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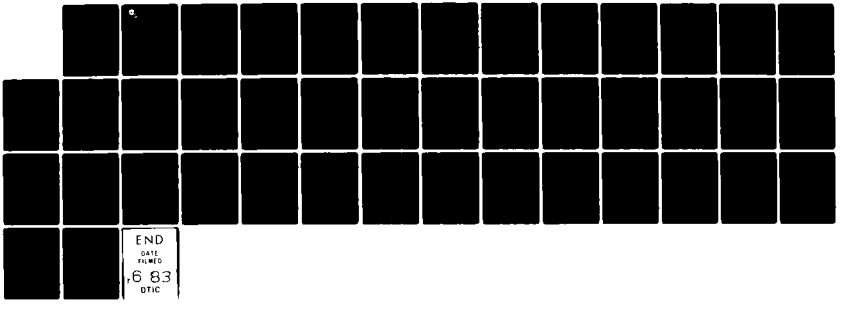

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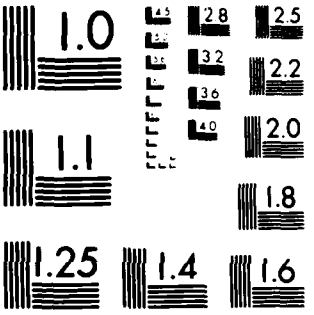

United States Army
Recruiting Command

USAREC SR 82-4

CROSS ASSIGNMENT OF RECRUITING MISSION TEST ANALYSIS

BY

JOHN N. ZAUNER, F. DAVID COLEMAN
AND GEORGE A. THOMPSON

December 1982

Research, Studies and Evaluation Division
Program Analysis and Evaluation Directorate
Fort Sheridan, Illinois 60037

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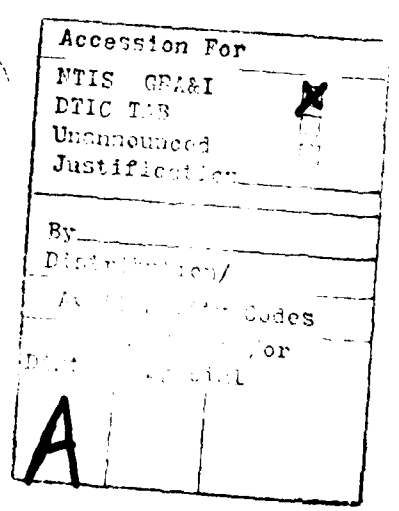

Research, Studies, and Evaluation Division
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DISCLAIMER

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ABSTRACT

The Cross Assignment of Recruiting Mission (CARM) Test was conducted to evaluate the effects of cross assigning Active Component mission to Reserve Component recruiters. The analysis of this test compared results in district recruiting commands (DRC) where CARM was operative (test cell) with DRC that were not part of the test cell (control cell). The results of this comparison showed no major differences between test and control cells except in the area of quality of Reserve recruits, where control cell DRC performed better on the average. Further analysis of the test cell DRC showed that recruiters with a cross assignment mission performed well in their own component, but did not cross recruit as well. Other factors did not appear to affect the results of the test in an unequal manner but test implementation problems caused major difficulties. The findings suggest that if these implementation problems are resolved, a permissive CARM concept--where cross assignment of mission is used on an as needed basis in order to use recruiters more efficiently--would be both feasible and cost effective.

TABLE OF CONTENTS

FIGURES AND TABLES

FIGURES

TABLES

I. BACKGROUND

The US Army Recruiting Command (USAREC) is the Army organization that carries out the Army's portion of the Department of Defense (DOD) mission of recruiting qualified men and women into military service. USAREC has had the sole responsibility of recruiting personnel into the Active Army since 1973. In 1978, USAREC was also given the responsibility to recruit personnel for the Army Reserve.

Prior to 1981, both components, the Active Army and the Army Reserve performed their recruiting duties with their own recruiters. However, in 1981 some Active Army recruiters were given a two-component recruiting mission to assist the Reserve Component to meet its accession goals. At the present time the use of Army Reserve personnel and funds in support of Active Army recruiting is not authorized by either the 1982 DOD Authorization or Appropriation Acts.

Active Army recruiting mission is a function of national requirements, allocated proportionally according to the local recruiting environment. At the local level Reserve Component recruiting mission is determined by the number of unit vacancies. Under the existing system, where Active Army recruiters recruit personnel for both Active and Reserve Components, but Army Reserve recruiters recruit only Reserve personnel, two distinct recruiting forces exist and recruiting inefficiencies result. For example, if Reserve unit vacancies are limited, some recruiters must, of necessity, be under-missioned. USAREC must then either accept less than optimal production or incur the cost, turbulence, and reduced production inherent in relocating recruiting personnel--with little guarantee that Reserve unit vacancies will not increase in the immediate future. Also, some recruits must be referred to recruiters of the other component and some remote market areas cannot be adequately covered by recruiters of both components. In addition, the current system fosters a "we-they" relationship between the recruiters of the two components. This is contrary to the one-Army concept.

Cross assignment of recruiting missions was expected to mitigate these problems. Any recruiter would have the authority to recruit for the component that would best fit the prospect's needs. Inefficiencies caused by referrals could be eliminated. Recruiters could be utilized more efficiently because of the flexibility in assigning mission. Remote market areas could be better covered. The problems with a "we-they" relationship between recruiting components would be less prevalent because each component would have a better understanding of the other component's recruiting activities.

To test the validity of this concept, USAREC designed the Cross Assignment of Recruiting Mission (CARM) Test, with the objective of evaluating the effects of the cross assignment of the US Army Reserve (USAR) and Regular Army (RA) missions between USAR and RA recruiters. Harry N. Walters the Assistant Secretary of the Army for Manpower and Reserve Affairs, in letters to the Chairmen of the House and Senate Armed Services Committees, dated September 17, 1981, stated that the intent of the test is to "...use more efficiently the recruiters of USAREC and to improve our recruiting results."

The CARM test was conducted between October 1, 1981 and July 27, 1982.

II. TEST DESIGN

APPROACH

The CARM Test was designed along the examples of recent personnel-related field experiments* (tests). The test (CARM) program was assigned to a geographically dispersed test cell. Test design involved developing balancing criteria and the area/assignment algorithm, collecting relevant data, writing a computer program to generate cell assignments, and producing several alternative designs. Selection of the final design was made by HQDA in consultation with USAREC.

