACR and CT or DLCPO.

DLCPO – CO (Chair), XO, OPS, CR or ACR, CT or DLCPO and Region East or West CR or REACR.

Types of Recruiter Moves

- **No cost** (Convenience of recruiter)
- **Proximity** (Same Geographic location) **CO approval required.**
- **Out of Proximity** (PCS move) **Requires Region Approval and must have 18 months remaining onboard.**

Types of Transfers

No Fault – When a recruiter is found incompatible with Recruiting through no-fault of their own. **(Must be indentified within 9 months, documentation must be very thorough and indicate all weaknesses were trained too).**

Fault – When the Recruiter is considered unsuitable for continued Recruiting as a result of their own actions. **(Misconduct, DUI in GOV, Misuse of GOV, etc…**

PREGNANCY

Female recruiters who become pregnant must be retained on recruiting duty unless they request separation from active duty; OPNAVINST 6000.1 contains the guidelines to be followed for the management of pregnant service members.

Awards/ CNRC Instruction 1650.1c

Recruiting Command Advancement Program (RCAP)

COMNAVCRUITCOM INSTRUCTION 1430.7C - The Chief of Naval Personnel approved a Recruiting Advancement Program for active duty personnel on 15 April 1993. The Chief of Naval Operations approved a Recruiting Advancement Program for reserve personnel on 18 February 1982. The current RCAP is an incentive program designed to provide increased meritorious promotion opportunities and enhance the overall production of the enlisted recruiting force in order to meet Navy's accession and Test Category Upper (TCU) quality goals. RCAP provides personnel serving in the recruiting environment advancement opportunities while working outside their rating and under stressful conditions. NAVCRUITCOM is the only shore command authorized to advance Sailors outside the Navy's established advancement system.

RCAP authorizations will be derived from the Automated Readiness Information System (ARIS), based on average annual enlisted manning data and the New Contract Summary provided by N3 for Fiscal Year (FY)goal attainments. **NAVCRUITDIST RCAP authorization numbers are based on the following formulas:**

- **Meritorious RCAP Allowances.** Meritorious advancement authorizations are based on the average annual active enlisted manning of each NAVCRUITDIST. Meritorious advancements are equal to ***one per 50 enlisted*** or fraction thereof.

For example:

$$\frac{\text{Average (AC) Enlisted Annual Manning}}{50} = \text{Meritorious RCAP Advancements}$$

Any fraction will be rounded to the next highest whole number (i.e., if the above calculation yielded 3.21, the resultant number of advancements authorized would be four).

- **Production RCAP Allowances.** NRDs can earn additional RCAP authorizations based on the following achievements:

(1) NRDs achieving 100% NSW/NSO New Contract Objective (NCO): 1% x [NRD average annual enlisted manning]= additional RCAP Advancements.
(2) NRDs that achieve two of the four following production criteria: 1% x [NRD average annual enlisted manning] = additional RCAP Advancements. Production criteria:

- 100% Fiscal year (AC) Test Category Upper (TCU)
- 100% Fiscal year (RC) Test Category Upper (TCU)
- 100% Fiscal year (AC)Accession
- 100% Fiscal year (RC)Accession

Any fraction will be rounded to the next highest whole number (i.e., if the above calculation yielded 1.35, the resultant number of advancements authorized would be two).
Note: The total number of RCAP advancement authorizations for a NRD (2% meritorious advancements + 2% production advancements) may not exceed five percent overall of the NRD's average annual enlisted manning.

Example: If NRD has an average manning of 180, they would be entitled to four meritorious RCAPs. If the NRD achieves 100% NSW/NSO New Contract Objective they are entitled an additional two RCAPs. The NRD must achieve at least two of the four production criteria listed in 4.b.(2) above to be entitled to any additional RCAPs. The NRD could achieve a maximum of eight quotas in this example.

Basic Eligibility Requirements

(1) PQS Qualified
(2) Time-In-Rate (TIR)
(3) E5/E6 Candidates must have passed the September exam
(4) Passes PFA
(5) Support personnel must be onboard for six months

Gold Wreath Award CNRC INSTR 1650.1C

Navy recruiting personnel must be onboard for a minimum of 90 days, or three production months, to be eligible for the **Gold Wreath.** **This requirement cannot be waived.**

Enlisted Recruiters are eligible for a **Gold Wreath** when they net any combination of four net new contracts/Reserve gains (affiliations and/or enlistments) within a consecutive (non-overlapping) three month period or less, or three net upper mental group new contracts in a three month, non overlapping period.

LCPO/LPO's are eligible for a **Gold Wreath** when their NRS achieves 100% Active Accession, 100% Active NCO, 100% NPS Reserve Accession, 100% NAT NCO and 100% Prior Service Affiliation for a consecutive (non-overlapping) three month period.

Division Officers and Division Leading Chief Petty Officers are eligible for a Gold Wreath when their Division achieves 100% Active NCO, 100% NPS Reserve (NAT & FTS) Accession, 100% NPS (NAT & FTS) NCO, 100% Prior Service Affiliation, 100% Total Test Category Upper (TTCU) goals and paragraph 3.f. above for a consecutive (non-overlapping), three-month period.

Station LCPOs/LPOs are eligible for a Gold Wreath when their NAVCRUITSTA achieves 100% Active NCO, 100% NPS Reserve (NAT & FTS) Accession, 100% NPS (NAT & FTS) NCO, 100% Prior Service Affiliation, 100% Total Test Category Upper (TTCU) goals and paragraph 3.f. above for a consecutive (non-overlapping), three-month period. **Goal:** To help the applicant understand specifically how you can satisfy a need.

BUPERS INSTRUCTION 1001.40B

NAVY RESERVE CANVASSER RECRUITER (CANREC) PROGRAM - The CANREC program is designed primarily as a temporary recall program for production recruiters to execute the Navy Reserve recruiting mission. CANREC personnel be managed under a career program, if continued on active duty beyond an initial **6-year probationary** period.

Eligibility

(1) Applicant must have a valid driver's license.
(2) Applicants must reside within **50 miles** of their assigned billet.
(3) Applicant must be under contract within the following programs:

a. **Selected Reserve** (SELRES). Applicants must obtain Unit CO endorsement and meet all program requirements.

b. **Inactive Ready Reserve** (IRR). Applicants must obtain favorable recommendation from the commanding officer (CO) of the nearest NOSC and meet all program requirements.

c. **Active personnel.** Applicants are eligible to apply within 90 days prior to their EAOS. All program requirements must be met prior to execution of orders. If approved, applicant will be issued orders for CANREC duty commencing not sooner than 31 days following EAOS. This 31 day break in service is required. Member must submit application via the Navy Recruiting District (NRD) responsible for the assigned billet.

d. **Enlisted** applicants must be in permanent pay grade E4 or E5 at time of recall. **Since recall at pay grades E6 through E9 adversely affects advancement opportunity and creates pay-grade stagnation, applications from members in those pay grades are not desired. Administrative reduction-in-rate for the sole purpose of being recalled in the CANREC program is not authorized.**

e. **Officer applicants** must be in the grade of lieutenant or below. Officers must not be in a failed of selection (FOS) status for promotion, nor previously released from active duty as a result of FOS.

f. Applicants should not have a record of Non-Judicial Punishment (NJP) in the last 3 years.