Four principal considerations guided selection of test cell elements:

a. The 54 CONUS USAREC district recruiting commands (DRC) were the units assigned to the test and control cells. San Juan and Honolulu DRC, because of their geographic separation and different recruiting profiles from other DRC, were not included in the test design.

b. The test cell was comprised of 15 DRC, three from each of the five region recruiting commands (RRC). This management-imposed constraint insured that test and control cells would be of adequate size to yield unequivocal statistical statements concerning the test program.

c. To facilitate productivity accountability, some DRC were tied together to coincide with the Military Enlistment Processing Command (MEPCOM) organization. Albany and New Haven DRC, for example, could not be in different cells since each is serviced by a common MEPCOM station.

d. Assignment of DRC to the test cell would be random, subject to meeting balancing criteria to insure that each cell is, on the average representative of the CONUS.

BALANCING CRITERIA

a. Longitude and latitude. To prevent any cell from being concentrated in one area of the country - the South, for example -- the cells were balanced on their mean longitude and latitude. This criterion did not prevent an interior/exterior design, but the design that was selected did not exhibit this problem.

b. DRC labor market conditions. The cells were balanced on the average levels of two labor market variables commonly believed to affect enlistments -- unemployment rates and wage rates.

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* Multiple Option Recruiting Experiment and FY81 DOD Educational Assistance Test Program

c. Recruiting performance. Past recruiting performance was measured by the Army penetration rate of the target markets during the October 1980 through March 1981 period.

d. Recruiters. The cells were balanced on the number of production recruiters.

e. There obviously are other factors that are known or believed to affect enlistments on which, in principle at least, the test cells might have been balanced (figure 1). Had the recruiting performance variable been excluded from the balancing criteria, there would be a legitimate concern that the cells might have differed substantially in, for example, the basic propensity of their residents to enlist. The effects of such unmeasured variables are captured in the aggregate, however, by the recruiting performance variable, ensuring at least approximate balance on all the possible criteria that were not explicitly included.

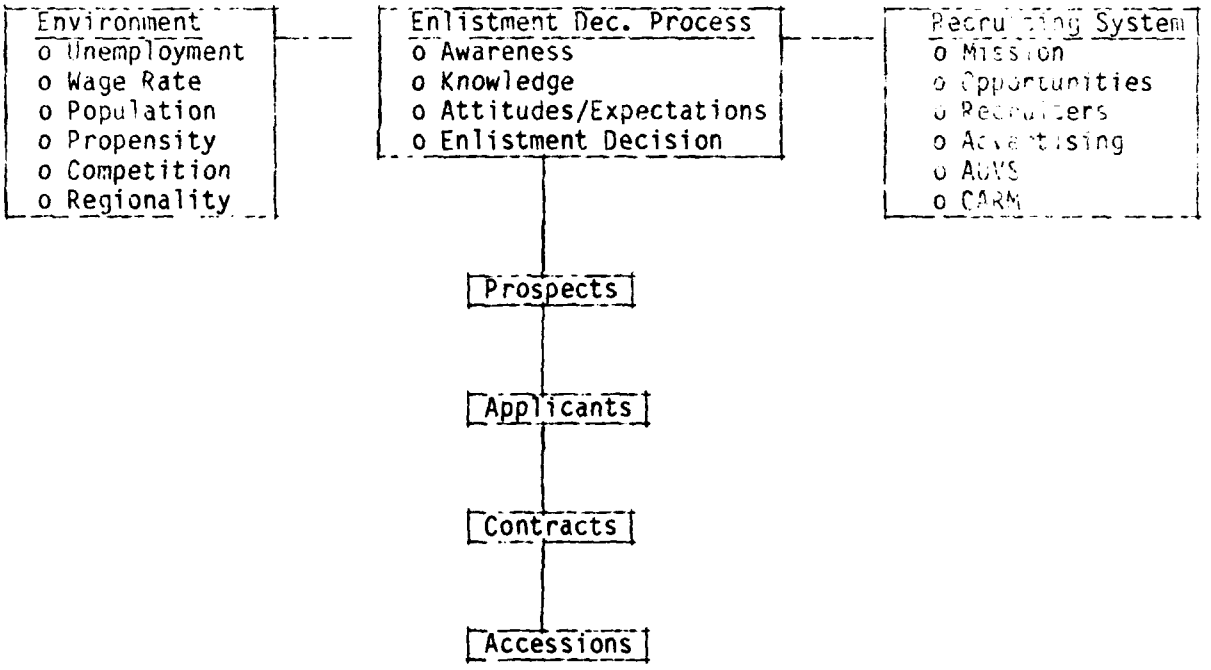

Figure 1. The Recruiting Process

CELLS

The cell assignments are listed in table 1. Elements of each cell are dispersed throughout the industrial Northeast, the Midwest, the South and the Far West. The geographic dispersion exhibited by each cell is particularly important, for it means that estimates of the program effects are not likely to be unduly influenced by single events; e.g., a severe winter in the Midwest, that cannot be adequately controlled for in test analysis.

More generally, the random assignment procedure that underlays the design ensures that the imbalances across the test cells that do arise because of factors that were not explicitly balanced or because of changes in recruiting conditions that could not be anticipated, can be reasonably presumed to have been generated by processes that are statistically independent from those that generated the test design. This means that even simple comparisons of enlistment levels across the cells, or comparisions of gains relative to some base period, will yield unbiased estimates of program effects. The controls for exogenous influences introduced in a more complicated statistical model will naturally, to the extent that imbalances do arise, change the estimates. The primary reason for introducing them, however, will be to reduce the unexplained variance in enlistments, and therefore to improve the precision of the response rate estimates by reducing their standard errors.

Table 1. Test and Control Cells

Test Cell DRC

NERRC	SERRC	SWRRC	MWRRC	WRRC
Boston	Charlotte	Albuquerque	Chicago	San Francisco
Concord	Louisville	Dallas	Cincinnati	Los Angeles
Harrisburg	Nashville	Jackson	Cleveland	Phoenix

Control Cell DRC

NERRC	SERRC	SWRRC	MWRRC	WRRC
Albany	Atlanta	Denver	Columbus	Portland
Baltimore	Beckley	Houston	Des Moines	Sacramento
New Haven	Columbia	Kansas City	Detroit	Salt Lake City
Long Island	Jacksonville	Little Rock	Indianapolis	Santa Ana
Newburgh	Miami	New Orleans	Lansing	Seattle
Ft Monmouth	Montgomery	Oklahoma City	Milwaukee	
Philadelphia	Raleigh	San Antonio	Minneapolis	
Pittsburgh	Richmond		Omaha	
Syracuse			Peoria	
			St Louis	

Excluded:
San Juan DRC
Honolulu DRC

III. IMPLEMENTATION

The CARM Test was proposed in April 1981 by the Commanding General (CG) of USAREC. The Chief of the Army Reserve and the Army Reserve Forces Policy Committee nonconcurred with the proposed test. In September 1981 the Vice Chief of Staff approved the CARM Test pending Congressional approval. This approval was received from the Chairmen of the House and Senate Armed Services Committees in October 1981. Training for selected DRC/RRC personnel was held from September 23 through 25, 1981. The test began on October 1, 1981 and was scheduled to continue for one year.