Reservists accepted in the CANREC program will be issued recall orders for an initial period of **2 years**. This period will provide both the member and CNRC opportunity to assess the member's suitability for recruiting duty. Members desiring to continue beyond the initial 2-year period, and who are recommended for continuation by the member's NRD and approved by NAVPERSCOM (PERS-491D), will be issued follow-on orders for a period **not to exceed 3 years.**

FTS Conversion Procedures

The CANREC program is designed as a temporary active duty program for production recruiters.

The **probationary period** for Navy Reserve temporary recall programs is **6 years**. Temporary recall personnel who are retained for more than a 6-year period must be managed under a career program. CANREC personnel so retained shall acquire career status through conversion to the FTS Career Recruiting Force (enlisted) or FTS Fleet Support Officer designator (officer).

TURNOVER NOTEBOOK

The contents of the Turnover notebook shall be used as a minimum guideline to assist in the turnover of addressed positions.

The Executive Officer shall coordinate all transition training conducted between incoming and outgoing personnel to specific billets to ensure continuity.

Turnover notebooks:

1. Enlisted Programs Officer **(EPO)**
2. Officer Programs Officer **(OPO)**
3. Chief Administrator **(CA)**
4. MAO
5. Chief Recruiter **(CR)**
6. Enlisted Processing Division Supervisor **(EPDS)**
7. DLCPO
8. Military Liaison Petty Officer **(MLPO)**
9. Classifier
10. Enlisted Processing Assistant **(EPA)**
11. Station LCPO/LPO
12. Public Affairs **(PA)**

Evals/Fitreps

Early Promote and Must Promote combined (percent of summary group, rounded up to nearest whole number):

LDO O1-O2 - No limit O3 - No limit O4 - 50 %

O5-O6 - 40% W2 - No limit W3-W5 - 50 %

E1-E5 - **No limit** E6 - **60%** E7-E9 - **50 %**

FITREP/CHIEFEVAL/EVAL ending dates are the last day of the month for officers and the 15th day of the month for enlisted.)

	MIDTERM DUE	**PERIODIC FITREP**
E-9	Oct 15th	Apr 15th
E-7/E-8	Mar 15th	Sep 15th
E-6	May 15th	Nov 15th
E-5	Sep 15th	Mar 15th
E-4	Dec 15th	Jun 15th
E-1/E-3	Jan 15th	Jul 15th

1130.8J NAVY RECRUITING MANUAL - ENLISTED (CRUITMAN-ENL)

VOLUME I	***RECRUITING OPERATIONS***
VOLUME II	***ELIGIBILITY REQUIREMENTS***
VOLUME III	***FORMS AND DOCUMENTS***
VOLUME IV	***PROGRAMS AND CLASSIFICATION***
VOLUME V	***DELAYED ENTRY PROGRAM***

INSPECTIONS

Frequent inspections of, or visits to, Navy Recruiting Stations by the NAVCRUITDIST Commanding Officer or representative are essential to proper functioning of the recruiting effort. Recruiting methods shall be under constant inspection by the Commanding Officer so that no discredit can be brought on the Navy by questionable advertising, false promises, or unethical practices.

a. Recruiting Operations Officer, Chief Recruiter or Assistant Chief Recruiter shall conduct a production inspection whenever a Navy Recruiting Station fails to meet its assigned new contract goal for two consecutive months.

b. The Recruiting Operations Officer may grant a one-time waiver exception. Greater frequency of inspections are encouraged where circumstances and time permit.

c. PQS qualified Division Leading Chief Petty Officers and District Trainers may perform inspections/visits when directed by the Commanding Officer.

Selling Navy

Selling Navy requires prospects be interviewed to determine their pressures, plans and problems so they can be supported by the Navy's opportunities, advantages, references and unique values to the Prospect. Ensure objections are properly handled and the sale closed by winning the commitment and continuous mentoring throughout DEP. To bring this process to a successful conclusion, recruiters shall consider the following prior to completing the sales process:

a. Proven sales best practices

b. Collaborative approach

c. Leveraging genuine relationships

d. The Navy's unique value to the Prospect

THE VALUE ORIENTED RECRUITING "VALOR" SELLING PROCESS

a. This process helps to evolve the Prospect into a Sailor in a way that focuses on the unique value of the Navy to the Prospect. Conducted properly, it will yield a competitive advantage for the Navy. It includes the following:

(1) The Recruiting Roadmap. The Recruiting Roadmap defines Navy-specific recruiting best practices. The Recruiting Roadmap defines "what" the recruiter does in each phase of recruiting.

(a) **Engage** the Prospect. You can't sell anything until you engage.

(b) **Assess** the Prospect's potential for the Navy.

(c) **Connect**. Positioning the Navy's opportunities in a way that is meaningful to

the Prospect..

(d) **Reveal** the value of the Navy.

(e) **Win** the commitment.

(f) **Mentor** the Future Sailor/Collegiate throughout the Delayed Entry Program.

NOTE: Within VALOR each phase is supported with success milestones to assist the recruiter with the decision to advance to the next phase of the sales process, utilizing the Prospect Engagement Skills.

(2) Prospect Engagement Skills. The Prospect Engagement Skills are the "how" of the VALOR sales process. The Prospect Engagement Skills are woven throughout all of VALOR.

(a) **Discovery.** Understanding the Prospect's wants, needs, and decision criteria by asking value-focused questions.

(b) **Alignment.** Building genuine relationships by connecting the Navy's opportunities with the Prospect's problems.

(c) **Positioning.** Creating a perception of the Navy's opportunities by helping the Prospect recognize the Navy's advantages.

(d) **Distinction.** Developing a Prospect's preference for the Navy by distinguishing the uniqueness of the Navy's value for them.

(e) **Collaboration.** Working together with your Prospect throughout the recruiting process and mentoring then throughout DEP.

(3) Conversation Starter. Conversation starters help "break the ice" to earn the right and gain permission to have a conversation. Once you have determined he or she is viable, you continue with "Sales Starters".

(a) Family

(b) Occupation

(c) Recreation

(c) Mutual Acquaintance

(4) Sales Starters-3 W's. A conversation demonstrates your interest in the person and willingness to Engage. It demonstrates your intent to dialog with the Prospect on their success and well being. To help organize your opening statement think of the three "W's".

(a) Why are we talking?

(b) What are we going to talk about?

(c) What's in it for me ? (from the prospect's perspective)

(5) Prospect-Specific Value Proposition (PSVP). PSVP is a personal, unique, and specific communication focusing on the Prospect's circumstances and then ties the value of the Navy to the Prospect's wants and needs. The PSVP builds a case for "why Navy". The PSVP will help build credibility and a genuine trust-based relationships with your Prospects as you work together through the recruiting process. The PSVP is a seven step collaborative process.

(a) Prospects **Pressures.** What circumstances are causing the Prospect to consider the Navy?

(b) Prospect's **Plans.** What is the Prospect doing to try to change his/her situation and circumstances?

(c) Prospect's **Problems.** What types of challenges is the Prospect encountering to make his/her plans a reality?

(d) **Navy's Opportunities.** How will the Navy enable the Prospect to solve his/her problems to achieve his/her plans ?

(e) **Navy's Advantages.** How specific Navy opportunities exceed options the Prospect is considering?

(f) **Navy's References.** Which other individuals with similar pressures, plans, problems has the Navy equipped and enabled success?