Recruiters with cross-assigned missions were assigned twenty-five percent of their mission in the other component. This twenty-five percent represented a quality mission, defined for USAR recruiters as consisting of male and female high school graduates or seniors, in mental category I-III, and for RA recruiters of male and female high school graduates, seniors, juniors, or GED certificate holders, in mental category I-III, plus prior service members. In April 1982, females in all categories except for prior service were excluded from cross assignment. Substitution rules for recruiting also changed during March 1982 (see USAREC Regulation 601-84, 23 March 1982).

The test directive at Inclosure A contains the guidance used for implementation of the CARM Test.

IV. ANALYSIS OF RESULTS

HYPOTHESIS

The hypothesis tested is that cross assignment of recruiting mission does not adversely affect Active or Reserve Component recruiting efforts. The test of the hypothesis was made through analysis of the following quantitative measures:

1. Mission accomplishment in the test cell versus the control cell. Mission accomplishment is measured in terms of USAR quality, RA quality, USAR total, and RA total. It compares FY82 results and changes between FY81 and FY82 results.

2. Relative productivity between test and control cells. The relative change between FY81 and FY82 is measured in terms of USAR quality, RA quality, USAR total, and RA total.

3. Tests of statistical significance are made using a .05 level of Type I error.

METHODOLOGY

Mission accomplishment is a measure of the percentage of the mission achieved. It is calculated as:

$$\text{Mission Accomplishment} = \left(\frac{\text{Production during given time period}}{\text{Mission during same time period}}\right) \times 100$$

Greater than 100% mission accomplishment indicates that production during the period exceeded the mission.

Average monthly production is a more reliable measure of the effect of the test program on enlistments. The change in production in the control cell between FY81 and FY82 is interpreted as the estimate of what would have happened in the test cell had there not been a CARM Test. This is an acceptable assumption if the factors that affect recruiting productivity are, on the average, at essentially identical levels in both the test and control cells--and therefore representative of the CONUS as a whole. A similar measure for the test cell reflects both the FY81-FY82 change and the effects of the test program. The difference between these two measures is the test program effect. The CARM Test effect is reported as the percent relative change, calculated as:

$$\% \text{ Relative Change} = \left(\frac{\frac{\text{Test Cell (82)}}{\text{Test Cell (81)}} - \frac{\text{Control Cell (82)}}{\text{Control Cell (81)}}}{\frac{\text{Control Cell (82)}}{\text{Control Cell (81)}}}\right) \times 100$$

If the relative change is positive, the CARM Test had a positive result on recruiting (given that other effects on recruiting were equal between control and test cells). A detailed explanation of standard error calculations is found in the analysis plan of the test directive (Inclosure A).

BALANCE ANALYSIS

Simple ratio measures are likely to produce reliable estimates only if the cells are well balanced. In order to determine if the test design was well balanced, factors must be analyzed for the base period (FY81) to see if the initial balance was correct and for changes between the test period (Oct-June, FY82) and the base period to see if changes occurred consistently across the test and control cells.

The factors that were analyzed for balance were mission, recruiter strength, and unemployment rate. The unemployment rate was measured both as a one month average and as a moving average of the previous three months plus the present month. Other factors were not measured because of either the difficulty of obtaining a satisfactory measure of the factor, or the difficulty of obtaining a good source of data to measure the factor.

The analysis of balance factors is documented in Inclosure B. None of the comparisons between test and control cells for mission and unemployment factors reflected differences greater in absolute value than 2.1 percent, well below the design tolerance of 2.5 percent. FY81- FY82 comparisons between test and control cells for recruiter strength factors reflected differences of less than 1.2 percent in absolute value, also well below the design tolerance of 2.5 percent. The base period comparisons between test and control cells for recruiter strength factors reflected differences between test and control cells of approximately 4 to 6 percent. While slightly above design tolerance, they are not of sufficient magnitude to be considered serious design flaws. The evaluation of the impact of these minor imbalances is included in the discussion of quantitative test results.

DATA SOURCES

Production and mission data were obtained from the Directorate of Recruiting Operations (RO), HQ USAREC. Mission and production data are disaggregated by month by DRC by category (e.g., HSDG I-IIIA). Active Army production data reflect total contracts (i.e., they include contracts which subsequently became Delayed Entry Program (DEP) losses).

Additional production and mission data were provided by test cell DRC. These data include mission box format mission and production data, disaggregated by recruiter component. This enables specific measurement of the accomplishment of recruiters involved in cross assignment. Unlike the data received from RO, these data do not include DEP losses for Active Army contracts. There were problems with obtaining useable data from the test DRC. Some data were never received, while other data were not useable in the format provided (e.g., missing data). Table 2 lists the test cell DRC that provided useable data.

Table 2. Useable Test Cell DRC Data

1st Quarter	2nd Quarter	3rd Quarter
Boston	Boston	Boston (April, May)
Concord	Concord	Concord (April)
Harrisburg	Harrisburg	Harrisburg (April, May)
Dallas	Charlotte	Charlotte
Chicago	Louisville	Nashville
Cincinnati	Nashville	Albuquerque
Cleveland	Albuquerque	Dallas
San Francisco	Dallas	Chicago
Phoenix	Jackson	Cincinnati
	Chicago	Cleveland
	Cincinnati	San Francisco
	Cleveland	Los Angeles
	San Francisco	Phoenix
	Los Angeles	
	Phoenix	

Recruiter strength data were provided by the Directorate of Personnel, Administration, and Logistics (PAL), HQ USAREC. These data provide monthly counts of the number of recruiters by DRC. The effective recruiter strength for any DRC was determined by counting recruiters with full mission and adding one half for each recruiter with a half mission.

Unemployment data were provided by the Directorate of Program Analysis and Evaluation (PAE), HQ USAREC. These data provide the measure of monthly unemployment rates by DRC.

EFFECTS OF IMPLEMENTATION FACTORS

Test cell DRC had three to four weeks to prepare for implementation of the test. This was insufficient time to prepare a comprehensive training program and to effectively train recruiters in the test cell DRC. Recruiters in test cell DRC received only one week of training prior to commencement of the test. This was particularly significant for USAR recruiters, who, unlike some of their RA counterparts, had no prior experience in two-component recruiting. Later in the test, as recruiters became more conversant with two-component recruiting, mission accomplishment for cross-assigned missions improved in all categories.

Test cell recruiters were assigned a mission of 75 percent in their component and 25 percent in the "cross-component." The mission in the cross-component, as previously discussed, was restricted to "high quality" mission box categories. This mandatory, inflexible mix often resulted in illogical, inefficient missioning. For example, RA recruiters were, in some areas, stationed long distances from the USAR unit they were supporting during the test; some areas had limited USAR unit vacancies which, under normal circumstances, would not have been cross assigned; and some USAR recruiters were limited to a non-high quality USAR mission to accommodate cross assignment of the high quality mission to RA recruiters.

A recruiting zone analysis (RZA) is performed for RA recruiters in each DRC to allocate the entire Active Army recruiting market equitably among the recruiter force. Since USAR mission is based on unit locations and vacancies, USAR recruiters are not allocated specific Active Army recruiting zones (typically focused on a high school). The implementation time constraints did not permit new RZA to be performed in test cell DRC to equitably allocate the Active Army recruiting market among RA and USAR recruiters. While some test cell DRC did attempt limited fixes to this problem, in general, the lack of properly defined recruiting zones created recruiting inefficiencies in test cell DRC which were not present in control cell DRC.

One potential benefit of CARM is to foster a one-Army concept of recruiting. Most test cell recruiters reported that this was accomplished only to a limited degree. The major impediment was the lack of equitable career progression opportunities for USAR recruiters. In particular, the absence of any potential for USAR recruiters to transition into leadership positions creates a "second-class citizen" complex. Even with this limitation, the CARM concept did improve the understanding of USAR recruiting by RA recruiters and RA recruiting by USAR recruiters.

QUANTITATIVE RESULTS

Results of the analysis of mission accomplishment are documented in table 3. Both test and control cells over-produced, ranging from eight to nineteen percent for all mission categories. The base to test period changes in mission accomplishment were essentially identical across all mission categories -- slightly higher on the part of the test (CARM) cell for RA mission accomplishment and the converse for USAR mission accomplishment.

The decision to accept or reject the CARM hypothesis rests on the relative productivity of the test and control cells. Results of the productivity analysis are documented in table 4. In three of the four computed measures, the test cell performed slightly better than the control cell, indicating that the CARM hypothesis should be accepted. For the fourth measure (Reserve quality accessions) however, the test cell did not perform as well and that difference was statistically significant. Although there were slight imbalances in the original design factors, the base to test period change for all factors was well within design tolerances. Given the magnitude and direction of the changes, it is unlikely that a more detailed multivariate analysis would change this finding. On the sole basis of the quantitative portion of the analysis of the Reserve quality measure, the CARM hypothesis would have to be rejected.

RECRUITER COMPONENT EFFECTS

An analysis of test cell DRC was performed to determine the effectiveness of CARM recruiters (recruiters with a cross assignment). This analysis showed that CARM recruiters recruited well within their own component, but not as well in terms of cross assignment (see table 5). The possible causes for this were discussed in the Effects of Implementation Factors section on the previous page.

Table 3. Mission Accomplishment

Reserve Quality

Cell	1st Qtr 82	2nd Qtr 82	3rd Qtr 82	FY82 Oct-Jun	FY81 Oct-Sep	% Increase
Control	111.3	121.3	123.1	118.8	103.4	14.9
Test	108.8	117.3	115.4	114.0	100.6	13.3

Active Quality

Control	101.7	125.0	120.0	115.9	87.0	33.2
Test	103.9	121.5	113.4	113.2	84.1	34.6

Reserve Total

Control	107.9	122.4	113.3	114.6	101.3	13.1
Test	110.4	118.3	105.8	111.5	99.2	12.4

Active Total

Control	103.9	114.0	117.8	111.6	95.2	17.2
Test	103.0	110.7	113.9	108.8	92.5	17.5

Table 4. Productivity Comparisons

Reserve Quality Accessions/Month

Cell	FY81 Oct-Sep	FY82 Oct-Jun	FY82/81 Ratio	% Relative Change
Control	2864	3516	1.2278	------
Test	1079	1282	1.1884	-3.21*

Active Quality Contracts/Months

Control	3773	5162	1.3681	------
Test	1433	1963	1.3696	+0.11

Reserve Total Accessions/Month

Control	3841	4290	1.1168	------
Test	1424	1594	1.1192	+0.2[illegible]

Active Total Contracts/Month

Control	8149	7381	.9058	------
Test	3111	2830	.9098	+0.44

* Statistically significant at .05 level

Table 5. Mission Accomplishment by CARM Recruiters
(useable test cell DRC data)

Reserve Quality

Recruiter	1st Qtr 82	2nd Qtr 82	3rd Qtr 82
Reserve	153.9	141.3	148.1
Active	69.6	94.2	83.9

Active Quality

Reserve	69.8	75.3	84.8
Active	116.1	130.2	119.5

Reserve Total

Reserve	112.8	113.3	104.7
Active	91.9	116.4	96.8

Active Total

Reserve	95.0	106.1	104.7
Active	112.0	116.8	96.8

Recruiters with cross-assigned missions produced extremely well within their own component, usually at higher levels than their control cell counterparts. With respect to RA quality production, the over-production of RA recruiters was able to more than compensate, in the aggregate, for the implementation-induced ineffectiveness of USAR recruiters in meeting their RA quality mission.

Because there are considerably more RA recruiters than USAR recruiters, RA recruiters with cross-assigned USAR missions were assigned a much more significant percentage of the total USAR quality mission than were USAR recruiters of the total RA quality mission. As a consequence, USAR over-production was unable to compensate for the implementation-induced ineffectiveness of RA recruiters in meeting their USAR quality mission.

Faced with failure to meet the specific mission categories, recruiters with cross assigned mission choose to "fail" by category but not by total requirement. This was manifested in the substitution of lower quality and other component enlistments for the cross assigned mission.

In concert, these factors explain why the implementation-induced inefficiencies were manifested only in the USAR quality production measure.