(g) **Navy's Unique Value.** The Prospects emotional realization that the Navy will enable him/her to achieve plans and relieve pressures.

(6) Discovery Questions. Discovery questions are used throughout the recruiting process and effective discovery questions can make all the difference in a Prospect Engagement.

(a) **Open-Ended.** Requires more than a limited response and encourages discussion.

(b) **Closed-Ended.** Requires a specific or limited response and discussion.

(c) **Thought Provoking.** Causes the Prospect to reflect and think.

(d) **Value-Focus.** Discovers what the Prospect values.

(7) **Prospect's Objections.** The following are the four types of objections recruiters face:

(a) **Apathy:** "I don't care" or "I'm not interested in hearing more". Apathy occurs when a Prospect is happy with their current situation or resisting the recruiter's effort to advance the conversation. The Recruiter must try to get the Prospect to express a pressure, plan, or problem. The desired outcome of handling an apathy objection is to gain commitment to move forward.

(b) **Doubt:** "I don't believe". It occurs when a Prospect does not believe or doubts what the recruiter is saying or what the Navy can offer.

(c) **Confusion:** " I don't understand". Confusion occurs when a Prospect does not believe the Navy can deliver or provide something the Navy actually does.

(d) **Obstacle:** "I don't like". Obstacle objections occur when a Prospect does not like something he/she will have to do or circumstances he/she will be faced with if he/she joins the Navy.

(8) Handling Prospects Objections. Typically when a Prospect raises an objection, we tend to jump to a response. You cannot effectively respond to an objection until you recognize what type of objection it is, relate to it, and realize the real source of the issue. Only then can you effectively respond and reinforce value.

(a) Recognize means to determine the type of issue by actively listening.

(b) **Relate** means to empathize with the Prospect by restating what you heard for clarification.

(c) **Realize** means to discover the source of the issue by asking open and closed discovery questions.

(d) **Respond** means to address the issue by aligning relevant Navy opportunities with the issue.

(e) **Reinforce** means to strengthen the value by positioning the potential value of the Navy for the Prospect.

NAVY OPPORTUNITIES

How the Navy enables the Prospect to solve his/her Problems and achieve his/her Plans. Purpose: To collaborate with the Prospect on how best to solve his/her Problems and achieve his/her Plans.

a. Navy Opportunity Categories. There are six categories of how the Navy enables the Prospect to solve his/her problems and achieve his/her plans.

(1) Training = How the Navy works with the Prospect to acquire skills he/she needs.

(2) Resources = How the Navy provides technology and infrastructure to help the Prospect meet his/her wants and needs.

(3) Experience = How the Navy helps the Prospect grow and do things not otherwise possible.

(4) Benefits = How the Navy provides benefits and services during and after his/her service.

(5) Relationships = How the Navy helps the Prospect be enriched by new Relationships.

(6) Brand and Reputation = How the Navy provides a rich tradition and embodies the core values of "Honor, Courage, and Commitment."

b. Whiteboard. The Whiteboard value conversation brings the PSVP to life. It is a powerful way to engage a Prospect in a conversation and give him/her a visual image.

The whiteboard is constructed on anything that starts off blank and can be written on example: Napkin, MRI, etc. The top half of the Whiteboard is all about the Prospect. The bottom half of the Whiteboard is all about the Navy.

(1) Draw two lines, one horizontal and one vertical, to create 4 quadrants on the page.

(2) Draw a circle in the middle and write value in the circle.

(3) List the Prospects pressures in the upper left quadrant.

(4) List the Prospects plans in the upper left quadrant.

(5) List the Prospects problems in the upper right quadrant.

(6) In the bottom right quadrant, list the opportunities that are meaningful to the Prospect.

(7) The Navy opportunities listed should connect to the Prospects problems that help the prospect to achieve their plans.

(8) Still in the bottom right quadrant, list Navy advantages. Advantages should be positioned in a way that emphasizes competitive advantage and provide specific details on BBETRR category of Navy opportunities.

(9) List one or two references (successes) in the middle of the bottom.

(10) in the bottom left quadrant, list things that deliver unique value to this Prospect. The Navy's unique value should connect to the Prospects plans.

c. POINTS Planner.

The POINTS Planner is a tool to determine recruiter readiness for a meeting with an individual and/or influencers. There are five main areas of emphasis to be used when developing the POINTS Planner. These five areas are:

(1) Purpose. Why are we meeting with this individual and his or her influencers?

(2) Outcomes. What do we hope to accomplish in this meeting?

(3) Intelligence. How much do we know about this individual?

(4) Needs. What does this individual need and want from the Navy?

(5) Teams. Who is participating in this meeting from both the Navy team and the individual’s team?

(6) Strategy. What is our strategy to ensure a successful meeting?

COACHING IN NAVY RECRUITING

The day-to-day operations of Navy Recruiting Stations and Divisions can be complex. It is essential recruiters consistently analyze sales tools and techniques. Additionally, these observations should be used as opportunities for coaching peer to peer as well as up and down the organization.

a. Go Forward Plan. The purpose of the Go Forward Plan (GFP) is to develop and commit to an individual action plan for the application of the skills learned in Valor Sales Training and to share the plan with leadership. The GFP is to be completed in accordance with CNRCINST 1500.4 and 1136.2.

b. **The following is a brief list of what sales coaching is and is not:**

(1) Sales Coaching is a process for accessing salespeople and enabling them to optimize their skills and abilities, maximizing their individual performance

(2) Sales Coaching is not a “one size fits all technique” but it is based on the individual needs of the recruiter.

b. Roles of the Sales Coach:

(1) Gain awareness

(2) Take appropriate action

(3) Maximize performance

c. **Sales Coaching provides guidance, support, and encouragement, ultimately boosting confidence and maximizing performance.**

d. To equip and enable effective sales coaching you need to be willing and have ability.

e. **The VALOR Coaching Process is a four step process:**

(1) **Engage and Focus.** Creating a comfortable coaching environment for both the coach and the person to be coached. (2) Clarify and Validate. The coach moves the individual from the vague to the specific by using discovery questions to clarify and validate assumptions and conclusions.

(3) **Assess and Connect.** The coach evaluates the situation with the individual by assessing ideas, priorities, options, and resources then connecting them into strategies.

(4) **Action and Follow Up.** The coach gains concurrence on specific next steps, resulting in action plans and follow-up with the individual to review and measure execution.

NOTE: VALOR Sales Coaching is focused on coaching to the VALOR tools - The Recruiting Roadmap, The PSVP, The Whiteboard, and the POINTS Plan. Sample coaching questions can be found on the N7 page of the Recruiting Quarterdeck.

DELAYED ENTRY PROGRAM VOL 5

Responsibilities:

1. CO/XO/CMC/OPS/AOPS:

a. Must attend at least one DEP meeting per month and document using Dep meeting feedback and evaluation form.

b. Must complete at least 10 executive screens per month utilizing DEP Executive screening form. Names provide by DEPCO.

2. OPS:

a. Provide ongoing attrition analysis and identify negative trends with corrective action.

3. CR/ACR:

a. Monitor DEP pool and taking corrective actions to negate negative trends.

b. Ensuring DLCPO complete verification of next month shippers by 15th of current month.

DEP AUDITS

The NRD DEP Program will be continuously monitored for effectiveness. Periodic snapshot monitoring of the program will ensure the program is maintained in a high state of readiness, and identify necessary training areas or leadership deficiencies.

a. When conducting a DEP Audit, an examination of the processes is required. Knowing where the problems lie is invaluable for resolution. Resolving the process failure(s) causing the problem is mandatory.

b. DEP Audits are to be conducted by the DLCPO whenever there is a sign of excessive losses or excessive problems in the DEP Pool (in month or out month), and when a turnover of Recruiter, LCPO/LPO, and DLCPO occurs.

c. DLCPO's will conduct DEP audits face to face with all Future Sailors and complete a DEP Recertification. The results of each interview will be documented in RTOOLS and on the DEP Recertification. A Dep Action Request (DAR) will be

completed and forwarded via the chain of command for any relevant problems discovered.

d. The guidance to determine excessive loss is at the discretion of the Region Commander and NRD Commanding Officer.

e. Results shall be retained for two years and forwarded to the commanding officer via the chain of command.

ATTRITION ANALYSIS

The primary purpose of attrition analysis is to identify the trends associated with attrition in order to develop a plan of action for minimal impact on mission success.

a. The OPS will conduct a monthly analysis of DEP and RTC attrition, and forward results along with recommended corrective actions to the Commanding officer for review and approval.

b. The Commanding officer should ensure corrective action is taken on Division or a NRS that has excessive in-month attrition, excessive requests for rollouts, or abnormally high

RTC attrition.

Death

When a Future Sailor dies, the CO, NRD must send, a report of death in letter form and the DEP service record to Chief of Naval Personnel (Pers-66) with copies of the letter to NRC (N32) and Region Commander.

RECRUITING TOOLS (WEBRTOOLS)

PURPOSE - WEBRTOOLS is a Web Application designed to provide access to prospect data information in an assigned territory.

MARKET SEGMENTS

a. **The None Market Segment -** Contains all the available names, male and female, of anyone that has been downloaded from an outside source.
b. **The School Market Segment** - Contains all the available names, male and female, of high school students in the NRS assigned territory. **Records in this file must be converted to the Work Force file as soon as possible after graduation and no later than 1 September. The Global Record Change function completes this process.**
c. **The College Market Segment** - Contains the names of individuals, male and female, attending either a two or four-year college. **An exported list of individuals entering their third year of college shall be forwarded to the Officer Programs Officer (OPO) for prospecting for officer programs.**
d. **The Work Force Market Segment** - Contains all available names, male and female, of anyone who appears to be out of school and eligible to ship directly to RTC.
e. **The Prior Service Market Segment** - Contains all the names of individuals that have prior active military service.
f. **The In-Service Market Segment** - Contains all the names of individuals who are serving on Active Duty in one of the branches of military.
g. **Female File Market Segment** - Optional for NRD’s use.
h. **Inactive Market Segment** - Contains the applicant records of disqualified/rejected, male and female, applicants for a period of two years from the date of disqualification/rejection. This file should be purged monthly, retaining only records for a two year period from the date of disqualification/rejection.

i. **The Working Tickler** - Each individual's Complete Working Tickler is displayed when the user selects the View/Working tickler from the menu.

Note: A recruiter's Working Tickler is loaded in accordance with the NRD goaling letter. The Working Tickler should be loaded on the last working day of the current week for the following week. The LPO should not let any given day build to more than 50 records.
Note: LPO/LCPO's, when loading Working Ticklers for the following week, he/she shall load the recruiters' Working Ticklers with records from specific recruiting areas 24-48 hours prior to the evolution taking place.

Example: High School visits, Area Canvassing. This event is known as preprospecting.

LOADING THE WORKING TICKLER

a. When loading the working tickler, the LPO/LCPO shall:

(1) Select Tools/Build Working Tickler. A "Build Working Tickler" screen will appear. The LPO/LCPO will use this screen to enter criteria for the system to display a set of records to be loaded. The LPO/LCPO will select the name of the recruiter from a dropdown menu, this recruiter's working tickler will be loaded. The recruiter's goal is to prospect 100% of the prospect records through the use of the market segments and the working tickler.

(2) Select records that have never been prospected or have been idle for a long period of time as designated by the LPO/LCPO.

(3) Target the zip code(s) with the highest propensity to enlist first (ensuring quality is monitored). Always work from high to low.

(4) After entering your criteria, (the more parameters that the recruiter asks for, the more he/she will limit themselves on the number of records they find) Click the Get Records button. The system will display a list of records from your request. Place a check on any record to be loaded from this

list. After you have selected your records, click the “Load Tickler” button on the screen. This will load all marked records into the selected recuiter’s Working Tickler.

Example: The recruiter starts by asking for records with a Processing Status of “TO BE ASSIGNED”. This should provide a large list.

b. The recruiter can get more specific by looking for quality records in the primary and secondary zip codes. The recruiter must review these records before they are loaded into the Working Tickler. The records are loaded into the working tickler by the recruiter reviewing the remarks section, grad year, test score, etc., and determining if it is a quality record that he/she wants to pursue.

c. Additionally, the LPO/LCPO will review the goaling letter to ensure all sub goals are properly loaded. It is imperative the station is prospecting to achieve all assigned sub-goals as well as NCO.

Note: The LPO/LCPO’s primary job is to ensure that the team of recruiters are actively and aggressively working their market.

QUALIFIED BUT NOT ENLISTED (QNE)

When an applicant QNE’s, the record will remain in the recruiter’s working tickler for six-months. The recruiter will contact the QNE at least once a month during this time frame. The record shall be returned to the pool in the appropriate market segment after six months.

DEP TRACKING

The DEP member’s record shall be maintained in the recruiter’s working tickler. Contact will be maintained and documented on the record through the entire DEP period and RTC graduation.

LOCAL EFFECTIVE ACCESSION DELIVERY SYSTEM (LEADS)

Locally and/or nationally produced LEADS shall be maintained in the working tickler for four months, until contracted or when disposition renders the LEAD non-workable, whichever comes first.

PURGING THE SYSTEM

The Web RTools system shall be purged each time a new name list is received to prevent duplicates. In addition, when graduation occurs, the recruiter shall elevate the level of education from 11S to 12L as soon as possible following high school graduation each year, but no later than 1 September, using the Global Record Change function.

SOURCE CODES

Web RTools uses an ORIGINAL SOURCE code to indicate the source of downloaded records. The following list contains Original Source abbreviations/codes:

a. RL - Local LEAD

b. RN - National LEAD

c. PN - Pro-Navy (Generated by a referral by an active duty Navy member.)

d. MO - Mail Out (Generated at the NAVCRUITSTA with a handwritten mail out, usually done due to no phone number or door knock available.)

e. AS - ASVAB

f. RZ - Prior Service (Generated by a national listing of available Prior Service downloaded with LEADS.)

g. SS - Selective Service

h. HS - High School List

i. RT - Name List

The following list contains LEAD Source abbreviations/codes:

j. PH – Phone

k. RL - Local LEAD

l. RN - National LEAD

m. RD - DEP Referral

n. RA - Applicant Referral

o. RI - School Counselor/Center of Influence Referral

p. RS - Other Services Referral

q. PD - Personally Developed Contact

r. SN – Social Networking

s. OA – Online Application

t. PN - Pro-Navy

u. RP - RAP/HARP/SEMINAR Referral

v. WI - Walk-In

APPLICANT RECORD RETENTION

Applicant records shall be retained in the appropriate market segment file at least four years from the high school graduation date (e.g., HS Grad date June 2008, remove record from file 1 July 2012).