Table 6. Percent of Mission - CARM Recruiters
(useable test cell DRC data)

Recruiter	1st Qtr 82	2nd Qtr 82	3rd Qtr 82	FY82
		Reserve Quality		
Reserve	37.3	40.7	37.1	38.7
Active	62.7	59.3	62.9	61.3
Total	100.0	100.0	100.0	100.0
		Active Quality		
Reserve	16.3	14.7	12.0	14.1
Active	83.7	85.3	88.0	85.9
Total	100.0	100.0	100.0	100.0
		Reserve Total		
Reserve	47.3	48.7	48.0	48.4
Active	52.7	51.3	52.0	51.6
Total	100.0	100.0	100.0	100.0
		Active Total		
Reserve	11.9	10.4	9.7	10.6
Active	88.1	89.6	90.3	89.4
Total	100.0	100.0	100.0	100.0

V. CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

CARM recruiters recruited better within their own component than their control cell counterparts.

CARM recruiters did not cross recruit well; they substituted their own component and lower quality in place of quality cross assignment.

Test design caused no problems; the test cell was well balanced in terms of mission, recruiter strength, and unemployment.

The following test implementation problems occurred:

- o Inadequate cross assignment training.
- o Mandatory cross assignment mix was inflexible.
- o Recruiter Zone Analysis was not conducted for test cells.
- o Inadequate career progression for Reserve recruiters.

These test implementation problems caused a "worst case" test for the CARM concept.

Despite test implementation problems, the test cell performed better than the control cell on three of the four key performance measures.

Implementation problems coupled with the relative sizes of the recruiting forces, worked to produce a negative result for the test cell on the fourth key performance measure--USAR quality production.

Implementation problems which affected test results are amenable to solution by proper management initiatives.

Modified to correct deficiencies which manifested themselves in test implementation, CARM represents a management initiative with significant potential to improve the efficacy of Army recruiting.

RECOMMENDATIONS

A "permissive" CARM concept can be expected to work much better than a mandatory cross assignment for every RA and USAR recruiter. RA recruiters have recruited for the Reserve Component when and where the need arose. A similar concept with the following provisions is recommended for USAR recruiters:

a. It should be permissible for a USAR recruiter to recruit RA mission. RA missions for USAR recruiters should be temporary and conditional. USAR recruiters should have RA missions only if there are insufficient USAR vacancies and the long term recruiting forecast does not support TDA changes.

b. USAR recruiters should not, if at all possible, be given exclusively RA missions. The assignment of a RA mission to a USAR recruiter should be a tradeoff with the USAR mission, knowing that a RA contract will be more difficult to achieve than a USAR accession.

c. Inasmuch as the assignment of RA missions to USAR recruiters is to be a temporary measure, there should be no need to perform an RZA for a USAR recruiter. The USAR recruiter should be given specific categories, such as walk-ins, special programs, REACT leads (except high school seniors), graduates, and prior service. A USAR recruiter should not recruit the high school market for RA contracts, since this market should already be assigned to an RA recruiter and would thus cause disruptions.

d. Training for USAR recruiters should be more structured. If a USAR recruiter has to cross-recruit, training should be done at DRC level. A two-day refresher course by a Professional Development Noncommissioned Officer would be satisfactory. Also, a USAR recruiter cross-recruiting for the first time should be treated as a novice recruiter and given one-half the RA mission which would be assigned to more experienced USAR recruiters.

e. The problem of career progression for a USAR recruiter should be further considered. No solution is available at the present time.

f. Army Guard Reserve and civil service GS-7 recruiters should also be made available for temporary assignments of some RA mission. Problems concerning contracts and job descriptions would have to be resolved.

RA recruiters are allowed to recruit USAR mission at the present time. This should be continued. Some of the problems of RA recruiters resulted from the CARM Test itself. Some of these problems should disappear when cross-recruiting by RA recruiters is performed more selectively. Problems faced by RA recruiters who had previously been assigned a Reserve mission should receive further consideration.

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY RECRUITING COMMAND
FORT SHERIDAN, ILLINOIS 60037

INCLOSURE A

4 SEP 1981

USARCPAE

SUBJECT: Cross Assignment of Recruiting Mission (CARM) Test Directive

SEE DISTRIBUTION

1. PURPOSE. This directive provides guidance for the USAREC Cross Assignment of Recruiting Mission Test during FY 82. This test is designed to evaluate the effects of the concept of cross assignment of the US Army Reserve (USAR) and Regular Army (RA) missions between the USAR and RA recruiters. This test does not apply to Army Nurse Corps (ANC) recruiting.

2. APPLICABILITY. This directive applies to HQ, USAREC and its subordinate commands. This test has priority over other tests being conducted in USAREC during FY 82.

3. TEST OBJECTIVE: To determine if cross component testing fosters a one Army concept of USAR and RA recruiting by:

a. Measuring accomplishment of the RA contract and USAR accession mission in the test cell versus the control cell.

b. Measuring the quality of RA contracts written (HSDG/HSSR MC I-IIIA (MALE/FEMALE)) and USAR accessions (HSG/HSSR/HSJR/GED MC I-III (MALE/FEMALE) & PS) in the test cell versus control cell.

c. Measuring mission accomplishment for test cell versus control cell weighted to reflect priority to quality markets.

d. Measuring FY 82 versus FY 81 mission accomplishment for test cell and control cell.

4. SCOPE. This test will begin on 1 October 1981 and will be conducted throughout FY 82. This test will involve 15 DRC in the test cell and 39 DRC in the control cell with two DRC excluded from the test (Appendix A). Detailed evaluation of RA contract and USAR accession production data will be conducted by the Program Analysis and Evaluation Directorate, USAREC, on a quarterly basis and at the end of the fiscal year. Monthly evaluations will be made to act as in-progress reviews (IPR) during the test.

5. PROCEDURES.

USARCPAE
SUBJECT: Cross Assignment of Relcruiting Mission (CARM) Test Directive

a. General. HQ USAREC will assign RA and USAR missions in mission box format based on the prevailing markets in each DRC and the requirements of the Army. This will be done during normal adjudication sessions as outlined in USAREC Reg 601-73. Procedures to be followed for the 1st Qtr, FY 82 (already adjudicated) are shown in para 5b(1) below. Each RRC and test cell DRC will, through the adjudication rule-of-fifty process, insure that each component's recruiters carry a mission of approximately 75 percent for that component over each quarterly period (Appendix B). Data necessary to achieve test objective evaluation will be obtained through existing reporting of production except as outlined in this directive.

b. Specific.