Adding/Deleting Users

There are times when the LPO/LCPO will need to add or delete recruiters from the system. LPO/LCPO’s should contact the NAVCRUITDIST Sysad to enter a NAVCRUITCOM Footprints Trouble Ticket.

Transferring Territory

At times the LPO/LCPO will need to reassign recruiter territory or transfer market to another NAVCRUITSTA. REASSIGN TICKLER allows the LPO/LCPO to reassign all or portions of a Working Tickler to the recruiter that is inheriting that territory. TRANSFER RECORDS is used to transfer records between Recruiting Stations/ Districts.

(1) Reassign Tickler - This function would be used to reassign a Working Tickler to another recruiter or recruiters when a recruiter transfers or there is a need to reassign territory.

(2) Transfer Records - This function is to be used when transferring records to another station or recruiting district.

Global Record Change

Global Record Change can be used to change an 11S to 12L, move them into the different market segments, change Grad Year and delete a large number of records at one time.

Web RTools DAILY PRODUCTION REVIEW (DPR)

When the LPO/LCPO conducts a DPR on Monday he/she shall go into “RECORD QUARY” Select Status Code Button. At this point the LPO/LCPO will select “MARKED FOR DPR” click “Get Records” button. The system will display all records Marked for DPR.

a. Monday, the LPO/LCPO shall conduct a DPR and file the record(s) out to a future date, based on the remarks. The records that are left in Monday’s Working Tickler shall be moved out to a later date. A record should not remain in the Working Tickler with a Working Tickler date older than five days from the current day. The system will display a Box, reading the working tickler date must be current or later date.

b. Tuesday, the recruiter shall enter Web RTools and go to Record Query Screen, select a date range from Monday’s date to Tuesday’s date. This will give the recruiter Monday’s remaining tickler and Tuesday’s records which should be utilized for prospecting that day.

c. Wednesday, the recruiter shall enter Web RTools and go to Record Query Screen, Select a date range from Monday’s date to Wednesday’s date which will give remaining tickler as well as the current (Wednesday’s), which can be utilized for prospecting.

d. If using this three-day schedule, the LPO/LCPO will ensure no records remain in the Working Tickler without a disposition for any length of time. Thus, the LPO/LCPO will get dispositions on a larger quantity of records, which will reduce call reluctance and increase the recruiter’s overall prospecting time. The LPO/LCPO shall continuously check the Working Tickler to prevent his/her recruiters’ future Working Ticklers from building up past the 50 records per day average. If this happens, the LPO/LCPO shall clean up the Working Tickler by reviewing and filing records based on disposition.

Note 1: If during the process of setting up and managing a recruiter's Working Tickler, the LPO/LCPO finds he/she can get the disposition on a larger quantity of records than the 50 loaded each day, the amount of records can be adjusted to meet that recruiter's individual prospecting requirements.

Note 2: The Systems Chapter is broken down into two individual systems to accommodate both active and FTS automated system requirements. An integrated system will combine both systems in the future, but until then, it is recommended that the two remain separate. It is also highly encouraged that all recruiters learn both systems.

STANDARDIZED TERRITORY EVALUATION AND ANALYSIS FOR MARKETING (STEAM) TECHNIQUE

PURPOSE: Primary source of market research data to identify recruiting market and determine market potential. The STEAM model shall be the starting point for assigning recruiters, goals, and market analysis. The primary outputs of STEAM are:

(1) Market Share.

(2) Recruiter Assignment Factor (RAF).

SECTIONS:

- POPULATION
- QUALITY
- HISTORY
- TOTALS

******Retention Current plus previous 2 Years. Data is updated annually******

THE MARKET

The One Navy market population consists of individuals of recruitment ages 17-34 years for Active Component (AC). The populations include those attending school (will-grad) and those out of school (workforce). The above diagram describes the Military Available (MA) market from a Navy recruiting perspective for the AC recruiter.

a. Demographic data is organized by zip codes. Zip codes are combined to establish the NAVCRUITSTAs. NAVCRUITSTAs are combined to establish divisions and divisions are combined to establish the NAVCRUITDIST. A NAVCRUITSTA market share is the basis to calculate the Recruiter Assignment Factor (RAF). MA is divided into three categories:

(1) Primary Market. 17-21 year old population. The applicant is in high school or has dropped out of high school and is attending an accredited post secondary school.

(2) Work Force Market. 17-34 population not attending school.

(3) Secondary Market. 22-34 year old population that is not in high school.

productivity. STEAM allows the NAVCRUITDIST considerable flexibility in identifying these factors.

STATION MARKET ANALYSIS AND REVIEW TECHNIQUE (SMART)

The SMART system was designed to target quality market centers. It shows where recruiting resources should be focused to achieve the best possible results. Recruiters can compare and analyze strengths and weaknesses in their area of responsibility so new strategies and training methods may be applied.

The SMART system consists of:

a. **NRS Territorial Map**. A map of the stations' area of responsibility (AOR) must be large enough to post the entire territory in detail. A NAVCRUITSTA with both rural and metropolitan areas may require two maps to adequately represent the AOR.

(1) Red Star-NRS. If a NRS has a Part-Time Office (PTO) print a "P" on top of or next to the Red Star that locates the PTO.

(2) Blue Star - High school. To indicate a NJROTC high school, print an "N" on top of or next to the blue star.

(3) Green Star - Two-year college.

(4) Gold Star - Four-year college.

(5) Silver Star - Trade school/VOTECH (post high school).

(6) Use a 3 x 5 inch card affixed to the NAVCRUITSTA territorial map to explain coding.

b. **DoD All Service Accession Data.** The current DoD All Service Accession Data (ASAD) report with statistics from the previous quarter shall be retained as part of the SMART system. End of the fiscal year ASAD reports shall be retained for two years. ASAD is useful in analyzing trends of market potential and areas where the Navy and other recruiting services have been successful in generating quality contracts and accessions. **ASAD has two (2) parts Accessions (ACC) and Gross new contracts (GNC).**

c. **Goal Recap Sheets.** The Goal Recap Sheet is to be used at the NAVCRUITSTA and Division level. A current copy of the NRS Goal Recap Sheet shall be posted on the SMART board and the two previous years shall be retained on file.

d. **DEP Status Board.** The DEP status Board is used to maintain a twelve-month rolling picture of the DEP Pool. As an individual enters the DEP, their name, high school, ship date, program information and recruiter's name is entered in grease pencil on the DEP Status Board. DEP referrals are also tracked for each DEP member. The DEP Status Board will be placed in a prominent location visible to both applicants and DEP members. Information must be current and correct. The blocks at the top of the DEP Status Board should be completed as follows:

(1) **SYTD WG TARGET:** Total number of Will Grads assigned as a target within the NAVCRUITSTA for the present school year. This number will be a percentage of your total Will Grad market and will be assigned by the Chief Recruiter.

(2) **SYTD WG ATTN:** Total number of Will Grads attained for the present school year.

(3) **DEP ACCESSIONS:** Number of new contracts to date for current month.

(4) **TOTAL DEP:** Total number of individuals in the DEP pool. This number should match your total DEP in R-Tools.