(1) HQ USAREC adjudicated the 1st Qtr, FY 82 mission during the period 28 Jul - 13 Aug 81. Adjudication of the 1st Qtr, FY 82 mission down to recruiter has been completed without knowledge of the Cross Assignment of Recruiting Mission Test. DRC commanders will readjudicate the 1st Qtr mission with their station commanders based on guidelines contained in this test directive. Area commanders will then readjudicate the 1st Qtr mission with their recruiters based on these same guidelines. During these readjudications, DRC commanders will insure that each component's recruiters carry a misson of approximately 75 percent for that component for each quarter. Cross assigned mission will be in the following categories:

(a) RA contract missions given to USAR recruiters will only be in the following RA mission categories:

1 HSSR MC I-III (Male or Female).

2 HSDG MC I-III (Male or Female).

(b) USAR missions given to RA recruiters will only be the following USAR mission categories:

1 HSG/HSSR/HSJR/GED MC I-III (Male or Female).

2 PS.

(2) After this readjudication process is complete and after each subsequent adjudication, each test cell DRC will forward RA and USAR separate area and DRC mission boxes through RRC to USARCPAE-IA. These mission boxes should reflect by Area and DRC, the separate RA and USAR missions on the RA recruiters and the separate RA and USAR missions on the USAR recruiters. A copy of these mission boxes, along with copies of each station's and recruiter's mission boxes will be held at DRC level.

(3) Refresher training for test cell DRC will be conducted during the period of 24 September through 2 October 1981 (Appendix C).

(4) Production data will be evaluated by USARCPAE to measure performance against the mission boxes sent to USARCPAE-IA. Test cell DRC will track mission versus production of every station and recruiter assigned a mission.

(5) As outlined in USAREC Reg 601-73, the 2d, 3d & 4th Qtr mission of FY 82 will be adjudicated by the Commanding General in Nov 81, Feb 82, and May 82 respectively. Follow-on adjudications to these sessions, down to recruiters, will insure that the guidelines contained in this test directive are followed with respect to the cross component assignment of recruiting mission in the test cell DRC.

6. AWARDS. RA/USAR recruiters will receive award credit for contracts/ enlistments in the opposite component IAW criteria outlined in Appendix A, USAREC Reg 672-10.

7. ENLISTMENT STANDARDS.

a. Recruiter credit will be determined as indicated in USAREC Regulation 600-22. Transfer of recruiter credit is not authorized except as indicated in USAREC Regulation 600-22.

b. Test cell DRC will insure that a comment in item 37, DA Form 1966, reflects that the individual is being processed under the auspices of the Cross Assignment of Recruiting Mission Test.

8. RESPONSIBILITIES.

a. Director, Program Analysis and Evaluation will:

(1) Exercise overall staff supervision of the Cross Assignment of Recruiting Mission Test.

(2) Coordinate this test with HQDA, USAREC staff, and subordinate commands.

(3) Insure timely completion of test milestones (Appendix D).

(4) Conduct a monthly analysis of production data, a quarterly detailed analysis, and a final analysis at the end of FY 82 based on test objectives. Results will be presented to CG USAREC and HQDA.

b. Director, Recruiting Operations will:

(1) Collect production data to support test objectives.

(2) Develop a refresher training program for selected RRC personnel to insure that they can, in turn, develop and present refresher training to recruiters in test cell DRC which will insure that the recruiters are knowledgeable of both the RA and USAR recruiting options and programs (Appendix C).

c. Director, Automation Management will:

(1) Provide automated production data collection utilizing data elements contained in the Dual Source System as required by the Director, RC. Production reports will be generated approximately the second week following the end of each reception station month (RSM) and will be processed by RSM. Report distribution will be for the Recruiting Operations and Program Analysis and Evaluation Directorates.

(2) Provide computer support for the analysis of the test data as required by the Director, PAE.

d. The Inspector General will make the test an item of interest during inspections, particularly, with respect to the requirement to maintain cross component mission boxes.

e. Director, Enlistment Standards will monitor instances of reported malpractice during test and provide guidance and assistance as appropriate.

f. Region and participating District Recruiting Commands will:

(1) Insure the recruiting force is fully informed and instructed on conduct and objective of the test.

(2) Insure recruiters are assigned a cross component mission in accordance with guidance provided. Readjudication of 1st Qtr FY 82 mission at DRC/area level will be necessary in most test DRC. Mission box forms as shown in USAREC Reg 601-73 will be used and carried by all recruiters.

(3) Insure USAR recruiters with an RA mission be provided an equitable quality market (Appendix E).

(4) Insure all company sized USAR units within DRC area are given a dedicated USAR or RA recruiter during the test.

10. Test Director for the Cross Assignment of Recruiting Mission Test is LTC Kintigh, USARCPAE, AUTOVON: 459-2570/3205.

USARCPAE
SUBJECT: Cross Assignment of Recruiting Mission (CARM) Test Directive

11. REFERENCES.

a. USAREC Reg 601-73.

b. USAREC Reg 672-10.

c. USAREC Reg 600-22.

d. USAREC Cir 601-73.

HOWARD G. CROWELL, JR.
Major General, USA
Commanding

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5 Appendices

Appendix A. Test Design
Appendix B. Mission Assignment
Appendix C. Training
Appendix D. Milestones
Appendix E. Recruiter Market Zones
Appendix F. Analysis Plan

APPENDIX A.

TEST DESIGN

1. Assignment of DRC to cells.

a. Test cell. The following 15 DRC constitute the test cell in which the Cross Assignment of Recruiting Mission Test will be conducted.

(1) NERRC

(a) Boston

(b) Concord

(c) Harrisburg

(2) SERRC

(a) Charlotte

(b) Louisville

(c) Nashville

(3) SWRRC

(a) Albuquerque

(b) Dallas

(c) Jackson

(4) MWRRC

(a) Chicago

(b) Cincinnati

(c) Cleveland

(5) WRRC

(a) San Francisco

(b) Los Angeles

(c) Phoenix

b. Control Cell. The remaining DRC, less San Juan and Honolulu, constitute the control cell. The control cell will constitute the base case against which performance in the test cell will be compared.

3. Selection methodology

a. Criteria.

(1) The analytic methodology which will be used to evaluate the test is based on comparing changes in recruiter productivity in the test cell to changes in control cell. For this approach to be valid, the DRC assigned to the test cell must be selected at random and the test and control cells must both be representative of all DRC as a whole.

(2) Representativeness is achieved by balancing the test and control cell average values (within a 2.5 percent tolerance) for each of a number of critical variables. The RA variables are:

(a) Longitude.

(b) Latitude.

(c) Unemployment.

(d) Wage rate.

(e) Recruiters per DRC total census population.

The USAR variable is Prior Service military available in DRC divided by HSDG I-IIIA in DRC. The variables were then weighted to reduce market differences between DRC. The first four RA variables were weighted with high quality contracts in DRC divided by high quality contracts in USAREC (less Honolulu and San Juan). DRC contracts were normalized to remove VEAP difference. The fifth RA variable "recruiters per DRC total census population" was weighted by population in DRC divided by population in CONUS. The USAR variable was weighted by prior service military available divided by prior service military available in CONUS.