(5) **Future Sailor Type:** Indicate the type of Future Sailor by using the following dry erase/grease pencil colors:

(a) **BLACK: Non-NSW/NSO Workforce Males**

(b) **BLUE: Non NSW/NSO Will-Grad (11S) Males**

(c) **RED: All Non NSW/NSO Females**

(d) **GREEN: All NSW/NSO Future Sailors**

e. **School of Area Responsibility The combination of zip codes and high schools comprise a School of Area Responsibility (SOAR).** A NAVCRUITSTA will be broken down into areas equal to the number of recruiters assigned to the NAVCRUITSTA and documented on a "Recruiter Territory Breakdown" sheet, Exhibit 030201, for each recruiter. Each recruiter's area will also be broken down into SOAR territories. Each (SOAR) will have a binder that will contain the associated School Folders for the schools as well as a list of Centers of Influence (COI) that are located in that particular SOAR. School Folders for Non Working Schools are not required to be kept in SOAR Binders. A separate binder will be kept containing all Non Working School folders.

f. **High School/Community College Folders The High Schools and Junior Colleges are prime sources of market identification.** It is crucial that you maintain a positive and consistent working relationship with each school in your territory. Establish a School Folder (NAVCRUIT 1133/37) for each high school and community college in your territory. These folders are to maintain the current plus two previous school years. Refer to Chapter 4, Section 3 for a complete guide to High School/Community College programs.

June

(1) Attend the high school graduation

(2) Collect and verify diplomas of graduating Future Sailors

(3) Obtain a graduate list

(4) Start Initial Visits to working schools

(5) Plan recruiting activities in summer schools

(6) Prepare new HS/CC folders for next year's program

(7) Review with the LCPO/LPO next year's Canvassing Plan

(8) Review with the LCPO/LPO next year's DLCPO's Milestones

(9) Begin contracting and processing next year's seniors

(10) Monitor senior Future Sailors for academic progress and referrals

<u>July – August</u>

(1) Complete the new Master Plan by 15 July

(2) Identify contacts in the area (Reserve units, Navy League, etc.) that can support and help the program

(3) Finalize the Master Plan by 15 August

(4) Make new HS/CC Folders for all working schools

(5) Continue Initial Visits at the end of August

(6) Continue contracting and processing next year's seniors

(7) Monitor senior Future Sailors for academic progress and referrals

<u>September – October</u>

(1) Complete Initial Visits to working schools

(2) Update and complete school folders for all working schools

(3) Visit athletic directors, coaches, and physical education instructors to promote the Navy's stay in shape policy and NSW/NSO programs

(4) Meet with Band Directors to promote the Navy Musicians Enlistment Option, Band Talks, and auditioning for Navy Band

(5) Conduct NROTC Talks stressing application deadline

(6) Maximize use of Sailors on boot camp leave and HARP Recruiter Assistants in schools

(7) Contract a 1st Future Sailor in each working school

(8) Obtain a student list from each working school

(9) Replenish literature in the school

(10) Monitor senior Future Sailors for academic progress and referrals

<u>November – December</u>

(1) Maximize use of Sailors on boot leave and HARP Assistants and work senior Future Sailors for referrals

(2) Monitor senior Future Sailors for academic progress and referrals

<u>January – May</u>

(1) Monitor senior Future Sailors for academic progress and referrals

(2) Conduct NROTC talks with juniors

(3) Collect junior names

(4) Participate in Career Days

(5) Conduct Final Visits

ENLISTED RECRUITING PRODUCTION AND MANAGEMENT SYSTEM

PURPOSE. ERPMS provides production personnel with the tools necessary to effectively plan and evaluate recruiting activities to achieve goal.

a. **Monthly Planner/Itinerary.** Each CR, ACR, DLCPO, NAVCRUITDIST trainer, NSW/NSO coordinator and NF coordinator shall maintain a monthly planner/itinerary to be published and distributed to each NAVCRUITSTA and key NAVCRUITDIST and Military Entrance Processing (MEPS) personnel (e.g., Commanding Officer (CO), Executive Officer (XO), Recruiting Programs Officer (R-OPS), CR, DIVO, Enlisted Processing Division Supervisor (EPDS), Marketing & Advertising Officer (MAO), Command Master Chief (CMDCM), etc.). Retain current plus previous 12-months.

b. **Station Planner.** LPO/LCPO shall retain current plus previous twelve months.

c. **Recruiter's Weekly Planner.** Each recruiter will maintain a weekly planner utilizing the Microsoft Outlook Calendar. The recruiter planner reflects the daily prospecting and processing plan, and is used to update the LPO/LCPO's planner during the Daily Production Review (DPR). Recruiters shall retain current plus previous 12-months. The planner is the primary method for planning and executing daily activities.

a. The Leading Petty Officer/Leading Chief Petty Officer shall review/adjust the planner on a daily basis during DPR. The planner can be viewed in a variety of ways; laptop, printed copy or on internet.

b. Required planner documentation at a minimum, will consist of the following:

(1) Prospecting

(2) Processing

(3) Training

(4) College/High School visits

(5) SOARs

(6) Other activity deemed necessary to achieve assigned goal

c. Planners and category tables shall be maintained for inspection purposes. When a LPO/LCPO or recruiter transfers, a copy of the last 12-months of planners will be retained.

d. The LPO/LCPO will review each assigned recruiters' planner on Friday showing all scheduled activity for the upcoming week. The LPO/LCPO will also review the next 30 days of scheduled events to ensure adequate preparation has been provided. (This includes college, high school and diversity events, job fairs, luncheons, future Sailor mentoring, etc.) This will allow the LPO/LCPO to monitor activity and help the recruiter work their prospecting plan.

e. Station LPO/LCPO will assign prospecting expectations. These expectations will be documented on the planner.

(1) On the first production day of each month, the activity for the month and first week will be placed at the very top of the calendar right under the calendar day, (Month = A: 96/0, I: 67/0 Week A: 24/0, I: 16/0). On the second and all consecutive weeks, the activity required for the week will be listed.

(2) Daily required appointments and interviews documented in the 0800 timeslot of the recruiters' planner. (A = Req'd/Attn, I = Req'd/Attn)

(3) The LPO/LCPO will monitor activity and make adjustments as needed.

f. Standardized categories will be used with activity entered onto the planner. These are the minimum categories required and will be known as the "MASTER CATEGORIES".

CATEGORY TITLE COLOR CODE

1. Prospecting (All) Orange

2. Appointment Yellow

3. Appointment-NO SHOW Yellow

4. Appointment-Rescheduled Yellow

5. Interview Green

6. DPR Blue

7. Training Purple

8. Future Sailors activities/training Red

9. Recruiter Leave/Special Liberty Maroon

g. Expectations and adjustments. Outlined below is the required documentation for setting up the planner. Results of prospecting activity can be tracked on the table views via Microsoft Outlook.

(1) When expectations are established between the LPO/LCPO and the recruiter, the recruiter will ensure all specific goals will be documented on the planner.

(2) Appointments and interviews will be documented on the planner using the applicant last name, education code and prospecting lead source, (i.e. Sampson 12L PD) and highlighted based on the master category color code.

(3) Rescheduled/Adjusted prospecting activity will be documented on the planner in the rescheduled time slot as follows: RS=reschedule (RS) 12L PH PWR-38001; (RS) 11S PH PWR Millington HS; (RS) PDC 38001. All prospecting will be highlighted in Orange.