(3) A management imposed selection criteria was that 3 DRC would be selected from each RRC.

b. Methodology. A computer program was developed to randomly generate test cell alternatives. Each test cell alternative was evaluated to determine if it and its corresponding control cell met the representativeness criteria.

APPENDIX B

All recruiters assigned a mission in the 15 test DRC will be required to carry an RA and USAR mission box form reflecting their assigned mission by category for the respective component. Each recruiter's mission should be approximately 75% in his or her own component and 25% in the other component in any given quarter.

Recruiter missions should be adjudicated based on market and available resources to insure an equitable distribution of active and reserve mission. It should be noted that USAR recruiters currently carry a higher average mission per recruiter than do RA recruiters indicating that in most cases an RA contract is more difficult to achieve than a USAR accession. Therefore, a one for one mission swap (USAR accession for RA contract and vice-versa) between an RA and USAR recruiter is not considered equitable.

APPENDIX C

TRAINING

1. PURPOSE. To train the recruiting field force and recruiting chain of command in test DRC on programs and administration required to implement and track the cross assignment of mission test during FY 82.

2. BACKGROUND.

a. Since January 1979 the recruiters completing the Army Recruiter Course (ARC) have received instruction in both active and reserve component recruiting. Training for the cross assignment of mission test will be, primarily, refresher training.

b. Training must address the areas of programs (options, enlistment eligibility criteria, prospecting techniques, special programs such as educational entitlements and bonuses) and administration (packet preparation and administrative support at DRC and RRC level).

3. CONCEPT.

a. HQ USAREC in concert with the Recruiting, Retention Division (RRD), of the United States Army Soldiers Support Center (USASSC) will present instruction to the RRC as refresher training outlined in paragraph 2b above during the period 24 and 25 September 1981 at USASSC.

b. Upon completion of the refresher training at USASSC, each RRC is responsible for developing and teaching the Cross Assignment of Mission subjects outlined in Inclosure 1 to Appendix C. This training must be completed NLT 2 October 1981.

4. RESPONSIBILITIES.

a. HQ USAREC, Director, Recruiting Operations will:

(1) Develop the Program of Instruction in concert with RRD, USASSC.

(2) Conduct refresher training on the subjects identified in paragraph 2b above.

(3) Provide follow-up training assistance to RRC and DRC as necessary.

(4) Evaluate the effectiveness of RRC and DRC training through spot check of the identified DRC in normal operations.

b. RRC Commander will:

(1) Insure the RA and USAR Operations Officers from the RRC, senior Professional Development (PD) representative, and two other personnel selected by the RRC commander attend the training at USASSC.

(2) Insure the RRC assist DRC in training each recruiter.

(3) Evaluate the effectiveness of training through spot check of DRC in normal operations.

(4) Conduct training for DRC.

c. DRC commanders will:

(1) Insure each recruiter receives training in cross mission assignment NLT 2 October 1981 using RRC and DRC assets for training.

(2) Conduct follow-on training throughout the fiscal year as necessary using lesson plans developed by USASSC and RRC.

5. FUNDING: Funding to support the training exercise will be borne by the respective RRC/DRC.

TRAINING SCHEDULE

DAY 1 (24 September 1981)

0730-0800	Overview
0800-1200	Enlistment Eligibility (RA/USAR)
1200-1300	Lunch
1300-1700	Options (RA)

DAY 2 (25 September 1981)

0730-1130	Options (USAR)
1130-1230	Lunch
1230-1730	Packet Preparation

APPENDIX D

MILESTONES

15 JUL-25 AUG 81	TEST DESIGN (COMPLETED 28 AUG 81)
31 AUG 81	BRIEF DA, DCSPER ON TEST PLAN (DCSPER APPROVED)
2 SEP 81	VCSA DECISION BRIEF ON TEST (VCSA APPROVED)
4 SEP 81	IMPLEMENTATION INSTRUCTIONS TO FIELD FORCE ON TEST (DISPATCHED)
8-18 SEP 81	MISSION READJUDICATION IN TEST CELL DRC
24 SEP-2 OCT 81	RECRUITER TRAINING FOR TEST IN TEST CELL DRC
1 OCT 81	IMPLEMENT TEST
9-13 NOV 81	TEST CELL DRC IPR
31 DEC 81-15 JAN 82	ANALYZE RESULT OF FIRST QTR OF TEST
1 FEB 82	PRESENT FIRST QTR RESULTS TO HQDA
8-12 FEB 82	TEST CELL DRC IPR
31 MAR-15 APR 82	ANALYZE RESULTS OF SECOND QTR OF TEST
3 MAY 82	PRESENT FIRST TWO QTRS RESULTS TO HQDA
10-14 MAY 82	TEST CELL DRC IPR
30 JUN-15 JUL 82	ANALYZE DATA FROM THIRD QTR OF TEST
2 AUG 82	PRESENT RESULTS OF THREE QUARTERS OF TEST
9-13 AUG 82	TEST CELL DRC IPR
15 OCT 82	ANALYZE COMPLETE RESULTS OF TEST
22 OCT 82	PRESENT TEST RESULTS TO VCSA FOR DECISION ON CROSS ASSIGNMENT OF RECRUITING MISSION ACROSS TOTAL AC/RC FORCE

APPENDIX E

RECRUITER MARKET ZONES

1. This appendix is designed to provide general guidance concerning test cell DRC markets.

2. Based on mission trade-offs involved in the test, DRC commanders will modify present market zones to insure each recruiter, RA and USAR, has an equitable market consistent with the mission assigned. This will insure that USAR recruiters have a specific high school market and REACT list to work during the test period similar to that already available to RA recruiters.

3. A detailed audit trail of changes to Recruiter Zone Analysis market zones will be maintained by DRC.

4. USARCPAE Region Support Division will provide assistance as necessary.

APPENDIX F

ANALYSIS PLAN

1. Hypothesis and Tests of Significance.

a. The hypothesis to be tested by the CARM Test is that the cross assignment of recruiting missions does not adversely affect Active nor Reserve componet recruiting efforts.

b. Tests of significance shall be conducted using the .05 level of Type I error. The level of statistical significance shall be reported directly in presentation of exceptional or important findings which do not meet the .05 level of statistical significance.