(4) Rescheduled/Adjusted appointments will be documented on the planner in the rescheduled time slot as follows: RS-1204 Sampson 16K PH highlighted in Yellow. (RS=reschedule, 1204=date of original scheduled appointment, Sampson=prospect last name, 16K=prospect ED Code, PH=Lead source)

Note: The initial scheduled prospecting activity/appointment will remain listed in the original time slot. The recruiter will annotate the original prospecting activity/appointment as follows to reflect it was rescheduled: Example of prospecting = 12L PH PWR-38001 (RS to date/time); Example of appointment = Sampson 12L PH (RS-date/time).

d. <u>Applicant Log.</u>

PURPOSE. The applicant log is used by recruiting personnel to track applicants from initial appointment to final disposition and serves as a training aid. While there is no set number of applicants for a recruiter to actively prospect, the recruiter cannot consistently work prospects that do not qualify for enlistment.

a. The LPO/LCPO and recruiter, with assistance from the DLCPO, must be selective with targeting/developing the individuals that are being prospected. Quality prospecting will produce quality enlistments.

b. A prospect is defined as an individual who appears to be mentally, morally, and physically qualified. Prospects that disclose problems with Basic Enlistment Eligibility Requirements (BEERs) during the blueprinting process are not to be considered as interviews until the applicant resolves the disclosed problems. Qualified interviews are defined as prospects who are mentally, morally and physically qualified, and a complete PSVP and Whiteboard was conducted.

Note. App Log will be computer generated for the recruiter, LPO/LCPO, and NF coordinator and NSW/NSO coordinator. The DLCPO shall use the Excel applicant log. Retain current plus previous 12 months.

The following criteria shall be used for annotation of applicant logs:

a. Recruiter Applicant Log. Enter all sales interviews conducted into Web RTools. Any interview that has been conducted in the previous 12 months and is interviewed again shall be counted as a carryover.

b. NRS Applicant Log. Enter all interviews conducted; the NRS applicant/prospect log will reflect the data from the NRS recruiter applicant/prospect log(s). Any interview that has been conducted in the previous 12 months and is interviewed again shall be counted as a carryover. The LPO/LCPO is required to conduct a follow-up screening on all qualified interviews entered on the applicant log.

c. Division Applicant Log. Enter all applicants that appear to be qualified. The DLCPO shall enter all qualified applicants that are listed on each NAVCRUITSTA applicant log as the DPR is conducted. This shall be done daily. The DLCPO must maintain a separate applicant log for each NAVCRUITSTA and update each log during the DPR. This can be accomplished by telephone or in person.

Note: Faxing or emailing of NRS applicant logs for daily production reviews IS NOT AUTHORIZED.

ANALYSIS OF APPLICANT LOG

The complexities of planning can sometimes overwhelm the average recruiter because of the number of variables to be considered. Put into logical sequence, the plan is easily understood once an applicant is determined to be qualified. A sense of urgency is essential in getting face-to-face with qualified applicants that can be moved to the next step. Applicant logs must be analyzed by order of priority:

a. Hot - These are applicants that have a high probability to enlist or have attempted to enlist and are awaiting some form of documentation or medical consultation. These applicants require daily follow-up by the LPO/LCPO.

b. Warm - These applicants have given a favorable response to the recruiter’s proposal, but need time to think about it or consult with a significant other prior to making a decision. These applicants require daily LPO/LCPO/recruiter attention.

c. Cold - These applicants are basic follow-ups that declined or were not qualified at the time of interview. A waiting period may be required prior to continue processing. These applicants require daily recruiter attention to determine if circumstances have changed.

Note: The key is to always have applicants on the applicant log to contact. The recruiter should try every day to move applicants from cold to hot priority. Recruiters who have no interviews on their applicant log require immediate attention to determine shortfalls in their prospecting. The DLCPO shall determine the level of attention required to get the recruiter back into a productive mode.

e. Production Analysis Training and Evaluation Sheet (PATE). PATE shall be used to analyze Division, NRS, and recruiter prospecting and sales performance. Each recruiter, LPO/LCPO and DLCPO shall maintain a monthly PATE sheet based on a three month rolling period and completed using data collected from the planner and applicant log(s). Each month the PATE sheet is required to be updated with current data no later than the second working day of the month. Retain current plus previous 24 months.

BUILDING A PROSPECTING PLAN. The Division and NRS level-prospecting plans are an accumulation of all recruiter plans. The plans shall be reviewed by the immediate supervisor at the beginning of each month to insure the activity plan is built to support mission accomplishment by utilizing PATE sheet data.

a. The prospecting plan shall be developed by taking the number of projected new contracts for the month (for each individual recruiter), to include attrition, the number of interviews required for one N/C based off of the recruiter's (ratios) talent level from the PATE sheet, the number of appointments required for one N/C, and the number of processing days left in the month. This information will help determine what is needed to support the mission on a daily basis and build each recruiter's pool of new prospects/contracts. New recruiters shall use the NAVCRUITSTA average to determine prospecting levels until they have developed their own pool of prospective new contracts. This process will normally take 6 to 8 weeks.

b. The following information should be taken into consideration when building a prospecting plan:

(1) Prospecting/Processing constraints (refer to NAVCRUITDIST Goaling Letter, i.e. TSC I-IIIA, NF, and diversity goals)

(2) MEPS runs, shippers, and previously scheduled activity listed in the planner

(3) Planned recruiting evolutions

(4) School visits

(5) Planned area canvassing. Community events (i.e. fairs, concerts, rodeos, etc.).

Note: The prospecting evolution is performed for three basic reasons:

a. To fill the applicant log with qualified interviews;

b. To create Navy awareness;

c. To gather enough blueprinting information to make a determination if and when to call a person back.

DIRECTIONS

SECTION I: PROSPECTING GENERATED

This section is the three month historical prospecting data broken down into the three primary source codes: PH (Phone), REF (Referrals) to include RA (Applicant), RC (School Counselor), RD (DEP), RI (Center of Influence), and RS (Other Service) also PD (Personal Developed Contacts)/SN (Social Networking/Internet). The Recruiter, LPO/LCPO or Division Leading Chief Petty Officer will place all appointments, interviews, physicals and new contracts in the last three months prospecting activity blocks and totals at the bottom of the chart.

SECTION II: PROSPECTING SUMMARY

This section calculates each prospecting mode into an average number of appointment, interviews, and physicals required to write one New Contract in each of the 3 primary modes of prospecting. These averages are obtained by dividing the total number of appointments, interviews and physicals by the total NC in each prospecting mode respectively. These numbers should be rounded to one decimal place.

SECTION III: PROSPECTING PLAN GUIDANCE

A. Monthly Goal

This Sub-Section the Recruiter, LPO/LCPO or Division Leading Chief Petty Officer will place their monthly goal broken down by each primary source code and place the total of the three source codes in the NC Total block.

B. Monthly Minimum Activity Required to Achieve Goal

This Sub-section includes the total number of appointments, interviews, physicals and new contracts for the current month that the Recruiter, LPO/LCPO or Division Leading Chief Petty Officer is required to obtain to meet the monthly prospecting objectives. This section will add from each primary source code in Section II, the total number of appointments, interviews, physicals and new contracts required based on the three month averages. This section is where the Recruiter, LPO/LCPO or Division Leading Chief Petty Officer will build their daily, weekly and monthly prospecting plans.

SECTION IV: OTHER ACTIVITY

This section provides the Recruiter, LPO/LCPO or Division Leading Chief Petty Officer the three month historical look and total number of interviews and New Contracts written the two remaining source codes MO (Mailouts) and WI (Walk-ins).

DAILY PRODUCTION REVIEWS

The Daily Production Review is one of the most critical operations in a Navy Recruiting Station. It allows the chain of command to review, plan, adjust, and train to recruiting activities. The DLCPO and LPO/LCPO must be able to explain the following questions:

a. What is the status of any remaining shippers for the current and next out month?

b. How many production days are available for the remainder of the month?

c. How many new contracts are necessary to attain the NRS, Division and NRD mission?

d. What program goals still need to be filled to attain NRS, Division, and NRD mission?

e. What is each recruiter's fair share of the NRS mission?

f. Is the current prospecting plan working or are adjustments necessary?

g. On average, how many new interviews are needed to obtain a new contract?

h. Are there any constraints in certain programs, sub-goals, or mental categories? Are there any scheduling problems or special circumstances?

DAILY PRODUCTION REVIEW FROM LPO/LCPO TO RECRUITER

As each new recruiter checks into the NRS, the LPO/LCPO must train the recruiter on how to prepare for, and what to expect during the DPR. Additionally, the LPO/LCPO should make note of the questions that are repeatedly asked by the DLCPO during the LPO/LCPO to DLCPO DPR. Although questions may vary from day to day, certain standards will appear over time.

a. The formal DPR shall be held a minimum of once each workday. This is the single most important daily interaction between the LPO/LCPO and recruiter and should not be changed if possible. Begin the DPR in an uncluttered environment and assign another recruiter to answer the telephone and take care of the office. The more prepared the LPO/LCPO is during the DPR, the more efficient the recruiter will perform.

b. Applicant follow-ups shall be done in a timely manner; training deficiencies shall not become production problems.

c. The LPO/LCPO shall continually check on the recruiter’s progress throughout the day, as needed, to ensure the plan is being accomplished as approved, and that the desired results are being achieved.

d. In addition to conducting a formal DPR with the recruiter, the LPO/LCPO shall review the following items:

(1) The recruiter's Applicant Log for any new appointments or interviews.

(2) The Planner to ensure the interview/appointment is logged.

(3) Remarks section for the next scheduled processing activity.

(4) MEPS processing schedule.

(5) Working Tickler for proper filing of records and to review blueprinting information of applicants.

(6) Records of applicants with New Contract date for completion of DEP-in procedures.

(7) Number of interviews held to date. Are there sufficient interviews/new contracts to meet recruiter's fair share of station goal/personal goals? The LPO/LCPO needs to be aware of this before going any further.

(8) How many interviews did the recruiter conduct today and were Whiteboards completed for each interview?

(9) All records loaded in the Working Tickler and ensure they comply with prospecting requirements in the NRD Goaling letter.

(10) LEADS to ensure they are being actively worked. Qualified LEADS are to be maintained in the Working Tickler for four months or until enlisted, whichever comes first. Once the disposition is obtained on the prospect, the card shall be placed in the appropriate market segment file.

(11) Ensure that no records are in the Working Tickler with a Working Tickler date older than five days. This is the first sign of a follow-up problem.

(12) Ensure all known activity and new commitments are logged on the planner.

(13) Ensure the Station Planner is updated and that any scheduling conflicts are resolved.

(14) Ensure all DEP records are scheduled for the required monthly contacts. Schedule executive interview with LPO/LCPO for DEP personnel who will ship to RTC in the next 60 days.

(15) The LPO/LCPO has the final decision on the placement of all records. Recruiters are not authorized to control Working Ticklers

DLCPO TO LPO/LCPO DPR

The purpose of the DLCPO daily production review is to determine whether the NRS is following the prospecting plan and is on track to attain all assigned goals.
a. The depth and frequency of the DPR will depend to a great extent on the experience level of the LPO/LCPO. Normally, the production review is accomplished daily however, DPRs for experienced LPO/LCPO's may only need to be held every other day or twice a week.

b. **The following items shall be completed in addition to the formal DPR:**
(1) Review new appointments and interviews that were held since the last DPR and ensure that all entries are correct. Review Basic Enlistment Eligibility Requirements (BEERs), discuss how the interviews went, and determine the next scheduled step in the process. Is executive follow-up required?

(2) Review previous entries to the applicant log. Ensure that the next processing step is scheduled, accomplished or has a disposition. Is Executive follow-up required?

(3) Have applicants been scheduled for processing on the Applicant Processing Log (APL) at MEPS?

(4) Does the recruiter have all the BEERS documents?

(5) If required, does the recruiter have parental consent?

(6) Is the kit completed or when will it be?

(7) Were there any problems with processing today?

(8) How many interviews did the recruiter have scheduled for today?

(9) How many interviews did the recruiter conduct today?

(10) Were "no show" and decline interviews followed-up?

(11) If rescheduled, what date, where and with whom?

(12) Were adjustments made on planner for prospecting shortfalls?

(13) How many interviews are scheduled for tomorrow? (When, where, and with whom)

(14) What modes of prospecting were used?

(15) What were the names of the referrals?

(16) How can I help? Is there any required training to be conducted?

(17) What activities (PRE) were projected/accomplished today?

(18) What does tomorrow's prospecting plan look like?

(19) What prospecting modes are scheduled?

(20) What market are we prospecting in?

(21) Has any required follow-up prospecting been accomplished?

(22) Did the recruiter receive any LEADS today? What is the status of overdue LEADS?

(23) Is the Working Tickler loaded in accordance with the NRD Goaling letter?

(24) Have all Future Sailor contacts been accomplished per CNRC guidelines?

DEDICATED STUDY TIME FOR NAVY-WIDE ADVANCEMENT EXAMINATION

CANDIDATES.

All Navy Recruiting Command activities must establish a dedicated period of time for study prior to each Navy-wide advancement examination for every petty officer that is not workingin their rating and is eligible to take an advancement examination.

a. **E5 and E6 candidates** must be permitted one study day per week for six consecutive weeks, or equivalent, commencing the first week in January for the March examination and the first week in July for the September examination.

b. **E7 candidates** must be authorized one study day per week for six consecutive weeks, or equivalent, commencing in October for the January examination. This schedule permits candidates to study prior to the holiday leave period.

RECRUITING ASSISTANCE LEAVE PROGRAM (RAP)

a. To qualify for receiving five days of non-chargeable leave,

a Sailor must be on regular leave between "A" or "C" school or apprenticeship training and the first permanent duty station and meet the following conditions:

The Sailor has assisted the local recruiter for **five consecutive days** regardless of when the recruit reported to the recruiting station. This includes a weekend or holiday.

Example: If the period of recruit leave begins Wednesday, it ends Sunday.

(2) Personnel are expected to participate in regularly scheduled school canvassing visits to speak at Recruiting functions and civic activities to follow-up Pro-Navy RTC referrals and to accompany recruiters on home visits.

(3) Sailors on leave prior to completing "A" or "C" school (for example, on leave during the Christmas period class break) are

not eligible for this program.

b. NRD Commanding Officers must ensure the member's order is endorsed to reflect the reporting date to and detachment date from the local recruiting station to ensure proper accounting of Recruiting Assistance Leave Program as outlined in this article and in the MILPERSMAN, 1050-220. An individual who has "By direction" authority in writing from the Commanding Officer may sign the endorsements.