2. Essential Elements of Analysis (EEA).

a. Does the cross assignment of recruiting missions generate a statistically significant effect on the enlistment (contracting) of HSDG/HSSR MC I-III individuals into the Active component? If so, what is the magnitude and direction of the effect?

b. Does the cross assignment of recruiting missions generate a statistically significant effect on the total effort to enlist individuals into the Active component? If so, what is the magnitude and direction of the effect?

c. Does the cross assignment of recruiting missions generate a statistically significant effect on the accession of HSJR/HSSR/HSC/GED MC I-III individuals into the Reserve component? If so, what is the magnitude and direction of the effect?

d. Does the cross assignment of recruiting missions generate a statistically significant effect on the total effort to enlist individuals into the Reserve compoent? If so, what is the magnitude and direction of the effect?

3. Analysis and Reporting of Results.

a. Interim Results.

(1) Interim analyses shall be performed as production data for each fiscal year quarter becomes available.

(2) The methodology employed to perform interim analyses is discussed in Inclosure 1 to this appendix.

(3) Results of each interim analysis shall be documented in an USAREC Research Memorandum or Note.

b. Final Results.

(1) A final analysis shall be performed upon completion of the test and collection of supporting data.

STATISTICAL METHODOLOGY: INTERIM ANALYSES

1. Interim analyses will rely on straighforward measures of the enlistment effect of the CARM program, so that interim results can be produced in a timely manner. The interim analysis interprets the enlistment change in the control cell between FY81 and FY82 as the estimate of what would have happened in the test cell had there not been the CARM Test. Thus, the ratio of the change in enlistments in the test cell to the change in the control cell serves as the interim estimate of the effect of the cross assignment of recruiting missions. Equation (1) illustrates the statistical methodology.

$$\text{Interim estimate} = \frac{\text{Change in test cell productivity FY8i to FY82}}{\text{Change in control cell productivity FY81 to FY82}} \qquad (1)$$

2. Computation of estimated standard error for the relative change is predicated on the assumption that the occurrences of enlistments within a DRC area follow a nonhomogeneous Poisson process. This impies that, if X and Y are counts of enlistments in a DRC in two disjoint time intervals, then X and Y are independent random variables, and each has a Poisson distribution, i.e.,

$$P(Y=k) = e^{-\lambda}\lambda^{k}/k! \text{ for } k=0,1,2,.....$$

where $\lambda = E(Y)$.

Assuming that X and Y are independent, the standard error for the ratio $R = Y/X$ or $Z = 100(R - 1)$, the percent increase of Y over X, can be derived using the approximation

$$R - 1 \simeq \log(R) \simeq \log(Y + 1/2) - \log(X + 1/2)$$

and the fact that the variance of $\log(X + 1/2)$ can be estimated by $1/X$. It follows that the standard error of R can be estimated by

$$se(R) = (1/Y + 1/X)^{1/2}$$

If R_1 and R_2 are two independent ratios of the above form, e.g.,

$$R_i = Y_i/X_i$$

then the standard error of R_2/R_1 can be obtained similarly using the approximation

$$R_2/R_1 - 1 \simeq \log(R_2/R_1) = \log(R_2) - \log(R_1)$$

This leads to the formula

$$se(R_2/R_1) = (1/Y_2 + 1/X_2 + 1/Y_1 + 1/X_1)^{1/2}$$

INCLOSURE B

FY81 MISSION BALANCE (OCT-SEP), DRC MISSION PER YEAR

Reserve Quality

Cell	Mean	St. Dev	No. of DRC
Control	850.74	307.75	39
Test	857.13	305.20	15

Active Quality

Control	1332.56	453.08	39
Test	1358.00	363.05	15

Reserve Total

Control	1164.85	441.46	39
Test	1148.33	337.67	15

Active Total

Control	2633.10	736.63	39
Test	2688.53	625.77	15

PERCENT CHANGE, MISSION, PER MONTH

Reserve Quality

Cell	FY81 Oct-Sep	FY82 Oct-Jun	FY82/FY81 Ratio	% Rel Change
Control	2771	2959	1.0681	----
Test	1072	1125	1.0489	-1.79

Active Quality

Control	4339	4455	1.0268	----
Test	1705	1734	1.0171	-0.95

Reserve Total

Control	3792	3742	.9869	----
Test	1435	1429	.9958	+0.91

Active Total

Control	8558	6617	.7732	----
Test	3361	2601	.7738	+0.07

FY81 DRC RECRUITER STRENGTH (DEC-SEP), PER YEAR

Reserve Recruiter

Cell	Mean	St. Dev	No. of DRC
Control	199.06	89.932	3
Test	186.97	77.190	16

Active Recruiter

Control	801.99	234.602	3
Test	834.47	274.179	16

PERCENT CHANGE, RECRUITER STRENGTH PER MONTH

Reserve Recruiter

Cell	FY81 Oct-Sep	FY82 Oct-Jun	FY82/FY81 Ratio	Rel Change
Control	777	797	1.0266	----
Test	281	289	1.0308	+0.41

Active Recruiter

Control	3128	3248	1.0383	----
Test	1252	1285	1.0264	+1.14

FY81 UNEMPLOYMENT RATE PER MONTH

Cell	Mean	St. Dev	No. of Months
Control	7.306	.407	12
Test	7.189	.416	12

PERCENT CHANGE, UNEMPLOYMENT RATE PER MONTH

Cell	FY81 Oct-Sep	FY82 Oct-Jun	FY82/FY81 Ratio	% Rel Change
Control	7.306	8.856	1.2122	----
Test	7.189	8.857	1.2320	+1.63

FY81 UNEMPLOYMENT RATE PER MONTH
(MOVING AVERAGE)

Cell	Mean	St. Dev	No. of Months
Control	7.324	.216	12
Test	7.197	.174	12

PERCENT CHANGE, UNEMPLOYMENT RATE PER MONTH
(MOVING AVERAGE)

Cell	FY81 Oct-Sep	FY82 Oct-Jun	FY82/FY81 Ratio	% Rel Change
Control	7.324	8.527	1.1643	----
Test	7.197	8.474	1.1774	+1.12

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

The Cross Assignment of Recruiting Mission (CARM) Test was conducted to evaluate the effects of cross assigning Active Component mission to Reserve Component recruiters. Analysis of test results showed no major differences between test and control cells except in the area of quality of Reserve recruits, where control cell DRC performed better on the average. The test showed that recruiters with a cross assignment mission performed well in their own component, but did not cross recruit as well. Test implementation problems caused major difficulties. The findings suggest that if implementa-

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tion problems are resolved, a permissive CARM concept--where cross assignment of mission is used on an as needed basis in order to use recruiters more efficiently--would be both feasible and cost effective.


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